Allen D.

**Care trajectory management: A conceptual framework for formalizing emergent organisation in nursing practice.**


**AIM:** To offer a new conceptual framework for formalizing nurses’ work in managing emergent organisation in health and social care.

**BACKGROUND:** Much health and social care requires continuous oversight and adjustments in response to contingencies. Nurses have an important role in managing these relationships.

**EVALUATION:** A longstanding programme of research on the social organisation of health and social care work provided the foundations for the article.

**KEY ISSUE:** Nurses’ work in managing emergent organisation may be conceptualized as care trajectory management and factors contributing to trajectory complexity are explored.

**CONCLUSIONS:** Care trajectory management is essential for the quality and safety of health and social care but poorly served by existing management frameworks.

**IMPLICATIONS FOR NURSING MANAGEMENT:** Care trajectory management offers a conceptual framework for the development of new management structures to support an important but poorly supported element of nursing practice.


Anonymous.

**Nurse Manager Leadership Development: Leveraging the Evidence and System-Level Support.**


Barrow JM, TJ T-B.


Brisson-Banks CV.

**Managing change and transitions: a comparison of different models and their commonalities.**


Cummings S, Bridgman T, Brown KG.
Unfreezing change as three steps: Rethinking Kurt Lewin’s legacy for change management.

Flynn R, Scott SD, Rotter T, Hartfield D.
The potential for nurses to contribute to and lead improvement science in health care.
AIM: A discussion of how nurses can contribute to and lead improvement science activities in health care. BACKGROUND: Quality failures in health care have led to the urgent need for healthcare quality improvement. However, commonly quality improvement interventions proceed to practice implementation without rigorous methods or sufficient empirical evidence. This lack of evidence for quality improvement has led to the development of improvement science, which embodies quality improvement research and quality improvement practice. This paper discusses how the discipline of nursing and the nursing profession possesses many strengths that enable nurses to lead and to play an integral role in improvement science activities. However, we also discuss that there are insufficiencies in nursing education that require attention for nurses to truly contribute to and lead improvement science in health care. DESIGN: Discussion paper. DATA SOURCES: This paper builds on a collection of our previous work, a 12-month scoping review (March 2013-March 2014), baseline study on a quality improvement management system (Lean), interviews with nurses on quality improvement implementation and supporting literature. IMPLICATIONS FOR NURSING: This paper highlights how nurses have the philosophical, theoretical, political and ethical positioning to contribute to and lead improvement science activities. However up to now, the potential for nurses to lead improvement science activities has not been fully used. CONCLUSION(S): We suggest that one starting point is to include improvement science in nursing education curricula. Specifically, there needs to be increased focus on the nursing roles and skills needed to contribute to and lead healthcare improvement science activities. Copyright © 2016 John Wiley & Sons Ltd.

Hossan C.
Applicability of Lewin’s Change Management Theory in Australian Local Government.
Kurt Lewin's change model: A critical review of the role of leadership and employee involvement in organizational change.


Change is crucial for organizations in growing, highly competitive business environments. Theories of change describe the effectiveness with which organizations are able to modify their strategies, processes, and structures. The action research model, the positive model, and Lewin's change model indicate the stages of organizational change. This study examined the three stages of Lewin’s model: unfreezing, movement, and refreezing. Although this model establishes general steps, additional information must be considered to adapt these steps to specific situations. This article presents a critical review of change theories for different stages of organizational change. In this critical review, change management offers a constructive framework for managing organizational change throughout different stages of the process. This review has theoretical and practical implications, which are discussed in this article. Immunity to change is also discussed.

Iljins J, Skvarciany V, Gaile-Sarkane E.

**Impact of Organizational Culture on Organizational Climate During the Process of Change.**


The purpose of this paper is to investigate the impact of organizational culture on organizational climate in the process of change. After exploring the impact of organizational culture on organizational climate through distinguished culture's factors, article examines the importance of these factors and, what is more, presents the case study analysing organizational culture determinants impact on organisational climate based on the research of two Latvian medium-sized companies. Methodology The research design is based on Yin (1994) methodology and consists of two main stages: data analysis and validation for case study and case study’s methodology. In the first stage an expert evaluation method was used to investigate impact and stress the significance of organizational culture factors’ on organizational climate. To verify the results mathematical calculations and case study were used. Within the research the most significant factors were stressed. In this study comparison was studied between Latvian medium-sized companies with Latvian capital and companies with international capital. Results The results of the research confirmed that during the period of changes organizational culture has an impact on organizational climate through specific factors. Theoretical model how change of organizational culture impacts organizational climate is developed. Paper type Research paper.

