

Managing Change



**Center for Sharing
Public Health Services**

Rethinking Boundaries for Better Health

**Learning Community Quarterly Webinar
August 6, 2013**

Please Use Telephone for Audio Connection: 888-226-0461

Goal and Learning Objectives

Goal: To equip Learning Community members to actively manage change.

Learning Objectives:

1. Understand basic principles of change management.
2. Identify strategies to facilitate change.
3. Identify tactics specific to your team's efforts.

Speakers and Moderators

- ◆ Michelle Poché Flaherty, President, City on a Hill Consulting
- ◆ Sandy Tubbs, Director of Performance, Douglas County Health Department (MN) and co-team lead, Horizon Community Health Board project
- ◆ Sharon Braaten, Director of Administration, Pope County Health Department (MN) and co-team lead, Horizon Community Health Board project
- ◆ Gianfranco Pezzino and Patrick Libbey, Co-directors, Center for Sharing Public Health Services

Agenda

- ◆ Basics of change management
- ◆ Horizon Community Health Board change management strategies
- ◆ Q&A and discussion

Michelle Poché Flaherty



◆ President, City on a Hill Consulting

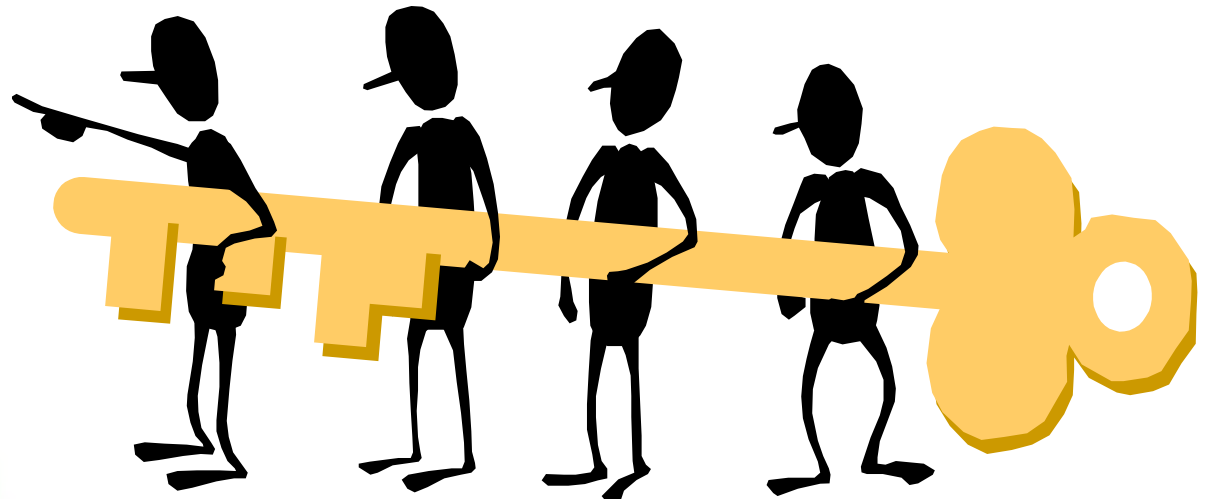
- ◆ Executive Coach to elected and appointed officials.
- ◆ Leadership seminars for ICMA (International City/County Management Association), National League of Cities.

◆ 20+ years in Federal, State & Local Government

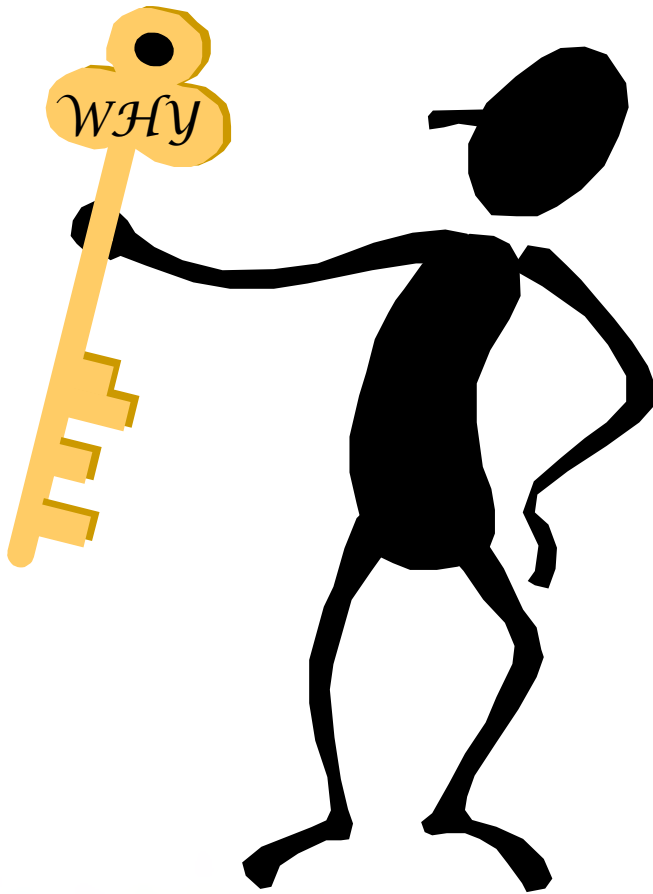
- ◆ Chief of Staff to County Supervisor, Santa Clara County, CA
- ◆ Assistant County Manager, Washoe County, Nevada
- ◆ San Francisco Regional Director, CA Trade & Commerce Agency
- ◆ Deputy Chief of Staff, US Department of Transportation
- ◆ Congressional Aide, US House of Representatives

