



Local Health Officer Orientation,
July 22, 2014

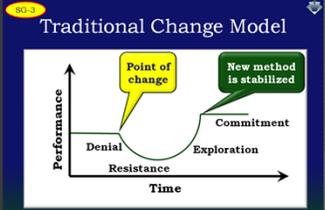
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Change Management Learning Objectives

- Identify components and tools necessary to lead change.
- Describe organizational culture variables that might inhibit or help manage change.
- Describe how to ensure organizational practices are in concert with change in the public health system and the larger social, political and economic environment.
- Management of organizational change.

Your own experience

Think about a time in your life when you went through a change event? Draw that change below and include a picture of the emotional response you had to the change.



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Types of Change

- ◉ Political Changes
- ◉ Funding Changes
- ◉ Organizational Change

Political Change

Practitioners must develop competence to facilitate, negotiate, and collaborate through these changes and sometimes volatile political environments.

Political Change Strategies

- ◉ Communicating and telling your story
- ◉ Talking about health in a new way—without political overtones
- ◉ The buffering effect of community partnerships
- ◉ Diagnosing internal and external political landscapes
- ◉ Learning to better understand the positions of partners
- ◉ Prioritizing stakeholder management

Funding Changes

Developing, leading, and implementing complex community health collaboratives requires a lead organization, a dedicated core staff, and significant financial investment.

- Under-resourced
- Competitive funding environments
- Limited funding
- Responding vs. driving resources

Funding Changes- Proactive vs. Reactive

- Understanding and leveraging resources
- Incorporating elements of sustainability
- Creating a resource development/sustainability plan

Organizational Change

Change is typically used to improve organizational performance in some capacity.

- Structural
- cost-cutting
- process
- cultural change.

What are other reasons for organizational change?

Organizational Change

Questions to ask:

- What's the history of change in the organization?
- Is the right culture in place? Do people behave the right way?
- Is leadership strong enough for the change?
- Where is the likely resistance to change?
- Where will the barriers to change appear?
- Do people have the right skills?

[parks & rec change mgmt](#)

Leading Change

- Mobilizing
- Empowering others
- Forming and building external partnerships
- Developing a shared vision
- Involving leadership
- Communicating the vision
- Institutionalizing (sustaining) change

Successful Change Implementation

John Kotter, *Leading Change*

1. Create Urgency
2. Form a powerful coalition
3. Create a vision for change
4. Communicate that vision
5. Remove obstacles
6. Create short-term wins
7. Build on the change
8. Anchor the changes to your organizational culture

5 stages of Grief, Kubler-Ross

- Denial
- Anger
- Bargaining
- Depression
- Acceptance

Feelings First:

<https://www.youtube.com/watch?v=JhBzxy7CneM>

Create Urgency

- For change to occur, the need to change must be clear
- What can you do?
 - Identify threats to organization if change does not happen
 - Examine opportunities that should be or could be exploited—other motivators for change
 - Start honest discussions-address emotions and issues
 - Request support from stakeholders
 - Build “buy-in” from all levels of organization

Creating Urgency

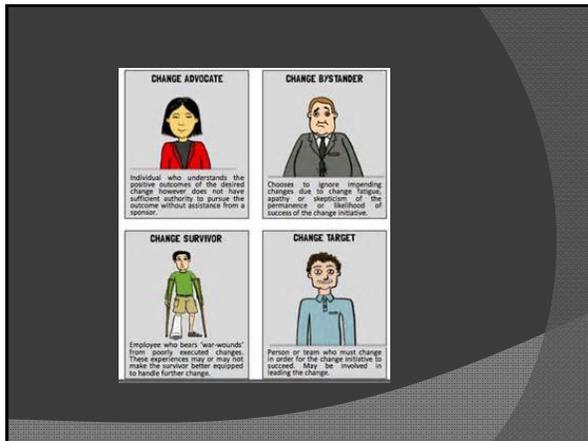
- Accreditation
 - Strategic Plans
- Public Accountability
- Affordable Care Act-
 - National Prevention Strategy
 - Health Care Integration and Population Health

Change-meaning and motivation

- Impact on organization
 - Beating competition, industry leadership, share price, etc.
- Impact on society
 - Making a better society, building community, stewardship of resources, etc
- Impact on customer
 - Making it easier, superior service, better quality, etc
- Impact on work team
 - Sense of belonging, caring environment, working together effectively and efficiently
- Impact on “me” personally
 - My development, paycheck/bonus, empowerment to act, etc

Form a powerful coalition

- Create a team of influencers who can help you bring about change
- What can you do?
 - Identify influencers and true leaders
 - Get a good cross section of people
 - Ask for commitment from them
 - Work on building team cohesion
 - Evaluate team strengths and weaknesses



Create a vision for change

- Create a vision of a desired future that people can easily grasp and remember
- What can you do?
 - Determine the values that are central to the change
 - Develop a short vision statement that captures what you 'see' as the future desired state
 - Create a strategy to execute that vision
 - Ensure your team knows the vision and has an 'elevator speech' ready and practiced

Communicate that vision

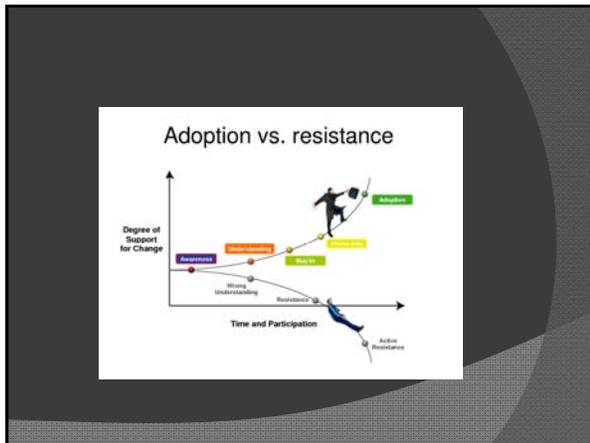
- Communicate frequently and in various formats
- What can you do?
 - Talk about the change vision frequently
 - Openly and honestly address people's concerns and anxieties
 - Apply vision to all aspects of operation
 - Lead by example---walk the talk

Communicating Change

- Brown bags
- Weekly e-updates
- Department Staff meetings
- Program meetings
- Communications Plan

Remove Obstacles

- Identify drivers and resisters to change
- Remove obstacles and enhance drivers
- What can you do?
 - Identify change leaders who can help you deliver change
 - Look at obstacles-structure, PDs, performance systems and see that they are in line with vision
 - Identify people who are resisting change and help them see what's needed
 - Take action to quickly remove barriers
 - Recognize and reward people for making change happen



Create short-term wins

- Nothing motivates like success
- Results that can be seen
- What can you do?
 - Look for short-term projects you can implement
 - Don't choose early targets that are expensive
 - Analyze the pros and cons of your early targets—make sure it succeeds effectively

Measuring Short term wins

- Celebrate small successes
- Changes in conversations
- Professional development
- New voices participating

Build on the change

- Don't declare victory too early
- Keep looking for improvements
- What can you do?
 - After every win, analyze what went right and what needs improving
 - Set goals to continue building momentum
 - Continue to look for influencers and change agents

Anchor the changes to organizational culture

- To make change stick, it needs to be part of the core of your organization
- What can you do?
 - Talk about progress every chance you get—tell success stories
 - Continue to seek support for change from organizational leaders
 - Include change ideals and values when hiring and training new staff
 - Recognize the contributions that change leaders make



