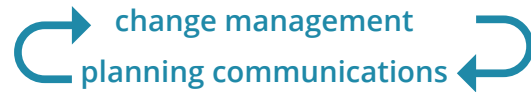


## Change Management in Public Health Modernization



The change management process is the sequence of steps a change management team or project leader follows to drive individual transitions and ensure the project meets its intended outcomes.

The change management process is particularly significant in Public Health Modernization for several reasons. First, modernizing the public health system calls on public health leaders to modify both organizational and individual practices. A change management process will help support these transitions in ways that are both effective for the system and sensitive to the needs of public health stakeholders, including employees and community partners. In addition, updating the public health system calls for a cross-jurisdictional and cross-sectoral approach. Through effective communications and planning, a change management process can facilitate success across diverse stakeholders.

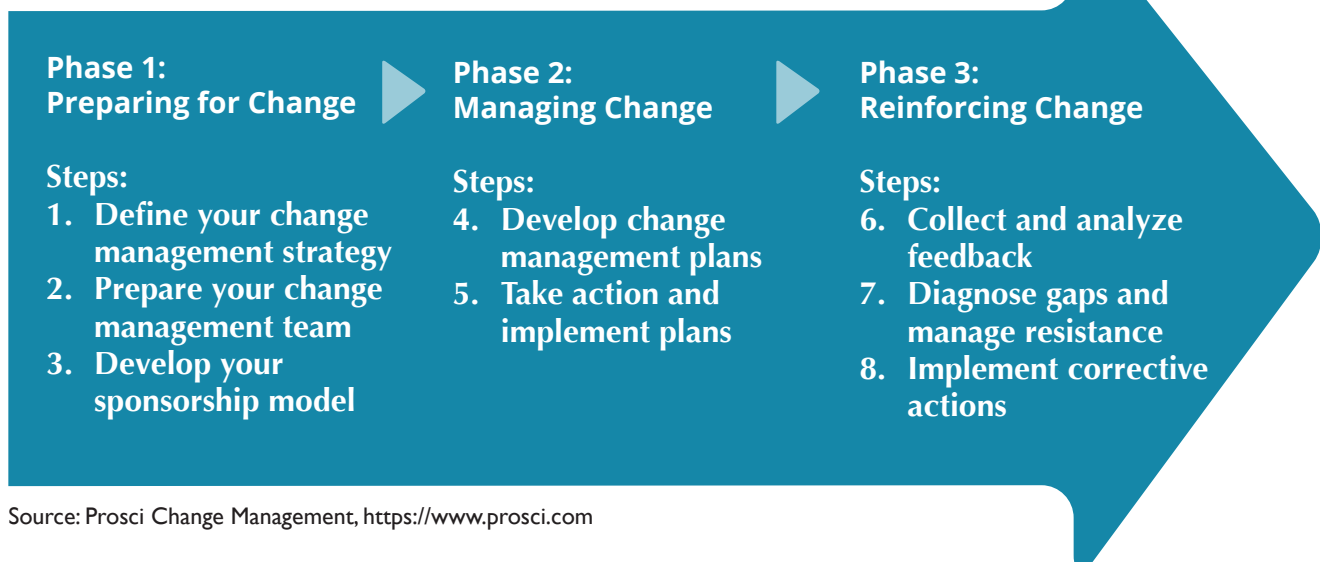


**Critical Strategy 2: Change management & Critical Strategy 3: Plan communications should be implemented concurrently**

### Change management elements:

1. Readiness assessments
2. Communication & communication planning
3. Champion activities
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

## Steps to Managing an Organizational Change



Source: Prosci Change Management, <https://www.prosci.com>

## Change Management Elements

### 1. Readiness Assessments

Assessments are tools used by a change management team or project leader to assess an organization's or a group of stakeholders' readiness to change. Readiness assessments can include organizational assessments, employee assessments, community health assessments, health equity assessments, and epidemiological data. Each assessment tool provides the project team with insights into the challenges and opportunities they may face during the change process. During the assessment, you will:

#### Assess the scope of the change:

- How big is this change?
- How many people are affected?
- Is it a gradual or radical change?

#### Assess the readiness of the organization impacted by the change:

- What is the value-system and background of the impacted groups?
- How much change is already going on?
- What type of resistance can be expected?

You will also need to assess the strengths of your change management team and change champions, then take the first steps to enable them to effectively lead the change process.

