

Implementation and Change Management

HQS-630

4 Credits

Aug 3 - Sep 27

Course Description

This course examines components of implementing health care quality and safety initiatives. Learners examine the elements of change management, identify criteria for success in change areas, and plan phases and goals for implementation. Learners also consider change sustainability and dissemination of successful implementations. Prerequisite: HQS-620.

Instructor Contact Information

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Class Resources

Organization Development and Change

Cumming, T. G., & Worley, C. G. (2015). *Organization development and change* (10th ed.). Boston, MA: Cengage Learning. ISBN-13: 9788131531679.

LopesWrite

Refer to the LopesWrite webpage for guidance regarding assignments requiring submission to LopesWrite.

<https://support.gcu.edu/hc/en-us/articles/201277380-LopesWrite>

Topic 1: Elements of Change Management

Objectives:

1. Describe the process of organizational change.
2. Identify the roles of professionals within the change management process
3. Describe change management theories and approaches.

Resources

Models of and Approaches to Organizational Change

Read "Models of and Approaches to Organizational Change," by Cameron and Green, from *Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organizational Change* (2015).

<https://lopes.idm.oclc.org/login?url=http://library.books24x7.com.lopes.idm.oclc.org/library.asp?%5eB&bookid=77616&chunkid=140521394&rowid=279>

Implementing a Social Identity Approach for Effective Change Management

Read "Implementing a Social Identity Approach for Effective Change Management" by Slater, Evans, & Turner from *Journal of Change Management* (2016).

<https://lopes.idm.oclc.org/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=113220640&site=ehost-live&scope=site>

Case Studies

Read "Case Studies" by Walston from *Strategic Healthcare Management: Planning and Execution* (2018).

<https://lopes.idm.oclc.org/login?url=http://library.books24x7.com.lopes.idm.oclc.org/library.asp?%5eB&bookid=142868&chunkid=290479412&rowid=777>

Organization Development and Change

Read Chapters 1, 2, and 8 in *Organization Development and Change*.

Clinical Leadership: A Call to Action

Read "Clinical Leadership: A Call to Action" by Gatson Grindel from *MEDSURG Nursing* (2016).

<https://lopes.idm.oclc.org/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=a9h&AN=112911527&site=ehost-live&scope=site>

As Healthcare Changes, Systems Need to Broaden Search to Find Disruptive CEOs

Read "As Healthcare Changes, Systems Need to Broaden Search to Find Disruptive CEOs" by Meyer from *Modern Healthcare* (2018).

Assessments

Summary of Current Course Content Knowledge

Start Date & Time	Due Date & Time	Points
Aug 3, 2023, 12:00 AM	Aug 3, 2023, 11:59 PM	0

Assessment Description

Academic engagement through active participation in instructional activities related to the course objectives is paramount to your success in this course and future courses. Through interaction with your instructor and classmates, you will explore the course material and be provided with the best opportunity for objective and competency mastery. To begin this class, review the course objectives for each Topic, and then answer the following questions as this will help guide your instructor for course instruction.

1. Which weekly objectives do you have prior knowledge of and to what extent?
 2. Which weekly objectives do you have no prior knowledge of?
 3. What course-related topics would you like to discuss with your instructor and classmates? What questions or concerns do you have about this course?
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Class Introductions

Start Date & Time	Due Date & Time	Points
Aug 3, 2023, 12:00 AM	Aug 5, 2023, 11:59 PM	0

Assessment Description

Take a moment to explore your new classroom and introduce yourself to your fellow classmates. What are you excited about learning? What do you think will be most challenging?

Topic 1 DQ 1

Start Date & Time	Due Date & Time	Points
Aug 3, 2023, 12:00 AM	Aug 5, 2023, 11:59 PM	5

Assessment Description

Think about a change that took place at an organization for which you have worked or with which you have interacted with in the past. Who was involved during the change management process and what was their role? What impact did each professional have on the change management process? Was there a professional who was missing from the change management team? How would his or her involvement make a difference

in the project?