Jacobs S, Rouse P, Parsons M.

**Leading change within health services: The theory behind a systematic process for leading the implementation of new services within a network structure.**


**Purpose:** Much health service delivery occurs within a network structure, with co-operation and competition coexisting. Leading change for successful outcomes is a difficult task even outside of this multi-layered complex context, with reports that up to two-thirds of change processes are unsuccessfully implemented. This can have a major impact on stress, effectiveness and efficiency. This paper aims to address these issues.

**Design/methodology/approach:** Theories supporting a generic implementation system for managers were explored so that people placed into situations in which they needed to lead and manage change could access a systematic approach that enabled clarification of the network's goal(s), valid communication among members of the network, and performance measurement using indicators the network agrees are meaningful.

**Finding(s):** The implementation pathway developed provides a change process leaders and managers of change can use within networks.

**Practical implications:** Health service funders and managers will be helped by this systematic implementation process. Originality/value: Health service funders and managers will be assisted by the systematic implementation process. © Emerald Group Publishing Limited.

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Kotter JP.

**Leading Change.**


No organization is immune to change. To cope with new technological, competitive, and demographic forces, leaders often try to alter the way they do business -- yet few of these efforts meet the goals. Few companies successfully transform themselves. Their are four mistakes that causes most failures: 1. writing a memo instead of lighting a fire, 2. talking too much and saying too little, 3. declaring victory before the war is over, and 4. looking for villains in all the wrong places. These common mistakes suggest three key tasks for change leaders: 1. managing multiple time lines, 2. building coalitions, and 3. creating a vision. The most notable trait of great leaders is their quest for learning. They push themselves out of their comfort zones and continue to take risks. The single biggest impetus for change tends to be a new manager in a key job. Producing change is about 80% leadership and about 20% management.

Lowe G, Plummer V, Boyd L.  
**Nurse practitioner integration: Qualitative experiences of the change management process.**  
AIM: The aim of this qualitative research was to explore perceptions of organisational change related to the integration of nurse practitioners from key nursing stakeholders.  
BACKGROUND: The ongoing delivery of effective and efficient patient services is reliant upon the development and sustainability of nurse practitioner roles. Examination of the factors contributing to the underutilization of nurse practitioner roles is crucial to inform future management policies. A change management theory is used to reveal the complexity involved.  
METHOD: Qualitative interviews were undertaken using a purposive sampling strategy of key stakeholders. Thematic analysis was undertaken and key themes were correlated to the theoretical framework.  
RESULTS: The results confirm the benefits of nurse practitioner roles, but suggest organisational structures and embedded professional cultures present barriers to full role optimization. Complicated policy processes are creating barriers to the integration of nurse practitioner roles.  
CONCLUSION: The findings increase understanding of the links between strategic planning, human resource management, professional and organisational cultures, governance and politics in change management. Effective leadership drives the change process through the ability to align key components necessary for success. Sustainability of nurse practitioners relies on recognition of their full potential in the health care team.  
IMPLICATIONS FOR NURSING MANAGEMENT: The results of this study highlight the importance of management and leadership in the promotion of advanced nursing skills and experience to better meet patient outcomes. The findings reinforce the potential of nurse practitioners to deliver patient centred, timely and efficient health care.  

McTeer M.  
The imperative for new approaches for managing and leading in healthcare for the 21st century--observations from the Canadian Nurses Association’s National Expert Commission Experience and Report.  
The Canadian healthcare system must change to meet current and future realities, particularly to respond effectively to changing age and cultural demographics and new medical/scientific technologies. To meet its ongoing policy role, the Canadian Nurses Association established a National Expert Commission in 2011, mandated to
prepare a report on healthcare reform and transformation, with a clear focus on the role individual nurses and the nursing profession generally could play in ensuring better health, better care and better value for Canadians. In this paper, Commission co-chair, health law specialist Maureen McTeer, outlines the key findings and recommendations of their final report, titled A Nursing Call to Action: The Health of our Nation, the Future of our Health System which she and co-chair Dr. Marlene Smadu presented originally at the CNA’s biennial meeting in Vancouver, in June, 2012. The discussion focuses on the rationale behind the commission’s recommendation for a new registered nursing education curriculum and approach to training.


