

Heather View Care Home

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Executive summary

In this case study the importance of changing organizations and workplace has been outlined. This case study delves into improving the changing management process within the Heather View Care Home and evaluation the change management process of the company. This case study analysed the health care sector and requirement of changing the structure, management and programs in the industry along with the business analytical tool and change management theories. In this case study the internal and external operations of the company along with the environment is included. This included the leadership style, culture of the organization and areas of improvement in this sector. This case study included the change management theories such as Kotter's 8 Step change model, Lewin's change management model, ADKAR model etc. In this study it has been evaluated that Heather View Care Home should adopt effective communication strategies, have well-managed staff, train the employees and provide training programs as well. Through the training, the employee could adapt to the changes and digitalization in their services. Therefore, the failure to implement these recommendations the company may struggle to improve the healthcare standard and the company could demonstrate the ability to adapt other skills.

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Introduction

The contemporary workplace is improved by dynamic changes, and adaptability and is characterized by economic uncertainties; the effect of digital improvement and increased requirement of more changes in organizations has been included globally. In the responses to these issues, changes have to be adapted by every organization to become fostered well-managed organization and quickly shaped according to the conditions (Ataguba and Ataguba, 2020). This report underlines the tasks of offering the analysis of the changing environment and structure process within a Heather View Care Home to develop the services and business. This report delves into improving the changing management process within the Heather View Care Home and evaluation the change management process of the company. The Heather View Care Home is a microcosm of the healthcare sector which is facing various challenges due to the COVID pandemic and opportunities. The healthcare sector has been facing issues and requires a change management process this is why Heather View Care Home has been chosen to conduct this report. This report will include the business analytical tool and change management theories such as Kotter's 8 Step change model, Lewin's change management model, ADKAR model etc. Additionally, it will include the McKinsey 7'S framework applied to adapt the important elements for effective changes in the Heather View Care Home.

Company Overview

Heather View Care Home is a pivotal healthcare initiative that has been providing healthcare services in the UK, East Sussex. The company has been providing their services for over a decade and the company is also committed to providing a high level of care and support for elderly clients by creating a safe environment and loving surroundings etc. The Heather View Care Home is a CQC-registered care services provider that provides care support for end of life, support for looking after residents with dementia, Parkinson's etc. Heather View Care Home is a nursing home which has 200 dedicated employees. The company provide support to the residents by providing a range of healthcare services that are designed to meet the different requirements of the residents. The company includes a holistic approach to healthcare and addresses the medical requirements as well as the emotional and social aspects of their patients. Heather View Care Home is staffed by a hardworking team of healthcare professionals and exporters including health care workers, nurses, volunteers, hairdresser, maintenance, chefs, laundry and cleaning staff etc. The company

plays a significant role in resident care that engages with the environment and community easily (Karliner et al., 2020). The company also participate in health education, collaborations, and local healthcare providers and also contributes to the community wellbeing programs. Recent changes through digitalization globally and the advancement in medical technologies have been helping the world and Heather View Care Home has been adapting to the changes as well. The Heather View Care Home understands the importance of technology in the current century and has been enhancing its service quality.



Source (Heather View Care Home, 2018)

Section 1

Pestle Analysis

Political: Government regulations play an important role in forming the healthcare sector. Also, in response to the pandemic, COVID-19, the government globally has executed strict regulations to certain the well-being and safety of the residents in Care Homes. Also, this industry has implemented new regulations that involve protocols for infection control, resident monitoring and

staff training. Conformity with such regulations became a top priority thus impacting the policies of the industry, allocation of resources, and procedures.

Economic: The economic background has been relatively influenced by the COVID-19, pandemic, and also funding models healthcare sector, involving Care Homes, have changed to highlight the increased cost of upholding a safe and clean environment during the epidemic. Heather View Care Home has faced fiscal challenges that require a reassessment of its allocation of resources and budget allocation. Also, increased costs for PPE and staff training and sanitation measures have affected the fiscal sustainability of the industry. Therefore, this economic factor has impacted the process of decision-making regarding resource optimization and pricing structures (Rangachari and L. Woods, 2020).

Social: Social factors which include increasing awareness and changing demographics of elder care problems have formed expectations for Heather View Care Home services. Also, there has been a substantial change toward recognizing the significance of quality service to the elderly. Heather View Care Home has responded by improving its services focusing on personalized care plans and also executing programs to highlight the emotional and social well-being of the residents. The industry is actively involved with the communities and families to meet the developing social expectations and certain resident satisfaction.

Technological: Technology advancements have revolutionized the practices of healthcare, and Heather View Care Home has enhanced digital health records to rationalize data management, improve communication among the professionals of healthcare, and improve the efficiency of care services.

