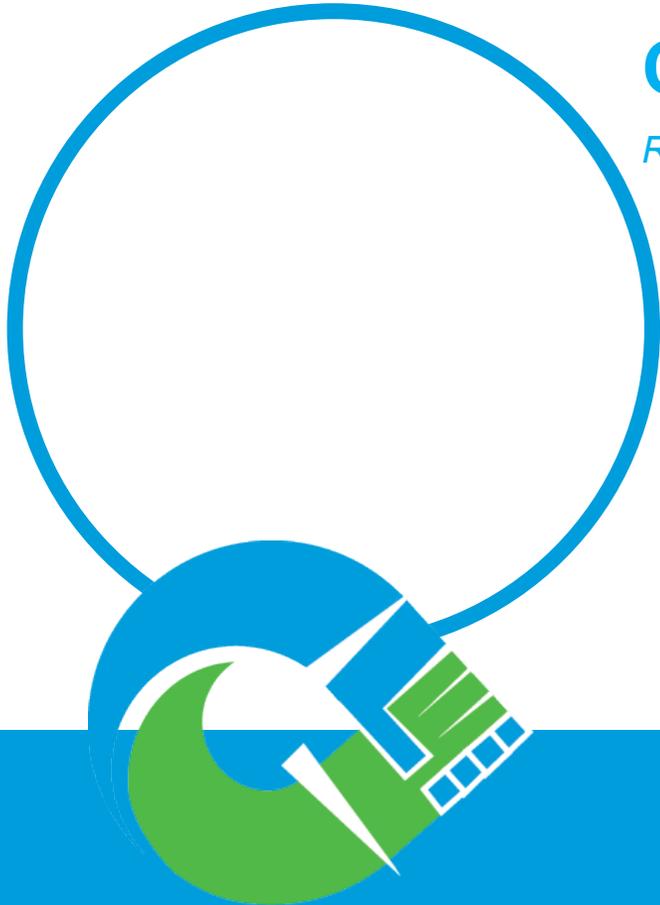


Change Management

Center for Sharing Public Health Services

Rethinking Boundaries for Better Health



Grace Gorenflo, Senior Consultant, CSPHS
Heather Weir, Director of the Office of Strategy
and Performance, Colorado Department of
Public Health and Environment
January 24, 2020

Webinar participation

The screenshot shows a Zoom webinar interface with a Q&A window open over a Gartner Peer Insights report. The background slide features the text: "Zoom Video Communications was Named a 2018 Gartner Peer Insights Customer Choice for Meeting Solutions".

Q&A Window:

You asked: 19:41
 Type your questions and comments here!

Please input your question

Send Anonymously Send

Gartner Peer Insights Report:

Figure 1. Gartner Peer Insights "Voice of the Customer" Meeting Solutions Overall Ratings
 As of January 31, 2018

Eligible Vendors	Gartner Peer Insights Customer Choice	Gartner Magic Quadrant Position	Number of Reviews	Overall Customer Rating
Zoom Video Communications	Customer Choice 2018	Leader	n=686	4.69
Highfive Technologies			n=30	4.40
Lifesize			n=30	4.40
LogMeIn	Customer Choice 2018	Challenger	n=163	4.36
Teamviewer			n=42	4.33
BlueJeans Network	Customer Choice 2018	Visionary	n=57	4.32
Google	Customer Choice 2018	Challenger	n=131	4.27
Cisco	Customer Choice 2018	Leader	n=380	4.21
Microsoft		Leader	n=293	4.16
Adobe		Challenger	n=72	4.14

Note: Vendors with greater than 25 reviews on Gartner Peer Insights in the past one year as of January 31, 2018 are considered eligible vendors. Gartner Peer Insights Customer Choice announced on February 15, 2018. Gartner Magic Quadrant for Meeting Solutions published on September 19, 2017. Number of reviews and ratings as of January 31, 2018. ©2018 Gartner Inc. All rights reserved.

Source: Gartner Peer Insights (January 31, 2018)

Zoom received a 4.69 out of 5 overall customer rating. Read the Report

Zoom Interface:

Top bar: You are viewing Success Onboardin...s screen | View Options

Bottom bar: Audio Settings | Chat | Raise Hand | Q&A | Leave Meeting



What we do

The Center for Sharing Public Health Services provides access to tools, techniques, expertise and resources that support better collaboration and sharing across boundaries. We help public health departments across the country protect and promote the health of the people they serve.

What is cross-jurisdictional sharing?

Cross-jurisdictional sharing is when jurisdictions, such as cities or counties and sometimes states, come together and share resources across their respective boundaries to efficiently and effectively deliver public health services.

