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**[Inter-professional Leadership Nursing]**

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## **Introduction**

Change is necessary for healthcare organisations in order to improve the quality of care and attain the desired objectives. Certain issues within the organisation indicate the need for change. A planned change is comprised of certain aspects that need to be considered by the organisation. The selected organisation for this task is Royal London Hospital. This assignment attempts to identify the need for change and utilize a model for the purpose of implementing the change successfully.

### **Lack of Information Technology Utilisation**

Information Technology (IT) is one of the most crucial elements that aim to enhance the quality of healthcare. In the Royal London Hospital, it has been observed that there is lack of technology utilization in the medical imaging department. There is difficulty in reporting results to other healthcare professionals, which has created certain hurdles for the management. Medical imaging refers to the process or technique of generating visual representations of body's interior for the purpose of diagnosis (Smith-Bindman, Miglioretti & Larson, 2008). Innovative software systems are necessary for this department in order to achieve the desired patient outcomes. Underutilization of IT in the organisation has led to the poor interpretation of results and ineffective patient care. There is a need to overcome this issue by implementing a change. It would lead to the provision of quality services to the patient and improve the efficiency of processes.

## **Implementation of CPOE: A realistic change**

In order to improve healthcare quality, there is a need to implement Computerized Physician Order Entry (CPOE) system in the medical imaging department. CPOE involves the procedure of medical professional instructions' electronic entry for patients' treatment (Eslami, de Keizer & Abu-Hanna, 2008). It assists in reducing transcription errors, which includes duplication of order entry. Specifically, in the radiology area, CPOE attempts to enhance the result turnaround times. The implementation of this change can positively impact test-ordering times and ordering behaviours. Connecting with other departments is another significant aspect of the proposed change. The physician would be able to place orders related to care of patient through an electronic system which focuses on communicating them to different departments. However, it is critical to consider the cost of purchasing CPOE. There should be a proper planning before the purchase of CPOE in order to manage the change successfully without any hindrance.

## **Alignment of Change with Organisation's mission and values**

The vision and values of Royal London Hospital include providing exceptional quality services to the patients. The mission of the organisation involves ensuring that patient receives high-quality service from the time of admission until the time of discharge. This healthcare organisation is focused on becoming a high performing body that becomes renowned for innovation, excellence and providing compassionate and safe care to the patients (Barts Health, 2018).

The implementation of change can help the organisation to achieve the mission and pursue the vision. CPOE possesses the capability to improve the quality of patient care. The

system would enable the healthcare professionals to work in collaboration, thus reducing the discharge time and providing quality services (Marquis & Huston, 2017). Further, the vision of becoming innovative can be achieved through the introduction of CPOE to the medical imaging department. It would enable to provide safe care to the patients by ensuring privacy and confidentiality of the patients' data.

### **Kurt Lewin's Change Model**

A change model or framework was developed by Kurt Lewin which assist in implementing the change successfully. This model aims to represent a practical and simple model for determining the change process. It is utilised in various organisations in order to manage the process of change in an effective manner. It can be considered an effective theory of planned change which assist nurse leaders to attain the desired organisational change (Shirey, 2013). This model can prove significant in implementing the change through utilization of significant phases. However, it is critical to consider that change should be implemented in accordance with the standards.

### **Steps for Implementation of Change**

Considering Lewin's theory of change, there are three phases which would be utilized in order to implement the change successfully (Mitchell, 2013):

#### **Unfreezing**

The first stage includes unfreezing. In this phase, awareness is created among the employees regarding the significance of the change. There can be resistance among the nurses regarding the implementation of change. Considering the implementation of CPOE, it is

recommended to utilize e-mails in order to create awareness among the nurses, physicians and other staff. It can assist in highlighting the positive impacts of CPOE and how it can prove crucial in improving the efficiency of the medical imaging department.

### **Changing**

It is the most critical step of the change. It is also referred to as ‘moving’ or ‘transitioning’ that involves the implementation of the change. It can be considered the hardest step in the change process. For CPOE, it would involve implementing the system in the medical imaging department and make it in running condition. Communication, support and education are crucial in this phase, as nurses and staff tend to become familiar with the change.

### **Refreezing**

This step involves the act of reinforcing. In this phase, the change is accepted as the new status quo. The management attempts to handle this phase through solid communication and positive reinforcement. Considering the CPOE system, the people involved in the change process would attempt to ensure that this system is accepted by all the staff. It would include making new policies regarding the use of CPOE, which would eventually benefit the healthcare professionals.

### **Involvement of Stakeholders in Change Process**

It is significant to determine the stakeholders that would initiate and manage the change. For the implementation of CPOE, it is observed that key stakeholders would include IT professionals, managers, leaders, nurses and doctors. These stakeholders possess the capability to take necessary steps for the purpose of initiating the change. IT professionals would assist in observing the technical requirements of the CPOE system. The role of leaders is critical as they

would ensure that the followers accept the change effectively without any hindrance. Further, nurses and doctors would involve in training in order to run the system effectively.

### **Skills for facilitating the change**

There are certain skills which assist the stakeholders to facilitate the change in an effective manner. Communication skills is one of the crucial elements that attempt to manage the change and attempt to eliminate constraints. Blais, Hayes, Kozier & Erb (2015) highlighted that leaders must be equipped with exceptional interpersonal skills in order to persuade the followers to embrace the change. Risk taking is another significant skill which is necessary to implement the change successfully. Further, it is critical for the stakeholders to nurture decision-making skills in order to avoid any negative outcome.

### **Conclusion**

This assignment highlighted the issue regarding lack of IT utilisation in the medical imaging department of Royal London Hospital. It is concluded that there is a need to implement CPOE system in the medical imaging department. The proposed change model includes Kurt Lewin's theory in order to implement the CPOE system effectively. There are three phases associated with the model including unfreezing, changing and refreezing. The involved stakeholders in the change are IT professionals, leaders, managers, nurses and doctors. Further, communication skills, decision-making skills and risk-taking skills are critical in order to facilitate the change.

## References

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