

# The ChalleNge of Change

EN Conference, Hamilton New Zealand, May 2019

Helen Pocknall

RN, MPhil (Nursing) (Dist).MInstD



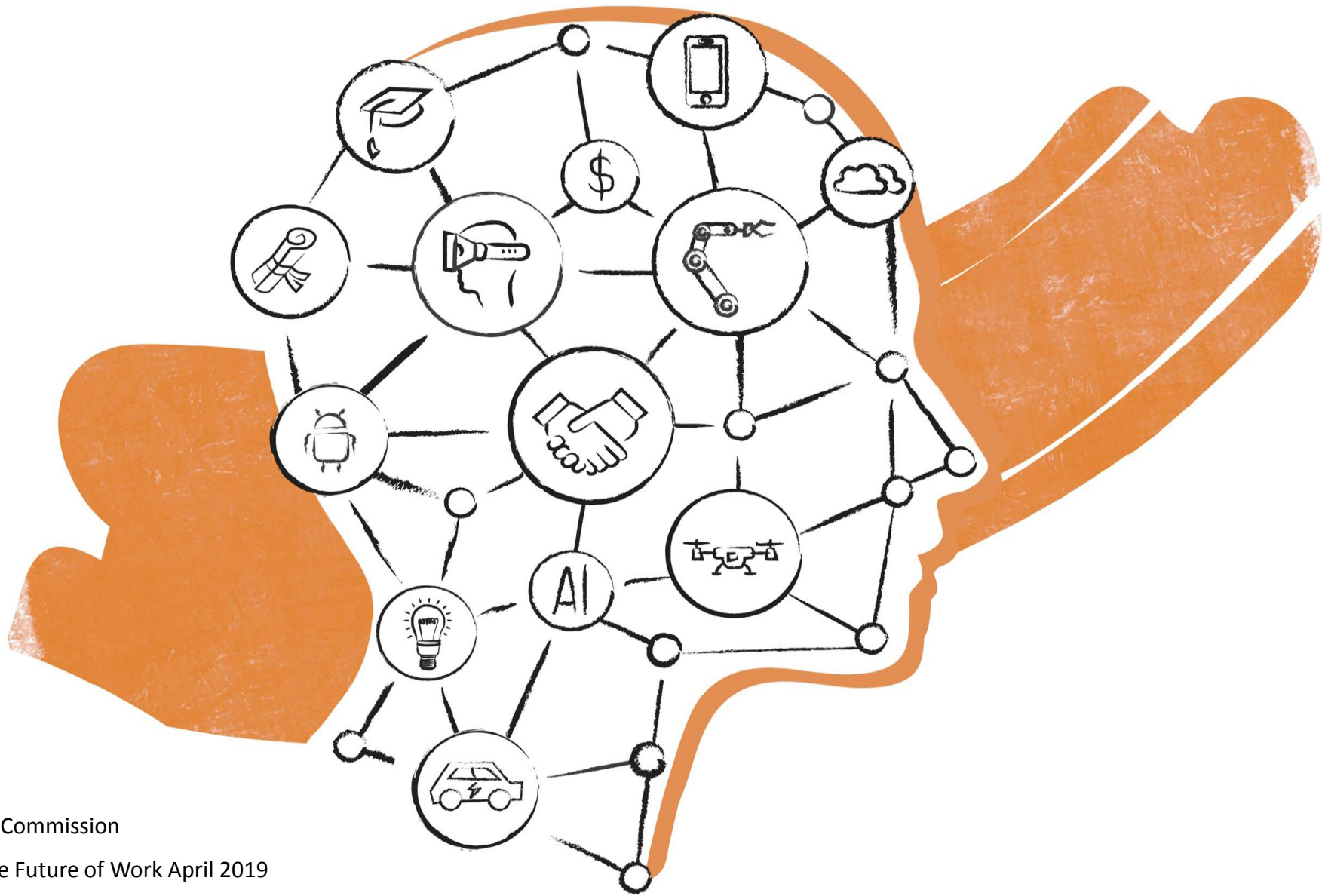
**Enrolled Nurse Section**  
NEW ZEALAND NURSES ORGANISATION

