MODULE 8: CHANGE MANAGEMENT FOR TRANSCULTURAL NURSING

Dr Jane Png, PhD
DEPUTY DIRECTOR,
NURSING DEPARTMENT,
SINGAPORE GENERAL HOSPITAL, Singapore

CHANGE MANAGEMENT FOR TRANSCULTURAL NURSING

Overview
• Concepts of Cultural Diversity
• Force of Change
• Nurse Migration
• Leininger’s Culture Care Theory
• Transcultural Nursing
• Cross Cultural Communication
• Change Management

Concepts of Cultural Diversity
Our society is made up of people from many different culturally diverse backgrounds. In addition to the migration of the Healthcare Professionals, the impact of different culture that has already existed in an organization has a significant impact on our patients.

Culture is a shared system of beliefs, values and behavioural, expectations that provide social structure for daily living. It includes beliefs, habits, likes, and dislikes customs and rituals. Culture is the learned, shared, and transmitted values, beliefs, norms, and lifeway of a particular group that guide their thinking, decisions, and actions in patterned ways.

Force of Change
There were an estimated of 216 million immigrants — people who permanently live outside of their home countries — worldwide in 2010, according to the National Organization for Migration. This number is about 3% of the global population.

People immigrate for a variety of reasons, including searching for better economies, to receive higher education or to escape hostile conditions.

Europe had the most immigrants, with about 70 million, followed by North America with about 45 million. The most popular destinations for immigrants in 2010 were the United States, with more than 42 million, followed by Russia with more than 12 million and Germany with more than 10 million. Mexico had the most people who had migrated elsewhere, with almost 12 million.

Based on a 2012 survey, an estimated 640 million adults would migrate to another country if they could. If the total number of immigrants were combined into one area, it would be the fifth-most-populous country in the world.

In 2010, there were an estimated 15.4 million refugees, or people who fled their home countries because of war or persecution.
Reason for Human Migration:

1. Pull and Push factors
   - No job opportunities
   - Unsafe work
   - Environment lack of political stability
   - High work loads
   - Lack of economic remuneration

2. Misnomer
   - Need and demand

3. Misconception
   - Migration does not take place only for developing countries to industrialized nations

4. Cultural needs
   - Equal access to treatment and Care
   - Respect for cultural beliefs and practices

Nurse Migration

Reasons for Professional to Migrate

Professionals currently constitute the largest proportion of economic migrants. They leave in search of:
   - better pay
   - working conditions
   - professional development
   - better life for themselves and their children.

Health workers are among the most sought after professionals, and are often recruited immediately after graduation. Health worker migration can result in a serious loss of human capital from the countries of origin, impeding health sector development and reducing the capacity of countries to deliver health services.

Effects of Nurse Migration

Health worker migration is unavoidable. The need for transcultural nursing will continue to be an important aspect in health-care. Increasing in multicultural population poses a challenge to nurses providing individualist and holistic care to patients.

Nurses must have the necessary knowledge and skills in cultural competency. Culturally competent nursing care helps to ensure patient satisfaction and good outcomes.

Leininger’s Culture Care Theory

Madeleine Leininger is considered as the founder of the theory of transcultural nursing. Her theory has now developed as a discipline in nursing. Evolution of her theory can be understood from her books:

- *Culture Care Diversity and Universality* (1991)
Transcultural nursing theory is also known as Culture Care theory. Theoretical framework is depicted in her model called the Sunrise Model (1997). Nurses may encounter patients from numerous cultures in daily practice. It is unlikely that nurses would know about the culturally-based, health-related beliefs and practices of all persons. However, nurses can gain knowledge and skills in cross-cultural communication to help them provide individualized care that is based on cultural practices.

**Transcultural Nursing**

Transcultural nursing is about providing care to patients who have had limited access to care and have experienced culture clashes from caregivers. Transcultural Nurses deliberately study how to provide care to patients of different cultures, including different ethnicities, economic statuses, national origin and religion.

**Objectives**

- To highlight Transcultural Nursing framework to guide Nursing Practice in diverse healthcare setting
- To analyze major concerns and issues in proving Transcultural Nursing
- The main focus of transcultural care is the study and analysis of cultural values, beliefs and practices, and their influence in shaping the beliefs and practices with respect to health, illness and care

**Definition**

Transcultural nursing is a comparative study of cultures to understand similarities (culture universal) and difference (culture-specific) across human groups (Leininger, 1991).

