Factsheet 13
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Managing Change as a Healthcare Professional

COVID-19 has led to unprecedented challenges on healthcare services. From holding remote consultations with patients, to working from home, to using digital technology, there are many changes which have affected the working practices of many healthcare professionals. Managing this change effectively is important to ensure service provision is maintained.

There are many models and tools that can help plan change, implement change, assess and provide feedback as well as report/audit the change. Some tools are specific for the health service whilst others are more general.

Change management frameworks vary and can be very complex or simple, people focused, or process focused. As with leadership styles, some are more appropriate than others for a given situation. Here are some of the models and tools that are available that can help with a systematic approach to change.

There are a number of well-known frameworks including:

- NHS Improvement's project management framework (2017)
- Medical Leadership Competency Framework (2010)
- Healthcare Leadership Model (2013)
- Six stage management approach
- PRINCE2
- Prosci ADKAR® Model
- The Kurt Lewin Change Management Model
- John Kotter 8-step approach
- McKinsey 7-S framework
- The Kübler-Ross Model
- Satir Change Management Model

Let's have a look at two of these models in more detail:

NHS Improvement's project management framework (2017)

This six-stage project management approach provides a framework for change. The project management approach can enhance other management approaches you use such as the six-stage approach or PRINCE2.

The six stages of the framework include:

- Stage 1: Start out - what is the opportunity or problem?
- Stage 2: Define and scope- what is the current situation?
- Stage 3: Measure and understand - what are the benefits and impacts?
- Stage 4: Design and plan - what does the future look like?
- Stage 5: Implement - action planning and reporting
- Stage 6: Handover and sustain - deployment and 'business as usual'

Click here for further information on the NHS Improvement's project management framework (2017).

The Kurt Lewin Change Management Model

Kurt Lewin, a physicist and social scientist, emigrated from Germany to America during the 1930's and is recognised as the "founder of social psychology"'; highlighting his interest in the human aspect of change.

Kurt's model follows a 3-step process:

- Unfreeze existing perceptions and processes
- Change those processes and perceptions with training, education, and new processes
- Refreeze the new way of doing things (Lewin 1949).

This approach is simpler than some of the models, but it is still trusted by many companies today. To find out more about Lewin's model click here and/or click here.

For more information on how to manage change effectively listen to our podcast with our Director of Learning Design and Quality Ann Saxon who has over 25 years of experience in Leadership and Management.

References:

- Leadership and Management (2020) Education for Health.
- NHS Improvement's project management framework (2017) Available on: https://improvement.nhs.uk/resources/qualityservice-improvement-and-redesign-qsir-tools-stageproject/
- Change Management – Coach Lewin Model (2020) Available on: https://www.change-managementcoach.com/kurt_lewin.html

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