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**Strategies Health Care Leaders Use to
Implement Strategic Change Initiatives
Successfully**

**POSTER
PRESENTATION**

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Abstract

Health care leaders who fail to implement strategic change successfully will lose a significant competitive edge. The purpose of this qualitative multiple case study was to explore strategies health care leaders use to implement strategic change initiatives successfully. Data were collected from semistructured interviews, company documents, and archival records. Themes emerged were situational awareness, communication, and leadership strategies. Health care leaders who approach strategic change implementation from a holistic perspective increase execution success which is necessary to improve the health and well-being of community members.

Doctoral Capstone

Problem

Health care organizations lose a significant competitive edge when leaders fail to align strategic change initiatives with necessary operational activities (Tang & Liu, 2016).

Seventy percent of strategic change initiatives fail because of poor strategy execution (Ngan & Chung, 2017).

The **general business problem** is some health care leaders are unable to implement strategic change. The **specific business problem** is some health care leaders lack strategies to implement strategic change initiatives successfully.

Purpose

The purpose of this **qualitative multiple case study** was to explore strategies health care leaders use to implement strategic change initiatives successfully.

Significance

The current health care infrastructure in the U.S. is not conducive to transforming health care in the manner needed to maintain a competitive advantage. Strategic change is necessary.

- Successful implementation of strategic change initiatives will reduce inefficiencies and lower health care cost.
- However 70% of strategic change initiatives fail within organizations annually.
- The results of this study may increase health care leaders' awareness of the ability to execute strategies that may result in the successful implementation of strategic change initiatives.

Theory or Framework

Pettigrew and Whipp's (1992) content, process, and context model of strategic change management and the Hoshin Kanri (HK) program deployment model (Akao, 1991) constituted the composite conceptual framework for this study.

Pettigrew and Whipp tenets: Successful change is a result of the interplay among the **content** (or what) of change, the **process** (or how) of change, and the **context** (or where or why) of the change

HK is a planning, implementation, and review framework that links the business strategy to execution.

HK tenets: focus, alignment, integration, and review are necessary for successful change implementation at the frontline.

Relevant Scholarship

The United States health care system is in crisis and needs reformation.

The rising cost of products and services are significant drivers of strategic changes in health care. In 2015, health care spending increased by 5.8% and reached \$3.2 trillion costing \$9,990 per person annually to receive care (Martin et al., 2017). Keehan et al. (2017) predicted this growth would result in a rise in the health care share of the gross domestic product from 17.8 percent in 2015 to 19.9 percent by 2025.

Even with the high cost of health care, U.S. citizens experience poor quality of care and health outcomes. Americans spend more on health care than any other country in the world, although they experience lower health outcomes and shorter life expectancy (Squires & Anderson, 2015).

Strategic change is necessary for the U.S. health care system to remain viable. However, a strategy is only as good as its implementation. Researchers found that only 10-30% of strategic change initiatives are implemented successfully (Candido & Santos, 2015).

Health care leaders control cost and enhance health care quality by implementing strategic change initiatives to improve efficiency and maintain competitive advantage (Khalifa & Zabani, 2016). Successful strategic change implementation is necessary to reduce health care costs and patient safety concerns.

Research Question

What strategies do health care leaders use to implement strategic change initiatives successfully?

Participants

The target population consisted of four leaders from two health care organizations in Manhattan, New York who have successfully implemented strategic change initiatives.

Inclusion criteria :

- health care leader in Manhattan, New York
- implemented successful strategic change initiatives within the last five years

Procedures

Primary and secondary sources were used in data collection

Primary: Using semistructured interviews, and supported by an interview protocol I obtained an in-depth understanding of the tools and techniques used to implement strategic change initiatives successfully

Secondary: Reviewed supportive company documents and related archival records

Analysis

Each recorded interview was transcribed, interpreted, subjected to member checking procedures, and prepared for analysis.

Company documents and archival records were collected and included in a database for analysis.

The five-step thematic analysis process was employed to uncover themes and subthemes within the dataset.

Findings

Three primary themes emerged as necessary for successful implementation of strategic change initiatives. These are: **situational awareness, communication, and leadership strategies.**

Subthemes emerged related to **situational awareness** were awareness of the **internal and external environment.**

Subthemes related to **leadership strategies** were **executive leadership and employee engagement.**

Themes/subthemes	Organization 1		Organization 2	
	O1P1	O1P2	O2P1	O2P2
Participant				
Theme 1: Situational awareness				
Subthemes:				
Internal environment	X	X	X	X
External environment	X		X	
Theme 2: Communication	X	X	X	X
Theme 3: Leadership strategies				
Subthemes:				
Executive leadership	X	X	X	X
Employee engagement	X	X	X	X

Table: Summary of Findings, References, and Subthemes

Interpretation

Health care leaders must select, prioritize, communicate, implement, and monitor strategic change initiatives appropriately to increase implementation success.

Health care leaders who adopt specific strategies to improve communication, engage employees, and provide an environment supportive of the change are more successful at executing change initiatives.

The findings of this study confirmed that implementing strategic change initiatives guided by the composite of Pettigrew and Whipp's content, context, and process of change model and HK program deployment model may help health care leaders implement more successful strategic change initiatives.

Limitations

Although my findings were valuable, they are not generalizable because the study was qualitative and involved only two health care organizations in Manhattan New York.

The target population for this study was health care leaders directly involved in the change implementation process. Including other health care stakeholders who were impacted by the change may reveal other themes necessary for change implementation success.

Recommendations

Health care leaders must approach strategic change implementation from a holistic perspective to increase execution success.

Health care leaders must realize that although they cannot control all conditions that may influence success, having awareness, and being flexible to adjust to the changing environment are foundational skills needed when implementing strategic change.

Before embarking on strategic initiatives leaders must examine their level of participation because creating and sharing the vision is not enough to sustain change.

Social Change Implications

The successful implementation of strategic change initiatives in health care may have a positive impact on the health and well-being of health care consumers, providers, families, and community members.

Health care leaders can use the findings of this study to reduce inefficiencies within the health care system by implementing solutions to increase access to care, reduce health care disparity, and increase employment opportunities for community members.

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