Topic 1 DQ 2

Start Date & Time	Due Date & Time	Points
Aug 3, 2023, 12:00 AM	Aug 7, 2023, 11:59 PM	5

Assessment Description

Compare two different change management theories or change models. Use peer-reviewed research articles to describe these concepts and provide examples of applications of these theories or models to practice.

The Need for Change

Start Date & Time	Due Date & Time	Points
Aug 3, 2023, 12:00 AM	Aug 9, 2023, 11:59 PM	125

Assessment Traits

 Requires LopesWrite

Assessment Description

Read Case Study 6, "St. John's Reengineering." In 1,000-1,250 words, include the following:

- Process of organizational change.
- The change needed in the case study.
- Strategies you would have used to motivate stakeholders to support the change. Include how you would have gotten political support for the change.
- The model you would have applied to the change needed for this case. Include your rationale for why the model was chosen.

Use three to five scholarly resources in addition to information from your textbook.

Prepare this assignment according to the guidelines found in the APA Style Guide, located in the Student Success Center. An abstract is not required.

This assignment uses a rubric. Please review the rubric prior to beginning the assignment to become familiar with the expectations for successful completion.

You are required to submit this assignment to LopesWrite. A link to the LopesWrite technical support articles is located in Class Resources if you need assistance.

Topic 1 Participation

Start Date & Time	Due Date & Time	Points
Aug 3, 2023, 12:00 AM	Aug 9, 2023, 11:59 PM	20

Topic 2: Business Plans and Return on Investment

Objectives:

1. Formulate a business plan.
2. Identify financial resources needed in relation to change management.
3. Quantify return on investment from change including potential associated costs and time needed.

Aug 10, 2023 - Aug 16, 2023 Max Points: 150

Resources

Contents of a Business Plan Document

Read "Contents of a Business Plan Document," by Griffin, from *How to Write a Business Plan: A Step-by-Step Guide to Creating a Plan that Gets Results* (2015).

<https://lopes.idm.oclc.org/login?url=http://library.books24x7.com.lopes.idm.oclc.org/library.asp?%5eB&bookid=97675&chunkid=381132514&rowid=16>

Organization Development and Change

Read Chapters 6 and 7 in *Organization Development and Change*.

Chapter 10 - Developing a Financial Plan

Read "Chapter 10 - Developing a Financial Plan," by Griffin, from *How to Write a Business Plan: A Step-by-Step Guide to Creating a Plan that Gets Results* (2015).

<https://lopes.idm.oclc.org/login?url=http://library.books24x7.com.lopes.idm.oclc.org/library.asp?%5eB&bookid=97675&chunkid=884313533&rowid=227>

Components of a Business Plan

Read "Components of a Business Plan," by Walston, from *Strategic Healthcare Management: Planning and Execution* (2018).

<https://lopes.idm.oclc.org/login?url=http://library.books24x7.com.lopes.idm.oclc.org/library.asp?%5eB&bookid=142868&chunkid=255703125&rowid=594>

Exploring a Company's Financial Strengths and Weaknesses

Read "Exploring a Company's Financial Strengths and Weaknesses," by Walston, from *Strategic Healthcare Management: Planning and Execution* (2018).

<https://lopes.idm.oclc.org/login?url=http://library.books24x7.com.lopes.idm.oclc.org/library.asp?%5eB&bookid=142868&chunkid=516857879&rowid=481>

Differences between Strategic Plans and Business Plans

Read "Differences between Strategic Plans and Business Plans," by Walston, from *Strategic Healthcare Management: Planning and Execution* (2018).