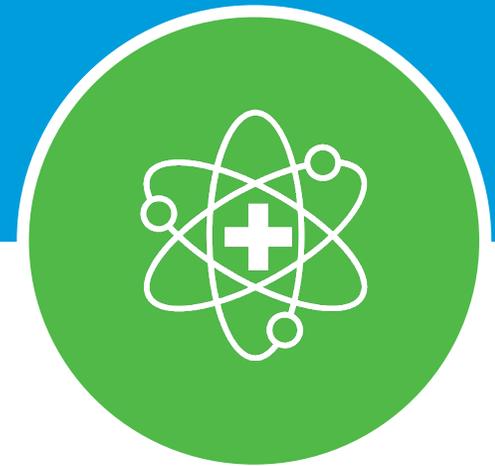
How we can help



We help health departments of all sizes work together.



We provide tools and resources to support sharing arrangements.



We're well positioned to act on many issues that impact health.



Success Factors

Prerequisites	Facilitating factors	Project characteristics
Clarity of objectives	Success in prior collaborations	Senior-level support
A balanced approach (mutual advantages)	A sense of “regional” identity	Strong project management skills
TRUST!	Positive personal relationships	Strong change management plans
		Effective communication



Strong Change Management Plans

CJS initiatives always involve change, which can come in many forms and can affect both the organizations and the individuals involved. For example, policies and procedures can change as can governance and staff responsibilities. People may have concerns while they try to anticipate what is ahead of them. Deliberately tending to change and its affect on staff and stakeholders is an important component of change management, and it requires the presence of good communication and meaningful engagement of all employees and stakeholders.



Phases of CJS



EXPLORE

Is CJS a feasible approach to address the issue you are facing? Who should be involved in this effort?



PREPARE & PLAN

How exactly would it work?



IMPLEMENT & IMPROVE

Let's do it!



Change Management

Phase Two: Prepare and Plan

Questions to Consider

- What changes will occur as a result of the CJS arrangement?
- Who will be affected?
- How will changes be managed?
- How will changes be communicated internally as well as externally?
- How will agency leadership facilitate the change process?

Possible Actions

- Identify a change management strategy to engage affected staff in the development and the execution of the CJS arrangement.
- Identify external partners and others potentially affected by the CJS arrangement and identify strategies to solicit feedback and keep them informed of changes as appropriate.

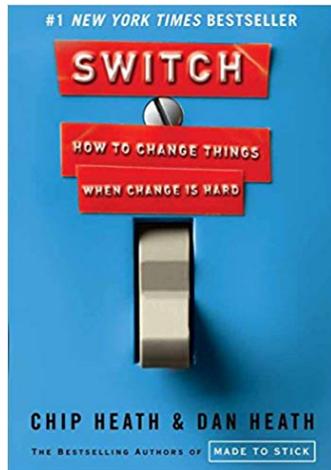


Change Management as a Discipline

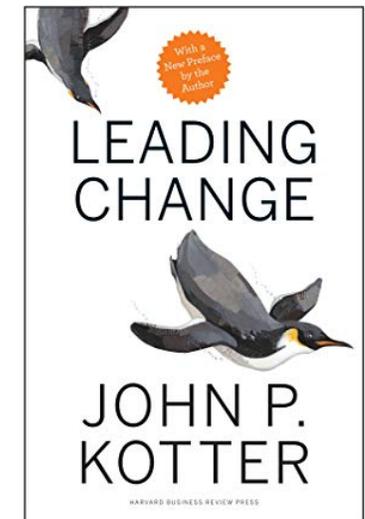
Kurt Lewin

Unfreeze → Change → Refreeze

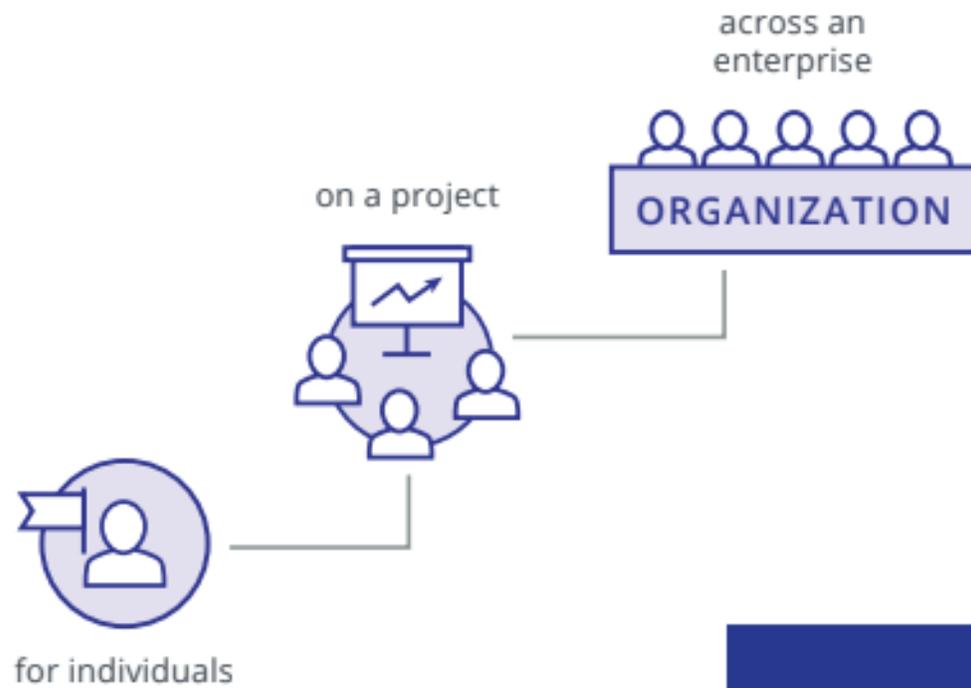
Prosci[®]
PEOPLE. CHANGE. RESULTS.



