Implementing Change

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Implementing Hospital Health Information Systems Changes

Introduction

The evolution of information and communication technology has greatly affected all aspects of human knowledge and to be specific, the health information systems. The health sector has greatly benefited from theses systems with its large information volumes produced as well as its information diversity. The health information systems have been designed to manage different care aspects including clinical, administrative and financial aspects thus promoting easy information access, reducing medical errors, improving documentation quality, promoting information integration, patient care improvement as well as reducing hospital cost. To successfully implement the health information systems in the hospital, the management team will take the following measures:

Reduce Uncertainties

When implementing organizational changes, employees are often filled with uncertainties related to the aim of the change, the process as well as the expected outcomes and their implications to them. Research has proven that providing the employees with accurate information concerning the change can help in reducing their uncertainties perceptions, thus building and maintaining trust on the change (Abudi, 2017). The organization's leadership will engage in systematic communications with the employees to lessen their uncertainties and increase their job satisfaction and control about the health information systems changes. The management team will also ensure that there are no communication gaps from the management, which may make the employees fill them with their interpretations and fantasies. Both formal and informal communications will help in reducing anxieties from employees, thus promoting an effective change implementation.

Overcoming Resistance to Change

Change resistance among employees is one of the greatest barriers in overcoming organizational change. During the process, the standard development of organizational routines, rules, and structures are mostly interrupted (Akingbola et al., 2019). To overcome these challenges, the management team will engage in meaningful communications to inform and educate the employees on the health information systems changes necessity, rationale, and urgency as well as motivating them so that they can support the expected changes. The leadership team will communicate the change outcomes and benefits to employees effectively to help them in understanding and appreciating the expected change as well as mitigating employees concerns. The team will exercise transparency and openness in communication to build trust as well as fostering positive employees' attitudes towards accepting the changes. Consequently, effective communication from the leadership will also help the employees to handle negative emotions such as stress, frustrations, anxiety, and fear, thus promoting change. For example, the organization will adopt a two-way communication strategy which will allow the employees to air out their concerns and feelings effectively.

Employee Participation Facilitation

Frahm and Brown (2007) examined how organizational change communication is related to the reception of employees towards change and realized that involving them in the process through physical meetings helps in building trust. Mostly, employees are usually frustrated by organizational change if they are not involved in the process of change. Consequently, if they are included in the process from the start, a sense of control over the results will be established thus promoting a compelling change. To achieve this, the management team will engage in employee empowerment activities to inculcate positive employees' attitudes and also to give them control over the health information systems change process. The organization will strengthen its upward communication effectively to allow it to identify employees views as well as promoting a sense of involvement and empowerment, thus promoting employees change support and participation.

Building Shared Understanding and Mutual Interpretation

A new reality is created when organizational change initiatives are implemented with effective communication. The employees involved in the change may try to make sense over the change and understand its overall underlying impacts. However, if the sense-making process is coupled with adequate communication and information from the management, ambiguities, and uncertainties will be resolved (Spector, 2007). In this regard, the management will engage in constant communication to promote a shared interpretation and understanding among the employees and also between the management and the employees. For example, the organization will create a vision for the health information changes, its importance, and how it will be realized. Visionary communications will be carried out in timely and repeated manners to inform and create an understanding as well as to change the employee's behaviors and attitudes in the orientation process.

References

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