



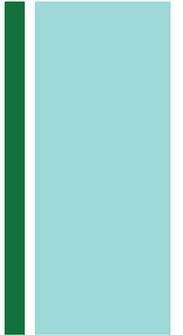
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Acknowledgements:  
Monica Nunes and Alex Muvua  
The Rede Group



## Change Management for Public Health Modernization

# + Introduction

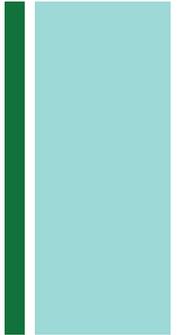


COALITION OF LOCAL HEALTH OFFICIALS

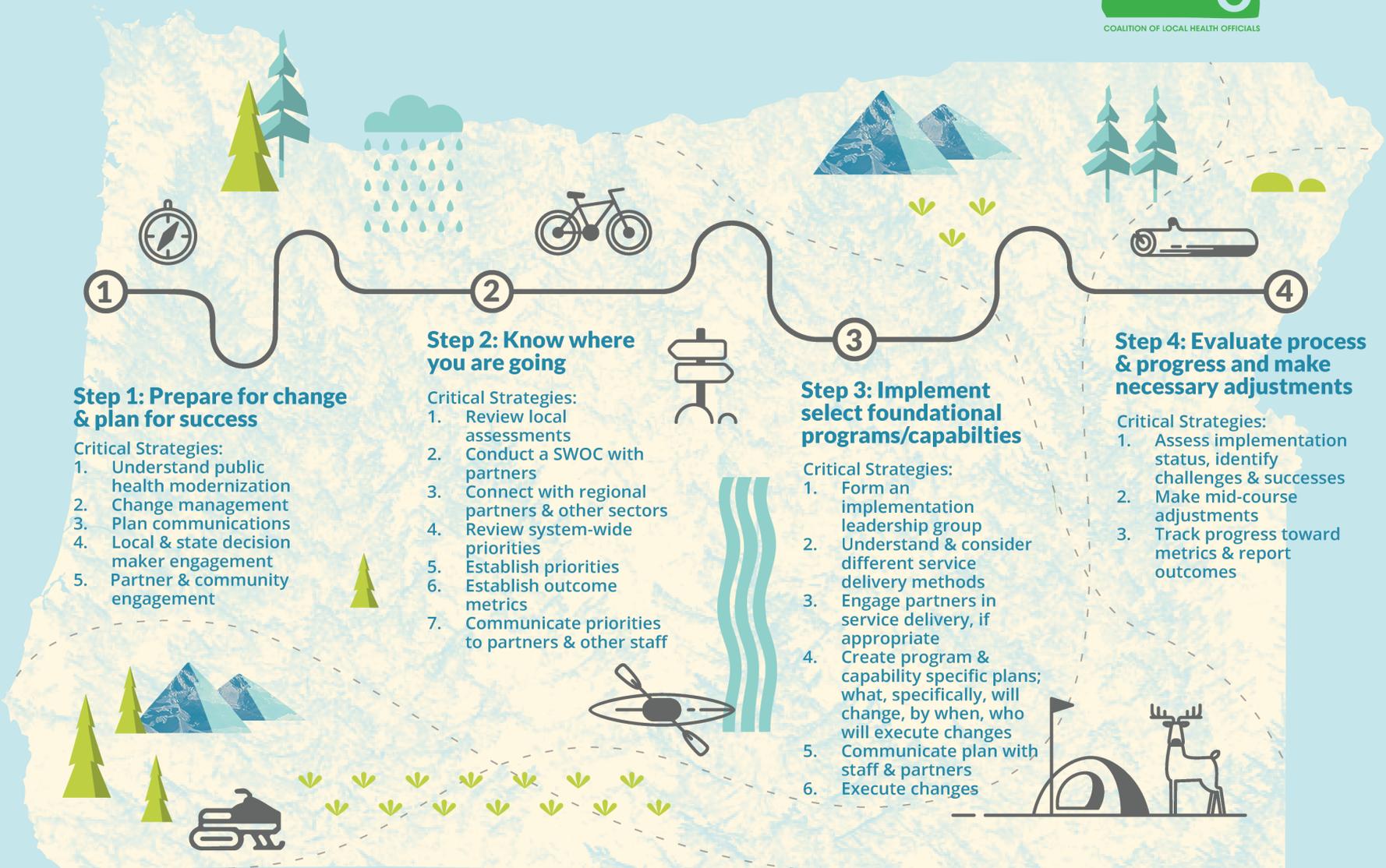


# + Learning Objectives

- Participants will be able to list three reasons for engaging in good change management practice
- Participants will be able to identify 1 to 3 actions items to get started on good change management practice (if they
- Participants will be able to identify ways to use change management tools available on CLHO AIMHI Roadmap website



# Steps to Local Public Health Modernization



1

## Step 1: Prepare for change & plan for success

- Critical Strategies:
1. Understand public health modernization
  2. Change management
  3. Plan communications
  4. Local & state decision maker engagement
  5. Partner & community engagement

2

## Step 2: Know where you are going

- Critical Strategies:
1. Review local assessments
  2. Conduct a SWOC with partners
  3. Connect with regional partners & other sectors
  4. Review system-wide priorities
  5. Establish priorities
  6. Establish outcome metrics
  7. Communicate priorities to partners & other staff

3