<https://lopes.idm.oclc.org/login?url=http://library.books24x7.com.lopes.idm.oclc.org/library.asp?%5eB&bookid=142868&chunkid=144885253&rowid=591>

Assessments

Topic 2 DQ 1

Start Date & Time	Due Date & Time	Points
Aug 10, 2023, 12:00 AM	Aug 12, 2023, 11:59 PM	5

Assessment Description

Identify a current change that occurred in a large health care organization (news article, journal, etc.). Based on the information available, how would you describe the return on investment of the change for that organization? Discuss both the aspects of cost and time.

Topic 2 DQ 2

Start Date & Time	Due Date & Time	Points
Aug 10, 2023, 12:00 AM	Aug 14, 2023, 11:59 PM	5

Assessment Description

Discuss how organizational structure would influence staffing considerations and change management plan execution?

Problem Solving

Start Date & Time	Due Date & Time	Points
Aug 10, 2023, 12:00 AM	Aug 16, 2023, 11:59 PM	120

Assessment Traits

Assessment Description

You want to propose a new way to solve a problem at your workplace. To describe your implementation for this change, use the following information to submit a business plan detailing the need for this change to the head of your department. For this assignment, complete the "Business Plan" template. Write a 500-750 word summary detailing how implementing the business plan would be beneficial for the organization. Explain how the plan would be a good return on investment for the organization.

Provide two to four scholarly resources, in addition to information from your textbook.

Prepare this assignment according to the guidelines found in the APA Style Guide, located in the Student Success Center.

This assignment uses a rubric. Please review the rubric prior to beginning the assignment to become familiar with the expectations for successful completion.

You are required to submit this assignment to LopesWrite. A link to the LopesWrite technical support articles is located in Class Resources if you need assistance.

Topic 2 Participation

Start Date & Time	Due Date & Time	Points
Aug 10, 2023, 12:00 AM	Aug 16, 2023, 11:59 PM	20

Topic 3: Objective and Goal Setting

Objectives:

1. Identify the potential impact of change management.
2. Develop measurable and attainable goals in relation to a topic.
3. Determine organizational readiness for change.

Aug 17, 2023 - Aug 23, 2023 Max Points: 155

Resources

Format of a Strategic Plan

Read "Format of a Strategic Plan" by Walston from *Strategic Healthcare Management: Planning and Execution* (2018).

<https://lopes.idm.oclc.org/login?url=http://library.books24x7.com.lopes.idm.oclc.org/library.asp?%5eB&bookid=142868&chunkid=477652719&rowid=558>

The Stretch Goal Paradox

Read "The Stretch Goal Paradox" by Sitkin, Miller, & See from *Harvard Business Review* (2017).

<https://lopes.idm.oclc.org/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=120354928&site=ehost-live&scope=site>

6 Steps to Make Your Strategic Plan Really Strategic

Read "6 Steps to Make Your Strategic Plan Really Strategic" by Kenny from *Harvard Business Review Digital Articles* (2018).

<https://lopes.idm.oclc.org/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=131221518&site=ehost-live&scope=site>

SMART Goals

Read the SMART Goals resource to assist in writing your own SMART Goal.

Assessments

Topic 3 DQ 1

Start Date & Time	Due Date & Time	Points
Aug 17, 2023, 12:00 AM	Aug 19, 2023, 11:59 PM	5

Assessment Description

Thinking about your upcoming assignment about setting objectives and goals for a team, set one goal for yourself and one goal in relation to the assignment. Describe the potential impact those goals will have when implementing change. How do you consider all possible outcomes for goals and objectives?

Topic 3 DQ 2

Start Date & Time	Due Date & Time	Points
Aug 17, 2023, 12:00 AM	Aug 21, 2023, 11:59 PM	5

Assessment Description

Discuss two ways you would assess an organization's readiness for change. Once you have determined that your organization is ready for a needed change, how would you assess a potential impact for change before

moving forward with implementation. What difference will the change make? How will you think about the change? Who will be affected?

