

# ***Change as a Process***

## *Staff Session One in the Managing Change Series Empowering CHCs to Succeed*

**Presenter:**

Patricia Moten Marshall, SynerChange Chicago

**Date/Time:**

Wednesday, August 25, 2010  
11:30 AM – 1:00 PM Mountain Time

**Target Audience:**

Community Health Center staff and Board of Directors members

## ***SUPPLEMENTARY INFORMATION PACKET***

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**Sponsors:**

- Community Health Association of Mountain/Plains States (CHAMPS)
- Association for Utah Community Health (AUCH)
- Colorado Community Health Network (CCHN)
- Community HealthCare Association of the Dakotas (CHAD)
- Montana Primary Care Association (MPCA)
- Wyoming Primary Care Association (WYPCA)



## **LEARNING OBJECTIVES**

Through participation in this webcast, participants will:

- Appreciate why change is such a challenge for organizations and individuals
- Understand the stages of the change process
- Learn the importance of articulating and clarifying the desired state of change

*This event supports strong program management at Region VIII Community, Migrant, and Homeless Health Centers (CHCs) by **addressing the following HRSA Health Center Program Requirements:** Services – Required and Additional Services, Staffing Requirement; Management and Finance – Key Management Staff.*

## **CONTINUING MEDICAL EDUCATION (CME) CREDIT**

This activity has been reviewed and is acceptable for up to 1.50 Elective credits by the American Academy of Family Physicians. The AAFP invites comments on any activity that has been approved for AAFP CME credit. Please forward your comments on the quality of this activity to [cmecomment@aafp.org](mailto:cmecomment@aafp.org).

## **BIOGRAPHY OF PATRICIA MOTEN MARSHALL**

Patricia Moten Marshall is the president of SynerChange Chicago. Since 1996 she has served as consultant to senior executives, top management, and boards of directors throughout the US. Pat's consulting practice builds on her leadership experiences to cultivate cultures that embrace change, are enhanced by diversity, and engage the creative capacity of individuals and teams. Over 50% of her clients today are organizations focused on the delivery of health care. Her engagements range from assisting these organizations with strategic planning, governance, leadership and management development, teambuilding, performance management, business planning and operational assessments. She is a creative thinker, an accomplished presenter, an engaging speaker, and a skillful facilitator. Pat has an undergraduate degree from Kansas University, and a master's in hospital administration from St. Louis University. She serves as faculty for the Lake Forest Graduate School of Management Corporate Education Program, where she received the Most Distinguished Business Management Faculty Award of 2007. To learn more about Pat and SynerChange Chicago, please visit [www.synerchangechicago.com/home.html](http://www.synerchangechicago.com/home.html).

## **TODAY'S SPONSORS**

CHAMPS, the Regional Primary Care Association for Region VIII, along with the state Primary Care Associations in the Region, AUCH, CCHN, CHAD, MPCA, and WYPCA, are dedicated to support and strengthening the 58 federally-funded Community, Migrant, and Homeless Health Centers (CHCs) across the region. For more information about this webcast series, to learn more about CHAMPS, and to link to the websites for each State Primary Care Association, please visit [www.championline.org/Events/Distance\\_Learning.asp#change](http://www.championline.org/Events/Distance_Learning.asp#change).

## **CHAMPS ARCHIVES**

This event will be archived online and on CD-ROM. CHAMPS will email all identified participants when these resources are ready for distribution.

**PLEASE JOIN US FOR SESSIONS TWO AND THREE IN THIS SERIES!**

[www.championline.org/Events/Distance\\_Learning.asp#change](http://www.championline.org/Events/Distance_Learning.asp#change)


This live activity has been reviewed and is acceptable for up to 1.50 Elective credits by the American Academy of Family Physicians. Application for 1.50 Elective credits for the archived version will be filed immediately following the live event. Patricia Moten Marshall has indicated that she has no relationships to disclose relating to the subject matter of this presentation.