## Step 3: Implement select foundational programs/capabilities

- Critical Strategies:
1. Form an implementation leadership group
  2. Understand & consider different service delivery methods
  3. Engage partners in service delivery, if appropriate
  4. Create program & capability specific plans; what, specifically, will change, by when, who will execute changes
  5. Communicate plan with staff & partners
  6. Execute changes

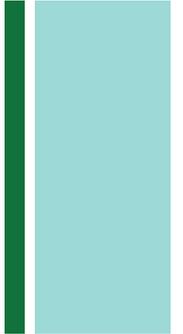
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## Step 4: Evaluate process & progress and make necessary adjustments

- Critical Strategies:
1. Assess implementation status, identify challenges & successes
  2. Make mid-course adjustments
  3. Track progress toward metrics & report outcomes



# What is Change Management?

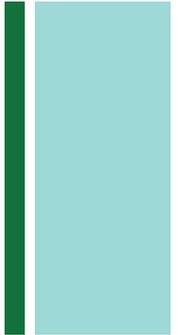


*“Change management is the discipline that guides how we prepare, equip and support individuals to successfully adopt change in order to drive organizational success and outcomes.”*





# Change Management & Public Health Modernization

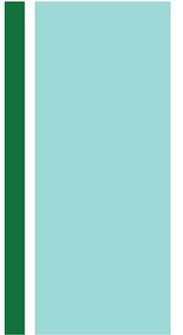


- Change is constant, embracing it is essential
  - How can good change management practice solve or avert problems?
  - How can good change management practice provide opportunities?
  - How can good change management practice lead to professional or personal growth?

