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CHANGE AHEAD

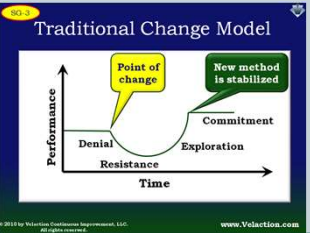**Local Health Officer Orientation**
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Change Management Learning Objectives

- 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.

Traditional Change Model

Point of change
New method is stabilized
Commitment
Denial
Exploration
Resistance
Performance
Time

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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
- https://www.wpha.org/page/TakeAction?

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
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
  - 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

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

QuoteAddicts.com

Uncertainty

Anxiety

Resistance

"Over-communicate" to break this nutty cycle

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
  - https://www.more-leadership.com/funny-videos-on-management-and-leadership/

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

Using Change Management to Assist Employees and to Maintain Productivity through Change

Leading the change
Having "Champions" who create an environment for accelerated change by understanding their role; this means dedicating sufficient time, accepting the accountability, allocating the resources and advocating the change

Creating a shared need	Shaping a common vision	Mobilizing stakeholders	Reflecting for sustainability
The compelling business reason – for the organization and for individuals – to change is instilled within the organization and widely shared; the level of need for change must exceed the level of its restance	Desired outcomes are defined and communicated clearly; the key actions required to achieve those outcomes are widely understood; measurable targets are set	Key stakeholders and sources of potential resistance are identified and a practical plan to overcome resistance; there is strong commitment from key constituents	Plans are revised on feedback & experience; learning is made specific and continuing; measurements guarantee monitoring; ongoing team energy and clear accountabilities stay present

Adapting systems & structures
Making sure that management processes, including rewards, measures, communication, structure, capability, building, technology and resource allocation, reinforce both the action plan and the environment for change

"We don't want managers to manage our change. We want leaders to LEAD our PROGRESS."
– Dean Lindsay

Be Progress.

- Questions