The use of modern hoists and equipment to assist the elderly played an essential part in healthcare services. The technological advancements have improved the ability of the organization to facilitate comprehensive and timely care while ensuring the safety of the staff and the residents (Nair and Adetayo, 2019).

Environmental: Environmental factors in the healthcare industry have increased prominence, and Heather View Care Home has acknowledged the significance of sustainability practices in its operations, initiatives like energy efficiency, waste reduction, and eco-friendly and facility management were executed to support environmental standards. Therefore, these efforts not only

add to the optimistic business image but also illustrate the commitment of the industry to huge societal concerns beyond urgent healthcare needs.

Legal: Legal factors are considered to be imperative in the healthcare industry, and COVID-19 prompted the preface of new guidelines and laws. Heather View Care Home has closely examined and followed developing healthcare regulations, certain that its practices are supported by the current legal requirements. Conformity efforts involved training staff updating policies on new protocols and implementing operation processes to meet the dynamic legal background. Also, legal considerations have played a crucial role in forming the response of the industry to the epidemic and future-proofing its operations.

Transformational Leadership Style at Heather View Care Home

Effective Communication: Transformational leaders mainly succeed in communication and Heather View Care Home's leadership certain regular and transparent communication during the change process. Also, the staff was kept informed regarding the reasons behind the changes, the expected results, and how the role of every individual contributed to the huge vision, and this method created unity lessened uncertainty, and promoted a collaborative environment (Dalirazar and Sabzi, 2023).

Building Trust and Relationship: Transformational leaders categorize building robust trust and relationships in the industry. Heather View Care Home's leadership capitalizes on effort and time to create a trusting and supportive culture. This was mainly imperative during the epidemic, as the staff encountered increased challenges and stress. Therefore, by promoting trust, leaders certain that the staff feels support and improves their resilience during change (Dube et al., 2021).

Impact of development and change

Communication: During the process of change, leader at Heather View Care Home have categorized transparent communication, and keep the staff well-informed regarding the changes, the expected results, and the importance of quality care and safety. Therefore, this emphasis on transparent communication has generated a foundation of trust and reliability among the workers.

Safety Protocols: With the external factor of new government regulations on the safety protocols and healthcare standards, Heather View Care Home has placed a related focus on safety measures

and therefore this includes executing careful infection control protocols offering sufficient PPE for the staff, and organizing training sessions on the safety protocols. The business culture has shifted to categorize the safety of the staff and the residents as a non-negotiable factor of regular operations (da Silva and Amaral, 2019).

Cultural Alignment: To certain that every staff member is supported with a new cultural focus Heather View Care Home has capitalized on training programs, and such programs mainly focused on educating the workers regarding the values of resilience, adaptability, and quality care. Therefore, this training has been regarded as the mechanism for cultural alignment thus making certain that every staff should understands and personifies the cultural traits (Dalirazar and Sabzi, 2023).



Source (Heather View Care Home, 2018)

Areas for Improvement

Communication: As communication challenges were instituted, there were examples where consistency and frequency of the updates have been improving, and during the process of change, maintaining a predictable and regular communication schedule assisted the keeping informed the

staff and lessening uncertainty. By executing a structured communication plan with pre planned intervals for updates, certain that key messages are constantly conveyed through several channels and also promote clarity and stability.

Cultural Alignment: As training was given to support the staff with the desired culture and thus there could have been a strong mechanism to certain that cultural values were constantly reinforced in regular operations, and incorporating cultural values into the recognition programs, performance evaluations, and internal communication. Also, by improving traditions or rituals that symbolize, and reinforce the cultural priorities of the organization.

Staff training: The incorporation of new protocols and technologies during the process change necessitated an adaptable and skilled workforce, while Heather View Care Home capitalized on training, and some areas could be reinforced. Altering training programs to highlight the particular needs and roles of various staff, and thus certain that every worker should receive significant training that directly adds to their role and responsibilities.

Continuous Training:

1. Customize and enhance the learning paths: Improving the personalized and adapting the learning paths for the staff members is important and could be significant in importing the training for the staff. Modifying the training programs for each staff member's roles, providing improvement and allowing them to adapt their skills to improve their performance is significant. This ensures the capability of the workforce and their power to address the challenge.

2. Digital Training Programs: Provide digital training platforms to provide accessible and effective learning opportunities. The digital platforms promote the resources by providing various elements for the training such as videos, content etc (Khezr et al., 2019).

Technological Integration:

1. Embrace Emerging Technologies: It is important to adapt the technologies in healthcare which includes the integration of telehealth services, improvement of digital monitoring, including artificial intelligence services in healthcare.