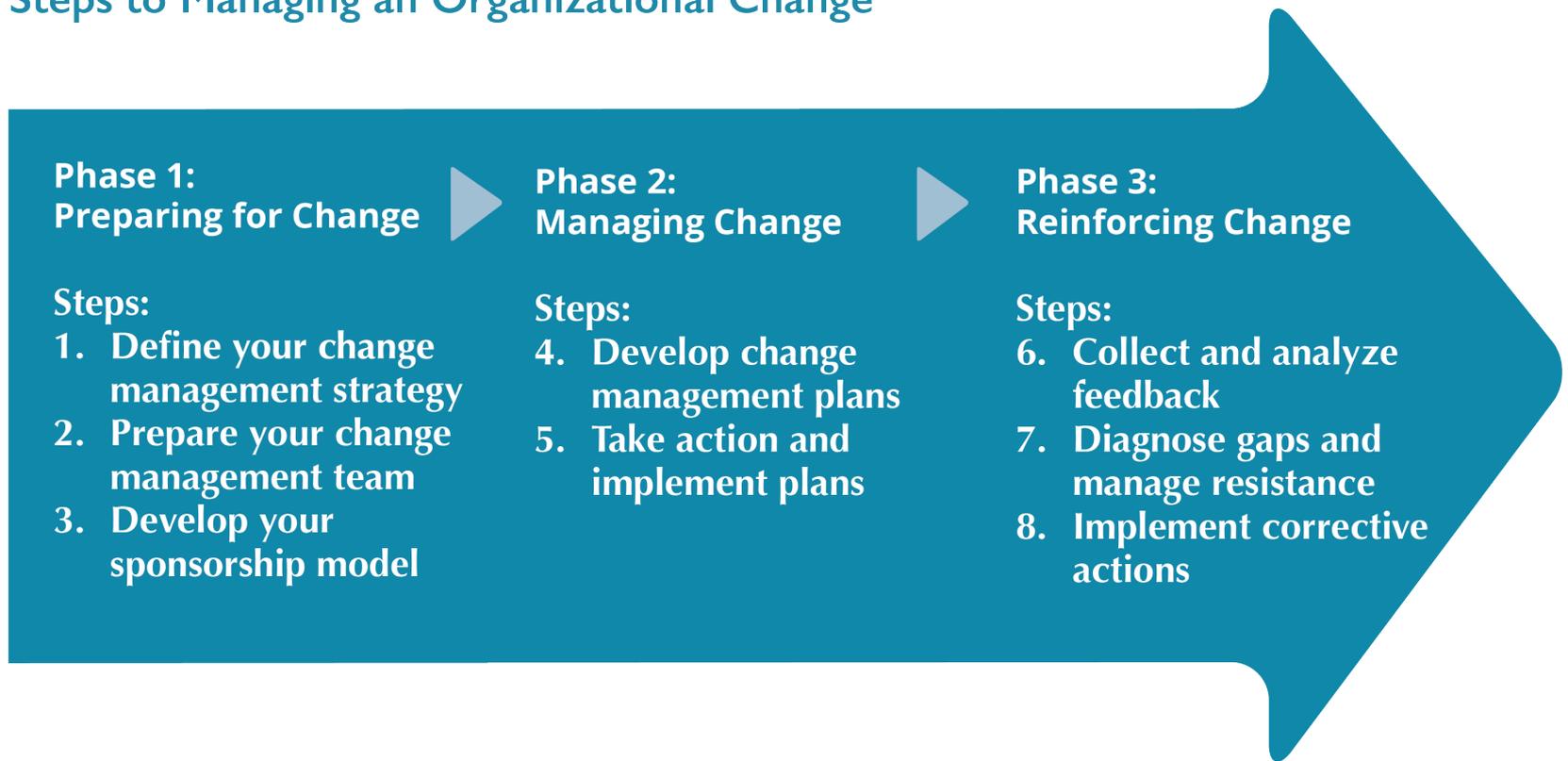


# AIMHI

## Change Management Primer

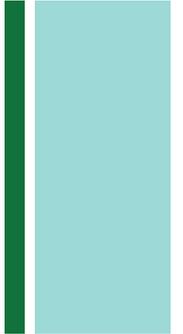


### Steps to Managing an Organizational Change

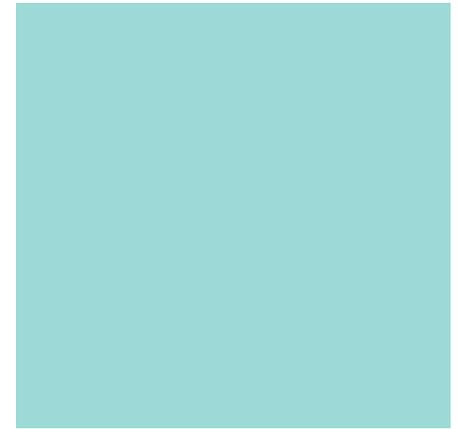




# Change Management Elements



1. Readiness assessments
2. Communication & communication planning
3. Champion activities & roadmaps
4. Coaching & manager training for change management
5. Training development & delivery
6. Resistance management
7. Stakeholder feedback & consensus-building action
8. Celebrating & recognizing success
9. After-project review



## + Phase 1: Preparing for Change

- Define change management strategy
- Prepare your change management team
- Develop your sponsorship model



