

Local Health Officer Orientation
July 31, 2017

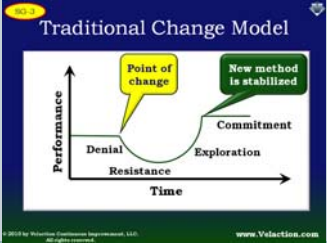
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Change Management Learning Objectives

- 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
- Practice 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 require a lead organization, a dedicated core staff, and significant financial investment.

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

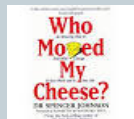
Funding Changes- Proactive vs. Reactive

- 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?

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 | 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>

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
 - Performance Management
 - Quality Improvement
 - Strategic Plans
- Public Accountability
 - Evidence Based Practice
- 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

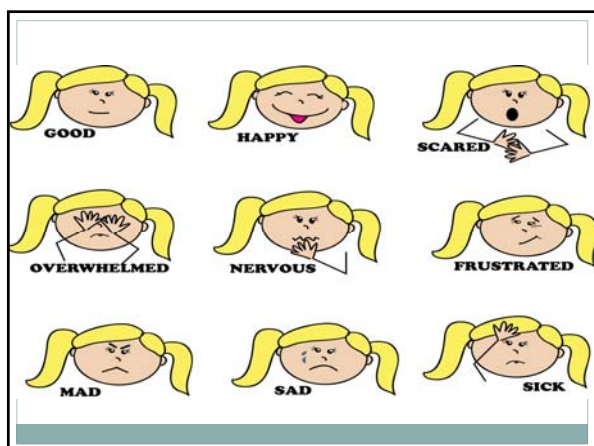
Does Everyone Hate Change?

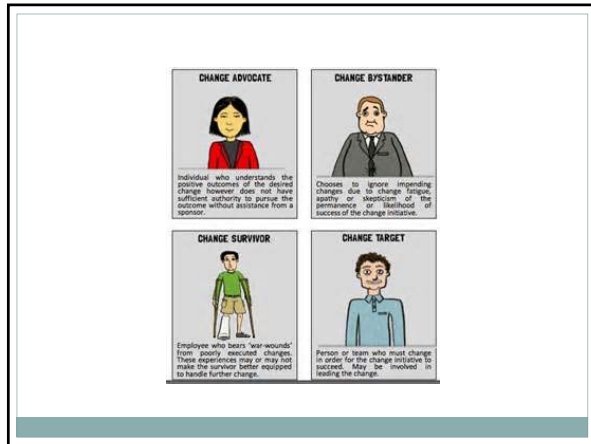
- Change is **resisted** when there isn't any perceived direct or immediate value or benefit
- Change is **embraced** when there is a perceived direct or immediate value or benefit

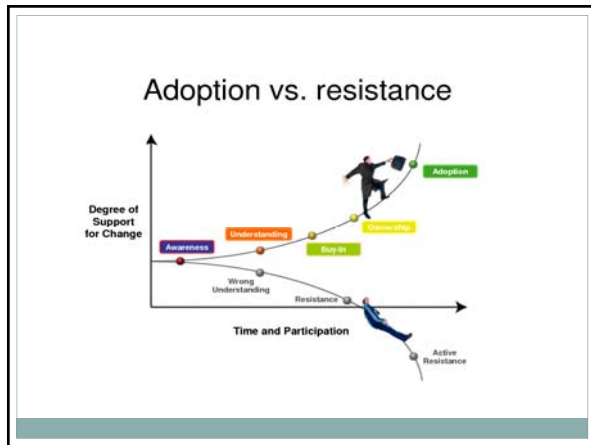
If I had asked people what they wanted, they would have said faster horses.

Henry Ford

QuoteAddicts.com







Change – what helps

- Information
- Give us what we need
- Communicate early
- Facilitate
- Input from the beginning
- Visuals & updates
- Timing
- Resources/what worked before

The People Side of Change

*"It isn't enough to care for them
or to understand them,
they need to FEEL
cared about and understood."*

Brian Miller

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

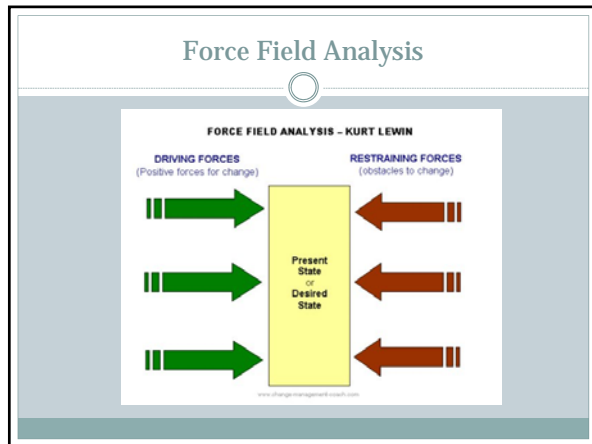
- Communicate frequently and in various formats
- What can you do?
 - Talk about the change vision frequently
 - Openly and honestly address people's concerns and anxieties
 - Apply vision to all aspects of operation
 - Lead by example---walk the talk

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





