

A survey involving physicians, registered nurses, and assistant nurses demonstrated the characteristics of effective transitions in healthcare systems

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ABSTRACT

As a result of technical improvements, changing disease patterns, new discoveries for disease treatment, and political changes and legislative efforts, health care institutions are continually changing. Change can be difficult since it goes against humans' natural desire for a stable environment. What

characteristics identify successful organizational changes in health care, asks the current study? The goal was to look into the characteristics of successful adjustments that were relevant to health care workers' work. Organizational changes in health care are more likely to succeed when health care workers have the opportunity to influence the change, are prepared for it, and appreciate its value, including the benefit to patients.

Key Words: *Organizational change; Implementation; Influence*

INTRODUCTION

As the phrase goes, the only constant in healthcare institutions is changing. Technological improvements, ageing populations, changing illness patterns, and discoveries for disease treatment necessitate a virtually constant change in health care institutions and experts. Organizational adjustments are also required to account for changing cultural norms and values, which have resulted in higher expectations for health-care access, enhanced patient experiences, and increased patient involvement in care decision-making. Continuous professional education is becoming increasingly necessary to guarantee that health care workers' competencies keep up with current standards and to maintain and improve the knowledge and skills required to stay current with the latest evidence. Political reforms and policy initiatives are also linked to organizational changes affecting health care workers [1]. The introduction of New Public Management (NPM) into health care has challenged traditional professional domination by bringing the logic of managerialism, i.e. work should be structured and controlled by managers to meet organizational goals of cost-effective and efficient health care. Health care providers are increasingly asked to document their work, perform administrative duties, and engage in quality improvement initiatives driven by management. Changes also pertain to the evidence-based movement, which arose in the aftermath of NPM with the goal of providing a more solid scientific foundation for professional practice.

Change can be difficult in general since it goes against humans' inherent need for a stable environment. Employees' psychological confusion about how the changes would affect their work condition, job, and overall life have been linked to organizational changes, according to research. Reduced organizational commitment, loss of productivity, work-related stress, emotional exhaustion, mental health problems, change fatigue, poor self-rated health, adverse sleep patterns, sickness absence, hospital admissions, and stress-related prescriptions are all well-documented effects of high rates of organizational change on employee health and well-being [2]. Many organizational reforms fail to meet their objectives; a 70% failure rate is typically mentioned. While the generic success or failure rates can be questioned due to the context-dependent nature of change and issues with definitions and measurement, a significant portion of changes succeed. What identifies successful organizational changes in health care? This is the premise of the current paper. We wanted to look into the characteristics of successful improvements in healthcare professionals' work based on interviews with Swedish healthcare professionals. The understanding of the factors that contribute to successful organizational change has the potential to improve the selection, planning, implementation, and management of changes in health care organizations [3].

The necessity of having the ability to influence organizational changes was stressed by the health care professionals. Changes that were begun by the professionals themselves were thought to be the easiest, and resistance from health care professionals was rare. "I think one is particularly receptive to issues that are being highlighted in the organization from the ground up," a physician (4P) said of the necessity of "bottom-up" adjustments [4]. I believe that it is from this place that the best ideas come, but it is also critical to remain responsive and appraise. The health care professionals said that being involved early in the change process and being able to have an influence throughout the change process helped to the success of organizational changes begun by health care management and/or higher political leadership levels in the region. "If staff are involved from the beginning and find this [change] is exciting," a registered nurse (2RN) stated, "then I believe there is a potential to succeed [with the change]." However, many people grumbled about how difficult it was to influence improvements because of the healthcare system's hierarchy and the gap between those in power and those who could make changes.

