Riding the Wave:
How to successfully approach work transitions

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CONTINUING EDUCATION
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Objectives

- Define Change Management (CM).
- Describe the relationship between change management and continuous improvement.
- Recognize key change management strategies and tools that help reduce resistance and accelerate adoption of continuous improvement initiatives

What is Change Management?

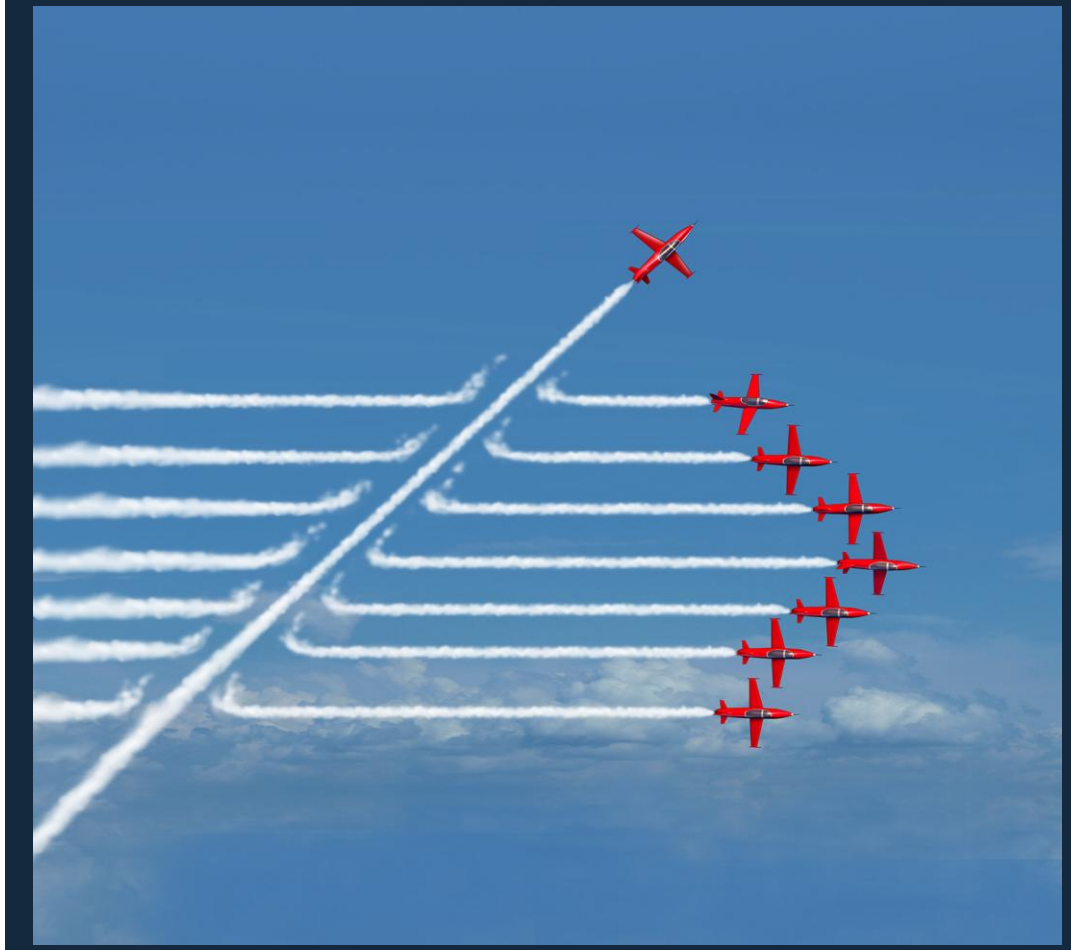
Change Management



Change Management is the people side of change

The discipline that guides how we prepare, equip, and support individuals to successfully adopt change that drives organizational **success**.

Why is Change so Hard?



