

Sustaining Change: It's All About That Base

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I. Learning Objectives

- a. Discuss how to plan, implement, and sustain a change project that targets a patient/family or clinical outcome on the unit.
- b. Describe re-dosing strategies that lead to sustaining a change project.
- c. Apply the concept of social entrepreneurship to unit based change.

II. Change

- a. Constant
- b. 70% of change projects fail
- c. Many causes of the failure

III. Kotter's Change Theory

- a. Create Urgency
- b. Form a Power Coalition
 - i. Team roles
 - ii. <https://www.123test.com/team-roles-test>
 - iii. Disc profile
 - iv. <https://www.123test.com/disc-personality-test/>
- c. Create a Vision for Change
- d. Communicate the Vision
 - i. Strategic Communication
 - ii. Elevator Speech
 - iii. Slogan/Logo
 - iv. Social Entrepreneurship
- e. Remove Obstacles
- f. Create Short-Term Wins
- g. Build on the Change
- h. Anchor the Change in the Culture
 - i. STEPPS
 1. Social currency
 2. Triggers
 3. Emotion
 4. Public
 5. Practical Values
 6. Stories
 - ii. Tipping Point
 1. Law of the Few
 - a. Word of Mouth
 - b. Connectors
 - c. Mavens

- d. Salesmen
 - 2. Stickiness Factor
 - 3. Law of Context
- iii. Redosing
- iv. Sustaining Change
 - 1. Build Capacity
 - 2. Incorporate into current operations
 - 3. Collaborate
 - 4. Document and Evaluate
 - 5. Seek Buy-in
 - 6. Identify and Pursue resources
 - 7. What have others done?

IV. Selected References

- a. Altman, M. & Brinker, D. (2016). Nursing social entrepreneurship leads to positive change. *Nursing Management*. 47, 7, 28-32.
- b. Berger, J. (2013). *Contagious: How to build word of mouth in the digital age*. London, Simon & Schuster.
- c. Geyer, K., & Altman, M. (2016). Want to create lasting change? It's all about that base. *Nursing Management*. 47, 3, 34-38.
- d. Gladwell, M. (2002). *The Tipping Point*, Little Brown and Co.
- e. Kotter, J. (2012). *Leading Change*. Boston, Harvard Business School Press.
- f. Rogers, E. (2003). *Diffusion of Innovation*, New York, Fifth Edition Free Press.

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