## Change as a Process

*Staff Session One in the Managing Change Series  
"Empowering CHCs to Succeed"*

Presented by Patricia Moten Marshall, SynerChange Chicago  
Wednesday, August 25, 2010 - 11:30 AM Mountain Time

This presentation is supported by Grant Number 5 H98CS00150-20-00 from the Department of Health and Human Services Health Resources and Services Administration (HRSA), Bureau of Primary Health Care (BPHC). Views of the presenter do not necessarily represent the official views of CHAMPS, HRSA/BPHC, or the other sponsors of this presentation.



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*Extra Tips:*

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## Introduction to the Series

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## The Three Sessions

- Change as a Process
- Roles within the Change Process
- Resistance to Change

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## Today's Participants?

- Senior Leadership/Administration
  - CEO, COO, CMO, CNO, Vice President
- Manager
- Provider
- Non-management staff – Clinical
- Non-management staff – Non-clinical
- Board member


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## PreWork

Selection of a Change Initiative for the Series:

- Change happening at your organization that is having a significant impact on you and the area in which you work
- Change has already been approved for implementation
- Change in the planning stage or in the early stage of implementation
- Does not matter if you consider the change positive or negative


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## Change Initiative Selected?

- a. Technology/electronic health record
- b. Productivity/work flow
- c. Expansion/renovation/facility
- d. Staffing/reorganization
- e. Policy/procedure change
- f. Other

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## Today's Objectives:

As a result of session one participants will:

- Appreciate why change is such a challenge for organizations and individuals
- Understand the stages of the change process
- Learn the importance of articulating and clarifying the desired state of change


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## Topics


- Definition of "Success"
- Why Change Poses Such a Challenge
- The 3 Stages in the Change Process
  - Characteristics of the Transition State
  - Moving out of the Present State
  - Articulating the Desired State
- Tactics for Moving Through the 3 Stages

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## Definition of Success

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## Definition

Our definition of successful change implementation is:

**The stated human and technical objectives of the change are achieved on time, and within budget.**

•Based on the work of ODR, Inc.



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## Question?



- What % of changes implemented in your organization in the last year met the definition of successful change?
  - 0%
  - 25%
  - 50%
  - 75%
  - 100%

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# The Challenge of Change

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## Change – What We Know!

- Increasing at an Exponential Rate
- Has both Dangers and Opportunities
- Assimilate Change at Micro, Organizational, and Macro Levels
- Increasingly people are hitting their “Future Shock” threshold

•Based on the work of ODR, Inc.

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# Mindset

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## Change – What We Know!

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## Assimilate Change

- Micro change (I must change)
- Organizational change (We must change)
- Macro change (Everyone must change)

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**Take a piece of paper and draw 3 columns**

Micro	Organization	Macro

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**For 2 minutes: List the changes impacting your life today...**

Micro	Organization	Macro
Examples – ■ Flooding over the weekend ■ Mother having surgery ■ Daughter going to new school	Examples – ■ Learning new computer software ■ Opening new site ■ Preparation for health care reform	Examples – ■ War in Afghanistan ■ Global Warming ■ Economy

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**Assimilation Points**

Micro Change  
5 Points

Organizational Change  
3 Points

Macro Change  
1 Point

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**Results?**

➤ How Many Total Points Did You Have?

- Less than 25
- 25-40
- 40-60
- Greater than 60

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**Assimilate Change**

Micro change typically requires the greatest number of assimilation points, even though the degree of impact is lower than both organizational and macro change.

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**Change – What We Know!**

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## Future Shock!



That point in time when people can no longer assimilate change without displaying dysfunctional behavior.

•Based on the work of Alvin Toffler

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## Question?

- At some point in time in the last six months, have you hit your personal “Future Shock Threshold”?