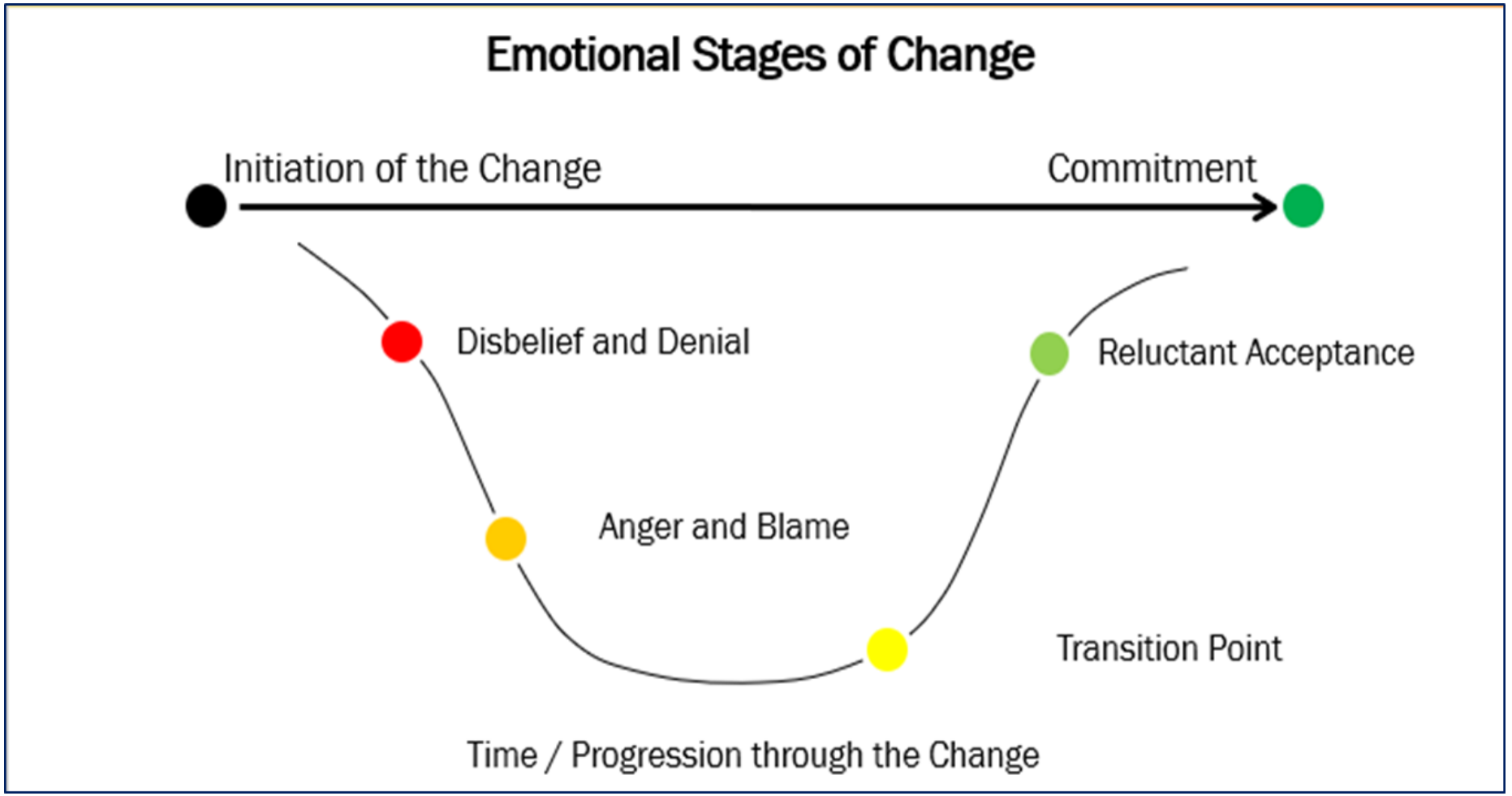
"Change is never easy, you fight to hold on, and you fight to let go."