2. Digital Health Records Optimization: Optimize the use of digital healthcare and include the importance of digital healthcare. This includes the systems in place, ensuring interoperability in this sector and analyzing the data for the decision-making process (Karliner et al., 2020).

Flexible Organizational Structure:

1. Agile Decision-Making Processes: Adapting the effective decision-making process to respond the patients quickly by changing conditions. This includes creating the team, and factions to establish the decision-making process that could adapt to the trend in this sector.

2. Scalable and Adaptable Operations: Making sure that the company's operations are scalable and adaptable with the managed structure. This includes flexible staff, service and regular demands by patients (Sarwal et al., 2021).

Therefore, by focusing on continuous training, technological integration and the management of a flexible organisational structure, Heather View Care Home could improve its business structure and future as well.

Section 2

Critical Evaluation of the Change Management Models

There are various change management models which have been widely used over the period of times by various prominent researchers and scholars. Some major change management models are listed below:

Kotter's 8 Step Model

Kotter's 8 step model was developed by John Kotter in 1996 which explains 8 steps of bringing organisational change (Paramitha et al., 2020). Kotter's 8 step model has been recognised and appreciated by many authors and researchers due to its wider applicability. This mode emphasizes over effective change management and implementation within organisations using a sequential framework which includes following steps:

Create Urgency: The very first step of this model highlights the need for creating urgency about change among stakeholders of an organisation. At this stage management can highlight the current risks and opportunities for bringing the change by compelling the future vision (Laig and Abocejo, 2021).

Build a guiding coalition: After stressing the need for change and compelling stakeholders the second step includes creating alliance with experts and leaders to identify the change areas.

Create a strategic vision: Once the team of leaders and experts have been formed, forming a strategic vision is essential to initiate the change. Additionally, organisations are required to align this change vision with their organisational goal to ensure effective change management (Cameron and Green, 2019).

Communicate the vision: Once the vision has been created, management is required to communicate it with employees and aware them for building a volunteer army. Fostering a collaborative culture can be effective in encouraging employees to bring change.

Remove obstacles: Moving forward, the management is required to identify and address the issues and barriers in the change process. Barriers can be, lack of speaking fluent English, lack of using digital gadgets, etc. Organisations are required to encourage experimentation and risk taking among their employees (Burnes, 2020).

Form Short term goals: forming short term goals and accomplishing them can be effective in boosting the morale of employees. Short term success can motivate and encourage employees to dedicatedly work for the change.

Consolidate improvements: management is required to implement the changes effectively and integrate it with the organisational culture. Regular monitoring can be effective in ensuring improvements and success of the change (Bekmukhambetova, 2021).

Anchor the change: at this stage, management and organisations are required to implement and integrate the changes into their core values, everyday operations and policies etc. It is essential to ensure regular compliance of the change.

The Kotter's 8 step model is a significant change management model which outlines a clear roadmap for the change assisted by actionable steps (Paramitha et al., 2020). Most of the steps of this model highlights the need for effective leadership in ensuring change. However, implementation of this model might be inappropriate for complex organisations. This model has been criticised over the years due to limited guidance and focus over employee engagement in the change process.

ADKAR Model

The ADKAR model of change management has been propounded by Jeff Hiatt in 2003 which is an effective and commonly used change management model (Laig and Abocejo, 2021). This model ensures effective change within organisations by following its five steps which includes:

Awareness: the very first step of the ADKAR model emphasizes over creating awareness about the change among stakeholders. At this step, management is required to highlight the root causes and reasons for the change and which it is necessary and beneficial.

Desire: Management is responsible to form a desire among its employees for the coming change. Organisations can communicate the benefits of change to the employees for developing their personal commitment towards the change (Cameron and Green, 2019).

Knowledge: At this stage, management is required to provide knowledge and training about the change and communicate how the change can be implemented. Management is responsible for appropriate skill development of employees.

Ability: After acquiring required skills and knowledge for the change, organisations can successfully implement the change. The learned skills and knowledge are required to being applied in this stage (Burnes, 2020).

Reinforcement: the last stage of the model emphasizes over regular monitoring and recognition of the change. Management is required to analyse that whether the change has now become a part of daily routine or not.

The ADKAR model of change management is an effective change management model which emphasizes over the human side and ensures human contribution and collaboration throughout the

change. Many authors have argued and criticised the ADKAR model for oversimplifying organisational complexities and intense emphasis over human side (Bekmukhambetova, 2021). But over the period of time, this model has been an effective and measurable approach to implement change. The structured approach of ADKAR model is significant and suitable for many businesses.

