

Communication of New Protocols



SITUATION

Change is certain in health care, and change is hard! In health care, the stakes are high risk and the impact can be high risk. This combination can result in implementation gaps, misinterpretations, and reactive fixes that miss the root cause of the problem being addressed.



BACKGROUND

- Some insights from the study, the 2013 Change and Communication ROI Survey, which involved 276 large and midsize organizations from North America, Europe and Asia:
 - Employers felt 55% of change management initiatives met initial objectives, but only 25% felt gains were sustained over time.
 - 87% of respondents trained their managers to “manage change,” but only 22% felt the training was actually effective.
 - 68% of senior managers said they’re “getting the message” about reasons for major organizational changes, but that figure falls to 53% for middle managers and 40% for front-line supervisors.
- Common barriers include:
 - People and cultural challenges: resistance, low buy-in, change fatigue.
 - Process and system complexity: workflow disruptions, integration issues.
 - Workload pressures: health care workers complete nearly 72 tasks per hour, often multitasking heavily, making clarity and reinforcement critical.
 - Including staff at all stages of the process development and roll out.



ASSESSMENT

Organizations should assess:

- Type and urgency of the change
 - Consider emergency change (e.g. life or death) – rapid, direct communication
 - Standard changes (better processes) – planning, education, and staff involvement
- Resources and impact
 - Level of risk, time, and resources
 - Feasibility, workflow implications and integration into existing systems
- Change readiness
 - Realistic goals and clearly defined KPIs
 - Leadership alignment and visible support
 - Organizational culture factors that support or hinder sustainability

RECOMMENDATIONS

- Communicate early, clearly, and frequently about the purpose, impact, and expectations for the change.
- Engage staff at all levels in planning, testing, and rollout.
- Use varied communication channels, including:
 - Team huddles and shift briefs
 - Visual job aids (tip sheets, resource cards)
 - Emails, intranet posts, leader rounding
 - Cascading messages from leaders to teams
- Reinforce messages through repetition and multiple touchpoints.
- Provide return demonstrations when skills-based validation is needed.
- Leverage superusers to reinforce and coach on new processes.
- Celebrate early wins to build confidence and reduce resistance.
- Establish ongoing measurement and feedback loops to ensure sustainability.

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