

Quick-Hitting Survey Change Management

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Executive Summary

Methodology

In January 2020, The Health Management Academy conducted a quick-hitting survey of Leading Health Systems to identify health system approaches to change management. The 13 responding Chief Human Resources Officers (CHRO) represent health systems with an average Total Revenue of \$6.5 billion that own or operate 209 hospitals and have approximately 2.2 million admissions per annum.

Key Findings

- The majority of health systems (67%) have not used an external organization or individual practitioner to develop a customized approach to change management.
- Half (50%) of those who have used an external organization to aid in the development of their change management approach worked with Deloitte, while some used KPMG (25%) or Prosci (25%).
- Two-thirds of health systems (67%) do not have a formal change management program or initiative within the organization.

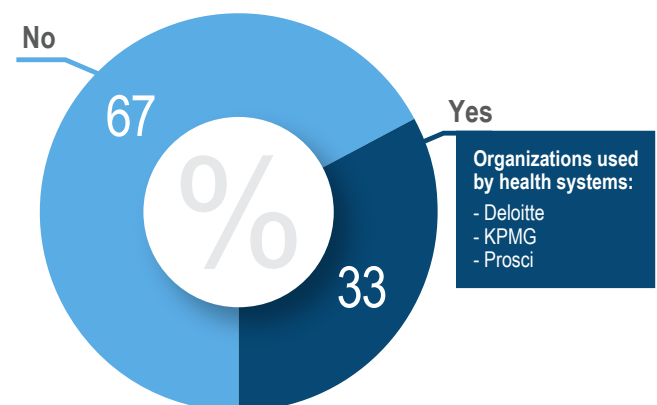
Results

Change management is a challenge across most organizations, including health systems. However, few health systems seek external help when developing their approach to change management. Among responding health systems, only 33% have used an external organization or individual practitioner to develop a customized approach to change management (Figure 1). Of those who have, 50% of health systems worked with Deloitte while other health systems used KPMG (25%) or Prosci (25%).

Health systems often leverage external organizations' models and concepts for change management, but customize the approach by applying their organizational values, leadership expectations, and operational support.

"We customized an out-of-the-box model with Prosci's concepts. We had the rights to tweak (aka customize) some of the language, colors, formats, branding, etc. to fit [our health system], but the content and models themselves are from Prosci. We wanted to ensure our brand, culture and values really came through, as we are working very intentionally right now to change culture and support team members through that." (CHRO)

Figure 1. Has your health system used an organization or individual practitioner to develop a customized approach to change management?



The majority of health systems (67%) do not have a formal change management program or initiative (Figure 2). Those that do have a formal program have defined organizational structures with specific roles (e.g., Executive Director of Organizational Readiness, Project Manager, Chief Learning Officer) or functions (e.g., HR, Internal Communications, Affiliations and Integrations, Learning Institute) dedicated to overseeing change management across the organization.

One CHRO at an organization that has developed a formal change management program commented, ***“Developing a customized approach utilizing best practices from other industry methods and models has enabled our organization to align these best practices to our organizational culture and better facilitate the process of moving individuals and groups through changes. By customizing our approach, we are able to align more specifically with the business objectives and work.”***

Health system executives emphasize that historical methods for change management are no longer sufficient today. Executives note that health system approaches must be customized to align best practices with organizational culture, and health systems have to remain fluid and flexible during change.

Figure 2. Does your organization have a formal change management program/initiative?

