

CHANGE MANAGEMENT IN ACADEMIC MEDICINE

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Goals

This workshop will try to address the steps and antecedent conditions necessary to manage changes in academic institutions, especially in those involved in the education of healthcare professionals. The workshop aims to provide a framework along with practical approaches and strategies for the implementation of change that takes sustainability into consideration from the very beginning.

Topics to be addressed

Change management and the adoption of innovation is a much discussed topic in today's fast moving societies and in the face of rapid knowledge acquisition and technological change. Academic institutions traditionally have not embraced change, but have rather changed in response to outside pressures and often imposed regulations. Even when asked to do so, the process of change is often fraught with difficulties and marked resistance from the various parties involved. The workshop will explore the following topics using illustrative examples from actual change processes:

- Core processes:
 - Chartering: purpose, scope and way of working together
 - Learning: developing, testing and refining ideas
 - Mobilizing: engagement and commitment by the participants
 - Realigning: redefining roles, relationships and rewards
- Enabling conditions:
 - Structural
 - Procedural
 - Cultural and emotional
- Outcome: institutionalization

The workshop will concentrate mostly on the early stages of change management and it will stress organizational and cultural issues in educational institutions in the healthcare field using case studies to illustrate the various points. Participants are encouraged to bring actual projects to the workshop and discuss aspects of these projects as they relate to the topics under discussion.