The Hierarchy of Goals

Start Date & Time	Due Date & Time	Points
Aug 17, 2023, 12:00 AM	Aug 23, 2023, 11:59 PM	125

Assessment Traits

 Requires LopesWrite

Assessment Description

The top executives for your organization have implemented a strategic initiative of increasing patient satisfaction. As a team leader you will need to implement objectives and goals for your team according to the strategic initiative of increasing patient satisfaction. In 1,000-1,250 words discuss the following:

- Objectives and goals for your team.
- How you will communicate your goals to your team. Explain how you will communicate how your team goals fit the bigger picture of the organizational goal.
- How you know that your team is meeting these goals. Include how you will track your team's goals.
- How you will celebrate or redirect your team according to goals.

Use three to five scholarly resources to support your reasoning for setting and communicating goals and objectives.

Prepare this assignment according to the guidelines found in the APA Style Guide, located in the Student Success Center. When writing in APA style, it is important that your analysis is written in third person. Writing in third person helps with clarity and conciseness throughout your paper.

This assignment uses a rubric. Please review the rubric prior to beginning the assignment to become familiar with the expectations for successful completion.

You are required to submit this assignment to LopesWrite. A link to the LopesWrite technical support articles is located in Class Resources if you need assistance.

Topic 3 Participation

Start Date & Time	Due Date & Time	Points
Aug 17, 2023, 12:00 AM	Aug 23, 2023, 11:59 PM	20

Topic 4: Leading and Managing People

Objectives:

1. Describe strategies used to address resistance to change.

2. Determine the best practices in leading others through the change process.
3. Differentiate between leadership and management as it relates to change management.
4. Describe characteristics of leadership styles for effective change management.

Aug 24, 2023 - Aug 30, 2023 Max Points: 30

Resources

Organization Development and Change

Read Chapters 3, 12, and 17 in *Organization Development and Change*.

Chapter 11 - Resistance to Change

Read "Chapter 11 - Resistance to Change," by Lawrence, from *Leading Change: How Successful Leaders Approach Change Management* (2015).

<https://lopes.idm.oclc.org/login?url=http://library.books24x7.com.lopes.idm.oclc.org/library.asp?%5eB&bookid=77657&chunkid=643818523&rowid=258>

The Secret to Leading Organizational Change is Empathy

Read "The Secret to Leading Organizational Change is Empathy," by Sanchez, from *Harvard Business Review Digital Articles* (2018).

<https://lopes.idm.oclc.org/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=133715339&site=ehost-live&scope=site>

5 Behaviors of Leaders Who Embrace Change

Read "5 Behaviors of Leaders Who Embrace Change," by Onderick-Harvey, from *Harvard Business Review Digital Articles* (2018).

<https://lopes.idm.oclc.org/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=129805867&site=ehost-live&scope=site>

Chapter 15 – Leadership

Read "Chapter 15 – Leadership," by Lawrence, from *Leading Change: How Successful Leaders Approach Change Management* (2015).

<https://lopes.idm.oclc.org/login?url=http://library.books24x7.com.lopes.idm.oclc.org/library.asp?%5eB&bookid=77657&chunkid=892554665&rowid=337>

Assessments

Topic 4 DQ 1

Start Date & Time	Due Date & Time	Points
Aug 24, 2023, 12:00 AM	Aug 26, 2023, 11:59 PM	5

Assessment Description

Reflect on resistance to change in different stakeholder groups, what strategies would you use to address the change with each group. Explain why these strategies are considered best practices? Support your strategies with evidence. In your response to peers provide an alternative strategy or strategies they can use to address change. Support your recommendation with evidence.

Topic 4 DQ 2

Start Date & Time	Due Date & Time	Points
Aug 24, 2023, 12:00 AM	Aug 28, 2023, 11:59 PM	5

Assessment Description

Describe the difference between leadership and management. Are all managers leaders? What leadership characteristics have you observed during changes that your organization has gone through? Did it contribute to an effective change? Why or why not?

