



Looking to drive shared accountability for HAI prevention?

Set the foundation with 5 building blocks of change management



The Prosci ADKAR® Change Management Model is considered one of the most effective in a healthcare setting.¹ Here are some ideas for making it work for infection prevention.



Awareness of the need for change

Clearly explain the opportunities that have resulted in the need for change. Address why change is needed now and the risk of not changing.²

- Use key measurements such as the standardized infection rate (SIR) to raise awareness.
- Use “zero harm” to raise general awareness and keep top of mind the organization’s priority of high-quality care and patient safety.
- Link your infection prevention initiative to the strategic goals of the health system.³
- Invite a third-party expert to assess your organization’s current state and identify gaps in your infection prevention plan and processes.



Desire to participate and support the change

Translate the need for change into personal and organizational motivating factors. Use leaders as sponsors of change, and use managers as coaches of employees during the change process.⁴

- Empathize with key stakeholders—physicians, frontline workers, EVS workers and supply leaders—by acknowledging concerns. Underscore their important role in keeping patients safe from healthcare-associated infections (HAIs), and engage them in plan development.
- Recruit physicians, nurses, EVS managers and materials managers as partners in new initiatives and/or to serve as champions for each group.
- Invite leaders’ involvement at the onset of any HAI-prevention program/project. These include the chief nursing officer, chief medical officer, unit managers, epidemiologists, infection preventionists, and EVS and facilities managers.³



Knowledge on how to change

Recognize two types of knowledge: 1) how to change (what to do during the transition); and 2) how to perform effectively in the future state (ultimate skills and behaviors needed to support the change).⁵

- Consider a two-tiered approach to defining best practices for infection prevention: 1) product and procedure standardization; and 2) an intervention plan if infection rates remain high.³
- Involve clinical educators, nurse preceptors and/or reps from your organization’s learning and development team early on so you can tailor training and education to specific needs of a unit.
- Make sure everyone at every level understands the three zones or areas where infection is transmitted: 1) environment of care, 2) human-to-human contact and 3) clinical practice.
- Connect the dots for frontline clinicians and workers by showing them how other routine best practices—good hand hygiene, in particular—are essential to the cause of keeping patients safe.



Ability to implement desired skills and behavior

Ensure that in addition to providing training to convey knowledge, employees are given sufficient tools for building their own ability.⁶

- Encourage frontline staff to share their ideas for change and innovation, particularly when it comes to identifying gaps and standardizing evidence-based processes.
- Foster a bedside culture where staff are trained and empowered to call out in real time oversights or mistakes in infection prevention processes without retribution.
- Leverage unit-based nursing councils and nursing practice councils for their influence on selecting new products and processes for preventing HAIs, as well as training/educating staff.
- Take advantage of training and education materials and expertise offered by medical suppliers when converting to new products.



Reinforcement to sustain the change

Focus on reinforcement needs to remain strong so that changes are sustained and deliver expected results over time.⁷

- Make HAIs a regular agenda item in multidisciplinary team meetings, staff huddles, patient rounds and other meetings attended by key stakeholders. Invite staff to share success stories.
- Create and prominently post a key performance indicator (KPI) or similar tracking board for HAIs, hand hygiene posters and other key visuals.
- Recognize and reward individual and team wins through shout-outs and award nominations, as well as through storytelling in meetings and other organizational communications.



Go deeper. Learn more change management insights. **Read the article.**



Infection Prevention

References: 1. Giva. (2021, May 10). The 3 Most Effective Organizational Change Management Models in Healthcare Practices. <https://www.givainc.com/blog/index.cfm/2021/5/10/the-3-most-effective-change-management-models-for-healthcare-practices>. 2. Prosci. Thought Leadership Articles. Awareness: The Prosci ADKAR Model. Retrieved September 3, 2021, from <https://www.prosci.com/resources/articles/adkar-model-awareness>. 3. CDC. Strategies for Preventing Healthcare Associated Infections. Retrieved September 3, 2021, from: <https://www.cdc.gov/infectioncontrol/pdf/strive/SP101-508.pdf>. 4. Prosci. Thought Leadership Articles. Desire: The Prosci ADKAR Model. Retrieved September 3, 2021, from <https://www.prosci.com/resources/articles/adkar-model-desire>. 5. Prosci. Thought Leadership Articles. Knowledge: The Prosci ADKAR Model. Retrieved September 3, 2021, from <https://www.prosci.com/resources/articles/adkar-model-knowledge>. 6. Prosci. Thought Leadership Articles. Ability: The Prosci ADKAR Model. Retrieved September 3, 2021, from <https://www.prosci.com/resources/articles/adkar-model-ability>. 7. Prosci. Thought Leadership Articles. Reinforcement: The Prosci ADKAR Model. Retrieved September 3, 2021, from <https://www.prosci.com/resources/articles/adkar-model-reinforcement>.

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