

THE USE OF PESTEL AS A CHANGE MANAGEMENT TOOL TO INFORM CHANGE MANAGEMENT OF POLYPHARMACY AND ADHERENCE WITHIN SIMPATHY PROGRAM

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Building Comprehensive Change Process and enabling Stakeholders towards 2025 Polypharmacy Vision

Background and Aim

Polypharmacy and medication adherence in the elderly are significant public health issues throughout the European Union (EU). SIMPATHY aims to stimulate innovation around polypharmacy and adherence, ultimately providing the tools for EU policy makers to adopt new programmes into existing healthcare systems.

The development of a concrete Change management approach is essential and critical. The transformation process towards the 2025 Polypharmacy Vision should be built on the common understanding about how various factors could impact the dynamics of change, in order to deliver the Strategy.

Methodology

Change management within SIMPATHY, following Kotter's eight steps, includes:

- The creation of Climate for Change towards 2025 Polypharmacy Vision

- The development of tools towards enabling stakeholders to build consensus

The tool developed is PESTEL analysis (Political, Economic, Social, Technological, Environmental and Legal), which aimed to prompt stakeholders and professionals to address influential factors and understand the degree of their impact as well as the degree of uncertainty they do impose in the different health systems, towards building a common EU professional culture against Inappropriate Polypharmacy.

The Structure of the tool

The framework consists of 22 Questions- Statements, as factors, structured in the PESTEL dimensions as following. The principle-idea is to be used as prompt for discussion in a stakeholders' workshop than an anonymous questionnaire.



All factors should be discussed and assessed, within the workshop process, of Higher or Lower as well as Negative or Positive Impact; also the degree of the Uncertainty is a critical aspect. The following screen gives the structure:

POLITICAL FACTORS' IMPACT LEVEL IN POLYPHARMACY					
Factor	ESTIMATED IMPACT	Not relevant/not applicable factor	ESTIMATED DEGREE OF CERTAINTY	Comments	Comments Box
P1. Health services delivery/Health services network and coordination of services (The extent to which different parts of the PHC - Ambulatory Care - Hospital Care system are connected. Keep in mind "who prescribes, who has the right to give...)	1 VERY LOW to 5 VERY HIGH	None	Positive or negative	1 VERY LOW to 5 VERY HIGH	
P2. Primary health care - Chronic disease management					
P3. Governance structure/ decision making and resulting impact (Keep in mind decision making on pharmaceuticals and service lines, (who decides for regulations on prescribing system, pharmacist's function, family health units, guidelines and outcomes assessment, controlling, cost measures etc.)					
P4. Corruption level					

ECONOMIC FACTORS' IMPACT LEVEL IN POLYPHARMACY					
Factor	ESTIMATED IMPACT	Not relevant/not applicable factor	ESTIMATED DEGREE OF CERTAINTY	Comments	Comments
E1. Overall economic success	1 VERY LOW to 5 VERY HIGH	NONE	Positive or negative	1 VERY LOW to 5 VERY HIGH	
E2. Health system's structure and financing					

Preliminary Results

The PESTEL Workshops are all scheduled, but not all of them finalized yet. The process itself requires high competencies in facilitating the process and deep understanding of the framework.

The first results, as delivered until now, seem to agree that:

- The prescription systems (who prescribes and IT support) have high impact 5
- The role of professionals (pharmacists, doctors etc) has high impact 5
- The reimbursement system has, also, high impact 5

Conclusion

PESTEL seems to be a tool that can successfully capture the beliefs of stakeholders, and also help consensus towards a comprehensive approach of Polypharmacy Vision in 2025, in ten years horizon.

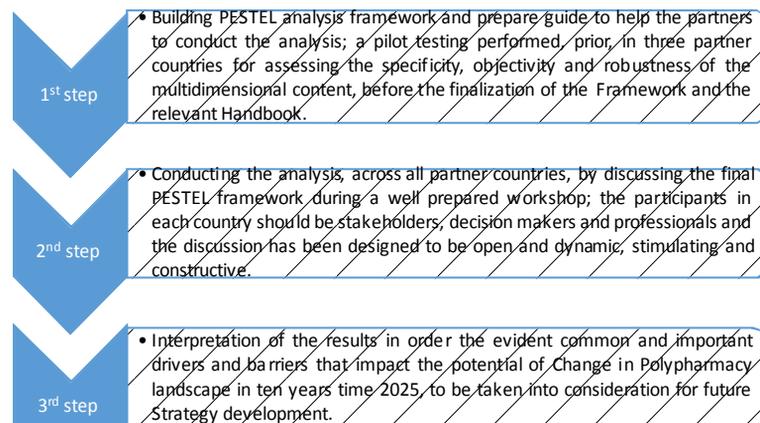
Since the process is still ongoing, SIMPATHY will use the final results in order to suggest a strategy that will include and address all the important and common factors across all EU countries, systems, cultures.

Building the tool



Reach consensus

The tool has been built in three steps- phases and it is still an ongoing process:



Strategy and Policies for Change

The Handbook

A Handbook has been prepared and finalized, after consultation with piloting partners, and then circulated in order to support all SIMPATHY members to:

- Get familiar with the Change Management theory and selected Process,
- Understand the PESTEL tool, not as a questionnaire but as a prompt for deep discussion, for new questions and answers, for achieving consensus
- Conduct the Workshop process, being able to facilitate and enrich the process