

## Chapter 8

# Organizational Development and Change in Healthcare

### ABSTRACT

*The purpose of this chapter is to provide context for the existing definitions, methods, and strategies to develop organizations and manage change in the healthcare industry. The authors have compiled some of the more commonly used methods and presented the ideas as closely as possible to the original author's intent for the methodology. Where practical, the more recent discussion in the literature is also represented. With this context, the last section of the chapter discusses the scope of the scalability of methods to support a multinational conversation of electronic health records interoperability.*

Organizational Development and change in healthcare include a unique duality between the practice of healthcare and the administration of the business. Burke (2024) has even extended the examples in the latest textbook edition to include updates to the case studies in the chapter on Organizational Development (OD) in healthcare and government. Anderson (2023) offers several definitions of OD including his own. Table 1 shows the evolution of these and other definitions and thereby illustrates the customization of the process to the organization's unique needs.

If we connect the themes in the definitions of OD, we discover that it is not just about change management. Bushe and Nagaishi (2018) explain how the original nature of Organizational Development was about inquiry and has evolved to be recognized for the change management components more

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frequently. The power of leveraging the methods of organizational development as a strategy for multinational electronic health records interoperability is in the components related to inquiry. Appreciative Inquiry is one of the 40 examples of Dialogic OD methods Bushe and Marshak (2015) list to illustrate the nature of Dialogic OD mindset. Others include SOAR (strengths, opportunities, aspirations, and results), Future Search, World Café, Six Conversations, and Organizational Learning Conversations.

*Table 1. Evolution of defining organizational development*

<b>Author</b>	<b>Date</b>	<b>Definition</b>
<b>Beckhard</b>	1996	“Organization development is an effort (1) planned, (2) organization wide, and (3) managed from the top, to (4) increase organization effectiveness and health through (5) planned interventions in the organization’s “processes,” using behavioral-science knowledge.” (p. 9)
<b>Daft</b>	2001	“Organizational development [is] a behavioral science field devoted to improving performance through trust, open confrontation of problems, employee empowerment and participation, the design of meaningful work, cooperation between groups, and the full use of human potential.” (p.609)
<b>Burke and Bradford</b>	2005	“Based on (1) a set of values, largely humanistic; (2) application of the behavioral sciences; and (3) open systems theory, organization development is a systemwide process of planned change aimed toward improving overall organization effectiveness by way of enhanced congruence of such key organizational dimensions as external environment, mission, strategy, leadership, culture, structure, information and reward systems, and work policies and procedures.” (p. 12)
<b>Anderson</b>	2023	“Organization development is the process of increasing organizational effectiveness and facilitating personal and organizational change through the use of interventions driven by social and behavioral science knowledge.” (p. 2)

In the field of Organizational Development, AI generally refers to Appreciative Inquiry (Bushe & Marshak, 2015; Cooperrider et al., 2003; Rothwell et al., 2010; Scarlett, 2019; Watkins et al., 2011). Not to be confused with another “AI” we will refer to Appreciative Inquiry using the full term in this text. Appreciative Inquiry has been used successfully as a method to explore Dialogic OD mindset and is a known method of cooperation across cultures and worldviews. Additionally, it is important to acknowledge that the OD practitioner’s view and use of self is also a method used to value multinational contribution (Bushe & Marshak, 2014; Cooperrider et al., 2003; Jamieson & Davidson, 2019).

One example of multinational cooperation was a strategy to include a champion or chapter of an organization from each country in the approach to apply learning from one nation to another. Northouse (2022) introduces a Transformational Leadership case study to show the potential of reducing

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