

Reading list: Managing others through change

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Prepared by

Helen Elwell

(Evidence support information specialist, BMA library and archive, Corporate & Member Development)

evidence.support@bma.org.uk

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1 Description

- This tailored reading list includes signposted web links, links to e-Books held by the BMA library, and journal articles on the topic of **managing others through change** as a supplement to the Learning and Development webinar you attended on 28 June 2023.
- The selected content is representative of the current literature on this topic, inclusion on this list does not imply endorsement from the BMA.
- If you would like to request a literature search on any aspect of this topic please fill out a [request form](#) (this service is available to BMA Members only).
- This reading list prioritises online content to ensure all attendees can benefit from this supporting resource. However most full text links will be accessible to BMA Members only. Find out more about [the benefits of BMA Membership](#) and [join here](#).
- The BMA Library prioritises an e-first approach, however if you are near BMA House in London, we have a modern, purpose-built library space where members are welcome to come and study. Find out more and see how we can help you [here](#).

2 Obtaining full text articles

2.1.1.1 Full text links

If available, the full text link has been included.

2.1.1.2 Search for Journals

The BMA Library provides access to thousands of e-journals for all BMA members. Use our [journal search](#) or [search by citation](#) options on the library website.

2.1.1.3 Article Requests

Members can use our article request service to request digital copies of articles that are not available in our library collections. We will try to obtain these copies from other libraries in the UK on your behalf for a fee: £5.10 (+VAT) for the first ten article requests; £13 (+VAT) for all subsequent requests. To request digital copies of articles, use the [order an article form](#) on the library website (you must be signed in).

2.1.1.4 E-Books

We provide free, direct access to thousands of e-books for BMA members.

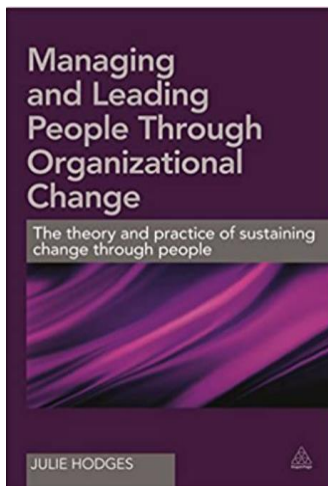
2.1.1.5 Further help

For any further help with getting full text articles, please contact the BMA Library Team (bma-library@bma.org.uk)

3 Results

Results

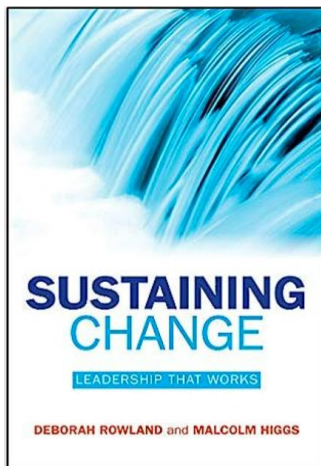
3.1 e-Books



Hodges, Julie. *Managing and Leading People Through Organizational Change: The Theory and Practice of Sustaining Change Through People*. London: Kogan Page, 2016.

Available online [here](#)

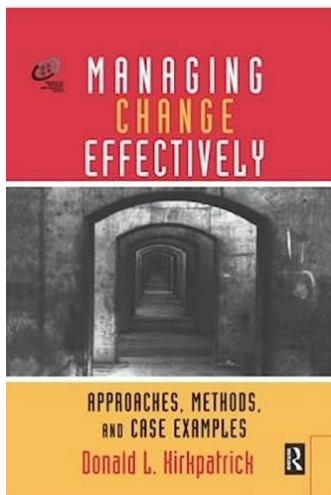
This updated edition demonstrates the importance of understanding the effects of change on individuals and engaging them collaboratively through the transformation journey. Featuring new material on individual wellbeing and the impact of technological advances on the workplace.



Rowland, Deborah; Higgs, Malcolm. *Sustaining change: Leadership that works*. New York: Jossey Bass, 2008.

Available online [here](#)

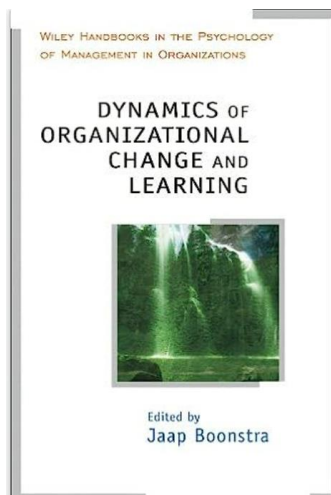
Drawing on a combination of rigorous research and extensive organizational experience, the authors present a framework for leading change, ...that describes the specific leader practices they have found make the biggest difference between success and failure in implementing high magnitude change.