Lewin's Change management model

Lewin's change management model was developed by Kurt Lewin in 1947, is one of the traditional and widely applied change management models. This earliest and traditional change framework is effective in understanding and managing the change (Paramitha et al., 2020). It provides a three-stage process for bringing organisational change which includes:

Unfreezing: Like other models, the first step of this model also emphasizes over understanding the need for changing. At this stage, management is required to repeal for building a change perception. Management can disrupt the existing behaviours and perceptions.

Changing: after understanding the need for change, management is required to move forward with the desired and new behaviour or perception (Laig and Abocejo, 2021). This step includes implementation of actual change and orientation of new behaviours, practices and systems.

Refreezing: the last stage of this model includes integrating the changes in the organisational culture. It includes embedding of new behaviours, procedures, practices and systems in the organisational routine to ensure change stabilisation.

Lewin's change management model is one of the effective and earliest frameworks for implementing organisational change (Cameron and Green, 2019). It has been considered one of the easiest and simple change management method. However, this linear nature and limited guidance about change implementation has been the centre of criticism of various authors and scholars.

The evaluation of these three change management models indicates that all of these models have their own strengths and weaknesses. ADKAR's change management model has been criticised for oversimplification of organisational complexities but it excels in project integration, measurability and increased focus towards human side (Burnes, 2020). Kotter's 8 step model has been

appreciated for focusing over leadership and simplicity but has been criticised for firmness. Additionally, Lewin's change management model is one of the traditional and simple models but has been continuously complained for its linear nature. Thus, this critical evaluation reflects that employing a change management model depends on the need and nature of the change.

To assist communication and training changes in the Care Home, this report recommends that the ADKAR's change management model is one of the significant and effective models. Change in training and communication process is closely associated with the human resources and as the ADKAR's model emphasizes over human side it aligns well with the Care Home's need and nature of change. Heather View Care Home can effectively implement the ADKAR's change management model and create awareness and desire for enhanced training and communication process by highlighting potential benefits. Effective knowledge and ability about the change is vital for the company to enhance the capabilities and competencies of its employees (Bekmukhambetova, 2021). Regular monitoring and follow up sessions can be effective in reinforcing the communicational and training changes. Heather View Care Home can employ this structured approach for addressing the human and emotional aspects. Application of this model can facilitate flatter transition to adapt new training and communication process.

Section 3

Proposal and implementation of change strategy

Change management plan

Implementing a change in the company is important to unlock new business opportunities, and integrate innovation, and new technology into the functions of the organization. Change helps to cope with the market changes. To manage the change effectively, the organization uses a change management plan. The change management plan enables the company's management in communicating the change on time to the workforce and according to it providing them with support and training to adapt to the change (Lewis, 2019). In addition, a plan helps in creating a more optimistic working environment, increases the morale of the employees, and minimizes change resistance.

The Heather View Care Home is willing to make changes in its training and communication skills of its employees to make organizational operations better and ensure its growth. A change management plan will help the company implement changes effectively without facing any issues. This change management plan is based on the ADKAR model of change management.

Awareness: A change in the company can be incorporated only when its employees are willing to adopt and know the importance of the change. Therefore, to manage the change, first of all, employees are required to be told about the need for the change. Employees should be told about the importance of effective training and communication skills for the betterment of the organization. They should be made aware of the contribution of these changes in improving efficiency in the company's operations, collaborating and meetings with the staff, and enhancement in patient care (Chan, 2019). To keep the employees informed about the matter, informational material should be distributed to them to make them aware of the importance of effective communication and training in the company.

Desire: Awareness among the employees will help in inculcating desire in them to adopt the change. To make the incorporation of changes in the organization a two-way process, the company should also focus on understanding the expectations and concerns of the employees in terms of the change. For this group discussions and meetings should be conducted within the organization (Wong et al., 2019). Employees should be informed about how communication and training would improve Heather View Care Home's operations and services. Employees should be filled with excitement and passion in order to support and participate in the change.

Knowledge: Employees should be told about the strategies through which the change will be incorporated. For improving the communication of employees, they should be provided with adequate material, resources, and programs such as workshops and channels. Employees should be provided with more severe training sessions to teach them and bridge the gap between the inefficiencies (Khassawneh and Elrehail, 2022). Employees should be made clear about the changes and solve their related doubts.

Ability: The capable employees should be identified who are encouraged by the implementation of the strategic change. Mentorship programs should be offered by the company's management and these programs should have experienced staff for better training and learning. Feedback and

reviews should be provided to the employees so that they can track their progress (Paramitha et al., 2020). Challenges faced by the employees should be addressed appropriately during the learning process.