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## Goal

- Raise the Future Shock Threshold
  - Education
  - Increase Resilience During Change
- Use fewer assimilation points during change
  - Implement change more effectively

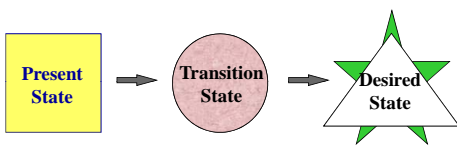
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## Change as a Process

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## Change as a Process



Present State → Transition State → Desired State

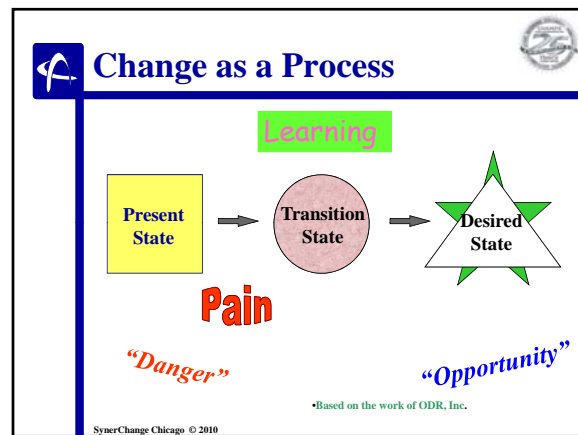
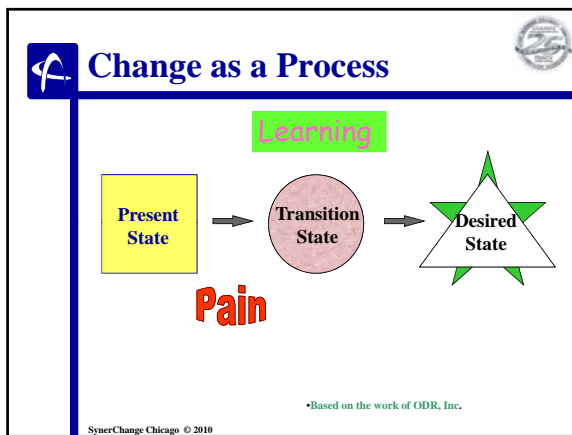
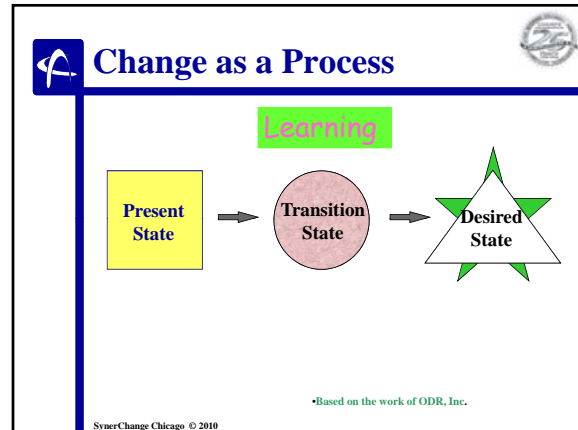
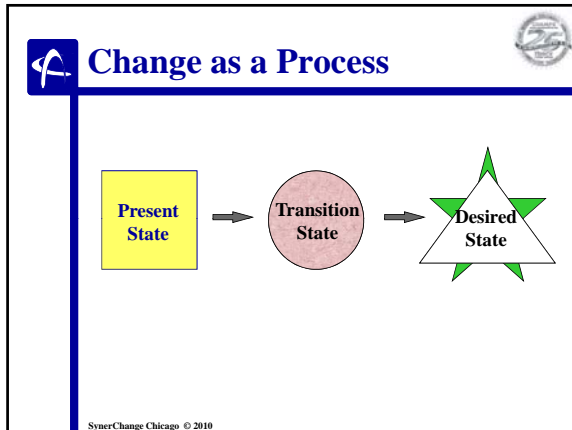
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## Transition State Characteristics

- Low stability
- High emotional stress
- High, often undirected energy
- Control becomes a major issue
- Past patterns of behavior become highly valued
- Conflict increases

