

# Organizational Change Management – An Application for Enhancing the Telehealth Deployment in the Public Healthcare Organization.

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**Background & Objectives:** The healthcare organization is constantly evolving, and the adoption of new technologies is a dynamic process that healthcare organizations must continually adapt to. The Objective is to highlight that not only that a structured deployment the change management process in a complex organization such as the public healthcare organization is crucial to navigate these changes. Moreover, will be proposed the use of systematic and holistic change management methodology.

**Method:** A particular focus has been put on the critical variables defined on the Knoster Model for Managing Complex Change<sup>1</sup> and how these variables can be exploited utilizing the most common work and organizational psychology theories such as the McClelland theory of needs<sup>2</sup>, the Self Determination Theory<sup>3</sup>, and the Stakeholders management process as described by the Project Management Institute<sup>4</sup>. Finally, the Kotter's Change Model<sup>5</sup> will provide a framework for managing changes in complex organizations.

**Results:** The change management process has to be managed as a project with a well-defined management plan in term of organization, schedule, resources, and stakeholders' management. The Vision shall be clearly defined and communicate to all the stakeholders. Each stakeholder needs to be assessed and engaged based on his own "motivators". The need of balancing competing demands of different stakeholders is one of the key challenges. The medical staff is surely one the key stakeholder, in order to their resistance to change, a particular attention shall be paid on their needs of Autonomy and Competency. This can be done with a proper information and education program. The Kotter's Change Model provide a comprehensive method designed to guide complex organizations through the change process. The core focus is on the creation and the communication of a Vision and mostly important to Empower others to act on it. Moreover, to create a short-term win for all the stakeholders, it is paramount to build momentum for the change process.

**Conclusion:** the deployment of a structured change management process is a crucial aspect of healthcare organizations and requires a systematic and holistic bottom-up approach. This implies that, effective leadership, communication, and stakeholder involvement are critical to ensure the successful implementation of changes.

## **Bibliography**

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