**Significance**

It has become a key component in Healthcare and a requirement for today’s practicing nurses because of the soaring multicultural phenomenon occurring for example in American population.

According to the U.S. Bureau of the Census (2000), over 30% of the total population, or one out of every three persons in the United States (U.S.), is comprised of various ethnicities other than non-Hispanic Whites. This statistic highlights that the U.S. has a significant multicultural population today. Additionally, the U.S. Department of Commerce (2000) projects a steadily growing population of persons from ethnicities other than non-Hispanic Whites, comprising 50% of the whole population by 2050.

Transcultural Nursing is significant not just because it focuses on the care of people of other nationalities; it also seeks to understand those nationalities and how their medical care is affected by that understanding. Transcultural Nursing is further significant because inequities in access to quality health care are growing in the United States and around the world. The ever-increasing multicultural population in the United States and around the world poses a significant challenge to nurses providing individualized and holistic care to their patients.

This requires nurses to recognize and appreciate cultural differences in healthcare values, beliefs, and customs. Nurses must acquire the necessary knowledge and skills in cultural competency. Culturally competent nursing care helps ensure patient satisfaction and positive outcomes.
Limitation
A major limitation of transcultural nursing models is their lack of consideration of the relationship between power and knowledge, and the analysis of prejudice and discrimination. The risk being that the 'white' ethnic group is viewed as the norm against which comparisons of other ethnic groups (non-whites) are made.

This has wide-reaching implications for how we question and respond to our own assumptions about others, and our knowledge of the deep-rooted historical, political, religious, cultural and socio-economic origins of the issues that impact on developing culturally competent nursing care.

Cultural Awareness
The nurse becomes sensitive to the values, beliefs, lifestyle and practices of the patient/client, and explores her/his own values, biases and prejudices. Unless the nurse goes through this process in a conscious, deliberate and reflective manner there is always the risk of the nurse imposing her/his own cultural values during the encounter.

Cultural imposition is the tendency to impose one’s own cultural values, beliefs and patterns of expected behaviour upon others of a different culture to one’s own. During the cultural awareness phase, the nurse becomes aware of her/his own ethnocentric position and the stereotypes that they hold. Gradually, they should become more sensitive to the cultural diversity and modify their attitudes and beliefs.

Culture Desire
Cultural desire is an additional element to the model of cultural competence (Campinha-Bacote, 1999). It is seen as a self-motivational aspect of individuals and organisations to want to engage in the process of cultural competence.

The willingness and desire to make the change happen has to come from within. It is an intrinsic and positive factor that does not have to be imposed or brought about through regulatory mechanisms. The organization design change. Change will happen.

The concept of cultural safety requires that the inequalities of power between groups and the within systems in society are taken into account when planning services and delivering care. Discrimination, racism, lack of equality of opportunity and stereotyping are issues that the concept assists in exploring.


Cross-cultural Communication
Cross-cultural communication includes certain factors that must be considered when nurses interact with patients and their family members from cultural backgrounds that differ from their own (Andrews, 2003).

However, it is important that nurses first understand their own
  • cultural values
  • attitudes
that they have acquired from their own families before learning about other cultural ways. This helps nurses gain insight into personal prejudices that may exist. These prejudices must be recognized in order to avoid stereotyping and discrimination, which may jeopardize the ability of nurses to accept different cultural beliefs and practices especially in health-related issues.

**Importance**

Understanding culture care differences and similarities enables the nurse to respect the patients and provide safe and appropriate care. Since transcultural nursing is so important in our current nursing practice, how then does a leader change the attitudes and behaviours of the employees so that the change has a lasting impact?

**CHANGE MANAGEMENT**

**What is Change?**

- Change starts with a Vision
- Vision clarify the direction for the change
- Vision assist in motivating those that are impacted to take action in the right direction

**Definition of Vision**

A Vision statement tells you where you are going.

It paints a compelling work of a desired future state.

