



## Defense Health Agency (DHA) Project Management Speaker Series

### 2026 JUN PMSS: DHA Project Management: Back to Basics

#### 2026 JUN PMSS S02: Driving Adoption with Change Management: The Human Side of Project Success

##### Resource List

[Reasons for Resistance to Change in Nursing: An Integrative Review](#) (2023) investigates the specific psychological and workload factors that lead to nurses resisting technological overhauls in hospitals, emphasizing how managerial support directly reduces burnout and resistance. What is clear to us is that change in improving patient outcomes is common and important in the current healthcare systems. The process of change is an inevitable issue in healthcare, so understanding the benefits of change for patients is most likely to be successful when caregivers can influence change.

[Adapting to Change: Change Management Strategies and Challenges in Modern Pharmacy Organizations](#) (2024) discusses how modern pharmacies navigate rapid transitions—like the integration of artificial intelligence and digital workflows—while managing staff adaptation and maintaining high standards of clinical care. As the healthcare industry undergoes rapid transformations, pharmacies must adapt to evolving technologies, regulatory requirements, and patient expectations. This paper explored the challenges faced by pharmacy organizations in implementing change, the role of leadership in facilitating transitions, and the impact of successful change management on overall organizational performance. Through a combination of literature review, case studies, and interviews, this research provided valuable insights into best practices, barriers, and success factors in navigating change within the pharmacy sector.

[Where do Models for Change Management, Improvement, and Implementation Meet? A Systematic Review of the Applications of Change Management Models in Healthcare](#) (2021) researched the ability to adapt and change in contemporary health service delivery to meet changing population needs, the demands of increasing life expectancy and complex health conditions. While a multitude of change management methodologies exist, their application in complex healthcare contexts remains unclear. This review sought to establish the methodologies applied, and the nature and effectiveness of their application in the context of healthcare. Change management methodologies were valued for providing guiding principles for change that are well suited to enable methodologies to be applied in the context of complex and unique healthcare contexts, and to be used in synergy with implementation and improvement methodologies.

[The Psychology of Resistance to Change: The Antidotal Effect of Organizational Justice, Support and Leader-Member Exchange](#) (2021) examined how employee perceptions of "fairness" (organizational justice) and a strong relationship with their direct supervisor act as "antidotes" to the natural human urge to resist change. When organizations implement change, one of the biggest problems they may face is resistance from its employees. This paper addressed this problem by examining the role of organizational justice in coping with the resistance to change through the intervening role of perceived organizational support (POS), leader-member exchange (LMX), and readiness for change (RFC) in a sequential framework.



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**References**

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[Adapting to Change: Change Management Strategies and Challenges in Modern Pharmacy Organizations](https://safe.menlosecurity.com/doc/docview/viewer/docN8A89DD3ED6672e4c4b92e276f5176425270a0a7eb0f324b1800e8a9c96c1b0864208527fd040)

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