

Facilitators will role-play an ineffective meeting and an effective meeting. This meeting represents a potential conversation with a fellow team member about change occurring as related to the hospice transitioning to an electronic medical record system.

SCRIPT OF INEFFECTIVE CONVERSATION ABOUT CHANGE WITH TEAM MEMBER

CLINICAL DIRECTOR: Hey, Michelle, I've got some news for you.

MEDICAL RECORDS COORDINATOR: News?

DIRECTOR: Well, I think the news is positive. For once the rumor mill actually got something right. We are finally getting rid of our manual charting system and installing an electronic medical record system.

COORDINATOR: We are really going to upgrade our system now (soon)?

DIRECTOR: Yes and the system is amazing. It does everything and has checks and balances when our clinical staff miss something, plus more. Wait until you see it.

COORDINATOR: I guess this means that my job is in trouble. Will I be replaced?

DIRECTOR: No, not as far as I know. Nobody has said anything to me about how it will affect the Medical Records department. We will be needing to work through the transition of getting everyone on the new system. My best advice for you is that you need to learn how to use this new system. It is really something. And after everyone gets trained, if we don't need you or some others, there are plenty of other places in the organization where you can go.

COORDINATOR: Is the new system hard to learn? I am not really good with technical things.

DIRECTOR: Oh, come on. It can't be that big of a deal. You'll get some training along with our IT team and other clinical staff. But for right now, I want you to look at this brochure. It will tell you all about the XYZ software. And oh – don't share the brochure with anyone else or tell them about when this change will take effect. I don't want to be bothered with a lot of questions from our nurses and social workers, particularly. I only told you and a few others because you will be affected.

COORDINATOR: Are you sure, I'm not being replaced? I mean, if I am I need to find a different job. We just bought a new house. We got ----.

DIRECTOR: I told you not to worry about it. Now look at the brochure. And remember, what I said: Keep it to yourself.

SCRIPT FOR A POSITIVE CHANGE CONVERSATION WITH A TEAM MEMBER

CLINICAL DIRECTOR: Hi Cathy. Thanks for coming in to see me. How are things going?

MEDICAL RECORDS COORDINATOR: Busy, but moving along well.

DIRECTOR: Good. I've been hearing a lot of positive comments from the people you work with. You're an excellent coordinator and the input you have given about moving in the direction of improving our system for record documentation is appreciated. In part due to your recommendations, others and the necessity for electronic medical records, we will be installing a state-of-the-art system which hopefully will carry us along for several years and get us into the 21st century.

COORDINATOR: This is so true. But now that it really is going to happen, it's just donning on me, am I going to have to be replaced.

DIRECTOR: Oh no, we need you to do a lot more than just help to transition our records from paper onto computer documentation. For one thing, the new system will need to be programmed, our clinicians trained to document on new devices. And then there's

COORDINATOR: Programming, training? I'm not a computer expert by any means nor have I ever trained staff on computers. I don't want to get into something that I can't handle.

DIRECTOR: I know you can handle it. We are planning an extensive training for you and a select group of other staff starting in one month will be training with the trainer from the XYZ software company. And after training, we will have our own assigned representative to work with us and reinforce all the steps learned during training and to be there to support us through this transition.

COORDINATOR: Oh, wow. Well, if you think I can handle it.

DIRECTOR: I know you can handle it. Do you think you are willing to take on this responsibility?

COORDINATOR: Yes, I am. It will be different but things have to change and we have to be in compliance with the EMS mandates.