

FUTURE OF NURSING™

Campaign for Action

AT THE CENTER TO CHAMPION NURSING IN AMERICA

AARP Foundation

Robert Wood Johnson Foundation



Module 5: Program Implementation and Managing Change

Virtual Workshop
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Learning Objectives

1. Apply Kotter's Leading Change Model and Change Principles to the mentoring program implementation process.
2. Identify the "big opportunity" to implementing a mentoring program for your nursing school.

- Leading Change Model
- Change Process
- Network



CHANGE PROCESS



CHANGE PRINCIPLES



NETWORK

Leadership + Management

In order to capitalize on windows of opportunity, leadership must be paramount – and not just from one executive. It's about vision, action, innovation and celebration, as well as essential managerial processes.

Select Few + Diverse Many

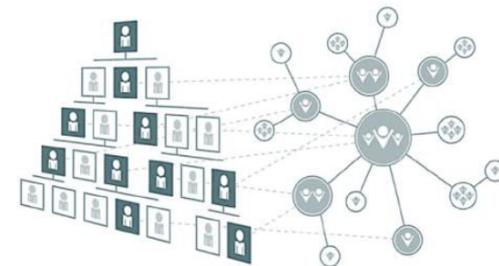
More people need to be able to make change happen – not just carry out someone else's directives. Done right, this uncovers leaders at all levels of an organization; ones you never knew you had.

Head + Heart

Most people aren't inspired by logic alone, but rather by the fundamental desire to contribute to a larger cause. If you can give greater meaning and purpose to your effort, extraordinary results are possible.

"Have To" + "Want To"

Those who feel included in a meaningful opportunity will help create change in addition to their normal responsibilities. Existing team members can provide the energy... if you invite them.



Identify the big opportunity:

CREATE a sense of urgency

BUILD a guiding coalition

FORM a strategic vision and initiatives

ENLIST a volunteer army

ENABLE action by removing barriers

GENERATE short-term wins

SUSTAIN acceleration

INSTITUTE change

Kotter's 4 Change Principles

Leadership - Management

Select few- Diversify Many

Head – Heart

“Have to”- “Want To”

Kotter (2018)

Create a Climate for Change

- **CREATE** a sense of urgency
 - What is the big opportunity?
- **BUILD** a guiding coalition
 - Assembling a team with enough power to lead the change.
- **FORM** a strategic vision and initiatives
 - Communicating the vision
 - Use every vehicle possible to communicate the vision.

Principles: Select a few - Diversity many

Head - Heart

Engaging and Enabling the whole organization

- **ENLIST** a volunteer army
 - Empower others to act.
- **ENABLE** action by removing barriers
 - Encourage ideas, activities & actions
- **GENERATE** short-term wins.
 - Recognize & reward staff involved in improvement.
 - Consolidating improvements and producing more change.

Implement and Sustain Change

- **SUSTAIN** acceleration
 - Increase credibility
 - Articulate the connection between the mentoring program and the school’s success
- **INSTITUTE** change
 - To systems that do not support improvements
 - Institutionalizing new approaches.

Combine Change Process & Change Principles

- Create Climate for Change
- a strategic vision and initiatives
- Enable organization
- Implement and Sustain Change

Develop a Network

Action Plan-SMART



Specific

simple, sensible, significant



Measurable

meaningful, motivating



Achievable

agreed, attainable



Relevant

reasonable, realistic and
resourced, results-based



Time Based

Time limited, time/cost limited,
timely, time-sensitive)



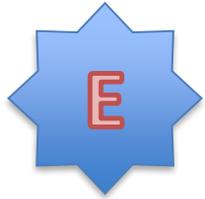
Is the objective **SPECIFIC**?

Can you **MEASURE** progress toward your goal?

Is the goal realistically **ACHEIVABLE**?

How **RELEVANT** is the goal for your organization?

What is the **TIME** for achieving this goal?



Evaluation:

What processes will be used to evaluate whether the SMART Goals were attained?

How will you know if the SMART Goals were achieved (i.e., what would the outcomes look like)?



Readjust, methods and techniques to meet goals.

Thank you

- Kotter (2018). <https://www.kotterinc.com/wp-content/uploads/2019/04/8-Steps-eBook-Kotter-2018.pdf>