



Lack of money

What to do:

- Provide necessary capital
- Align financial incentives to the change

How to do it:

- Be realistic about capital costs and plan accordingly
- Ensure public policy is joined-up



Change is painful

What to do:

- Provide clear rationale for the change
- Allow small-scale pilots

How to do it:

- Develop evidence-base: show hard data on outcomes, cost-savings, process improvements
- PDSA cycles - allow HCPs to start small and own the change*



The change conflicts with current norms/values

What to do:

Recognise and support need for identity transformation

How to do it:

- Clear two-way communications strategy
- Recruit and support clinical champions



HCPs fear change of role

What to do:

Explain 'the why' of the change and listen to people's concerns

How to do it:

Use human-centred change-management principles: staff workshops; story-telling; video-ethnography



HCPs fear loss of control of their patients

What to do:

Ensure HCPs have control at a patient level

How to do it:

Give HCPs choice to opt in/out and to choose which patients are included in pilot



Fear of malpractice

What to do:

Clarify and agree patient-expectations

How to do it:

Explicit terms & conditions agreed e.g. HCPs will not be monitoring data 24/7



Lack of time

What to do:

Identify site-specific resource-constraints and provide necessary support

How to do it:

Discuss requirements with each site and agree plan for additional resources



Lack of change - management capability

What to do:

Provide support and training at each site

How to do it:

Practice Facilitation/Enhancement Agents (PEAs) provide support & guidance**



Challenges of Implementing Change in Healthcare Organisations

Source: Quinlan, M., Doyle, G. and Geiger, S. (2016) 'The Healthcare Organisational-level Change Challenge; Key Learnings from the Movement towards Integrated Care in the US', Applied Research for Connected Health (ARCH) Report, January 2016. Executive Summary available at: www.arch.ie/wp-content/uploads/2015/08/Implementing-change-within-healthcare_Executive-Summary.pdf

* For more on Plan Do Study Act (PDSA) cycles please see www.ihl.or/resources/pages/tools/plandostudyactworksheet.aspx

** PEAs provide practice facilitation akin to that outlined by the CMS <https://pcmh.ahrq.gov/page/practice-facilitation>