Leading Change

1. Reach agreement on an idea for change
2. Promote support for the change
3. Deliver results with the change
4. Sustain the positive change



Agree on the **Key Idea: Why**



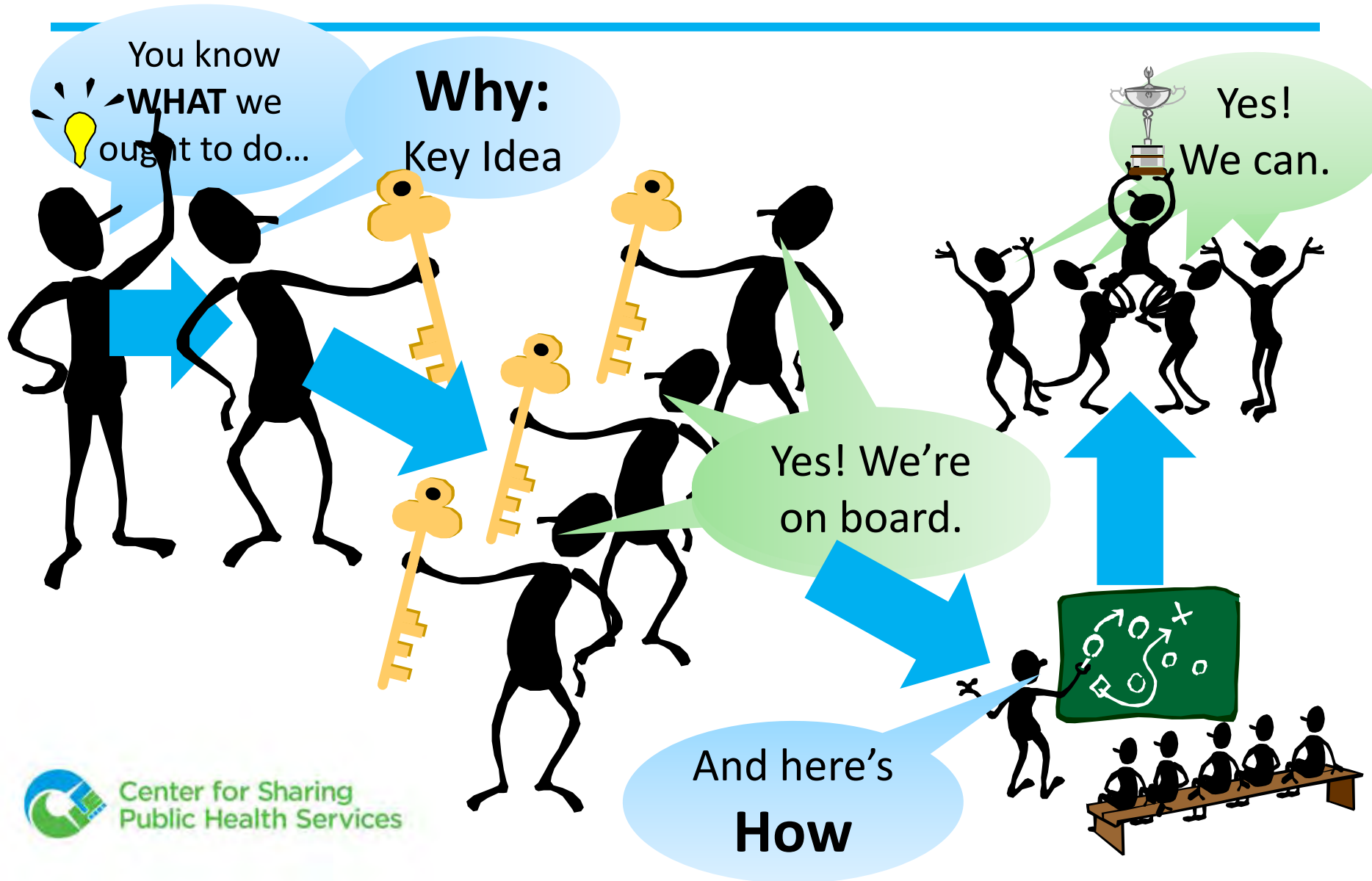
◆ **WHAT**
are we trying to achieve?



Imagine possibility.
How great could this be?

◆ **WHY**
is this important?