Reinforcement: In order to maintain the change, the company should provide their employees with recognition and rewards so that employees can maintain the legacy of change. Training programs and workshops should be held at regular intervals to make improvements in the skills of the employees. Discussions and meetings should be conducted for continuous awareness of employees about the significance of the change. Feedback should be provided to boost employee motivation and morale or to make improvements.

Leadership style for initiating and implementing strategic change

The company uses a transformational leadership style for its managing the change. However, to implement the strategic changes, a democratic or participative leadership style would be appropriate. This leadership style can be applied by promoting decision-making collectively. Employees should be involved in making decisions regarding training and communication changes. Open communication should be appreciated among employees to initiate the change. Open communication will prove to be helpful in encouraging ideas, opinions, and feedback (Lewis, 2019). Regular meetings and discussions should be maintained in order to discuss issues and provide information to each staff member. According to the participative leadership style, employees play an important role in the success of the company. Therefore, Heather View Care Home should work on empowering their employees by providing them with adequate training and communication practices and encouraging their improvement. By being supportive and approachable towards the employees, they would be able to express their ideas and concerns more openly without hesitating (Chan, 2019). For the implementation of the strategic change, employees should be provided with crucial resources and support that will help them in accepting the changes quickly.

Implementing the change strategy

Conducting Assessment: For the effective implementation of the change strategy, Heather View Care Home should first conduct an assessment of its employees (Khassawneh and Elrehail, 2022). This assessment will help in the identification of the particular domains of training and

communication in which improvement is required. Moreover, knowledge should be collected about the possible challenges that would be encountered during the learning process.

Creating a team: To conduct the implementation process, a team that is responsible and dedicated should be appointed by the organization. To bring out the best in the team, experts from different departments of the company should be included in the team (Wong et al., 2019). These experts will provide their preferences and expertise for the betterment of the employees and the organization.

Application of ADKAR: By applying the ADKAR model, employees will be aware of the change and will desire to learn about the change. The company should mention the importance and positive effects of the strategic change. Training and workshops should be provided to the employees. Adequate knowledge about the importance of effective communication and training for the organization should be explained to employees. Regular feedback should be provided to the employees so that they can make improvements and boost their confidence and morale.

Maintaining the change: The most difficult step is to maintain the change in the organization. The organization should incorporate the new training and communication practices with the existing operations and culture of the company (Paramitha et al., 2020). The employees should be motivated to continuously improve their practices and skills for their personal as well as the company's development.

Impact of implementing the change strategy

Implementing changes in communication and training practices of the company will bring several positive impacts for the organization. Communication among the employees will improve. These improved communication skills will help the company enhance teamwork and collaborations with other companies or individuals. Interconnectedness among the employees will increase which will help them in information sharing (Lewis, 2019). Implementation of these strategic changes will contribute toward overall enhancement of employee growth. Satisfaction and morale in the employees will increase which will ultimately increase their engagement among themselves. Employees will become more adaptive and flexible toward organizational operations. Heather View Care Home will be able to tackle the challenges and problems effectively with the help of a capable and skilled workforce. Implementation of change strategies will increase the learning culture in the business setting. This will enhance the efficiency and services of the organization.

(Chan, 2019). These changes will help in building a positive identity for the organization. These changes will improve the working culture of the organization which will lead to increased satisfaction and motivation in employees. Therefore, changes are important for the company to generate new opportunities and change the working conditions of the organization.

Conclusion and Recommendations

Recommendations

The Heather View Care Home is willing to make changes in its training and communication skills of its employees to make organizational operations better and ensure its growth. To address the issues and challenges the company has to adapt to every organization to become well well-managed organization and quickly shaped according to the conditions. Heather View Care Home should adopt effective communication strategies, have well-managed staff, train the employees and provide training programs as well. Through the training, the employee could adapt to the changes and digitalization in their services. Therefore, the failure to implement these recommendations the company may struggle to improve the healthcare standard and the company could demonstrate the amiability to adapt other skills.

Conclusion

In the conclusion the analysis of the Care Home's change management process has included the history, resources and process of the company. It included the internal and external operations of the company along with the environment. This included the leadership style, culture of the organization and areas of improvement in this sector. This report underlines the tasks of offering the analysis of the changing environment and structure process within a Heather View Care Home to develop the services and business. This report delves into improving the changing management process within the Heather View Care Home and evaluation the change management process of the company. This report included the business analytical tool and change management theories such as Kotter's 8-Step change model, Lewin's change management model, ADKAR model etc. Additionally, it also included the McKinsey 7'S framework applied to adapt the important elements for effective changes in the Heather View Care Home.

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