## + Phase 2: Manage Change

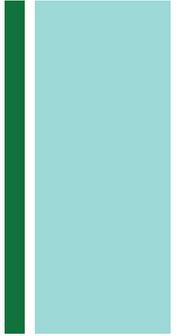
- Develop change management plans
- Take action and implement plans



## + Phase 3: Reinforce Change

- Collect and analyze feedback
- Diagnose gaps and manage resistance
- Implement corrective actions

# + Audience Question



*What change management tools or resources have you used?*



# *A simple policy story.....*

*About.....*

*2 Boys*

*1 Man*

*1*

*Woman*

*1*

*Bathroom*





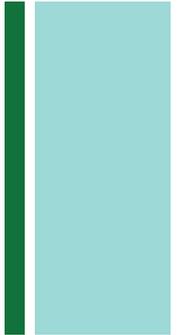


# Define Change Management Strategy

- Real world examples:
  - Everyday life
  - Public health department
  - Tools - AIMHI Tool: Change Management Primer



# + Leaders of Influence



- Watkins: The First 90 Days: Proven Strategies for Getting Up to Speed Faster and Smarter
- Kotter: The 8-Step Process to Accelerate Change.
- Sinek: Find Your Why: A Practical Guide for Discovering Purpose for You and Your Team
- Emerick: ValueMapping™
- Rogers: Diffusion of Innovations



# Prepare Your Change Management Team

- Real world examples:
  - Everyday life
  - Public health department
  - Tool: AIMHI: Leadership Checklist)

**Check-list: Developing Leadership Support for Change**

**CHANGE MANAGEMENT**

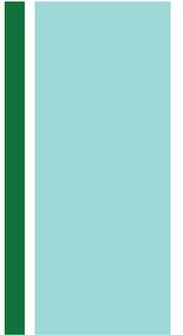
This checklist includes items that local health departments may consider as they take initial steps in public health modernization. It includes items that are good practice for change management and is primarily intended for internal (inside the health department) use. Ensuring that health department leaders are engaged in and understand modernization is a critical step in change.

- The Local Health Department has established a modernization leadership team comprised of the LHD administrator and some or all senior staff. The leadership team can be very small (2 to 3 people) or larger (up to 15) based on the size of the health department.
- The leadership team meets regularly (at least bi-monthly) and discusses state and local plans around public health modernization. Discussion includes opportunities to share thoughts and feelings about how modernization will affect both the staff and the work of the health department.
- The leadership team has reviewed the Public Health Modernization Manual (July 2016) and Statewide Public Health Modernization Plan
- The leadership team has collectively reviewed the county level 2016 Public Health Modernization Assessment Report(s) modernization assessment
- The leadership team has specific tasks related to building support among other leaders and communicating directly with stakeholders
- The leadership team has discussed connections between public health modernization and public health accreditation
- The leadership team is confident in their ability to effectively communicate about the key components of public health modernization and support modernization discussions with department staff and partners
- The leadership team has developed a plan for supporting all health department staff embarking on local public health modernization efforts (see Step 1, Critical Strategy 2: Check list: Engaging Staff & Managing Change)
- The leadership team has reviewed CLHO Public Health Modernization Roadmap
- The leadership team has reviewed change management tools in CLHO Public Health Modernization Roadmap
- The leadership team has a clear understanding of the communication plan (see Step 1, Critical Strategy 2: Plan communications)

CLHO Public Health Modernization Roadmap  
Step 1: Prepare for change & plan for success, Critical Strategy 2: Change management