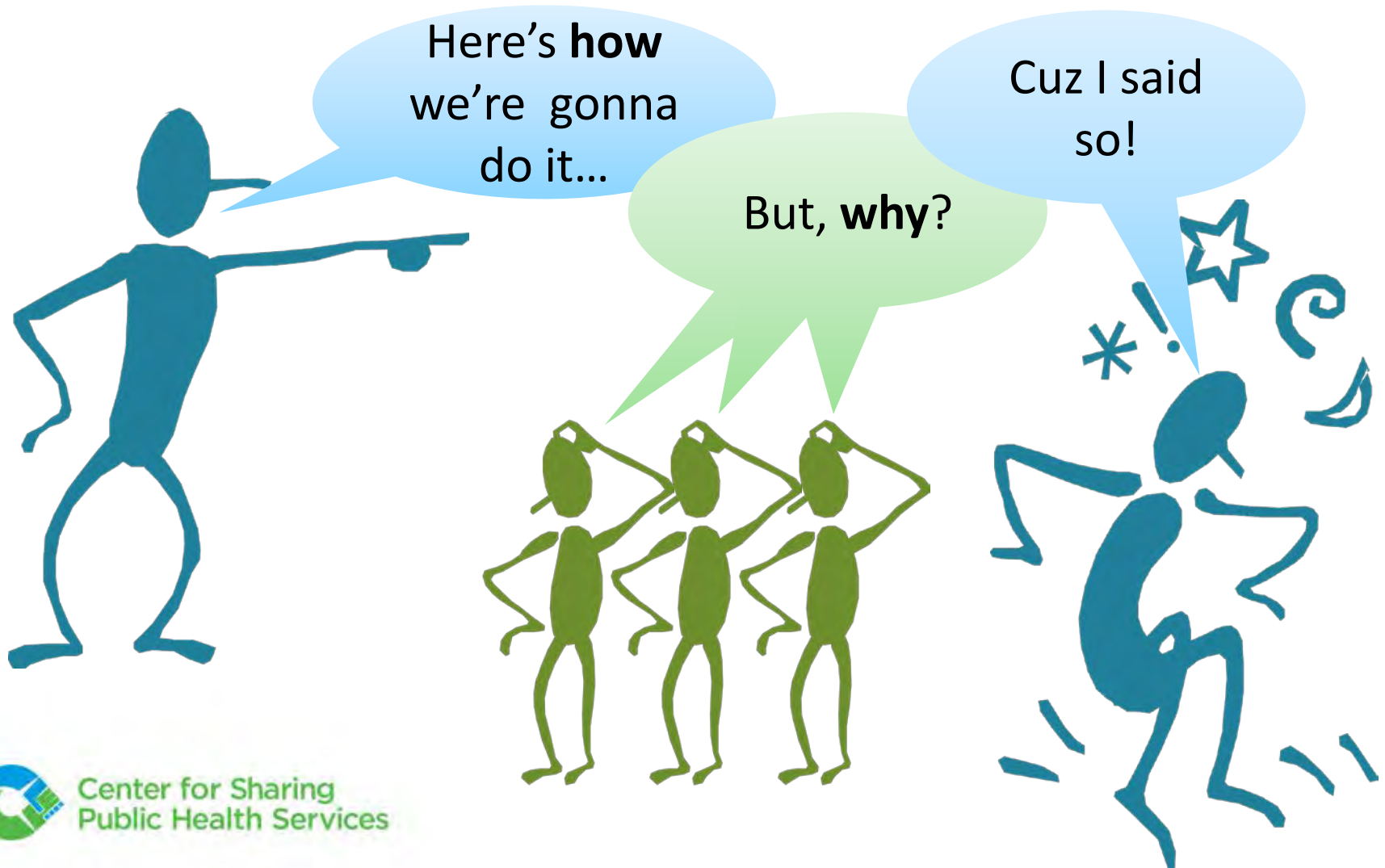
Steps to Successful Change



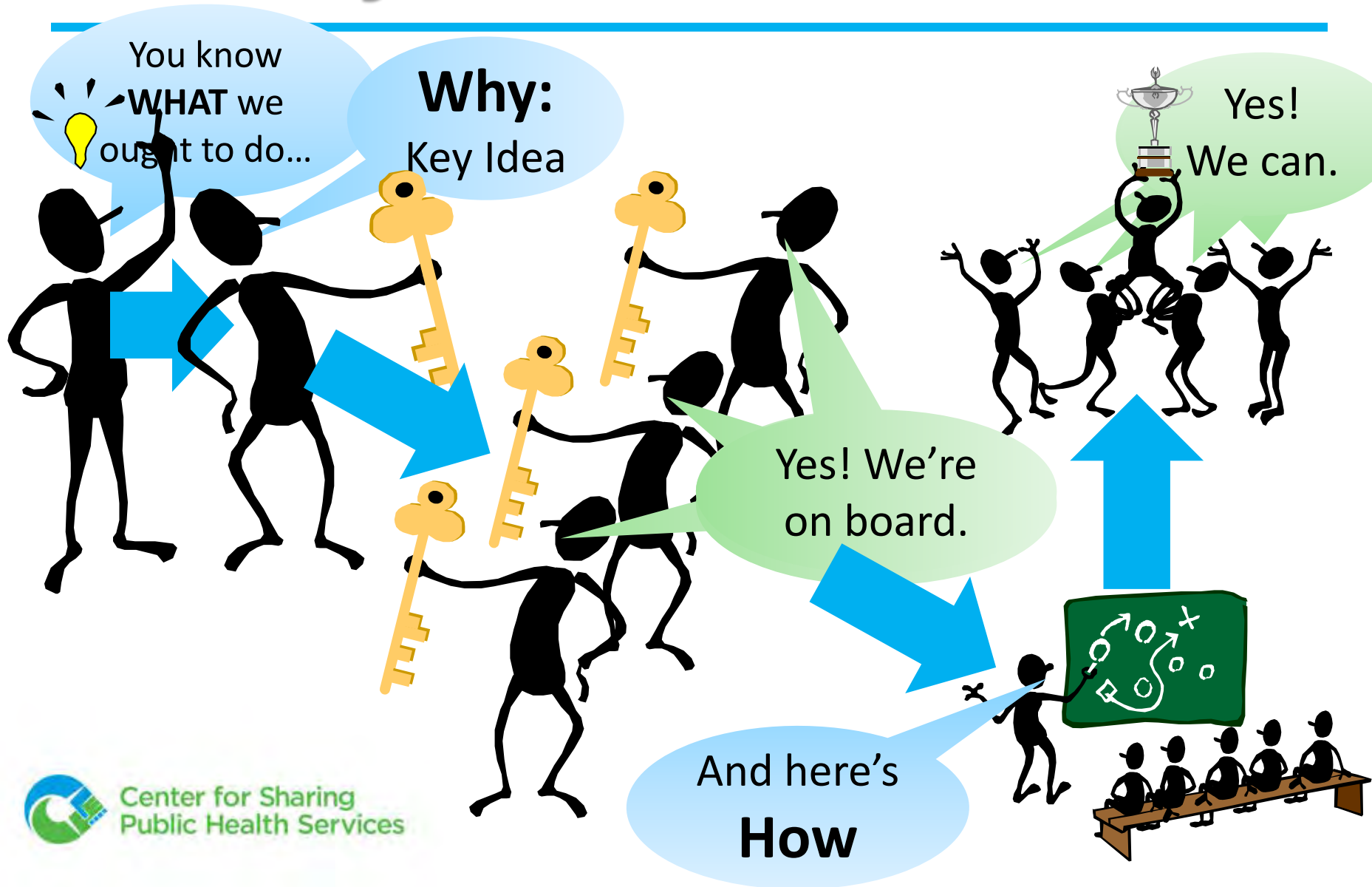
8 Steps to Successful Change

1. *Clarify* **WHAT** we want to achieve
2. *Articulate* a key idea of **WHY** it's worthwhile
3. Stakeholders *understand why* (the key idea)
4. Stakeholders *buy into* the key idea
5. Develop a *plan* for **HOW** to achieve it
6. Implementers *understand how* to do it
7. Implementers are *able to* do it successfully
8. Everyone partners to *celebrate* & *sustain*

Most Common Mistake in Leading Change



Why before How. Always!



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What's in it for me?

What do I stand

to lose...

Resistance

Support

Fear, Anxiety

Skepticism

Resentment

Chaos, Stagnation

Understanding

to gain...

What do I stand



What's in it for me?

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to lose...

Resistance

Support

Fear, Anxiety

Skepticism

Resentment

Chaos, Stagnation

Understanding

Appreciation

to gain...

