

Change Management: Leading, Communicating, Training, & Sustaining Change

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“Organizational change (management) is a structured approach for ensuring that changes are smoothly and successfully implemented, and that the lasting benefits of change are achieved.”

-Waterman, Peters, & Phillips

Change Management



Step One: Define the Vision & Create the Plan

- Communication Plan
- HH Implementation Plan

Step Two: Effectively Execute the Plans

Step Three: Maintain Gains to Insure Sustainability



What are the first thoughts that come to mind
when you see or hear the following words...?

“Health Home”

Step One: Define the Vision & Create the Plan



- Leadership is the process of creating a vision that each staff person can see as their own.
- For your organization the vision of “Health Home” must have resonant clarity with every staff person so it can become how they behave and what consumers of services believe.
- If your agency is partnering the vision must be created, clearly understood, and executed together.

Step One: Define the Vision & Create the Plan



Once the vision is defined & understood by the leadership a Leadership Communication Plan & a HH Implementation Work Plan must be created.

- The Leadership Communication Plan must drive the Implementation Plan.
- A HH Implementation Work Plan must address all the aspects of healthcare integration/Health Home.

Step One: Define the Vision & Create the Plan



The Leadership Communication Plan must include:

- Some level of urgency which is driving the business case for the change. Emphasize the downside of not changing.
- Explanations of how the changes will impact staff day-to-day work (i.e., keep doing, stop doing, change doing).
- Messaging that is honest, consistent, & clear...



Step One: Define the Vision & Create the Plan



The Leadership Communication Plan must include:

- **Face-to-Face communication with each staff person by executive leadership staff (ideally within 24 hours of the vision being defined) in order to gauge staff uptake and to answer questions.**
- **Messaging in the office (e.g., lobbies, waiting rooms, office areas, bathrooms, etc.) & in the community (e.g., newspapers, presentations at community meetings, etc.).**

Step One: Define the Vision & Create the Plan



The Leadership Communication Plan must include:

- Regular updates on progress made using metrics.
- A means for staff to voice their feedback, concerns, or questions (e.g., blogs, Friday CEO email).
- Team leaders/supervisors must be communicating at each staff meeting & during individual supervision about the changes.
- Leadership must regularly check-in with each other to discuss the communication plan.

Step One: Define the Vision & Create the Plan



The HH Implementation Work Plan:

- **The Work Plan must be created by the leadership team & handed off/charged to the appropriate workgroups.**
- **The Work Groups must be staffed with champions who help create the work plan & understand their role.**

Step One: Define the Vision & Create the Plan



- The Work Plan must have clearly stated objectives, tasks, measures, timelines, & accountabilities.
- SMART: Specific, Measureable, Achievable, Realistic, Timely

Step One: Define the Vision & Create the Plan



Required Health Home Work Plan Components:

1. Access to Care
2. Clinical Services
3. Financing
4. Network Management
5. Management & Use of Data
6. Human Resources
7. Consumer/Family Inclusion & Support

Remember....



“A mediocre plan developed and violently executed today is better than an excellent plan executed next week.”

--General George Patton

- **Do not let the perfect be the enemy of the good!**
- **Get something in place now and let the staff start doing the work.**
- **The Executive Leadership must embrace being the communicators while providing guidance & resources to the staff who are doing the work plan execution.**

Step Two: Effectively Execute the Plan



“Habit is habit and not to be flung out the window by any man, but coaxed downstairs a step at a time.”

-Mark Twain

“Integration is a marathon not a sprint...it takes at least two years to begin to see sustained changes.”

-Integration Grant Recipient

Step Two: Effectively Execute the Plan



- Once the work plans are developed. Encourage staff to start where you can make fast gains.
- Involve staff in work flow analysis for complex changes.
- Make sure to communicate about the work plan progress across the organization...
 - Short term action steps that are observable and meaningful
 - Progress towards the aims of the initiative
 - Share data as well as the human stories behind the data
- Support staff in understanding the different cultures & mental models that exist between primary care and behavioral health.

Step Two: Effectively Execute the Plan



- Reinforce positive changes, celebrate successes, & acknowledge how everyone contributes to positive outcomes.
- Play attention to & reinforce timelines so staff know the changes are real.
- Act quickly to contain negative messaging, misunderstandings, or staff who are actively resisting progress.
- Synch training with work place changes so there isn't a lag time between being trained & using the skills staff learned.

Step Three: Maintain Gains to Insure Sustainability



- Use data to inform care & the bottom line.
- Aggressively reduce waste (e.g., “no-shows”) through training all staff in waste recognition & process mapping (e.g., embrace LEAN & Open Book Management).
- Make sure you have a robust EMR that supports your data needs.
- Tout your agency early/often using outcome & cost data.

Step Three: Maintain Gains to Insure Sustainability



- Become entrepreneurial in your approach to business planning.
- Constantly assess workforce needs & recruit staff.
- Reach out to local universities & colleges to help them understand what skills graduates need to have to work in your agency.



Thank You!

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References/Useful Resources



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