Kirkpatrick, Donald L. *Managing change effectively: approaches, methods, and case examples*. Routledge, 2009.

Available online [here](#)

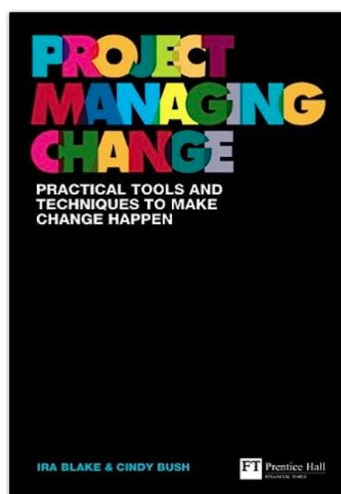
‘Managing Change Effectively’ combines philosophical insights with practical applications to help managers effectively incorporate change with the least disruption. ‘Managing Change Effectively’ details specific approaches and methods for making change decisions and getting changes accepted.



Boonstra, Jaap. *Dynamics of Organizational Change and Learning*, Hoboken, New Jersey: Wiley, 2004.

Available online [here](#)

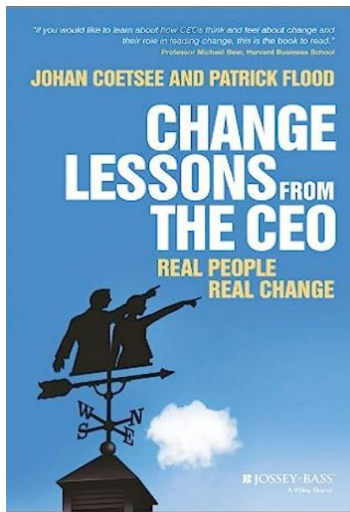
This handbook focuses on the complex processes and problems of organizational change and relates current knowledge of individual and group psychology to the understanding of the dynamics of change. Complementary and competing insights are presented as overviews of theory and research.



Blake, Ira; Bush, Cindy. *Project managing change: practical tools and techniques to make change happen*. Harlow, England: FT Prentice Hall, 2009.

Available online [here](#)

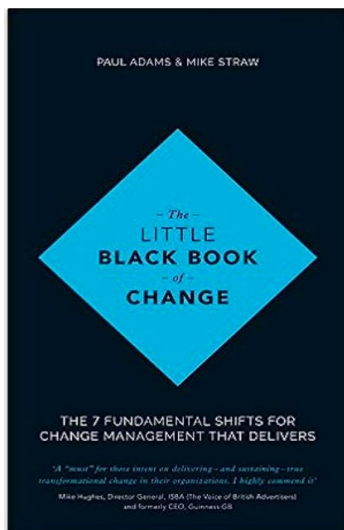
Project Managing Change gives you practical, sensible solutions to real business change issues. By combining best practice from change management and project management, it empowers you to select from a range of easy-to-use tools specially designed to uncover and resolve common problems and difficulties.



Flood, Patrick C; Coetsee, Johan, *Change lessons from the CEO: real people, real change*. New York, NY: Wiley, 2013.

Available online [here](#)

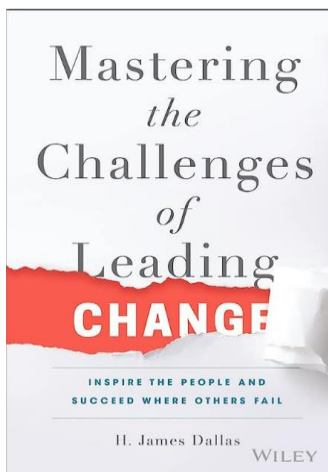
Using a wealth of real stories from real CEOs on how they managed major change initiatives—and the lessons they learned along the way—Change Lessons from a CEO gives professionals and business students powerful and effective guidance on successfully managing change initiatives in any organization.



Paul Adams; Mike Straw, *The Little Black Book of Change: The 7 fundamental shifts for change management that delivers*. New York: Wiley, 2015.