*(Christina Drouin, White paper on Vision for the Centre for Strategic Planning)*

**Characteristics of an Effective Vision**

1. Imaginable- Establish a picture of what the future will look like
2. Desirable- Appeals to the long-term interests of employees, customers, etc
3. Feasible- Consist of realistic and achievable goals
4. Focused- Able to provide guidance in decision making
5. Flexible- Allow alternative responses
6. Communicable- Easy to explain within 5 minutes

**Change Management**

**Definition**

Change management is an approach to transitioning individuals, teams, and organizations to a desired future state (Kotter, 2011)

Leadership Development and Change Management for Nurse Executives in ASEAN Countries

Kotter’s 8-Step Change Model

Step 1: Create Urgency

- For change to happen, it helps if the whole company really wants it. Develop a sense of urgency around the need for change. This may help you spark the initial motivation to get things moving.

- This isn't simply a matter of showing people poor sales statistics or talking about increased competition. Open an honest and convincing dialogue about what's happening in the marketplace and with your competition. If many people start talking about the change you propose, the urgency can build and feed on itself.

What you can do:

- Identify potential threats, and develop scenarios showing what could happen in the future.

- Examine opportunities that should be, or could be, exploited.

- Start honest discussions, and give dynamic and convincing reasons to get people talking and thinking.

- Request support from customers, outside stakeholders and industry people to strengthen your argument.

- Kotter suggests that for change to be successful, 75 percent of a company's management needs to "buy into" the change.

- In other words, you have to work really hard on Step 1, and spend significant time and energy building urgency, before moving onto the next steps.

- Don't panic and jump in too fast because you don't want to risk further short-term losses – if you act without proper preparation, you could be in for a very bumpy ride.

Step 2: Form a Powerful Coalition

- Convince people that change is necessary. This often takes strong leadership and visible support from key people within your organization. Managing change isn't enough – you have to lead it.

- You can find effective change leaders throughout your organization – they don't necessarily follow the traditional company hierarchy.

- To lead change, you need to bring together a coalition, or team, of influential people whose power comes from a variety of sources, including job title, status, expertise, and political importance.

- Once formed, your "change coalition" needs to work as a team, continuing to build urgency and momentum around the need for change.

What you can do:

- Identify the true leaders in your organization, as well as your key stakeholders.
• Ask for an emotional commitment from these key people.
• Work on team building within your change coalition.
• Check your team for weak areas, and ensure that you have a good mix of people from different departments and different levels within your company.

Step 3: Create a Vision for Change

When you first start thinking about change, there will probably be many great ideas and solutions floating around. Link these concepts to an overall vision that people can grasp easily and remember.

A clear vision can help everyone understand why you're asking them to do something. When people see for themselves what you're trying to achieve, then the directives they're given tend to make more sense.

What you can do?

• Determine the values that are central to the change.
• Develop a short summary (one or two sentences) that captures what you "see" as the future of your organization.
• Create a strategy to execute that vision.
• Ensure that your change coalition can describe the vision in five minutes or less.

Step 4: Communicate the Vision

• What you do with your vision after you create it will determine your success.
• Your message will probably have strong competition from other day-to-day communications within the company, so you need to communicate it frequently and powerfully, and embed it within everything that you do.
• Don't just call special meetings to communicate your vision. Instead, talk about it every chance you get.
• Use the vision daily to make decisions and solve problems.
• When you keep it fresh on everyone's minds, they'll remember it and respond to it.
• It's also important to "walk the talk." What you do is far more important – and believable – than what you say.
• Demonstrate the kind of behavior that you want from others.

What you can do?

• Talk often about your change vision.
• Address peoples' concerns and anxieties, openly and honestly.
• Apply your vision to all aspects of operations – from training to performance reviews. Tie everything back to the vision.

Step 5: Remove Obstacles

• If you follow these steps and reach this point in the change process, you've been talking about your vision and building buy-in from all levels of the organization.
• Hopefully, your staff wants to get busy and achieve the benefits that you've been promoting.
• But is anyone resisting the change? And are there processes or structures that are getting in its way?
• Put in place the structure for change, and continually check for barriers to it.
• Removing obstacles can empower the people you need to execute your vision, and it can help the change move forward.