# Develop Champions/ Change Agent



- Real world examples:
  - Everyday life
  - Public health department

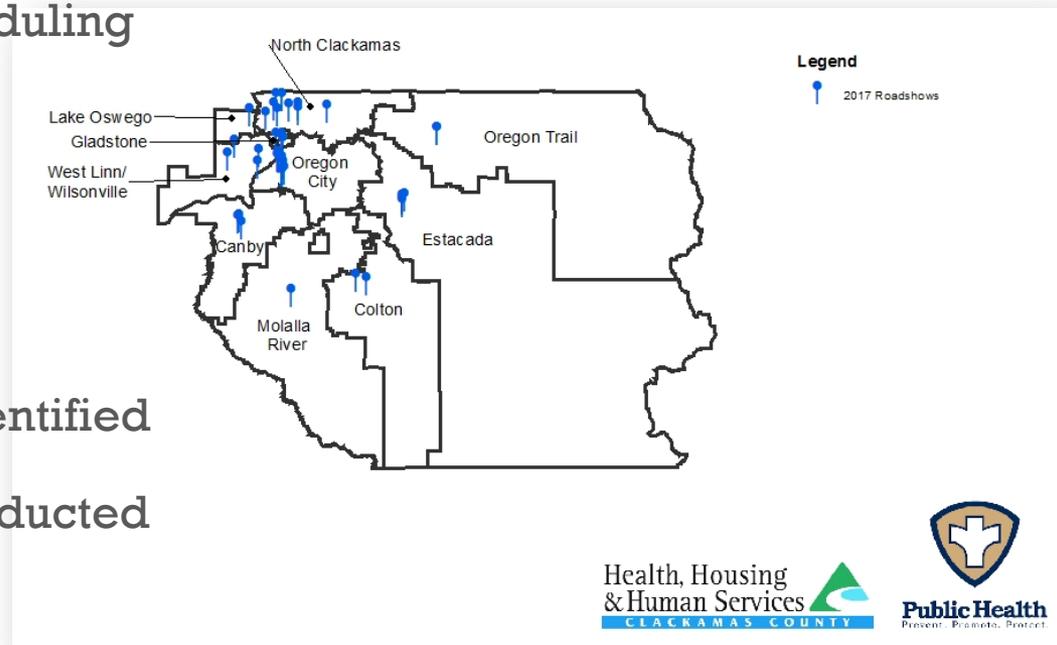
# + Example: Public Health Modernization Ambassadors

## Outreach Ambassadors

- Road Show Coordinators / Scheduling
- Road Show Speakers
- Road Show Note Takers

