

## Change Management in ICU

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### Abstract

**O**bjective: Change management is called any strategic action or activity that aims to exploit efficient and ancillary methods that contribute to a smooth and efficient transition of an ICU Department from an existing to a new desired state.

- Strategic changes – are the changes that refer to the strategic direction of an ICU (e.g. mergers, change of institutional role, change of ICU, etc.)
- Changes in culture – they affect the basic ICU's philosophy and culture of an ICU as well as the way and quality of work (e.g. Installation of systems and mechanisms of Continuous Quality Improvement)

Data Synthesis: Continuous change is part of ICU life, but people tend to resist what is new and largely unknown. Thus, reactions and a climate of resistance within businesses are often created. A key role in managing change is played by the Director who is called upon to normalize the work environment and ensure the proper functioning of ICU Department. The vision, strategy, values, ICU structure, goals, policies and processes may be there, fully implemented and skillfully communicated, but that is not enough. It goes without saying that the above should already have been set up to begin the main task of managing change. Unfortunately, when an ICU has reached this stage, it believes that much of the work that needs to be done to implement a change has been achieved. The essence, however, is continuity. What are its actions on employees' beliefs on the values that govern their day-to-day operations, on traditions that hold captive behaviors and functions, on unwritten laws that are often more powerful than any ICU value. Every ICU definitely has certain characteristics that make it stand out and compose its culture. ICU culture is difficult to change but not impossible.

Conclusions: When we talk about change in ICU or culture we mean real changes in people's behavior throughout the ICU. It takes a lot of time, effort, resources and continuous effort to change a situation in an ICU. So there are no recipes and secrets. Any change requires the involvement of the People. ICUs need to realize that change can reach as far as the average worker can apply it at work. Employees in ICU need to take

into account every individual, not just the structures and systems.

**KEYWORDS:** Change Management, Leadership, Director, ICU



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### Speaker Publications:

1. Pain Issues in People with Limited Mental Communication
2. Obstacles to an ICU doctor's career
3. Successful and Effective Administration in ICU
4. Simulation Programs in Disaster Medicine
5. The Dunning-Kruger Effect to residents and young Attendings in Intensive Medicine

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