What you can do?
• Identify, or hire, change leaders whose main roles are to deliver the change.
• Look at your organizational structure, job descriptions, and performance and compensation systems to ensure they’re in line with your vision.
• Recognize and reward people for making change happen.
• Identify people who are resisting the change, and help them see what’s needed.
• Take action to quickly remove barriers (human or otherwise).

Step 6: Create Short-Term Wins
• Nothing motivates more than success. Give your company a taste of victory early in the change process.
• Within a short time frame (this could be a month or a year, depending on the type of change), you’ll want to have some "quick wins" that your staff can see. Without this, critics and negative thinkers might hurt your progress.
• Create short-term targets – not just one long-term goal. You want each smaller target to be achievable, with little room for failure.
• Your change team may have to work very hard to come up with these targets, but each "win" that you produce can further motivate the entire staff.

What you can do?
• Look for sure-fire projects that you can implement without help from any strong critics of the change.
• Don’t choose early targets that are expensive. You want to be able to justify the investment in each project.
• Thoroughly analyze the potential pros and cons of your targets. If you don’t succeed with an early goal, it can hurt your entire change initiative.
• Reward the people who help you meet these targets

Step 7: Build on the Change
• Kotter argues that many change projects fail because victory is declared too early. Real change runs deep. Quick wins are only the beginning of what needs to be done to achieve long-term change.
• Launching one new product using a new system is great. But if you can launch 10 products, that means the new system is working. To reach that 10th success, you need to keep looking for improvements.
• Each success provides an opportunity to build on what went right and identify what you can improve

What you can do?
• After every win, analyze what went right, and what needs improving.
• Set goals to continue building on the momentum you’ve achieved.
• Learn about kaizen, the idea of continuous improvement.
• Keep ideas fresh by bringing in new change agents and leaders for your change coalition.
Step 8: Anchor the Changes in Corporate Culture

• Finally, to make any change stick, it should become part of the core of your organization. Your corporate culture often determines what gets done, so the values behind your vision must show in day-to-day work.
• Make continuous efforts to ensure that the change is seen in every aspect of your organization. This will help give that change a solid place in your organization’s culture.
• It’s also important that your company’s leaders continue to support the change. This includes existing staff and new leaders who are brought in. If you lose the support of these people, you might end up back where you started.

What you can do?

• Talk about progress every chance you get. Tell success stories about the change process, and repeat other stories that you hear.
• Include the change ideals and values when hiring and training new staff.
• Publicly recognize key members of your original change coalition, and make sure the rest of the staff – new and old – remembers their contributions.
• Create plans to replace key leaders of change as they move on. This will help ensure that their legacy is not lost or forgotten.

Obstacles to Change

Why Difficult?

Study done by Harvard Business Review (2006) found that 66% of change initiatives fail to achieve their objectives

Common Causes:
1. Employee resistance
2. Communication breakdown
3. Staff turnover during transition

Less Common Causes:
1. Insufficient time to train
2. Cost exceed budget

Leaders Role

• Create plans to replace key leaders of change as they move on. This will help ensure that their legacy is not lost or forgotten
• Leverage your relationship with your team to address employee’s concern on a personal level
• Ask for their feedback and respond to their concerns honestly and openly
• Communicate key information to employees on an on-going and consistent basis
• Engage your team by involving them in the initiatives
• Coach, mentor and enrich their lives

Leaders are adaptable and creative in managing change in three key ways

Leaders, in particular, need to face and manage change in a constructive way, but everyone who wants to be successful

• in career,
• in relationships, in life
• must learn how to see and manage change the way that successful 'change leaders' do.

Such leaders are adaptable and creative in managing change in three key ways
• Good reservoir of emotional, physical and mental energy
• Constructive internal monologue-'Skilful Manager
• Respondent well-Ambiguity Threshold

Managing Change

1. **PEOPLE WHO RESPOND WELL TO CHANGE WILL HAVE A HIGH ‘AMBIGUITY THRESHOLD.’**

Change is inherently ambiguous, and those who deal creatively with change will have a high tolerance for uncertainty and 'shades of grey.'

2. **SKILLFUL MANAGERS OF CHANGE WILL HAVE A CONSTRUCTIVE ‘INTERNAL MONOLOGUE.’**

They will see themselves as inherently powerful and having the ability to control elements of the situation in which they find themselves.

