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### Cascade of Changes – A Manager’s Journey

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Renal Dialysis Unit is an example of constant change. From a one chair unit, it is now a brand new 8 chair centre. Getting to this point was not easy. It was a challenging journey that presented many learning opportunities.

Being a novice manager, the experience was a fusion of unpleasant encounters, resistive behaviours, dispiritedness, and a bit of indifference from the staff members. These responses from the staff were expected given the massive changes the unit had to go through. The challenge was to breakdown the resistance and empower each staff member to tackle the changes.

The purpose of this presentation is to highlight the approaches used to manage the cascade of changes that took place in the unit. Difficult as it was, the team managed to move forward and face the cascade of changes. Here is a list of the changes that took place:

- New Nurse Unit Manager
- Increase of chair – from 3 chairs to 4 chairs in a tiny room
- Move to new hospital – from 4 chairs to 8 chairs
- New haemodialysis/haemodiafiltration machines – Fresenius to Baxter
- Change of shift
- Increased nurse-patient ratio
- Transition to Clinical Vision 5 (stand-alone electronic renal medical record)
- Working with 2 electronic systems as part of the renal network
- Change of workflow and work practice

Progressing through the hurdles of the changes that occurred within 12 months led to the use of people management skills approaches such as the Lencioni model for team building, change management principles, effective communication, influencing and negotiating.

The presenters hope to show how people management skills can be a powerful tool in implementing change even in the most challenging circumstances. This presentation also aspires to encourage managers to be equipped with the right skills necessary to deliver safe and quality renal nursing care.

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