Topic 4 Participation

Start Date & Time	Due Date & Time	Points
Aug 24, 2023, 12:00 AM	Aug 30, 2023, 11:59 PM	20

Topic 5: Interdisciplinary Collaboration

Objectives:

1. Determine the characteristics of an effective interdisciplinary team.
2. Describe the value of interdisciplinary teams in facilitating sustainable change.
3. Describe how to effectively engage in difficult conversations.
4. Describe effective conflict resolution methods.

Aug 31, 2023 - Sep 6, 2023 Max Points: 155

Resources

Organization Development and Change

Read Chapter 10 in *Organization Development and Change*.

Diagnosing and Resolving Conflict Created by Strategic Plans: Where Outreach Strategies and Execution Meet at an Academic Health Center

Read "Diagnosing and Resolving Conflict Created by Strategic Plans: Where Outreach Strategies and Execution Meet at an Academic Health Center," by Edwards, Wollner, Weddle, Zembrodt, and Birdwhistell, from *Hospital Topics* (2017).

<https://lopes.idm.oclc.org/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=ccm&AN=124826893&site=ehost-live&scope=site>

Conversational Mapping: Coaching Others (and Ourselves) to Better have Difficult Conversations

Read "Conversational Mapping: Coaching Others (and Ourselves) to Better have Difficult Conversations," by Grant, from *Coaching Psychologist* (2017).

<https://lopes.idm.oclc.org/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=123686425&site=ehost-live&scope=site>

The Secrets of Great Teamwork

Read "The Secrets of Great Teamwork," by Haas and Mortensen, from *Harvard Business Review* (2016).

<https://lopes.idm.oclc.org/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=115490493&site=ehost-live&scope=site>

Coaching Other Physicians through Difficult Conversations

Read "Coaching Other Physicians through Difficult Conversations," by Hernandez, from *Physician Leadership Journal* (2016).

<https://lopes.idm.oclc.org/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=117613801&site=ehost-live&scope=site>

8 Ways to Get a Difficult Conversation Back on Track

Read "8 Ways to Get a Difficult Conversation Back on Track," by Valcour, from *Harvard Business Review Digital*

Articles (2017).

<https://lopes.idm.oclc.org/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=123285464&site=ehost-live&scope=site>

Assessments

Topic 5 DQ 1

Start Date & Time	Due Date & Time	Points
Aug 31, 2023, 12:00 AM	Sep 2, 2023, 11:59 PM	5

Assessment Description

Outline the characteristics of an interdisciplinary team. Support your argument with at least two references as well as personal anecdotes of positive and negative characteristics you have seen working in a team environment.

Topic 5 DQ 2

Start Date & Time	Due Date & Time	Points
Aug 31, 2023, 12:00 AM	Sep 4, 2023, 11:59 PM	5

Assessment Description

Discuss how you would ensure that change implemented is a sustainable change. What factors need to be considered to ensure the change is sustainable? Discuss the role the interdisciplinary team plays in creating sustainable change.

Change Causing Conflict

Start Date & Time	Due Date & Time	Points
Aug 31, 2023, 12:00 AM	Sep 6, 2023, 11:59 PM	125

Assessment Traits

 Requires LopesWrite

Assessment Description

You are the site manager for a health care center caring for an urban population experiencing homelessness. After the identification of patient safety concerns, you have realized the need to institute a new quality initiative regarding how patients' home medications are stored when they are admitted. This new initiative involves the cooperation of the security and nursing staff. While most of the staff understand and are following the new policy, there appears to be difficulty any time Lisa – a security guard – and Tom – an LPN – are working together. In 1,000-1,250 words, examine the following based on the scenario above:

- Assess three best practices in leading others through the change process. These should be evidence-based

best practices.

- Discuss how you would ensure your team is working together successfully.
- List two approaches you can use in having a difficult conversation to address conflict on your team.
- Describe methods you would use to resolve conflict on your team.

Provide three to five scholarly resources, in addition to information from your textbook.

