# Change Management Strategies:  Systems Thinking

## What does this mean for the organization?

Having completed the environmental scans, the information should be examined and understood with respect to what you are trying to achieve. Without grounding in the facts, you may not end up with a meaningful goal for your organization which can result in future barriers to innovative process and organizational development.  Reflect on what is entailed to implement interprofessional practice and education.  Is your organization able to make the necessary changes? How will you use this information to get buy in?

## Leadership and Innovation:

Leadership is needed to create a context in which innovation can occur, with the needed structures, operations and process in place (Porter-O'Grady & Malloch, 2009).  Leaders are needed to facilitate change and manage risk at the organizational and individual level through sharing the vision and empowerment of the team.  At the organizational level, leaders need to incorporate innovation into strategic planning frameworks.  At the individual level, leaders can work to empower individuals to see and accept innovation into their own perspectives, as the primary way that they view their work (Porter-O'Grady & Malloch, 2009).

## Leadership Characteristics for Innovation

### What is entailed?

- **Conceptual clarity** – systems thinking around the complexities of implementing and sustaining innovation within an organization
- **Personal knowledge** – personal skill and capacity to facilitate change and create an environment of empowerment and mentorship
- **Collaboration** – involvement of diverse stakeholders is required when creating a context for innovation, since the effects of innovation are rarely limited to one department
- **Synthesis** – ability to see connections, articulate the value of innovation and analyze political climate for opportunities to move innovation forward
- **Contextual capacity** – secure buy in to ensure the implementation of the innovation, and critically analyze the process of innovation integration
- **Knowledge management** – ability to review, capture and disseminate knowledge needed to integrate innovation into existing systems
- **Mentor/coach** – engage in learning, development and teaching to build leadership capacity in others

## Interprofessional Care:

Interprofessional care is the provision of comprehensive health services to patients by multiple health caregivers who work collaboratively to deliver quality care within and across settings (Health Force Ontario, 2007).

**What is entailed?**

- Supportive governance
- Vision, mission and values that support interprofessional practice and care
- Motivation and commitment to interprofessional, patient-centred teams
- Recruitment strategy for determining interprofessional expertise
- Resources to support team interaction
- Development of interprofessional care champions in your agency for sustainable change
- Evaluation strategy for patient, provider and system outcomes
- Collaboration within the health care network (D'Amour & Oandasan, 2005; D'Amour et al., 2005; Health Force Ontario, 2007)

## Interprofessional Collaborative Teamwork:

Interprofessional collaboration is a dynamic process that involves sharing a health care philosophy/perspective and responsibilities in a partnership that works towards a common goal within a context of interdependency and shared power (D'Amour et al., 2005 as cited in Health Force Ontario, 2007).

**What is entailed?**

- Shared goals
- Appreciation of the roles of others
- Information sharing and collective decision-making
- Trust and respect
- Ability of all regulated health professionals to work to their maximum competence and capability
- Regulation of health professions in a manner that maximizes collective resources effectively and efficiently, while protecting the public interest
- Insurance of access to high quality and safe services no matter which health profession is responsible for delivering care or treatment (CNA, 2006; HPRAC, 2008)•

**Interprofessional Education:**

Interprofessional education occurs when two or more professions learn with, from and about each other to improve collaboration and the quality of care (The Center for Advancement of Interprofessional Education, 2002).

**What is entailed?**

- Entry to practice guidelines
- Recruit interested preceptors
- Resources and flexible time schedules
- Educational experiences from health care providers from different disciplines
- Interprofessional interaction between students, faculty and providers
- Work with partners in educational institutions to strengthen faculty-preceptor relationships in order to deliver the expected content and **interprofessional competencies**