DISCUSSION

Modern health care is characterized by constant change. From the perspective of health care professionals on the frontlines, the goal of this study was to identify characteristics of successful organizational reforms. The study's core premise was that the subjective experiences of change among healthcare providers increase the chances of effective change [5]. Individual responses to organizational changes are becoming more and more important. According to the statements of the healthcare professionals who were interviewed, three categories (i.e. characteristics of successful changes) were found to be of central importance for a change to be considered successful: healthcare professionals (1) have the opportunity to influence the change, (2) are prepared for the change, and (3) recognize the value of the change. Many of the participants' statements fit into more than one category, implying that the three elements of this triad of effective transition traits are interdependent. A gradual transition, for example, allows for preparation, which improves involvement and influence, and so enables acceptance of the change. Recognizing the importance of a change, such as the advantages to patients, may improve motivation among health care personnel to become involved and participate in its implementation. Because of this interconnectedness, successful change is more likely when all three areas are considered while planning and implementing changes [6]. Preparation for and participation in a change has been linked to decisional latitude, and appreciating the change in terms of experiencing personal gains has been linked to participation in the change. However, we were unable to locate any previous research, either in health care or in other settings that have revealed the importance

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of this particular triad of attributes or how they are linked. Although our findings show these interdependencies, we did not collect data to study the underlying mechanisms; hence, more research into these interdependencies would be beneficial.

The ability to influence changes that may affect their work was very important to the health care professionals in our study. They indicated enthusiasm for innovations that have been made “from the ground up” by themselves and/or frontline health care workers. Many healthcare professionals expressed dissatisfaction with the power imbalance between individuals who are affected by the changes and those in higher managerial and political positions in the healthcare system who typically select what changes to make. Physicians in Sweden have frequently expressed their dissatisfaction with policymaking and decisions affecting the medical profession that is made without the participation of physicians or their professional associations [7]. These findings highlight the necessity of having frontline support for changes and having them be regarded as legitimate by the employees who will be affected by them. Participation in changes can lead to improved acceptance, according to an organizational study. Indeed, broad participation in the change process is likely the most frequently mentioned strategy for overcoming change resistance. Even if a change endeavour is well-justified and well-planned, research shows that managers must generate internal support for change through employee participation in the process. These are typical findings in organizational research in general, but they appear to be especially relevant in health care organizations due to the high level of professional judgment required in doing the function.

Professionals in the healthcare field stressed the importance of predictability in judging the success of organizational changes. When people are prepared, they are better able to change their behaviour properly. The relevance of managers’ information communication in preparing employees for organizational changes is frequently mentioned in the literature on organizational transition. Despite the importance of predictability, many of the changes in our study appeared to be the result of a lack of preparation. Individuals who are unprepared have difficulty aligning their thoughts, feelings, and behaviours with those who are leading the changes [8]. Our findings are consistent with Organizational Readiness to Change, a theory that states that readiness is determined by members’ determination to follow the courses of action necessary in implementing change (change commitment) and their confidence in their ability to carry out these actions (change efficacy). Their readiness to undertake change is also influenced by contextual factors like resources and culture. Health care professionals in our survey emphasized the necessity of management conveying the reasons for adjustments. Organizational change research has shown that changes have a better chance of succeeding if employees believe they are well-thought-out and respect the managers responsible for the changes, whereas resistance to changes is more likely if employees believe the changes have little or no value for them. The literature on organizational transformation also emphasizes the need for change attempts that are based on coherent and good causal thinking. Employees who don’t comprehend why a change is being pursued will be hesitant to comply with management’s demands [9].

The health care professionals in our study believed that for the improvements to be valuable, they must help patients. This is in line with studies that indicate how patients and their demands shape the role identification of health care providers. The overall findings of our study could indicate a conflict between traditional professional logic and the managerial logic introduced into health care with the advent of NPM. Unlike

managerialism, which thinks that labour should be guided by management in order to achieve organizational goals, health care workers are typically loyal to their profession, and their emotional benefits at work are primarily related to their patients [10]. The study’s key contribution is the identification of a “triad of successful change characteristics” from the perspective of change beneficiaries. While many of the study’s findings are consistent with past research on organizational change, no previous research has identified this specific triad of interrelated traits. The findings are useful for healthcare organizations in planning and implementing changes that have a better likelihood of succeeding.

CONCLUSION

Finally, organizational changes in health care are more likely to succeed when health care personnel have the ability to influence the change, are prepared for the change, and appreciate the value of the change, including the benefit to patients. Although changes in healthcare organizations are unavoidable, there are several methods for implementing them that are more or less effective. Our findings have substantial implications for healthcare organizations in terms of how to design, implement, and manage healthcare reforms to enhance the likelihood that they will be supported by healthcare professionals, which is critical for effective change.

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