



National Collaborating Centre
for Methods and Tools

Centre de collaboration nationale
des méthodes et outils

Toolkit for action: Conceptualizations of organizational change readiness and resistance in community health

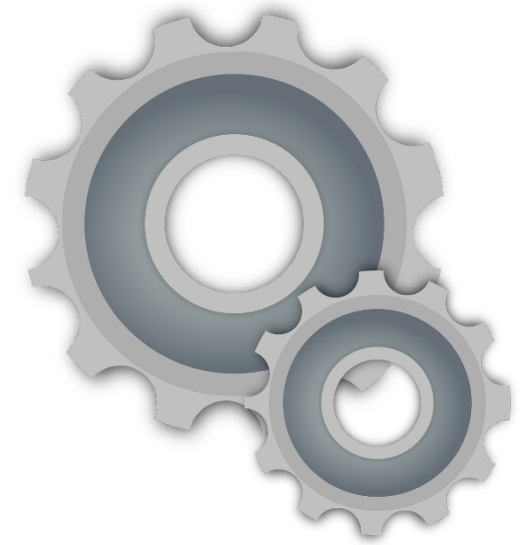
Danielle Kasperavicius, MPH
Kristin Read, MPH
Maureen Dobbins PhD, RN

12^o National CHNC Conference
June 21, 2017

Funded by the Public Health Agency of Canada | Affiliated with McMaster University

Production of this presentation has been made possible through a financial contribution from the Public Health Agency of Canada. The views expressed here do not necessarily reflect the views of the Public Health Agency of Canada..

Background



- Explore factors that influence organizational change initiatives
- Develop a toolkit that can be used by practitioners to help inform change efforts