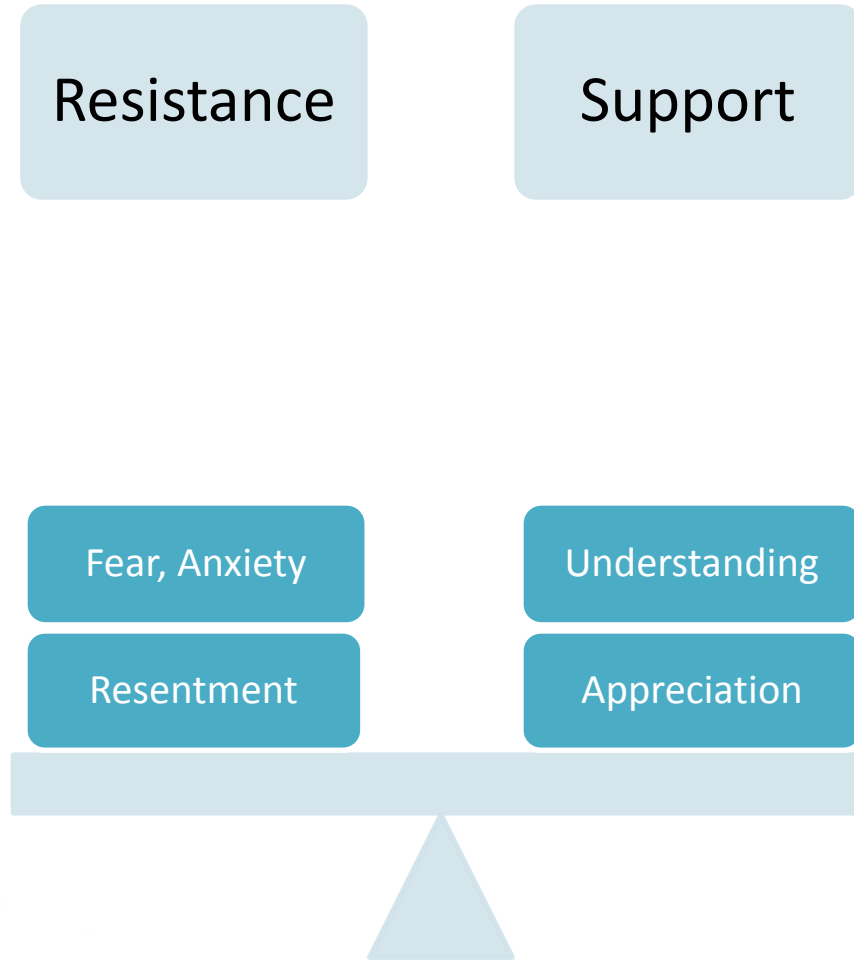
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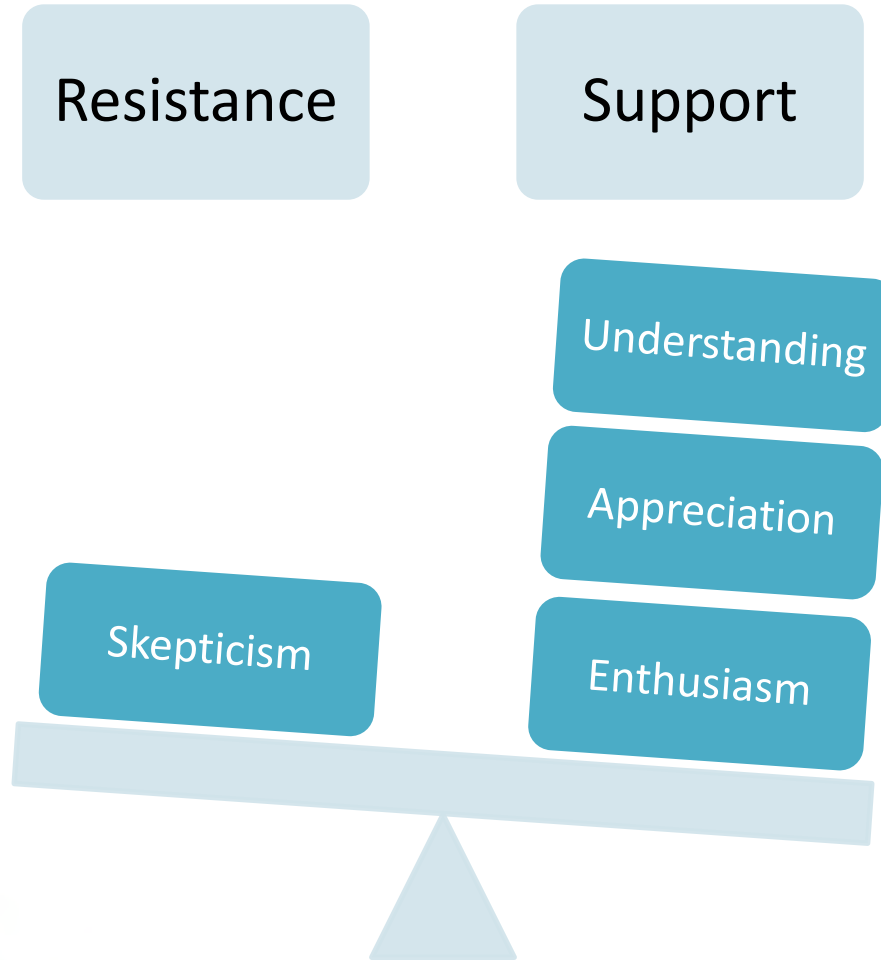
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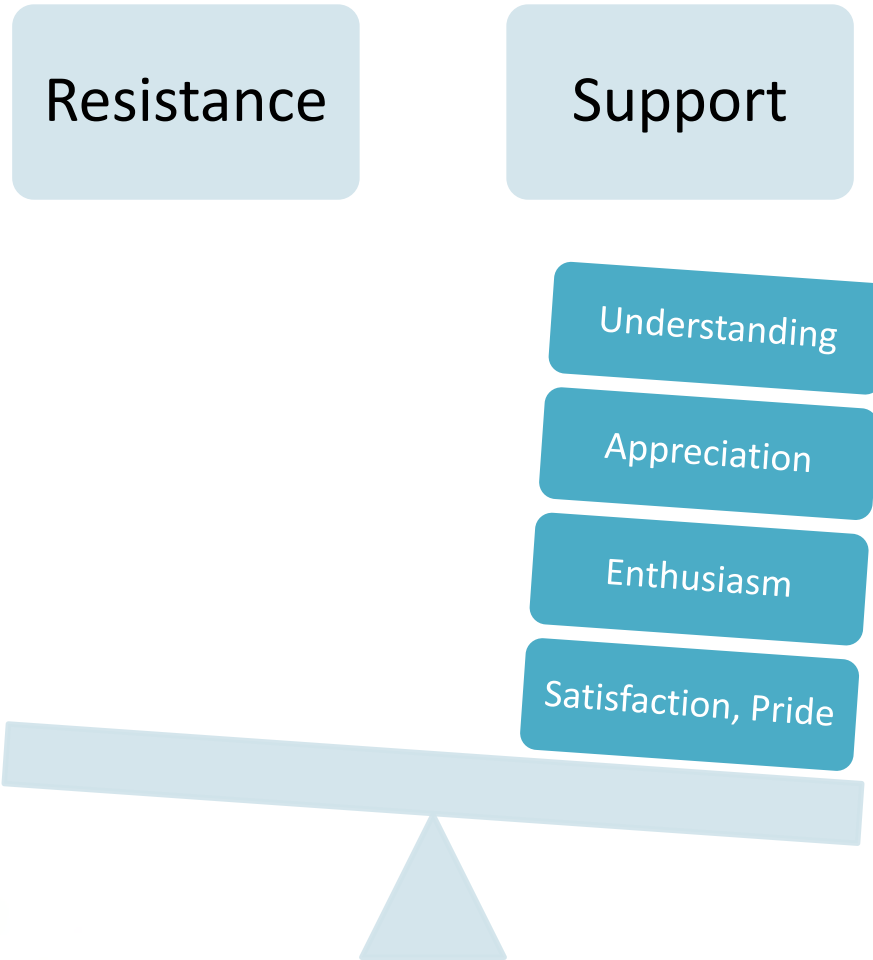
What do I stand
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What's in it for me?