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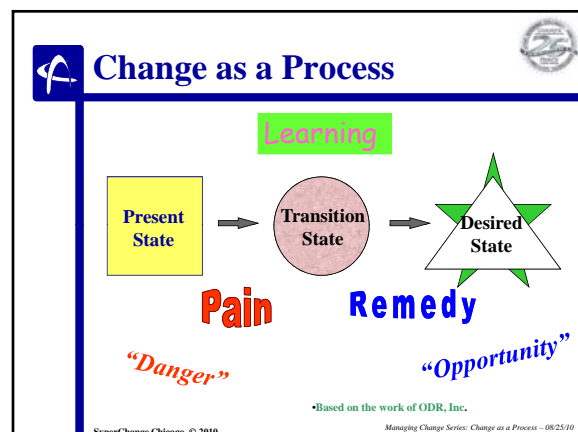
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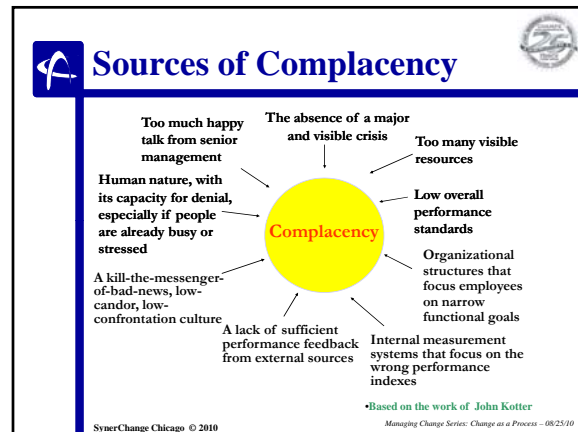
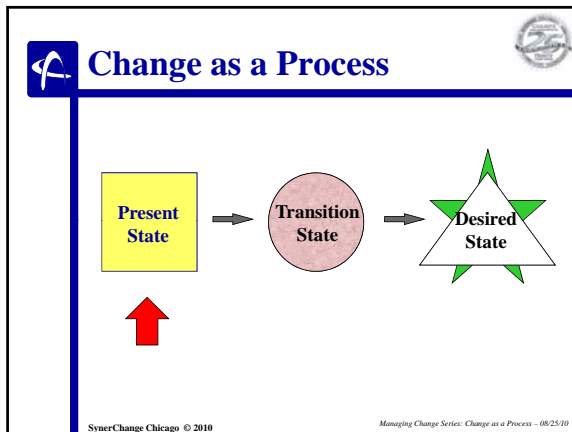
### Question?

- Which would you prefer to leverage, the pain of danger or the pain of missed opportunity?
- If you must leverage the pain of danger, would you prefer to leverage the pain of anticipated danger or the pain of current danger?

