

Caring Safely

Module 8-3

Implementing Change to Address Compassion Fatigue

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In This Module

- Understanding change
- Setting up for success
- The ADKAR Model: Goal-oriented change management model
- Stages of Individual Change
- Phases of Change
- Work through one goal from module 8-2

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Understanding Change

- In order for an organization to change, the individuals within that organization are required to change.
- There is an organizational side of change and an employee side of change. Sometimes management has buy in from one, or both, sides, which is great. Sometimes a manager doesn't have buy in from either side, particularly if there is low awareness for a need for change.
- By following a process that guides individuals through change, as a manager, you can create a plan to approach change and track progress.
- This sequential change management framework takes a solution focused approach, that is inclusive of employee feedback, promoting buy in for change.

Setting Up For Success

Pilot Projects

Give BEFORE Asking

Phases of Change Pilot Projects for CF Resiliency

- 1) Business Need - Identify the org/business need to address CF
- 2) Concepts and Design - Define the pilot project (scope/objective), Designed the solution (new processes, systems and organizational structure) and Develop the new processes and systems
- 3) Implementation - Implements the solution into the organization
- 4) Post-implementation - Review and adapt

ADKAR

- Awareness of the need for change
- Desire to participate and support the change
- Knowledge of how to change (and what change looks like)
- Ability to implement the change on a day-to-day basis
- Reinforcement to keep the change in place

Awareness

Are the employees and leaders aware of the need for change?

Why should employees join the program?

Why should leaders support the program?

What can build awareness of this. Awareness of risk of compassion fatigue with no change. Information on benefits of addressing compassion fatigue with your change.

Business Need

Does leadership understand the need for the proposed change?

Do they understand the cost of compassion fatigue on the organization?

Educate on cost of compassion fatigue to the organization including impact on employee wellness, employee time, employee productivity, quality of care, employee morale, employee engagement, meeting organizational goals and objectives.

Desire

Do employees have the personal motivation to engage in the proposed change?

Strategies can include reviewing the positives of addressing compassionate fatigue in the negative impacts of not addressing compassion fatigue. You can acknowledge the effort that change requires and bring employees in on the design of the compassion fatigue resiliency program.

Knowledge about how to change: 1 No knowledge 5 highly knowledgeable

Concept and Design

Do you have a plan of action (pilot) based on your concept of what is happening (Compassion Fatigue) and why you want to try change (Compassion Fatigue Resiliency Factors).

For strategies you can propose your pilot project for implementing your change and the steps that you want to take including ways to measure the change, ways to adapt the change as needed, and timelines for reviewing the change.

Knowledge

Do employees know how to safely and effectively engage in the change?

Do you need an instructor, coach, online training programs or books.

For strategies you can provide training and skill development for service providers to implement the change.

Knowledge about how to change: 1 No knowledge 5 highly knowledgeable

Ability

Do employees have the knowledge and resources to put the change into practice on an ongoing basis?

Strategies you want to ensure that you're providing any resources and time to implement the change. Are you giving something before you're asking for something.

Ability to change: 1 No ability to 5 very able

Implementation

Is the org providing what is needed to implement the pilot?

Get creative on ways to meet the needs within the change process. Assess what is currently happening and what can be modified or let go of. Who else can meet needs to free up resources for your change. Collect data on the change – qualitative and quantitative.

Reinforcement

Do you have reinforcements in place to prevent employees from slipping back into old habits.

Who can support staff during the change is this the role of management or clinical supervisors? Make sure you have a timeline for regularly checking in on process and to make any modifications to provide support as needed. Bring stuff together as a group to check in on the process if they have any suggestions for improvement. And make sure to celebrate both the successes and the failures.

Reinforcement to sustain change: 1 not helpful to 5 very helpful

Post-Implementation

Are you able to check in on implementation and adapt as needed?

For strategies you want to regularly check in and review the data-both qualitative and quantitative.

Decide if you keep the pilot project. If you don't keep the pilot project you adapted or do you try something new?

There are no failures as long as you learn from what you try.

Creating Pilot Projects

Creating pilot projects for addressing compassion fatigue with the CS principles in mind.

What are your priorities from Module 8-2. What is a realistic timeline.

Constantly adapting – fluid process.

Celebrating wins and failures

Expert program for guidance on developing a Compassion Fatigue Resiliency program unique to your organization.

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