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Identify Stakeholders

- ◆ Who are the various groups who will be affected by this change?
- ◆ Who's going to want it?
Who has the most to gain?
- ◆ Who's going to resist it?
Who has the most to lose?
- ◆ Who's got the power to decide?
- ◆ Who's got the power to influence?



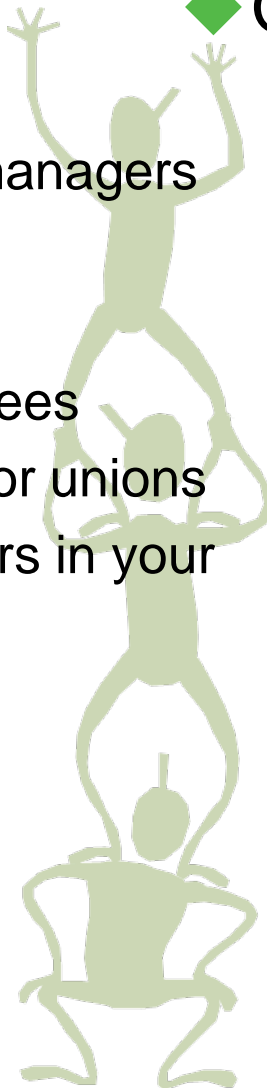
Examples of Stakeholders

◆ First Circle

- ◆ Policy makers
- ◆ Chief administrators/managers
- ◆ Division managers
- ◆ First-line supervisors
- ◆ Administrative employees
- ◆ Union employees/Labor unions
- ◆ Informal opinion leaders in your system

◆ Outer Circles

- ◆ Taxpayers
- ◆ Citizen advisory boards
- ◆ Non-profit leaders/groups
- ◆ Academics
- ◆ Media
- ◆ Hospitals
- ◆ Local government agencies
- ◆ State health department



Stakeholder Analysis

	☹		☺		☺
Commissioner Bob		√			
Local Health Official Jane				√	
Save Our Thing					√
Taxpayers R Us	√				
Union Leaders			√		



Communication

◆ Listen First

- ◆ Incorporate new ideas
- ◆ Understand concerns/desires



◆ Communicate the “WHY”

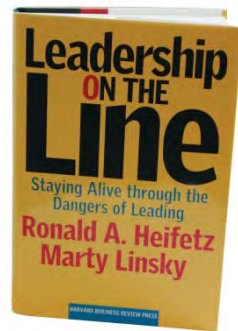
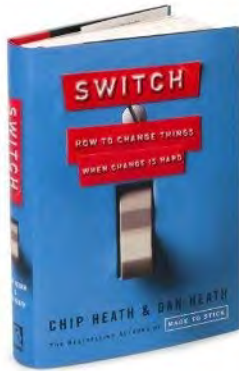
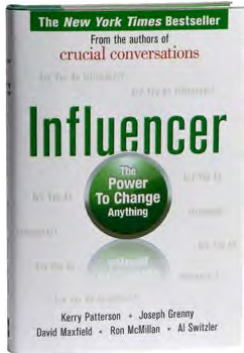
- ◆ Message (What’s in it for them?)
- ◆ Messenger (Who are effective champions?)
- ◆ Method (Oral? Written? In person?)



