



**Local Health Officer Orientation**  
**July 14, 2016**

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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.

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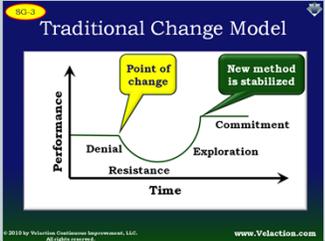
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### Your own experience

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
- Practice Change

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**Political Change**

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

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**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

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### Funding Changes

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

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

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### Funding Changes- Proactive vs. Reactive

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

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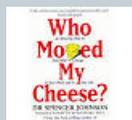
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### Organizational Change

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

- Structural
- cost-cutting
- process
- cultural change



What are other reasons for organizational change?

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### 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?

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### Leading Change

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

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Successful Change Implementation  
John Kotter, *Leading Change*

- |  |                                |
|--|--------------------------------|
| 1. Create Urgency                                    |                                |
| 2. Form a powerful coalition                         |                                |
| 3. Create a vision for change                        | 5 stages of Grief, Kubler-Ross |
| 4. Communicate that vision                           | •Denial                        |
| 5. Remove obstacles                                  | •Anger                         |
| 6. Create short-term wins                            | •Bargaining                    |
| 7. Build on the change                               | •Depression                    |
| 8. Anchor the changes to your organizational culture | •Acceptance                    |
- Feelings First:  
<https://www.youtube.com/watch?v=JhBzxy7CneM>

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### 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

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### Creating Urgency

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

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### 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

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### 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

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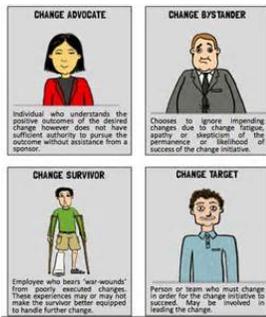
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### Create a vision for change

- 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

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**Communicate that vision**

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- **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

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**Communicating Change**

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

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**Remove Obstacles**

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- **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

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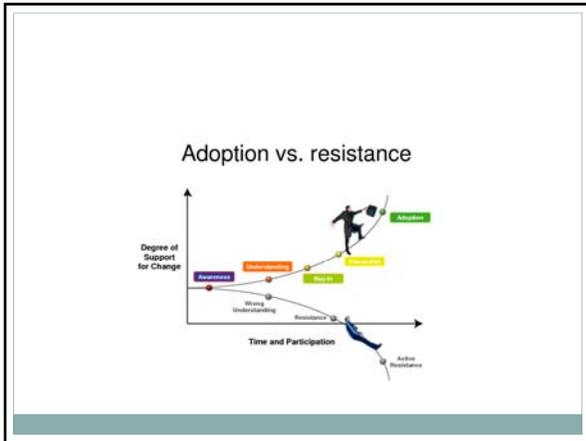
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### Create short-term wins

- 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

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### Measuring Short term wins

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

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### 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

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### 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

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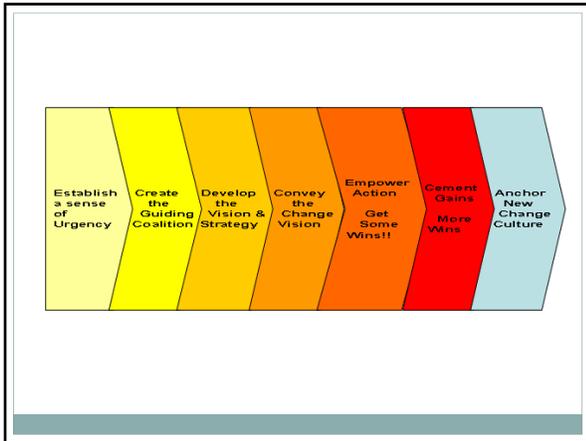
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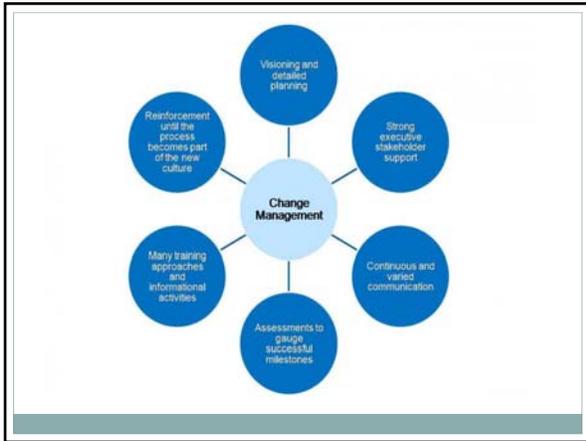
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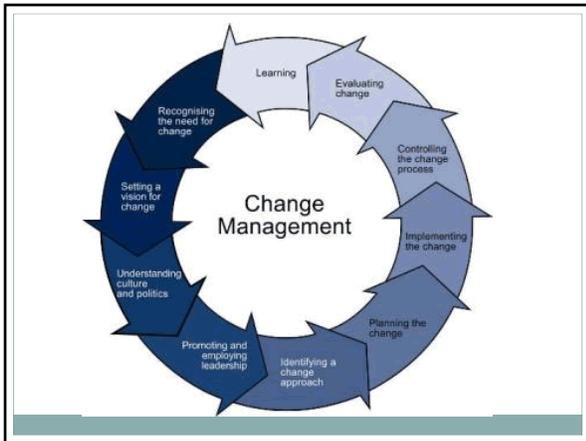
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### Project and Change Management

Sustainability of Your Change  
Figure 1

**TOPIC DESCRIPTION**  
All changes are hard for the organization to make and sustain. You must have leadership, a process, and a few very important tools.

**WHY YOU SHOULD CARE**  
Until you change the behavior and sustain the new culture, you can not attain your return on investment.

**KEY FACTS**

- Soft stuff is the hard stuff!
- Risk and communication plan as part of your project plan, which is connected to the site master plan
- Leadership styles change through the project
- Metrics should link to behavioral change and should not be permanent

**SOURCES**  
ADKAR by Jeffrey Hult  
Situational Leadership 2 Ken Blanchard  
Leading Change John Kotter  
Reliabilityflow.net

**ADKAR Model for Individual Change**

- Awareness
- Desire
- Knowledge
- Ability
- Reinforcement

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Uncertainty

Anxiety

Resistance

"Over-communicate" to break this nutty cycle

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• Questions

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