

# Embedding a Change Management Model into a Quality Improvement Project

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## Abstract

### Background/Introduction

Franklin University established an academic partnership with OhioHealth, integrating the OhioHealth Change Management Model (OhioHealth Model) into the Doctor of Nursing Practice (DNP) program, offering a practical approach to managing change within the framework of the University's theory-to-practice model.

### Purpose

This project aimed to integrate the OhioHealth Model into DNP Scholarly projects, providing students with an innovative approach to prepare for leadership roles in healthcare transformation. Through a five-goal, three-phase approach, the curriculum equips students with tools addressing emotional and psychological aspects of change, extending beyond conventional logistical considerations. This prepares students to become adept leaders, capable of driving evidence-based interventions and managing the human side of organizational transformation.

### Methods or Processes/Procedures

The methodology involves distinct stages. Students collaborate with executive leaders, identifying crucial stakeholders for change initiatives. A compelling rationale for change is formulated, followed by an assessment of its effects on team dynamics and organizational structures. A well-designed change plan and comprehensive communication approach guide implementation, including periodic change readiness evaluations and strategic adjustments. Active support mechanisms ensure seamless adoption and integration, aligning with the plan, do, study, and act framework.

### Results

Integration of the OhioHealth Change Management Model yielded improvements in adoption rates and organizational benefits. The model fosters interprofessional collaboration, supporting cohesive teamwork. Using surveys and tools, the model guides organizational change, enabling timely adjustments and substantial practice modifications. Implementation includes identifying a dedicated team for sustained changes post-DNP student leadership.

### Limitations

Some projects faced time constraints for staff completing surveys, and the presence of traveling and temporary nurses posed challenges in gathering consistent data.

### Conclusions/Implications for Practice

DNP students reported that the OhioHealth Model equips them with tools for stakeholder engagement, planning, and project execution. The framework encourages collaboration between project and change management, fitting well with quality improvement projects.

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## Biography

Dr. Debbie Conner is the Chair of the School of Nursing and the Doctor of Nursing Practice program at Franklin University. With over 20 years of nursing experience, she has served in leadership roles in academics and as an integrative holistic health-focused family nurse practitioner. She initiated an academic-practice partnership, implementing the OhioHealth Change Management model into the DNP curriculum. This model provides students with real-world experience in change management, neuroscience of behavior change, and evidence-based practice interventions, aimed at transforming organizations and systems. This is a novel strategy to effectively implement evidence to improve patient outcomes, safety, and quality.

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## Contact Information

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