# Overview

- What do we mean by change?
- What challenges and changes might lie ahead
- What could this mean for nursing? Leadership and Governance
- How do we approach change?
- Resistance to change
- Strategies to manage change

# Who Am I?

- Qualified as an RGON 40 years ago
- Worked in many places throughout NZ and overseas
- Held various roles in primary, secondary and tertiary care
- Leadership roles
- Participated in health system reviews and audited organisations
- Awarded NERF fellowship and attended the ICN Global Nurse Leaders Institute in 2012
- Governance roles



Courtesy of The Productivity Commission  
Technological Change and the Future of Work April 2019

# Personal change

**My Mother in Cambridge 1938**



**Mothers' day 2019**



# Change in the Workplace



International Nurses' Day, 2010

Uniforms from the 1940s

# What else changes

- Changes in our environment
- Change in government/governors, executive teams, structures
- Change in health strategy and other strategies that impact on health, eg: housing and education
- Technology
- Economic change
- Cultural change

# What challenges and changes lie ahead for health

- Macro level – Health and Disability System Review
- Review of Vocational Education (RoVE)
- Mental Health and Addiction Inquiry Actions and Implementation
- Health Workforce Strategy – Rural health strategy
- Technological change/AI – the need to join current systems up
  
- The Minister of Health is looking for disruptive change! New models and roles
- Uncapped demand with capped resource – what's the answer??



# What could it mean for nursing

- Education programmes – potential changes as a result of RoVE
- Potential changes in business models and funding streams
- Changes in Models of Care
- Transdisciplinary teams – capacity and development of the workforce – more of a focus on education programmes and changing the culture from the start
- Integrated service teams and integrated research teams
- Rural – 4 streams – Hubs; Technology as an enabler; current initiatives that could be rolled out nationally, new ideas
  
- Opportunities +++ Leadership and Governance
- Change in the power base?



**“The announcement of the changes really went well.”**

# Why change is difficult

**“The greatest difficulty in the world is not for people to accept new ideas, but to make them forget their old ideas!”**

John Maynard Keynes

- 75% of our thoughts are negative, so people may not find it easy to change especially if they feel disempowered and/or ‘burnt out’



# How to approach change

- Open mind
- Reservation
- Cynicism – Is it change for changes sake?
- Make sure you understand the vision and rationale for change
- Opportunity to become involved
- Ability to influence the future direction
- Approach it from an evidence and outcomes base
- Always keep the patient and whanau at the centre (especially by asking: what matters to you?)
- Use an Equity lens
- Consider what the return on investment is; what are the benefits?

# Strategies to manage change

- Any change, even change for the better, is accompanied by set backs so be prepared
- Self Care – personal Robustness, keep your friends close
- Being or becoming more Resilient
- Be more Adaptive
- Keep informed – evidence is the basis for decision making
- Be involved and ensure nursing not only has a voice but is heard
- Be courageous and agile
- Keep an open mind
- Support the nursing leaders – good leadership is a mechanism for effecting change and enhancing quality of care

## FACING OUR FEARS

So often, when we finally face our fears,  
we discover that we were scared over  
*nothing!*

Or as Joseph Campbell said  
*"The very cave you were  
afraid to enter turns out  
to be the source of what  
you are looking for."*



# In summary

- There will always be another challenge ahead of us, whether we create them for ourselves or they are imposed upon us
- Your attitude and mindset will make a difference to how you approach the challenges and change in your lives
- Keep learning as knowledge is power and evidence is the basis of all decision making
- look after yourself through any change
- Look after your friends and colleagues and support those who are the leaders amongst you
- Consider your future contributions as you are all health care leaders in your own right and have an ethical responsibility to ensure change is in the best interest of the populations we serve

**The only thing we can ever be assured of is that things  
will change!**

**Thank you!**