Norris M.
**The Impact of Varying Leader Culture Types on Organizational Change Initiatives.** University of Baltimore; 2018. Available from: http://hdl.handle.net/11603/11051

Pollack J, Pollack R.
**Using Kotter's Eight Stage Process to Manage an Organisational Change Program: Presentation and Practice.**

Kotter's eight stage process for creating a major change is one of the most widely recognised models for change management, and yet there are few case studies in the academic literature that enquire into how this process has been used in practice. This paper describes a change manager's action research enquiring into the use of this Process to manage a major organisational change. The change was initiated in response to the organisation’s ageing workforce, introducing a knowledge management program focusing on the interpersonal aspects of knowledge retention. Although Kotter’s process emphasises a top-led model for change, the change team found it was necessary to engage at many levels of the organisation to implement the organisational change. The process is typically depicted as a linear sequence of steps. However, this image of the change process was found to not represent the complexity of the required action. Managing the change required the change team to facilitate multiple concurrent instances of Kotter's process throughout the organisation, to re-create change that was locally relevant to participants in the change process.


Smith CM, Johnson CS. 
*Preparing Nurse Leaders in Nursing Professional Development: Theories Applied to Leadership in Nursing Professional Development.*  
*J. 2018;34(1):38-40.*  

Talmaciu I.  
**Comparative Analysis of Different Models of Organizational Change.**  
Changes have always been a characteristic of the economic life and, implicitly, of organizations, but their impact is presently greater than ever. The number of changes in the organization has been and is still growing and the role of change management has become increasingly important. Together with the complexity and dynamism of organizational changes appeared the need for new models to achieve them. Change management models synthesize research and practice in this area and represent the starting point in understanding the processes and mechanisms of organizational change. The purpose of this article is the comparative analysis of different change management models and identifies the advantages of their application. To reach the established objectives we have used as research method the content analysis of various Romanian and foreign authors' works. We have chosen six models, four of which are considered classics (the Kurt Lewin model, the model of research action, the model of adaptation to the research action, the model of systemic approach) and two models are inspired from the IT area (Hard System Change Model and Soft System Change Model).  

Trinidad K.  
**Strategies for Successful Implementation of Change Initiatives in Health Care**  
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van Rossum L, Aij KH, Simons FE, van der Eng N, Ten Have WD.  
**Lean healthcare from a change management perspective.**  
Purpose - Lean healthcare is used in a growing number of hospitals to increase efficiency and quality of care. However, healthcare organizations encounter problems with the implementation of change initiatives due to an implementation gap: the gap between strategy and execution. From a change management perspective, the
Purpose of this paper is to increase scientific knowledge regarding factors that diminish the implementation gap and make the transition from the "toolbox lean" toward an actual transformation to lean healthcare. Design/methodology/approach - A cross-sectional study was executed in an operating theatre of a Dutch University Medical Centre. Transformational leadership was expected to ensure the required top-down commitment, whereas team leadership creates the required active, bottom-up behavior of employees. Furthermore, professional and functional silos and a hierarchical structure were expected to impede the workforce flexibility in adapting organizational elements and optimize the entire process flow. Findings - The correlation and regression analyses showed positive relations between the transformational leadership and team leadership styles and lean healthcare implementation. The results also indicated a strong relation between workforce flexibility and the implementation of lean healthcare. Originality/value - With the use of a recently developed change management model, the Change Competence Model, the authors suggest leadership and workforce flexibility to be part of an organization's change capacity as crucial success factor for a sustainable transformation to lean healthcare.


Young K, Godbold R, Wood P. Nurses' experiences of learning to care in practice environments: A qualitative study. Nurse Education in Practice. 2019;38:132-7. Introduction Recent attention has been drawn to the absence of caring behaviours in health services globally, termed a "crisis of care" and policies are developing to address this shortfall. To obtain accounts of caring behaviours and attitudes in nursing practice and to identify how nurses manage student learning, we spoke to nurses and students in university and hospital locations across 2 NHS England Regions. Method Using the principles of appreciative inquiry, we conducted focus groups with BSc and MSc pre-registration nursing students, mentors, link lecturers
and practice educators (n = 69). Findings Participants spoke powerfully about skilful, caring nursing practice, identifying plentiful examples of caring behaviours and attitudes. Four main themes emerged: "going the extra mile" (beyond routine policy, demanding commitment, flexibility and adaptation); time spent or invested (moderated by personal or organisational resources); caring as a personalised experience; communication practices and culture/role modelling.

Discussion/conclusions Positive caring attitudes and behaviours shown to patients, staff and work were highly valued. An ability to regulate and sustain an emotional connection with patients framed student learning. Observations of nurses who preserved caring practices amidst organisational pressures were frequently chosen by students as role models who “fight” inadequate or missed care. Theoretical links between caring and resilience are strengthened by these findings.