Some circumstances cannot be changed, but the way we respond to them is always a choice, and we always have a sphere of influence, however small. By focusing on this sphere of influence, and not expending energy bemoaning the area outside it, the circle will start to expand and give us progressively more control.

Solutions to problems always exist, and the ‘internal monologue’ should reflect the desire to find them and the certainty that they can be successfully implemented.

3. **THOSE WHO DEAL WELL WITH CHANGE WILL HAVE A GOOD RESERVOIR OF EMOTIONAL, PHYSICAL AND MENTAL ENERGY.**

Leaders draw on the reservoir when things get tough. The above ways of dealing with change tend to be innate, with some people having a greater capacity for one or more of them than others.

However, they can be learned, and the following are seven tips for improving your skills in managing change:

3.1 **SPEND TIME REFLECTING ON YOUR OWN CORE VALUES AND YOUR MISSION IN LIFE.**

A sense of purpose is essential to success and effectiveness, and those without a clear idea of what they are doing and why they are doing it will not have the foundation to keep going in the face of change

3.2 **BE FLEXIBLE AND CREATIVE**

• Persistence does not mean pushing through by force. If you are unable to achieve success one way, try another, and then another.
• Keep looking for more creative solutions and innovative responses to problems

3.3 **THINK OUTSIDE THE BOX**
• Read widely, and don’t confine yourself to your own area of ‘expertise.’
• Try to see links between apparently separate and diverse elements in your life and experience.

3.4 Accept Uncertainty and Be Optimistic

• Life is inherently uncertain, so don’t waste your energy trying to predict the future.
• Of all the possible outcomes, focus on the most positive one.
• This is not to be a ‘Pollyanna,’ but to accept that if you respond well and work to the best of your ability; a good outcome is as likely as any other.
• Don’t waste your energy being negative

3.5 Keep Fit and Healthy

• Eat well, get enough sleep, exercise regularly.
• Meditation can help, too.
• This will keep up your energy levels and allow you to keep going in tough times.
• Not taking care of yourself physically, mentally and spiritually is foolish and short sighted

3.6 See the Big Picture

• Change is inevitable, but if you take a bird’s-eye-view of the landscape, the change won’t be so disorientating and you will keep perspective at all times

3.7 Be Persistent

• Success is usually more to do with tenacity that are genius.
• Persistence is only possible when you have clarified your values and when you are able to build on the bedrock of purpose.
• Successful people keep going in the face of change, finding new and creative ways to achieve a positive outcome.

Conclusion

Transcultural nursing is essential in daily nursing practice. The ever-growing number of patients from various cultural backgrounds creates a major challenge for nurses to provide individualized and holistic care based on each patient’s cultural needs. This requires nurses to understand cultural differences in healthcare values, beliefs, and customs. Nurses must be open-minded and have a positive interest as well as a sincere desire to learn other cultural ways.

Transcultural knowledge is important for nurses to acquire in order for them to become sensitive to the needs of patients from various cultures especially as societies become increasingly global and complex. Since nurses have the most intimate contact with patients and are responsible for formulating care plans that help meet the individual needs of patients, it is a necessity for nurses to understand, appreciate, and respond to the patients’ cultural preferences.

The most effective way to accomplish this is for nurses to increase their awareness of cultural differences and become knowledgeable about the cultural preferences of their patients under their care. This highlights the need for nursing education to include transcultural nursing in the
curriculum. It should instil in nursing students an appreciation for cultural differences in healthcare values, beliefs and customs.

The curriculum in transcultural nursing should also teach the knowledge and skills needed to provide culturally competent nursing care. Furthermore, hospitals and other health care facilities should offer nurses frequent in-service programs on cultural competency in order to increase their level of confidence and knowledge of transcultural skills. Hence, it was then established that having cross-cultural nursing knowledge would enable the Nurse to interact effectively with the individual preferences of each culturally influenced health behaviours to prevent misunderstanding and to enable the nurse to provide suitable care in a culturally diverse health care setting.

Kotter’s Change Management is one way in which busy leaders and practitioners can help their staff to make changes. Supporting their staff as an individual and as a group can help to move through the change quickly and effectively as possible.

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