Becky Johnen

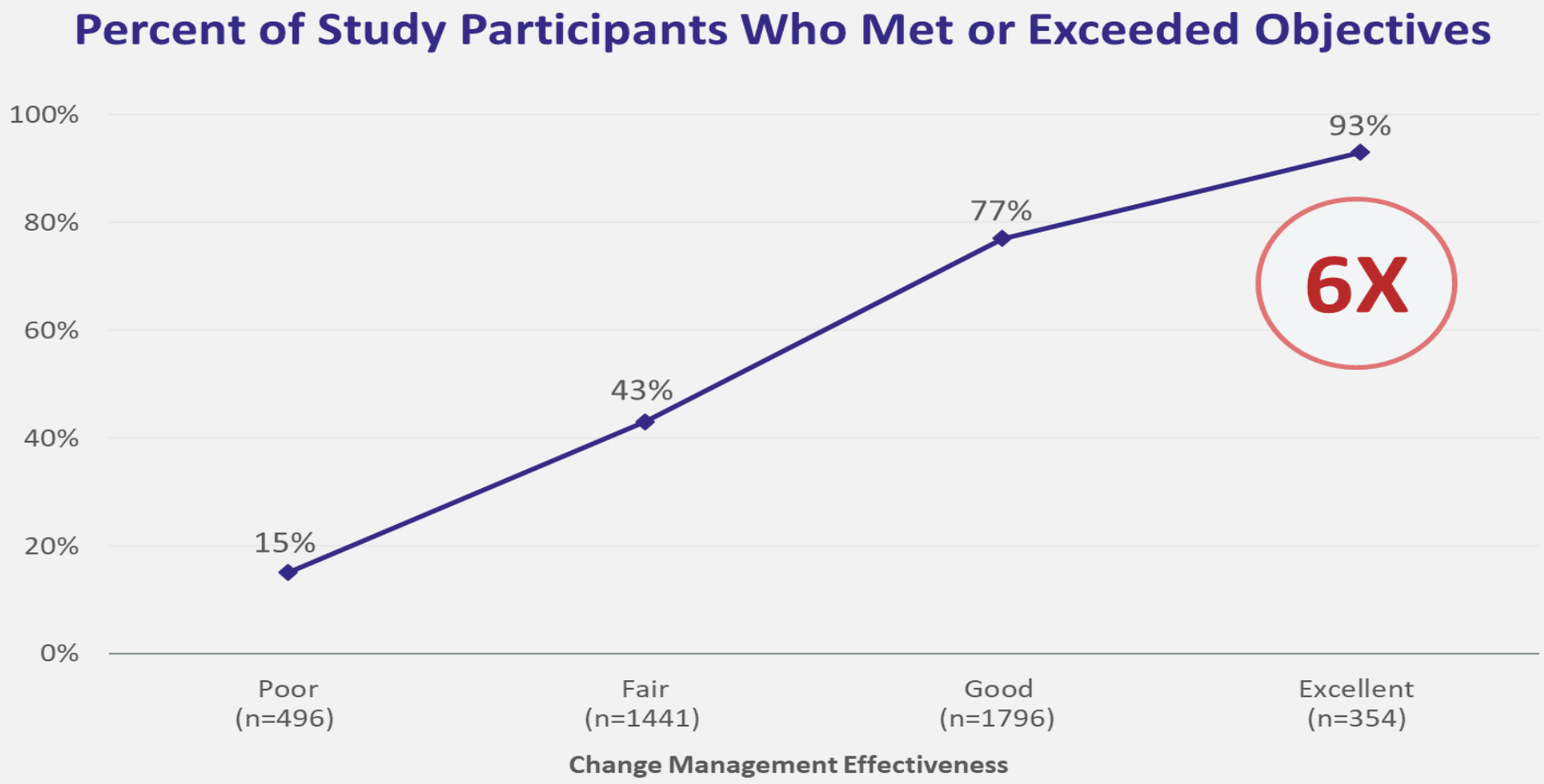
Understanding the Impact



Understanding adoption



Why we should RIDE THE WAVE



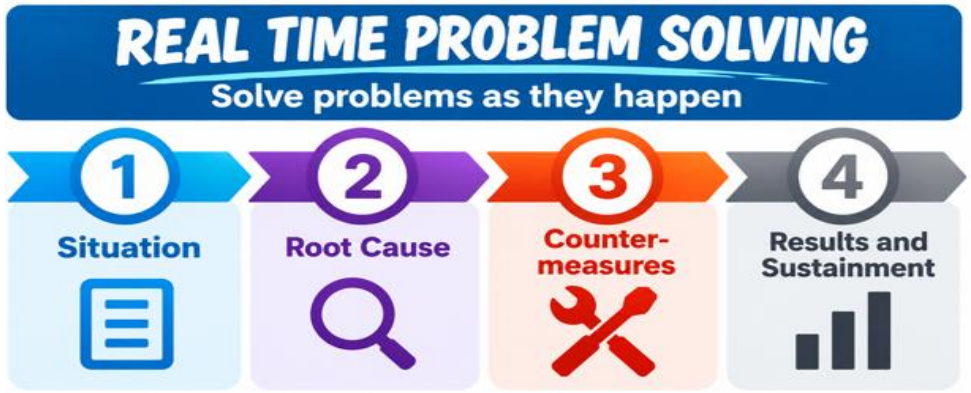
Prosci 2018 Benchmarking Data
Data from 2007, 2009, 2011, 2013, 2015, 2017