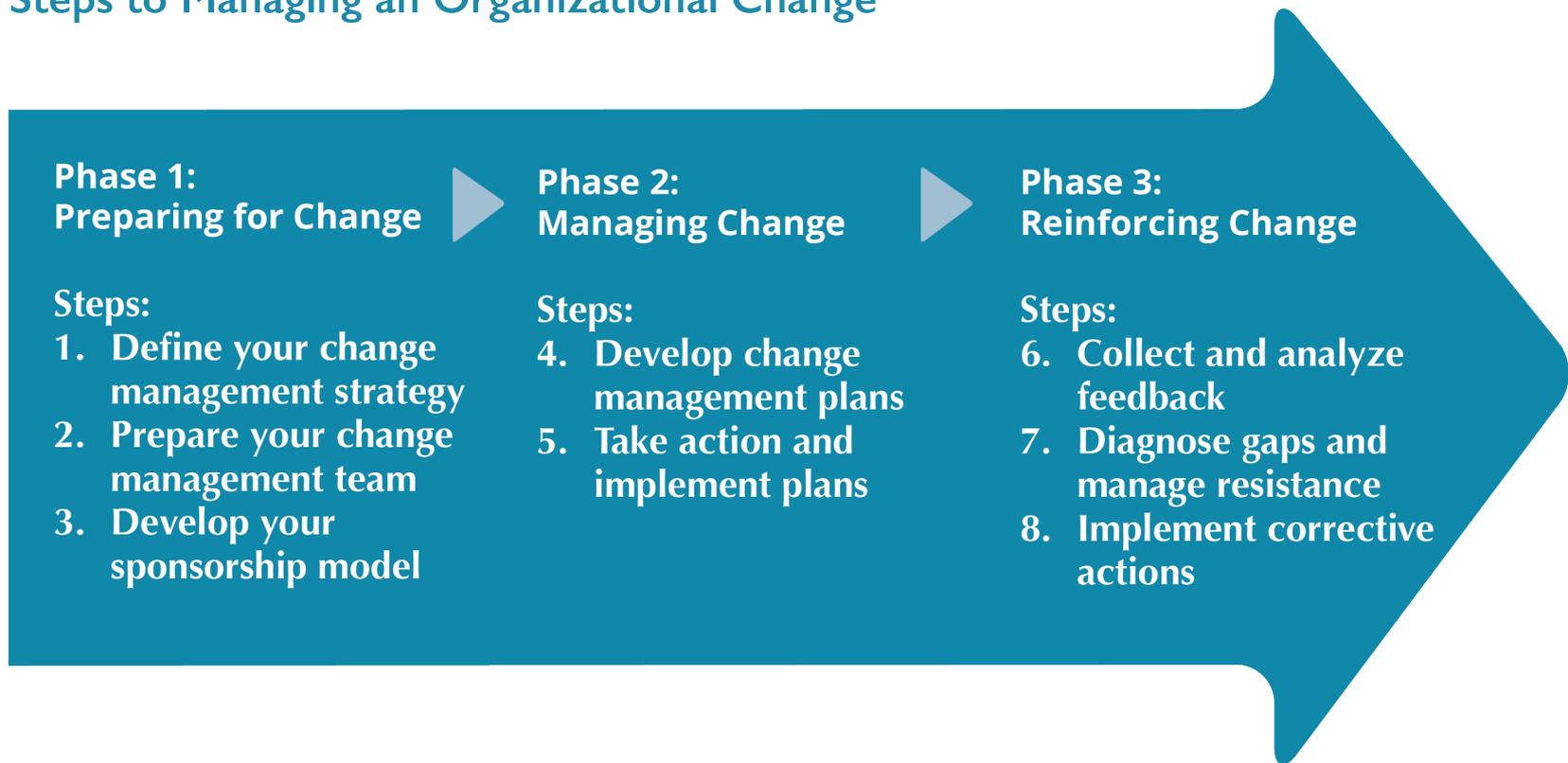
## Roadshows

- 80 Clackamas Organizations Identified
- Just under 70 Presentations Conducted
- 500+ Total Participants
- Organizations were categorized by either Health Equity Zone or Clackamas County
- Roadshows analyzed by Health Equity Zones



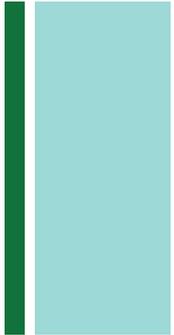
# + Next Steps (Phase 2 & 3)

## Steps to Managing an Organizational Change





# Change Management & the AIMHI Roadmap



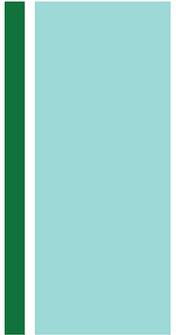
- Today's webinar focused on the first phase of change management
- The AIMHI Roadmap includes additional resources including a helpful resource called the ADKAR Assessment Tool

Describe the change that is occurring in detail. Who is involved? What are the main elements of change occurring? When is this change happening?

A	Awareness of the need for change	Score	Awareness
	Notes:		List the reasons you believe the change is necessary. Review these reasons and rate the degree to which this person is aware of them, or the need to change. (1 is no awareness, 5 is total awareness)



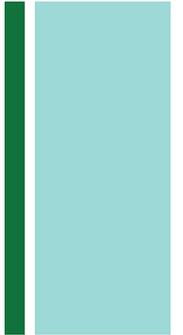
# Getting Started on Good Change Management



- Review AIMHI Change Management materials
- Talk about Change Management with team members or supervisors.
- Map out a strategy that addresses change management steps and elements (hint: this does not have to be perfect on the first try)
- Develop Change Management champions/change agents within your circle of influence
- Start thinking about Change Management assessments, especially scope and readiness
- Reach out to Rede with questions, for more information, or to talk specifically about your Change Management ideas and needs



# Closing



- Technical assistance Available from Rede Group
  - Change Management
  - Communication planning and design
  - Cross jurisdictional sharing arrangements
  - Cross-sector sharing arrangements
  - Local Modernization Plans
  
- Next Webinar- Navigating Modernization: Using the CLHO AIMHI Roadmap  
December 20, 2:00 PM, details to follow