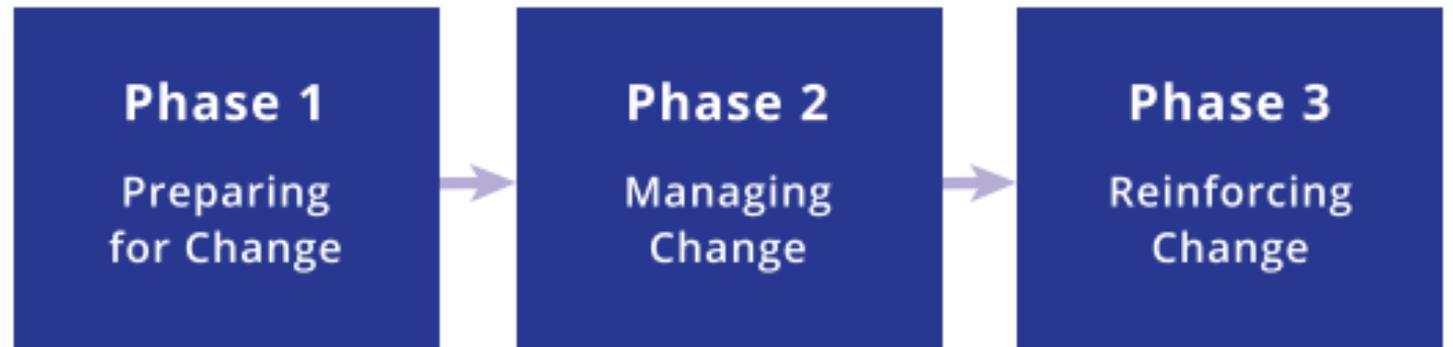
- Rider
- Elephant
- Clearing the Path



Change Management Happens at Three Levels



Prosci 3-Phase Change Management Process



Prosci® ADKAR® Model

How individuals change



A	Awareness of the need for change
D	Desire to participate and support the change
K	Knowledge on how to change
A	Ability to demonstrate new skills and behaviors
R	Reinforcement to sustain the change

ADKAR and "Awareness Desire Knowledge Ability Reinforcement" are a registered trademarks of Prosci, Inc. All rights reserved.

BENEFITS AND RESULTS OF CHANGE MANAGEMENT

6x

MORE LIKELY TO
ACHIEVE PROJECT
OBJECTIVES

5x

MORE LIKELY TO
STAY ON OR AHEAD
OF SCHEDULE

2x

MORE LIKELY
TO STAY ON OR
UNDER BUDGET

With excellent change management, employees:

- ✓ Adopt changes faster, more completely and more proficiently
- ✓ Stay engaged in the organization during disruptive change
- ✓ Understand why the change is happening
- ✓ Have the time and tools to get on board and feel heard and supported

Percent of Projects That Met Objective



Resources

- Public Sector Change Practitioners Community of Practice - <https://sites.google.com/pscpractitioners.org/home/home>
- Public Health National Center for Innovation - www.phnci.org
 - <https://phnci.org/journal/discussing-change-management-in-public-health>
- Switch, by Dan and Chip Heath
- Prosci, Inc. - www.prosci.com
- ADKAR, A Model for Change in Business, Government and Our Community, by Jeffrey Hiatt

Contact Info

Heather Weir, MPH, RD

Director, Office of Strategy and Performance

Colorado Department of Public Health and Environment

heather.weir@state.co.us

www.linkedin.com/in/heather-weir

303-692-3034

www.colorado.gov/cdphe

Next Webinar

- When Health Department Consolidation = Public Health 3.0
- April 2020 (date TBD)



Webinar Evaluation Survey:

Check your Inbox!

What we offer



TECHNICAL ASSISTANCE

Our staff has decades of experience in public health and the sharing of services. Call or email us at **855-476-3671** or **phsharing@khi.org**



THE ROADMAP

The Roadmap guides health departments through the process of considering and establishing CJS arrangements. Access it online at **www.phsharing.org**



COMPASS

COMPASS is an expansion of the Roadmap. It is an interactive online tool that walks through the step-by-step process of exploring, planning and implementing CJS arrangements. Visit **www.compass.phsharing.org**

Learn more at:
www.phsharing.org



THANK YOU!