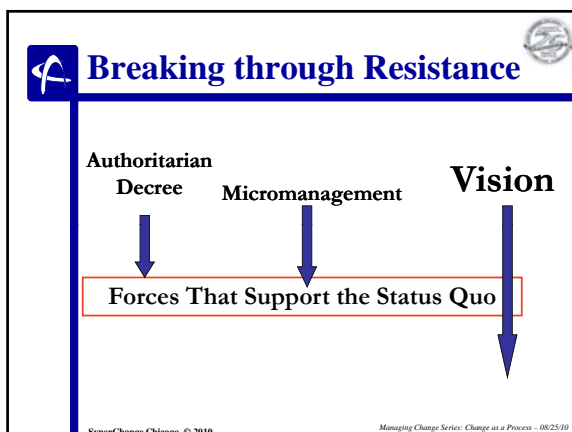
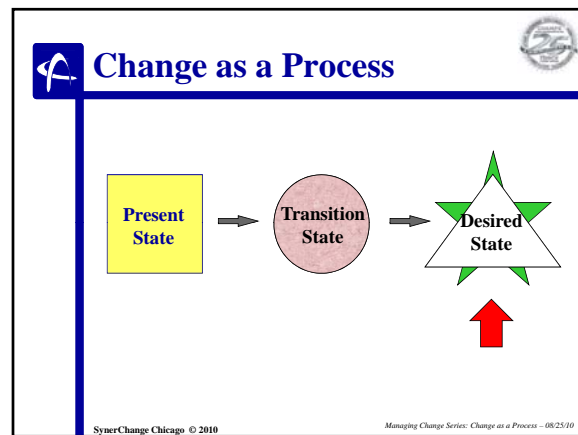
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- ### Question?
- For your change initiative, which of the “Sources of Complacency” may be keeping individuals in the present state?
- A. Absence of major/visible crisis
  - B. Too many visible resources
  - C. Low overall performance standards
  - D. Organizational structure keeps focus on narrow goals
  - E. Internal measurement systems focus on the wrong performance indexes
  - F. Lack of sufficient external feedback
  - G. Kill-the-messenger, low-candor, low-confrontation culture
  - H. Human nature, with capacity for denial
  - I. Too much happy talk
- Please type in your responses in the Ask a Question box below and push Submit.*
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- ### A Good Vision...
- Clarifies the general direction for change
  - Motivates people to take action in the right direction, even if the initial steps are personally painful
  - Helps coordinate the actions of different people
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### Characteristics of an Effective Vision

Imaginable    Desirable    Compelling

Feasible    Focused

Flexible    Communicable

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### Question?

- Does the “Desired State” for the change you selected for today have a clear “vision” (representing the seven characteristics just described)?

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### Tactics

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### Change as a Process

Present State → Transition State → Desired State

Learning

Pain    Remedy

“Danger”    “Opportunity”

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### Tactics for Unfreezing

- Explain the problems or opportunities facing the organization which make the status quo no longer acceptable.
- Outline the cost to the organization of not changing
- Demonstrate strong sponsorship
- Create a implementation team
- Use external drivers to reduce defensiveness
- Articulate the Vision
- Make it easier to do it the new way
- Reward supportive behavior

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### Tactics for Transition

- Focus attention on the future
- Reinforce the benefits of the new way
- Let individuals know they are capable of achieving the change
- Have sponsors send symbolic messages supportive of the change
- Assign roles, tasks and responsibilities
- Give people the resources to be successful
- Identify anchors - what will *not* change
- Train - this is the greatest opportunity for learning


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## Tactics for Achievement


- Celebrate successes
- Make adjustments where necessary
- Acknowledge price people have paid to achieve the change
- Use consequence management for stragglers
- Be open to continual improvement
- Stay flexible for the future

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## Questions

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## The Three Sessions

- Change as a Process
- Roles within the Change Process
- Resistance to Change


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## For More Information

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**CHAMPS Webcast Series**  
***Managing Change: Empowering CHCs to Succeed***

**Staff Session One: Change as a Process**

**Pre-Work**

In preparation for Session One of the series, participants are requested to select a "Change Initiative" to focus on during the series.

Instructions for selecting the "Change Initiative"

- Each person should select a change initiative that meets the following criteria.
- Criteria:
  - The change initiative should be one in which there has already been a decision to move forward
  - The change has a significant impact on you and the area in which you work
  - If you are a manager, the change should be one in which your leadership is key to the successful accomplishment of the change for the people reporting to you
  - For the change initiative to be successful, people will have to think or behave differently than they did prior to the implementation of the change initiative
  - Select a change that has not been fully implemented, and fits into one of the following categories:
    - The change has been approved for implementation, however it is still in the planning stages
    - Implementation of the change has only recently begun
    - The change is well underway, however, there is significant resistance that may lead to an unsuccessful implementation
  - It does not matter if you consider the change as positive or negative

**Provide a brief description of the change below:**

**CHAMPS Webcast Series**  
***Managing Change: Empowering CHCs to Succeed***

**Staff Session One: Change as a Process**

***Assimilate Change Worksheet***

<b>Micro</b>	<b>Organizational</b>	<b>Macro</b>