Prepare this assignment according to the guidelines found in the APA Style Guide, located in the Student Success Center. An abstract is not required.

This assignment uses a rubric. Please review the rubric prior to beginning the assignment to become familiar with the expectations for successful completion.

You are required to submit this assignment to LopesWrite. A link to the LopesWrite technical support articles is located in Class Resources if you need assistance.

Topic 5 Participation

Start Date & Time	Due Date & Time	Points
Aug 31, 2023, 12:00 AM	Sep 6, 2023, 11:59 PM	20

Topic 6: Change Management Communication

Objectives:

1. Identify instances in which confidentiality applies to change management communication.
2. Describe effective ways to facilitate change management communication.
3. Describe the appropriate frequency of change management communication, including successes and setbacks.

Sep 7, 2023 - Sep 13, 2023 Max Points: 180

Resources

Chapter 6 - Communicating Change

Read "Chapter 6 - Communicating Change," by Ruck, from *Exploring Internal Communication: Towards Informed Employee Voice* (2015).

<https://lopes.idm.oclc.org/login?url=http://library.books24x7.com.lopes.idm.oclc.org/library.asp?%5eB&bookid=64411&chunkid=926538953&rowid=409>

Addressing Privacy and Security Risks in Today's Healthcare Ecosystem

Read "Addressing Privacy and Security Risks in Today's Healthcare Ecosystem" by Meehan from *Journal of AHIMA* (2019).

<https://lopes.idm.oclc.org/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=ccm&AN=134684719&site=ehost-live&scope=site>

Chapter 10 - Plan and Manage Communication

Read "Chapter 10 - Plan and Manage Communication," by Gonçalves and Campos, from *HCMBOK The Human Change Management Body of Knowledge* (2018).

<https://lopes.idm.oclc.org/login?url=http://library.books24x7.com.lopes.idm.oclc.org/library.asp?%5eB&bookid=138774&chunkid=653088865&rowid=294>

Patient Privacy and Marketing

Read "Patient Privacy and Marketing" from *Briefings on HIPAA* (2017).

<https://lopes.idm.oclc.org/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=ccm&AN=121239852&site=ehost-live&scope=site>

Organization Development and Change

Read Chapter 11 in *Organization Development and Change*.

Chapter 2 - Dialogue and Communication

Read "Chapter 2 - Dialogue and Communication" by Lawrence from *Leading Change: How Successful Leaders Approach Change Management* (2015).

<https://lopes.idm.oclc.org/login?url=http://library.books24x7.com.lopes.idm.oclc.org/library.asp?%5eB&bookid=77657&chunkid=876003313&rowid=60>

Assessments

Topic 6 DQ 1

Start Date & Time	Due Date & Time	Points
Sep 7, 2023, 12:00 AM	Sep 9, 2023, 11:59 PM	5

Assessment Description

Reflect on a change implementation you have witnessed. Describe the type of communication that was used

throughout the change implementation. Was this effective? Why or why not?

Topic 6 DQ 2

Start Date & Time	Due Date & Time	Points
Sep 7, 2023, 12:00 AM	Sep 11, 2023, 11:59 PM	5

Assessment Description

Discuss instances in which confidentiality measures apply during change management communication. Would the confidentiality apply to all stakeholders? Why or why not? Provide a specific example.

Benchmark – Resolution for Change

Start Date & Time	Due Date & Time	Points
Sep 7, 2023, 12:00 AM	Sep 13, 2023, 11:59 PM	150

Assessment Traits

 Requires LopesWrite

 Benchmark

Assessment Description

From an organizational standpoint, identify a patient safety clinical problem that requires resolution. Using systems thinking and literature from this course and your own research, suggest one possible solution to address the issue. In 1,250-1,500 words, include the following:

- Describe the change management strategy you would use to address the patient safety clinical problem.
- Describe the stakeholders.
- Describe the type of change anticipated.
- Discuss how you would engage stakeholders.
- Outline how you would communicate the change to all stakeholders. Indicate how often you would communicate progress of the change.
- If an adjustment is needed, explain how and when you would communicate what is needed.
- Explain how the Christian worldview factors into the decisions you have made.

