impacted as you craft your strategy. You may want to target your innovators and early adopters to get the ball rolling. However, do not simply ignore laggards because they do not agree with you. Consider their concerns and whether you need to adjust your plan.

Once your change has been implemented, things are better, right? Maybe. A certain level of enforcement and auditing needs to happen to ensure the changes have been made and will last. Part of enforcement is tracking what happens after change is implemented. If you can show that since your change was made, for example, that prostheses are being delivered two days earlier, that idea is a winner. Sharing results of the change can help encourage others to see the value of the new processes and improve acceptance. In a study about implementation of new emergency department procedures in hospital networks, the authors wrote, “It is important for leaders to be transparent with performance improvement data and encourage continuing, two-way communication. At one hospital, staff support for the improvement strategy lagged because management did not share up-to-date data with staff.” (To read the study, visit https://bit.ly/2O8CTel.) Communication is key: Employees should not feel that they are blindly following orders. Their buy-in and understanding can improve acceptance and help job satisfaction.

By now you are probably thinking of all the things that can go wrong. You will likely be met by resistance. It takes a lot of effort to create change, and you will need to prove the value of the required effort. Some coworkers will be frustrated that they need to change their daily routines. Some may resist the change because it is easier to not alter what they are doing, and the value is unclear. Even well-intended changes are not sustainable if they require more time or energy than employees have available within their workflows. Having said this, it is still invaluable to push change and improve what you can in your circle.

Build on your change. Use one success as a catalyst for implementing other ideas. The more you encourage change, the more you shift the culture of your company. You can help a company that is resistant to change become one that wants to continually re-evaluate and improve its processes.

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For more information and case examples about implementing change in a healthcare setting, see the Canadian Institutes of Health Research’s document “Moving into action: We know what practices we want to change, now what? An implementation guide for healthcare practitioners” at https://bit.ly/2O4e2OR.

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