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Resources



- ◆ *“Influencer: The Power to Change Anything”* by Kerry Patterson, et. al.
- ◆ *“Switch: How to Change Things When Change is Hard”* by Chip Heath and Dan Heath
- ◆ *“Leadership on the Line: Staying Alive Through the Dangers of Leading”* by Ronald A. Heifetz and Marty Linsky



- ◆ Michelle Flaherty,
City on a Hill Consulting
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Horizon MN CJS Project

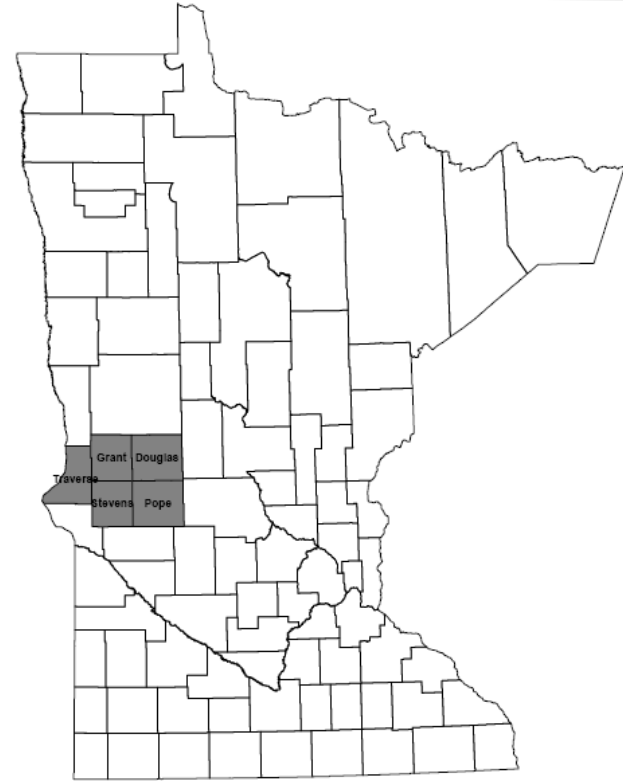
A Focus on Change Management

August 6, 2013

Sandy Tubbs, Sharon Braaten
and Kathy Werk

Horizon Community Health Board

- County Populations
 - Douglas – 36,009
 - Grant – 6,018
 - Pope – 10,995
 - Stevens – 9,726
 - Traverse – 3,558
- Square Miles: 2,993



Minnesota

Horizon MN CJS Project Summary

To explore whether the full integration of the 3 separate public health departments that currently comprise the Horizon Community Health Board would assure a strong, sustainable public health system to serve our 5-county residents now and for future generations

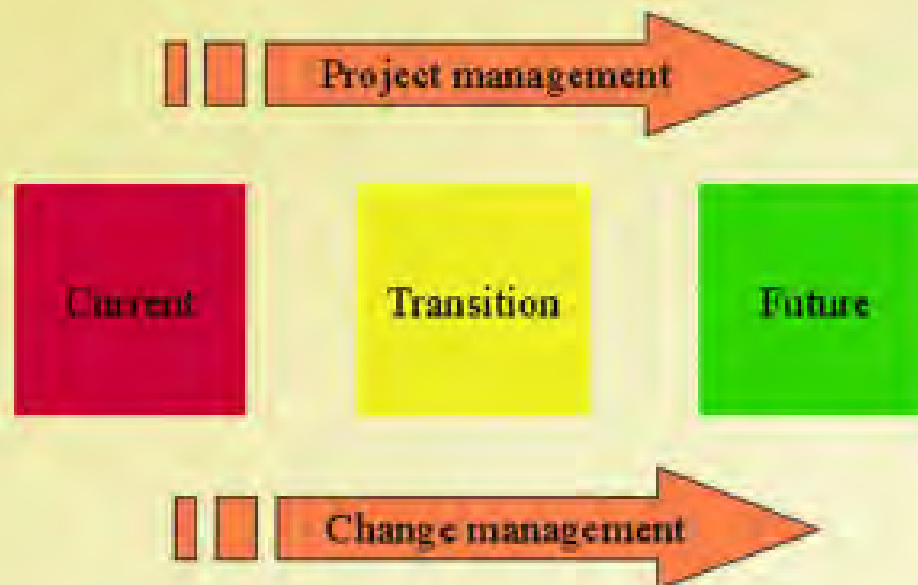
Where We've Been

- January 2011 – 1st phase of integration completed when two separate Community Health Boards (Douglas and Mid-State) merged to form the Horizon CHB
- January 2012 – 2nd phase of integration initiated with appointment of Horizon Restructuring Committee to explore benefits and challenges of full integration into a single Public Health Department