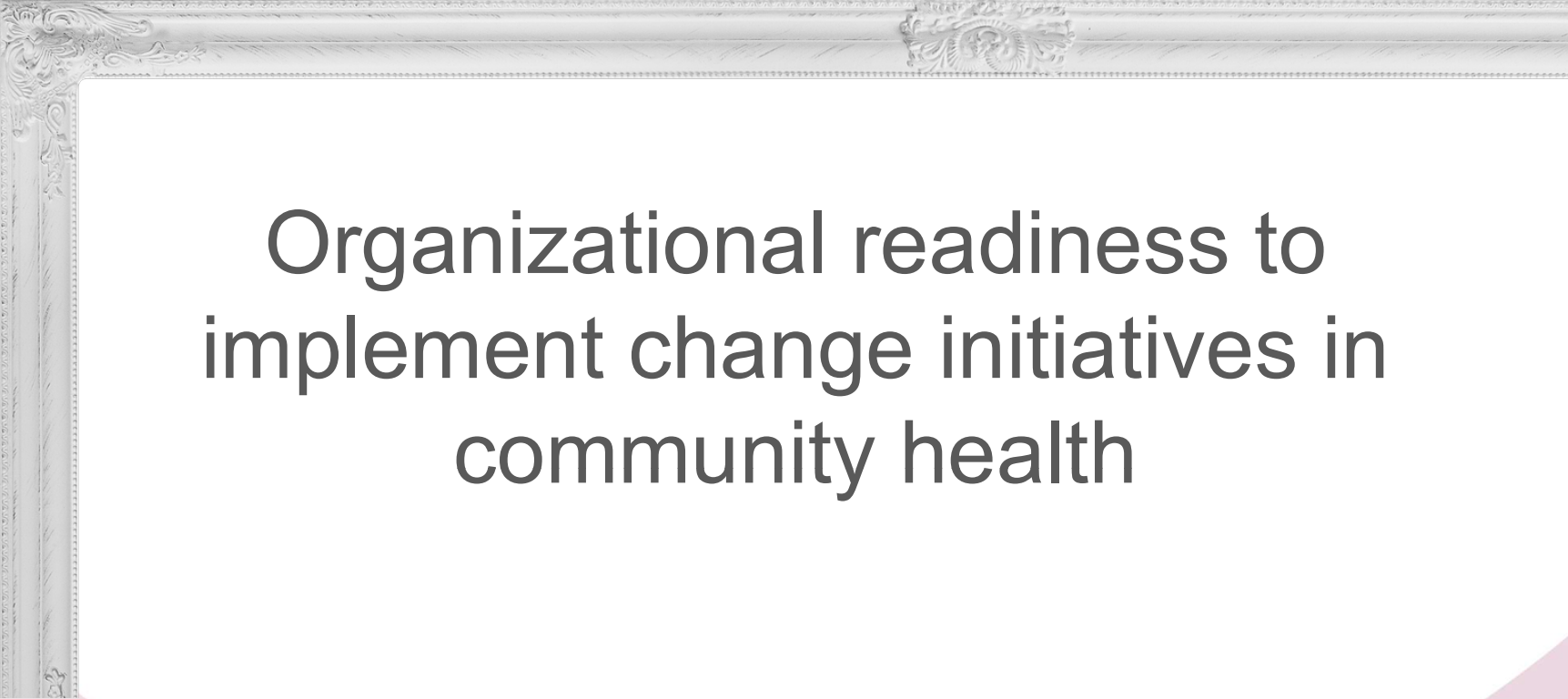


Definition

- Organizational readiness for change refers to an organizations members change commitment and change efficacy to implement a change
- Suggests:
 - High org. readiness can facilitate an org. change effort
 - Low org. readiness can lead to resistance to change

Weiner, B. J. (2009). A theory of organizational readiness for change.
Implementation science, 4(1), 67.





Organizational readiness to implement change initiatives in community health



Objectives

- Identify major models, frameworks, and theories (M/F/T) on organizational readiness and resistance
- Reflect on the potential value of these M/F/T to practice



Methodology

Search strategy

- Broad review level search
- Supplemental searches
 - Targeted search
 - Reference lists
 - Google scholar
- Outreach to key informants

Databases searched

Business Source Complete

ABI/Inform Complete

Web of Science

Medline

ERIC



Methodology

Data extraction

Facets	
Perspective on change	Model/Framework/Theory*
Level of change	Level of knowledge needed
Nature of change	Applied in a health setting
Type of organization	Measurement
Change agent	Visual diagram
Stage in the change process	Outcomes

*M/F/T classified according to: Nilsen, P. (2015). Making sense of implementation theories, models and frameworks. *Implementation Science*, 10(1), 53.



Preliminary findings

- Approximately 50 Models/Frameworks/Theories identified to date
 - 15 organizational readiness
 - 35 organizational resistance
- Examples:

Readiness

- Factors relevant in creating readiness for change (Armenakis, et al., 1993)
- Multilevel framework of the antecedents and consequences of readiness for change (Rafferty, et al., 2013)

Resistance

- Ten reasons people resist change (Kanter, 1985)
- Mode and response to change (Graetz, 2006)



Preliminary findings

FACETS	
Perspective on change	Positive, neutral, negative
Level of change	Individual, individual + organizational, organizational
Nature of change	Planned change, emergent change
Type of organization	Hierarchical, flat
Change agent	Top-down approach, bottom-up approach
Stage in the change process	Planning, implementation
Model/Framework/Theory	Based on Nilsen's (2015) taxonomy
Level of knowledge needed	Novice, intermediate, expert
Applied in a health setting	Yes, no
Measurement	To assess the M/F/T
Visual diagram	Visual representation
Outcomes	Clear, unclear, not mentioned



Next Steps



- Follow up with key informants
- Review and complete charting on any additional models, frameworks, and theories identified
- Develop free online resource and make available to practitioners across Canada and internationally



Questions?

For more information about the
National Collaborating Centre
for Methods and Tools:

NCCMT website: www.nccmt.ca

Contact: nccmt@mcmaster.ca

Follow us on Twitter: [@nccmt](https://twitter.com/nccmt)