Three to five scholarly resources, in addition to information from your textbook.

Prepare this assignment according to the guidelines found in the APA Style Guide, located in the Student Success Center. An abstract is not required.

This assignment uses a rubric. Please review the rubric prior to beginning the assignment to become familiar with the expectations for successful completion.

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Benchmark Information

This benchmark assignment assesses the following programmatic competencies and professional standards:

6.4: Develop a change management strategy to rectify a patient safety issue using systems thinking.

Topic 6 Participation

Start Date & Time	Due Date & Time	Points
Sep 7, 2023, 12:00 AM	Sep 13, 2023, 11:59 PM	20

Topic 7: Implementation Process

Objectives:

1. Determine the steps involved in a trial implementation.
2. Evaluate strategies for implementing change.
3. Determine best practices for transition management.

Sep 14, 2023 - Sep 20, 2023 Max Points: 145

Resources

Tips for Implementing Change

Read "Tips for Implementing Change," by Stanford, from *Breaking the Cycle of Failed Change Management* (2016).

<https://lopes.idm.oclc.org/login?url=http://library.books24x7.com.lopes.idm.oclc.org/library.asp?%5eB&bookid=119839&chunkid=128375749&rowid=34>

Implementing Strategy Means Changes for Employees

Read "Implementing Strategy Means Changes for Employees," by Karna, from *Change Management and the Human Factor: Advances, Challenges and Contradictions in Organizational Development* (2015).

<https://lopes.idm.oclc.org/login?url=http://library.books24x7.com.lopes.idm.oclc.org/library.asp?%5eB&bookid=76655&chunkid=411213430&rowid=493>

Phases of Strategic Change

Read "Phases of Strategic Change," by Walston, from *Strategic Healthcare Management: Planning and Execution* (2018).

<https://lopes.idm.oclc.org/login?url=http://library.books24x7.com.lopes.idm.oclc.org/library.asp?>

Leading Change Effectively: Managing Change is Essential to Successfully Implement Change

Read "Leading Change Effectively: Managing Change is Essential to Successfully Implement Change," by Selivanoff, from *Health Care Registration: The Newsletter for Health Care Registration Professionals* (2018).

<https://lopes.idm.oclc.org/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=128096194&site=ehost-live&scope=site>

Organization Development and Change

Read Chapter 19 in *Organization Development and Change*.

Assessments

Topic 7 DQ 1

Start Date & Time	Due Date & Time	Points
Sep 14, 2023, 12:00 AM	Sep 16, 2023, 11:59 PM	5

Assessment Description

Find an example of a current event in health care administration that exhibits one or more best practices for transition management. Explain your rationale.

Topic 7 DQ 2

Start Date & Time	Due Date & Time	Points
Sep 14, 2023, 12:00 AM	Sep 18, 2023, 11:59 PM	5

Assessment Description

When considering implementing a change based on current research, when would you pursue a trial or pilot implementation within one department before implementing the change to the entire organization? What steps would be involved in a trial implementation?

Corporation Merger

Start Date & Time	Due Date & Time	Points
Sep 14, 2023, 12:00 AM	Sep 20, 2023, 11:59 PM	115

Assessment Traits

 Requires LopesWrite

Assessment Description

The hospital you work for has merged with an organization that currently has two hospitals as part of the organization. The facility you work in uses X medical records, the other two hospitals use Y medical records. All three hospitals will use Y medical records once the merger is complete. Change is needed at your hospital for continuity in the larger organization and for the best patient care possible. You will be responsible for getting your team up to speed on the new medical recording system. In 750-1,000 words, provide the following:

- Brief rationale as to why the change is important for the organization.
- The steps you would take to begin implementing the change.
- Examine what change management approach you believe would be most appropriate for your suggested implementation.