Managing Change
&
Supporting Improvement


The Change Management Wave
People move through change in waves — with support, they reach a brighter future.
Change Creates Opportunity
Current State
People are comfortable with the familiar.
Awareness
People see the need for change.
Desire
People develop a willingness to support the change.
Knowledge
People learn how to change.
Ability
People apply new skills and behaviors.
Reinforcement
The change becomes part of the new normal.
Future State
People achieve lasting results.
PEOPLE | SUPPORT | ADOPTION | LASTING RESULTS
RIDE THE WAVE. ACHIEVE MORE TOGETHER.

Problem solving methods









Helping people RIDE THE WAVE

Project What is the project?	Purpose Why are we changing?	Particulars What are we changing?	People Who will be changing?
Implement an automated medication dispensing system.	Improve medication safety, reduce dispensing errors, and increase efficiency.	New dispensing cabinets, revised workflows, staff training, and updated medication handling procedures.	Pharmacy technicians, pharmacists, nurses, and providers who will interact with the new system and must change how they perform their work.



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Strategies and Tools in Action



Just Do It: Missing Medication Bin Labels

A pharmacy technician identified that several medication storage bins in the pharmacy had missing or faded labels, causing staff to spend additional time searching for medications and contributing to dispensing delays during busy periods.

An assessment revealed that 12 bins had missing or unreadable labels, and staff reported difficulty locating medications during peak hours.

As an immediate countermeasure, the lead pharmacy technician printed and replaced all missing labels, upgraded them to laminated labels for increased durability, and added a weekly label inspection to the technician opening checklist. These actions were completed the same day.

As a result, all 12 bins were relabeled within 30 minutes, medication retrieval times improved, and staff reported greater workflow efficiency. To sustain the improvement, weekly inspections were incorporated into standard work processes, and replacement labels were stored in the pharmacy to allow for quick replacement whenever labels become damaged or difficult to read.



Real Time Problem Solving: Medication Delivery Delays

A pharmacy technician identified an increase in delays for medication deliveries to inpatient units during the evening shift, leading to frequent follow-up calls from nursing staff and workflow interruptions within the pharmacy.

Through real-time problem solving, the technician determined that completed medications were being placed in multiple locations throughout the department, creating unnecessary time spent searching for medications before delivery. As a countermeasure, the pharmacy team established a standardized staging area for completed medications, organized sections by nursing unit, and educated staff on the new process during shift huddles.

Visual reminders were also added to reinforce the change. Within one week, medication delivery preparation times improved, nursing calls regarding delays decreased, and staff reported greater efficiency. To sustain the improvement, the staging area was incorporated into standard work, discussed during daily huddles, and periodically audited by pharmacy leadership to ensure ongoing compliance.



Practical Problem Solving Method: Medication Delivery Delays

A pharmacy technician identified a recurring issue with medications being delivered after patients had been discharged, transferred, or had therapy discontinued, resulting in avoidable medication returns. Analysis showed 45 returns per month compared to a goal of fewer than 15.

Root cause analysis revealed inconsistent communication of patient status changes and a lack of standardized verification before delivery.

The team implemented patient-status verification, improved communication with nursing units, adjusted medication preparation schedules, and introduced a transport checklist. After a four-week pilot, medication returns decreased from 45 to 12 per month, waste costs were reduced by more than 50%, and the improved process was standardized through training, updated procedures, and ongoing audits.


CHANGE MANAGEMENT
PREPARES PEOPLE FOR WHAT'S NEXT
ENGAGE PEOPLE
COMMUNICATE CLEARLY
EDUCATE AND EQUIP
BUILD BUY-IN
SUPPORT ADOPTION
PHARMACY TEAM
Rx
CONTINUOUS IMPROVEMENT
TURNS POSSIBILITIES INTO BETTER CARE
IDENTIFY OPPORTUNITIES
SOLVE PROBLEMS
IMPROVE PROCESSES
ENHANCE PATIENT CARE
SUSTAIN RESULTS

Questions