### 2. Communication and Communication Planning

Many managers or project leaders assume that if they communicate clearly with public health stakeholders one time, including employees and community partners, their job is done. However, there are many reasons why stakeholders may not hear or understand what their project leaders are saying the first time around. According to experts, messages need to be repeated five to seven times before they are cemented into the minds of employees and partners.

There are **three components** of effective communication that effective communicators carefully consider:

1. The audience
2. What is communicated
3. When it is communicated

To apply this to change management, the first step in managing change is building awareness around

the need for change and creating a desire among stakeholders. Therefore, initial communications are typically designed to create awareness around the business reasons for change and the risk of not changing. Likewise, at each step in the process, communications should be designed to share the right messages at the right time.

Communication planning begins with a careful analysis of the audiences, key messages, and the timing of those messages. The change management team or project leaders must design a communication plan that addresses the needs of frontline employees, supervisors, and executives. Each audience has particular needs for information based on their role in the implementation of the change. In Public Health Modernization, audiences could include public health stakeholders such as: employees, decision-makers, and community partners.

### 3. Champion Activities

Public health leaders play a critical role in times of change. The change management team must develop a plan for champion activities and help key leaders carry out these plans. Research shows having champions is the most important success factor.

It's important to **avoid confusing the notion of champions with supporters**. The executive director of a partnering organization may support your project, but that is not the same as championing your initiative. Champions take on active and visible participation by senior leaders throughout the process, building a coalition of support among other leaders, and communicating directly with all stakeholders. A change manager or project leader's role includes helping senior leaders do the right things to champion the project.

### 4. Change Management Training for Managers

Leaders (managers, supervisors, etc.) play a key role in managing change. These leaders are very influential in motivating individuals to change. Unfortunately, leaders can be the most difficult group to convince of the need for change and can be a source of resistance. It is vital for the change management team and executive sponsors to gain the support of leaders. Individual change management activities should be used to help these managers through the change process.

Once leaders are on board, the change management team must prepare a strategy to equip them to successfully coach their team through the change. They will need to provide training and guidance, including how to use individual change management tools with their teams. (See Step 1, Critical Strategy 2: Change management, Checklist: Engaging Staff and Managing Change)

### 5. Training Development and Delivery

Training is the cornerstone for building knowledge about the change and the required skills to succeed in the future state. Ensuring impacted people receive the training they need at the appropriate time is a primary function of change management. This means training should only be delivered after steps have been taken to ensure impacted employees have the awareness of the need for change and desire to support the change. Change management and project team members will develop training requirements based on the skills, knowledge, and behaviors necessary to implement the change. These training requirements will be the starting point for the training group or the project team to develop and deliver training programs. The change management tools in the CLHO Public Health Modernization Roadmap provide public health leaders with the knowledge necessary to engage in Public Health Modernization.

### 6. Resistance Management

Resistance management refers to the processes used by managers and supervisors with the support of the change team to manage employee resistance. Resistance from employees and partners is normal and can be proactively addressed. Persistent resistance, however, can threaten a project. The change management team needs to identify, understand and help leaders manage resistance throughout the organization.

### 7. Stakeholder Feedback and Corrective Action

Managing change is not a one-way street; the involvement of stakeholders, like employees and community partners, is a necessary and integral part of managing change. Feedback from stakeholders as a change is being implemented is a key element of the change management process. Change managers can analyze feedback and implement a corrective action based on this feedback to ensure full adoption of the changes.

### 8. Celebrating and Recognizing Success

Early adoption, successes and long-term wins must be recognized and celebrated. Individual and group recognition is a necessary component of change management in order to cement and reinforce the change in the organization. Continued adoption needs to be monitored to ensure stakeholders do not slip back into their old ways of working.

### 9. After-Project Review

The final step in the change management process is the after-action review. It is at this point that you can stand back from the entire program, evaluate successes and failures, and identify process changes for the next project. This is part of the ongoing, continuous improvement of change management for your organization and ultimately leads to change competency.

*These elements comprise the areas or components of a change management program. Along with the change management process, they create a system for managing change. Successful project managers apply these components effectively to ensure project success, avoid the loss of valued stakeholders and enhance positive outcomes for the public health system.*

#### Resources:

1. State of California, Organizational Change Management Readiness Guide. 2014. Retrieved from: <https://cdt.ca.gov/wp-content/uploads/2017/02/OCM-Readiness-Guide.pdf>
2. Prosci Change Management <https://www.prosci.com/>