Chapter 5
Driving Change in the Healthcare Organisations Through a Strategic Five–Steps Model

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ABSTRACT

The purpose of this chapter is to drive successful change through a strategic five-steps model. Though change is hard to manage, effective application of the five-steps model could be a breakthrough to the change management practitioners and experts. An original conceptual framework has been developed in this research and tested empirically using the collected data. Different kinds of statistical test have been used for analysing collected data with the assistance of the computer software SPSS. The chapter provides insight about a way to drive successful change management. It also suggests that communication is the key to manage change, intensity of resistance depends on the culture, resistance is inevitable, and effectively managing it helps to explore alternative ideas. Also, this chapter fulfils a global need on how to drive successful change in the healthcare organisations.

INTRODUCTION

Change management is ubiquitous, robust, and problematic to predict and often full of puzzled (Hiatt, 2018; Stacey, 2016). Fullan (2013) change is an unknown destination. Bourne and Bourne (2016) change is an everyday phenomenon in the organisational life, and it affects both the change agents and employees. It is an unknown journey and very tough to predict what would be the outcome of any initiative. However, the literature of change management described that for determining the appropriate strategies for the change management implementation, it is necessary to understand the nature of the change management and change management context where the employees work (Stacey, 2016; Fullan, 2013; Kotter, 2016; Hiatt and Creasey, 2018; Blake and Bush, 2017).

This research conducted to the private sector healthcare organisations in Bangladesh. At this moment, the healthcare organisations in Bangladesh are facing severe challenges. One of the challenges is the rapid escalation of healthcare costs and declining return, which has severe consequences for healthcare organisations sustainability. The big issue is the rapid decline on the total number of the healthcare patients, generally people of Bangladesh cannot trust the services of the private sector healthcare organisations. As a result, most of the patients in Bangladesh have a better choice to move abroad for their treatment. Major challenge for the healthcare organisations in the Bangladesh context, is that healthcare organisation's existing workplace culture is individualistic and is driven by the silo-mentality, which hinders change management successful implementation. To tackle the above-mentioned challenges, the researcher developed a strategic five-steps model to drive the successful change in the healthcare organisations.

Change Management

Due to internal and external environmental pressures on the healthcare organisation, change is quite inevitable for every healthcare organisation. This challenge, or internal and external pressure, often directs an organization to change or may be a kind of alteration, modification, downsizing, restructuring or cultural change. In fact, change in the organisation is like adopting new ideas and behaviour that can be described as transforming from the two points (Carroll and Barnett, 2015). However, the impact of the change to the organisation can be negatives or positives. Therefore, it is essential to act accordingly and appropriately to the situation to survive and thrive. During any organisational change, employees are the elements that are affected the most. Despite other elements, employees often get the wrong kind of impression due to the diversion of the known to unknown situations in the time of organisational change. Therefore, it is necessary to consider that employees are the major components for any organisational change and therefore employees play a major role in the change activities that can be planned or unplanned (Bennett, 2015).

In fact, to overcome change related stress, anxiety, and paranoia during the change management process, it is essential for change agents and change initiators to focus on the foreseen challenges often faced by the employees in the implementation of organisational change. Change management experts and practitioners are relentlessly advocating about employees' understanding of the change management process work like a key factor to drive change successfully (Armenakis et al, 2013; Cinite et al, 2015; Holt et al, 2017). Madsen (2013) pointed out that employees' understanding and the perception about the change management has a significant impact on preparing them for immediate action towards the change. During the change management process, understanding the change predictor and until announcing the change programme, the change agent should work to promote a culture of collaboration, cooperation

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