Available online [here](#)

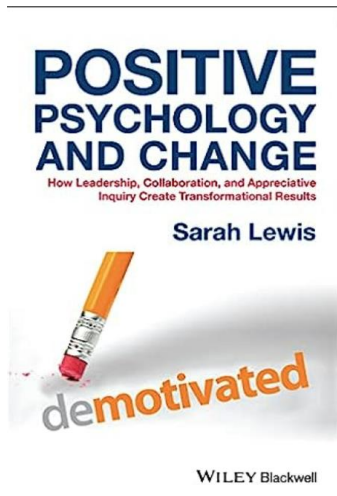
The Little Black Book of Change provides a practical, concise and insightful guide to understanding your organization and inventing something extraordinary. It is not about 'run of the mill' change programmes. It is about delivering extraordinary results — something that is not at all predictable. It will be your insight into creating significant shifts in the way people think and behave which can be applied in any area you wish.



Dallas, H. James, *Mastering the Challenges of Leading Change: Inspire the People and Succeed Where Others Fail*, Hoboken: Wiley, 2015

Available online [here](#)

Conquer the most daunting change initiative with the right people, tools, and strategies. James Dallas' *Mastering the Challenges of Leading Change* is an informative, insightful guide to effectively leading the transition through change.



Lewis, S. *Positive Psychology and Change : How Leadership, Collaboration, and Appreciative Inquiry Create Transformational Results*. Hoboken: John Wiley & Sons, Ltd, 2016.

Available online [here](#)

Positive Psychology and Change explores how areas of positive psychology such as strengths, flow, and psychological capital can be applied to the everyday challenges of leading a dynamic and adaptive work community.

3.2 Web links



NHS England

The Change Model Guide.

Sustainable Improvement Team

The Change Model provides a valuable framework to enable effective and sustainable change that delivers real benefits for staff, patients and communities. It has been co-produced with hundreds of health and care staff and based on credible evidence and experience

Available online [here](#)



HLSP Institute

Change Management in Action Planning and implementing change in healthcare: a practical guide for managers and clinicians.

Nadia Gittins and Simon Standish (2010)

This booklet is aimed at senior clinicians and healthcare managers who would like help in thinking through, planning and then implementing changes to their healthcare services locally.

Available online [here](#)

**Harvard
Business
Review****Harvard Business Review**

Managing Change: The Art of Balancing.

by Jeanie Daniel Duck

Available online [here](#)

**Onpage**

Exploring the Importance of Change Management in Healthcare.

This blog post explores the importance of change management in healthcare and provides 5 steps to successfully implement organizational change

Available online [here](#)

**Mind Tools**

The Four Principles of Change Management.

This article explains how you can enact positive and productive change in your organization using four core principles of successful change management.

Available online [here](#)

**Achieve It**

3 Keys to Managing People through Change.

Available online [here](#)



**Harvard
Business
School**
Online

Harvard Business School online

5 Tips for Managing Change in the Workplace.

Tim Stobierski (2020)

Available online [here](#)

3.3 Google Scholar



Search string: allintext:(“change management” OR “managing change”) AND (people OR staff OR employees OR “human aspect”) AND (“in healthcare” OR NHS)

Limited from 2020-2023

Click link to see [Google Scholar results](#)

BMA members can follow the instructions set out in [this library blog post](#) to directly access the full text of any of the Google Scholar articles that the BMA library has a subscription to (you only need to follow these instructions once).

**Please note that as Google Scholar results are ordered by relevance, the first few pages of results will be the most useful.*

3.4 Journal articles

1. Andreasson, J., et al. (2016).

“Health care managers’ views on and approaches to implementing models for improving care processes.”

Journal of Nursing Management 24(2): 219-227.

Click [here](#) to access

AIM: To develop a deeper understanding of health-care managers’ views on and approaches to the implementation of models for improving care processes.

BACKGROUND: In health care, there are difficulties in implementing models for improving care processes that have been decided on by upper management. Leadership approaches to this implementation can affect the outcome.

METHOD: In-depth interviews with first- and second-line managers in Swedish hospitals were conducted and analysed using grounded theory.

RESULTS: ‘Coaching for participation’ emerged as a central theme for managers in handling top-down initiated process development. The vertical approach in this coaching addresses how managers attempt to sustain unit integrity through adapting and translating orders from top management. The horizontal approach in the coaching refers to managers’ strategies for motivating and engaging their employees in implementation work.

CONCLUSION AND IMPLICATIONS FOR NURSING MANAGEMENT: Implementation models for improving care processes require a coaching leadership built on close manager-employee interaction, mindfulness regarding the pace of change at the unit level, managers with the competence to share responsibility with their teams and engaged employees with the competence to share responsibility for improving the care processes, and organisational structures that support process-oriented work. Implications for nursing management are the importance of giving nurse managers knowledge of change management.

