Application Analysis 9.1

Evaluating Change at Alegent Health (10th Edition)

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 List and briefly describe each of the techniques used to reinforce change in this organization.

        Reinforcing change through techniques of institutionalization ensure that the company

remains re-frozen after the transition to the desired state. Alegent health had numerous

techniques or "decision accelerators" (DA) in place that quickly implemented the change. (Pg.

219)

        Alegent health implemented six interventions for each of their main clinical service areas.

(Pg. 219) Evaluation that ran parallel to the transitional process found that employees felt that the

change was the right course of action but that they did not feel involved in the change. (Pg. 219)

The perception was that senior employees were involved in the change but physicians, nurses

and other individual contributors did not did not have the change explained in context nor

witness a formal change-management process. (Pg. 219)

        Work groups that had a higher physician concentration saw less desired change and

groups that had a higher concentration of DA participants desired change was higher. The other

side of this issue included the proportion of physician involvement in DA stakeholder groups. If

the concentration of physicians in a stakeholder group were too strong then the agenda would be

swayed off course. (Pg. 220) The focus was to quickly make a large number of specific, targeted

changes at the operational level in each of the 6 clinical areas. This plan reduced the amount of

physician involvement in focus groups, and although the physicians felt the change was out of

context or overwhelming, the final result was that physician relationships did change for the

better overall. (Pg. 221)

In addition, the impact of the vision of the implemented change was strong enough that it changed the perspective of employees in a way that they were able to translate the change into other areas that the project was not designed to change. This result displays a success in the participant's learned behavior to implement unique un-designed change that was not planned but did align with the future state. In this way the DA successfully institutionalized the desired future state by perpetuating the design of the future state past the reaches of the implementation period. (Pg. 221)