Provide three to five scholarly resources, in addition to information from your textbook.

Prepare this assignment according to the guidelines found in the APA Style Guide, located in the Student Success Center. An abstract is not required.

This assignment uses a rubric. Please review the rubric prior to beginning the assignment to become familiar with the expectations for successful completion.

You are required to submit this assignment to LopesWrite. A link to the LopesWrite technical support articles is located in Class Resources if you need assistance.

Topic 7 Participation

Start Date & Time	Due Date & Time	Points
Sep 14, 2023, 12:00 AM	Sep 20, 2023, 11:59 PM	20

Topic 8: Continuing to Reevaluate and Reinforce

Objectives:

1. Explain the need and timeline for project adjustment.
2. Determine best practices for sustaining change.
3. Determine the cause of barriers to success.

Sep 21, 2023 - Sep 27, 2023 Max Points: 30

Resources

Why Change Initiatives Fail... and what L&D Can Do

Read "Why Change Initiatives Fail... and what L&D Can Do," by Dutton, Leddin, and Menswar, from *Training* (2018).

<https://lopes.idm.oclc.org/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=130712686&site=ehost-live&scope=site>

Chapter 10 - Sustaining Change

Read "Chapter 10 - Sustaining Change," by Hodges, from *Managing and Leading People Through Organizational Change: The Theory and Practice of Sustaining Change Through People* (2016).

<https://lopes.idm.oclc.org/login?url=http://library.books24x7.com.lopes.idm.oclc.org/library.asp?%5eB&bookid=112256&chunkid=207522585&rowid=1015>

Organization Development and Change

Read Chapters 9 and 18 in *Organization Development and Change*.

Integrate Systems to Sustain Gains from Process Change

Read "Integrate Systems to Sustain Gains from Process Change," by Saver, from *OR Manager* (2015).

<https://lopes.idm.oclc.org/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=ccm&AN=109827816&site=ehost-live&scope=site>

Conclusion: The Seven Keys to Embedding and Sustaining Change

Read "Conclusion: The Seven Keys to Embedding and Sustaining Change," by Coleman and Thomas, from *Organizational Change Explained: Case Studies on Transformational Change in Organizations* (2017).

<https://lopes.idm.oclc.org/login?url=http://library.books24x7.com.lopes.idm.oclc.org/library.asp?%5eB&bookid=125523&chunkid=767200210&rowid=735>

Sustaining an Accountable Culture: Tune-Ups Required

Read "Sustaining an Accountable Culture: Tune-Ups Required," by Evans, from *Achieve with Accountability: Ignite Engagement, Ownership, Perseverance, Alignment, & Change* (2017).

<https://lopes.idm.oclc.org/login?url=http://library.books24x7.com.lopes.idm.oclc.org/library.asp?%5eB&bookid=120244&chunkid=208152363&rowid=203>

Assessments

Topic 8 DQ 1

Start Date & Time	Due Date & Time	Points
Sep 21, 2023, 12:00 AM	Sep 23, 2023, 11:59 PM	5

Assessment Description

Discuss the best practices for sustaining a change project. What might be barriers to success for a change implementation? Provide specific examples. Use a minimum of two references to support your claims.

Topic 8 DQ 2

Start Date & Time	Due Date & Time	Points
Sep 21, 2023, 12:00 AM	Sep 25, 2023, 11:59 PM	5

Assessment Description

How would you assess the need for an adjustment within a change project? What impact could this have on the project timeline? If an adjustment were needed on your project, how would you determine the best timing for making said adjustment? What considerations would you have for communicating the needed adjustments to the appropriate stakeholder groups?

Topic 8 Participation

Start Date & Time	Due Date & Time	Points
Sep 21, 2023, 12:00 AM	Sep 27, 2023, 11:59 PM	20