2. Angelini, E., et al. (2021).

“The impact of implementing a person-centred pain management intervention on resistance to change and organizational culture.”

BMC Health Services Research 21(1): 1323.

Click [here](#) to access

BACKGROUND: Resistance to change and organizational culture are essential factors to consider in change management in health care settings. Implementation of structural change remains a challenge. There is a lack of studies providing information on the impact of implementation processes on the organization. The aim of this study was to describe the impact of implementing a systematic change process concerning postoperative person-centred pain management on resistance to change and organizational culture in an orthopaedic spine surgery unit.

METHODS: The study was set in an orthopaedic spine surgery unit at a university hospital. Person-centred bundles of care for postoperative pain management of spine surgery patients were developed in co-creation by a multi-professional expert group and implemented throughout the care pathway. The intervention was underpinned by theories on organizational culture and inspired by principles of person-centred care. Quantitative data were collected using the Resistance to Change Scale and the Organizational Culture Assessment Instrument and analysed using descriptive statistics.

RESULTS: The findings showed a low resistance to change decreasing during the study. The organizational culture shifted from a result-oriented to a formalized and structured culture after the implementation. The culture preferred by the staff was team-oriented and participation-focused throughout the study. The discrepancy between the current and preferred cultures remained extensive over time.

CONCLUSION: It is challenging to describe the influence of the development and implementation of a postoperative pain management program on organizational culture as well as in terms of resistance to change, in a complex health care setting. In the current study the unit was under organizational strain during the implementation. Albeit, the important discrepancy between the current and preferred organizational culture could imply that structural changes aren't enough when implementing person-centred pain management structures and needs to be combined with relational aspects of change.

3. Beech, B. (1999).

“Go the extra mile—use the Delphi Technique.”

Journal of Nursing Management 7(5): 281-288.

Click [here](#) to access

AIM: The Delphi Technique is reviewed and its potential contribution to the management of change assessed.

BACKGROUND: Change management is an essential skill required, not just by managers, but by all staff working in health care. Modern theories advocate participation and free communication to engender commitment and ensure successful change. Data collection methods associated with surveys—interviews and questionnaires—are regularly used to obtain information for service development. Indications of likely resistance are more difficult to obtain.

KEY ISSUES: The Delphi Technique is critiqued and found to incorporate many attributes that can produce information which would be otherwise difficult or impossible to obtain. A recently published study performed by the author illustrates this potentiality. An indication of the impact of the findings on the subsequent implementation of change by service managers is provided.

CONCLUSION: The Delphi Technique is a useful management tool that can provide data that are difficult to obtain by other means.

4. Forthman, M. T., et al. (2003).

“Insights into successful change management: empirically supported techniques for improving medical practice patterns.”

American Journal of Medical Quality 18(5): 181-189.

Click [here](#) to access

This article identifies empirically supported techniques for improving medical practice patterns by relying on both The Delta Group’s professional change management experience and a thorough review of the literature relating to the essential characteristics of successful change management programs in health care. The purpose of this article is to provide health care professionals with an overview of the various change management techniques that have been widely regarded as having the greatest impact on the clinical and financial success of improvement programs before health care professionals initiate change management activities within their own organization.

[References: 50]

5. Harrison, R., et al. (2022).

“Achieving change readiness for health service innovations.”

Nursing Forum 57(4): 603-607.

Click [here](#) to access

Continual innovation to address emerging population needs necessitates health service ongoing redesign and transformation worldwide. Recent examples include service transformations in response to Covid-19, many of which were led and managed by nurses. Ensuring change readiness is central to delivering these transformative changes yet has been identified as a central challenge impacting nurse leaders and managers. Recent evidence indicates that affective commitment to change among healthcare staff may be an important contributor to gaining support for change implementation but understudied in healthcare. A cross-sectional survey study was used to examine the association between affective commitment to change and change readiness among 30 healthcare staff across four projects in one state-wide health system in Australia. Our findings indicate that affective commitment to change; healthcare worker’s emotional and personal perception of the value of the proposed change is independently associated with individual and collective change readiness. Given that achieving change readiness is a central goal of change management strategies, this pilot work provides valuable insight to inform the change management practices of nurse leaders and managers.

6. Kho, J., et al. (2020).

“A systematic scoping review of change management practices used for telemedicine service implementations.”