What We've Done

- Focus on Project Management
 - ✓ Governance:
 - CHB composition
 - Organizational chart
 - ✓ Personnel/staffing:
 - Draft positions descriptions
 - Explore personnel policies
 - ✓ Programs/services: Side by side comparison
 - ✓ Budget/finance: Side by side comparison

Develop a Change Management Strategy



Focus on Change Management

- Identified key stakeholders that would be impacted by the integration
 - Public Health staff from 3 PH Departments
 - County Department partners in all 5 counties
 - Policy makers, primarily elected County Commissioners from all 5 counties
 - Public: Current and future residents of Douglas, Grant, Pope, Stevens and Traverse counties

Public Health Staff

- Convened “Mega-staff” meeting in an effort to *Listen First*
 - Used a facilitated discussion process to engage staff in the process, better understand their perspective and listen to concerns and fears
 - More than 70 participants from the 3 Departments

Table discussion questions

- What do you see a strong public health system looking like?
- What is your perspective of why this 5-county Public Health integration is being considered?
- What do you see as the potential benefits?
- What are your concerns with how this 5-county PH Department would function?
- Do you have any personal fears about this integration? What are they and what would lessen them?
- If you could choose a way to be involved as the process moves along, what would it be?

Strategies to Engage Public Health Staff as Stakeholders

- Monthly Horizon Restructuring Updates emailed to all staff of 3 PH Departments
Communicate the “why”
- Staff participation in development of proposed position descriptions
- Staff representation at fall stakeholder retreat/SSLC site visit
- Staff representatives participate in site visits to other SSLC grantees

County Department Partners

- Social Services – Quarterly meetings to provide status reports and address questions
- County administrator/coordinators, auditors, human resource directors and IT directors – Invited department representatives from all 5 counties to informational meeting
 - Purpose was to share status of potential integration and explore potential for purchasing the core services provided by those departments

Elected Officials

- Selected members of Horizon Restructuring Committee met individually with each of the 5 County Boards of Commissioners
- Purpose was to provide an update of the Restructuring Committee's activities and findings and to gain a better understanding of the concerns and questions of the policy makers that would be asked to make a decision

General Public

- Media coverage of individual county board meetings
- No public meetings or intentional public engagement efforts to date
- Intent is to develop robust communication plan prior to and following the individual board decisions

And What's in the Future?

- SSLC Site visit October 28-29, 2013
 - Combine with a ½ day “Retreat” that will include all county elected commissioners from all 5 counties, county coordinators/administrators, county social service directors, staff representatives from the 3 Public Health Departments and guests from visiting SSLC sites
 - Purpose is to provide an opportunity for shared learning by hearing what's happening around the country and addressing questions of participants

And What Else?

- Horizon Restructuring Committee members to schedule 2nd meeting with each of the 5 County Boards of Commissioners in Nov-Dec
- Convene follow-up “Mega Staff” meeting November or December 2013
- Prepare and distribute “Fact Sheet” and FAQs for public information

The Ultimate Question

- Will a fully integrated 5-county public health department be better positioned to serve the residents of our communities now and in to the future?
- Call the question in January 2014: All 5 County Boards of Commissioners will be charged with the decision
- If approved, implementation January 2015



Questions?

Sandy Tubbs, Director Performance Improvement/Planning

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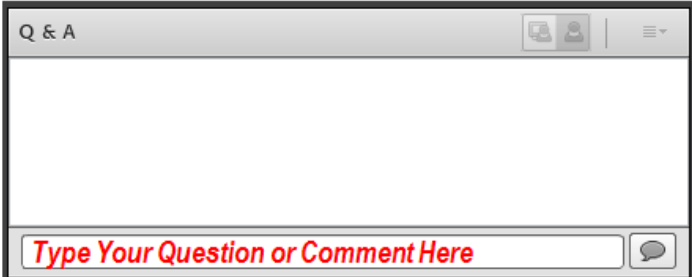
Sharon Braaten, Director Administration/Finance

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Q&A and Discussion

- ◆ Dial *and # on your telephone keypad to ask questions and provide comments
 - ◆ You will be placed in a queue to speak in the order you dialed
 - ◆ Please state your name and team affiliation then ask question or comment
- ◆ Type into the Q&A box on your computer screen



A screenshot of a web-based Q&A interface. The window title is "Q & A". The main area is a large, empty text input field. At the bottom, there is a red text prompt "Type Your Question or Comment Here" next to a small speech bubble icon.

Webinar Evaluation

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