BMC Health Services Research 20(1): 815.

Click [here](#) to access

BACKGROUND: Telemedicine improves access to health care services enabling remote care diagnosis and treatment of patients at a distance. However, the implementation of telemedicine services often pose challenges stemming from the lack of attention to change management (CM).

Health care practitioners and researchers agree that successful telemedicine services require significant organizational and practice change. Despite recognizing the importance of the “people-side” of implementation, research on what constitutes best practice CM strategies for telemedicine implementations remains fragmented, offering little cohesive insight into the specific practices involved in the change process. We conducted a systematic scoping review of the literature to examine what and how CM practices have been applied to telemedicine service implementation, spanning a variety of health care areas and countries.

METHODS: Three bibliographic databases (CINAHL, PubMed, and ISI Web of Science) and four specialist telehealth journals were searched. To keep the review manageable and relevant to contemporary telemedicine technologies and contexts, the search was limited to articles published from 2008 to 2019. Forty-eight articles were selected for inclusion.

RESULTS: From the 48 articles, 16 CM practices were identified relating to either strategic or operational aspects of telemedicine implementations. We identify the key CM practices that are recognized in the broader CM literature as essential for successful and sustained change but are not commonly reported in telemedicine implementation studies. We draw on the CM literature to provide a comprehensive process-based, researched-informed, organizing framework to guide future telemedicine service implementations and research.

CONCLUSIONS: Our findings suggest that the slow rate of adoption of telemedicine may be due to a piecemeal approach to the change process, and a lack of understanding of how to plan, manage and reinforce change when implementing telemedicine services.

7. Kujala, S., et al. (2019).

“The Role of Frontline Leaders in Building Health Professional Support for a New Patient Portal: Survey Study.”

Journal of Medical Internet Research 21(3): e11413.

Click [here](#) to access

BACKGROUND: Effective leadership and change management are thought to contribute to the successful implementation of health information technology innovations. However, limited attention has been paid to the role of frontline leaders in building health professional support for new technical innovations.

OBJECTIVE: First, we examined whether frontline leaders’ positive expectations of a patient portal and perceptions of its implementation were associated with their support for the portal. Second, we explored whether leaders’ positive perceptions influenced the same unit’s health professional support for the portal.

METHODS: Data were collected through an online survey of 2067 health professionals and 401 frontline leaders working in 44 units from 14 health organizations in Finland. The participating organizations run a joint self-care and digital value services project developing a new patient portal for self-management. The survey was conducted before the piloting and implementation of the patient portal.

RESULTS: The frontline leaders’ perception of vision clarity had the strongest association with their own support for the portal ($s=.40$, $P<.001$). Results also showed an association between leaders’ view of organizational readiness and their support ($s=.15$, $P=.04$). The leaders’ positive perceptions of the quality of informing about the patient portal was associated with both leaders’ own ($s=.16$, $P=.02$) and subordinate health professionals’ support for the portal ($s=.08$, $P<.001$). Furthermore, professional participation in the planning of the portal was positively associated with their support ($s=.57$, $P<.001$).

CONCLUSIONS: Findings suggest that assuring good informing, communicating a clear vision to frontline leaders, and acknowledging organizational readiness for change can increase health

professional support for electronic health (eHealth) services in the pre-implementation phase. Results highlight the role of frontline leaders in engaging professionals in the planning and implementation of eHealth services and in building health professionals' positive attitudes toward the implementation of eHealth services.

8. Syed Ibrahim, M., et al. (2019).

“Towards successful business process improvement - An extension of change acceleration process model.”

PLoS ONE [Electronic Resource] 14(11): e0225669.

Click [here](#) to access

Change Acceleration Process model (CAP) emerged in early 90's as a set of principles for accelerating change management efforts in organizations. Business Process Improvement (BPI) projects open avenues of opportunity and success for organizations in this highly competitive era. However, most of these projects fail due to lack of commitment, communication, scope creep and inadequate resources. This research attempts to study industry relevant factors most critical to success of a BPI Project in the highly competitive telecom sector. Modified Delphi technique employing a panel of telecom professionals was adopted in order to determine the critical success factors (CSFs) after a thorough review of the literature. Exploratory factor analysis was performed to map extracted factors to the five agents of change. Research outcome defines the relevant CSFs in terms of vision, skills, incentives, resources and action plan. A significant contribution of this research is an extended CAP model for implementation of BPI projects. Practical implications of this research are utilization of the proposed model for BPI project success.
