



Change Management for Implementation: Part 1

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Nancy Kamp	Ms. Kamp discloses that she is an employee of Health Management Associates, a national research and consulting firm providing technical assistance to a diverse group of health care clients.
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Presenters



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Agenda

- » Why Change Management Matters
- » Overview of Change Formula and Change Roadmap
- » Adaptive and Technical Change
- » Question & Answer

Learning Objectives

At the end of the session, participants will be able to:

- » List the five steps involved in the change roadmap.
- » Explain the essential elements for an effective change.
- » Distinguish between adaptive change and technical change.

Why Change Management Matters

Level-Setting

- » A large percentage of us tend to avoid thinking about change (much less planning for it) because we think it is easier not to.
- » The current situation is relatively comfortable and we “value” the old way.
- » Sometimes there is a perceived inability to change – “we can’t do that, that is impossible.”
- » Big changes required by state programs are often viewed as bothersome, even if the intent is good.
- » Working through these changes means we have to “deal with” (i.e., get more comfortable and skilled at) working with the human side of change.

THIS is why change management matters....now let's learn how to use it.

SOURCE(S): Milella, F., et al., 2021.

Overview of Change Formula and Change Roadmap

Case Example: Hope Community Services

- » **What's Changing:** Care delivery expanding from clinic-based care to mobile, field-based SUD services; new population, serving high-need, diverse populations, many unhoused; new roles and expectations (e.g., peers in the field); and greater emphasis on outreach, safety, and team-based care.
- » **Goal:** A confident, supported workforce able to deliver high-quality care in new settings.
- » **Key Challenges:** Workforce readiness and skill gaps, staff resistance and role confusion, and burnout and retention challenges.
- » **Change Management Needs:**
 - Clear workforce strategy: recruit, train, retain, support
 - Build competencies for field-based, team-based care
 - Strengthen supervision, safety protocols, and role clarity
 - Reinforce culture of adaptability, support, and learning



Ideas in Action

» What is hard about change?



The Formula for Change

$$C = (abd) > x$$

Where:

C = Change

a = level of dissatisfaction with the status quo

b = clear and understood desired state

d = practical steps toward desired state

x = "cost" of changing

SOURCE(S): Harrison, R., et al., 2021.

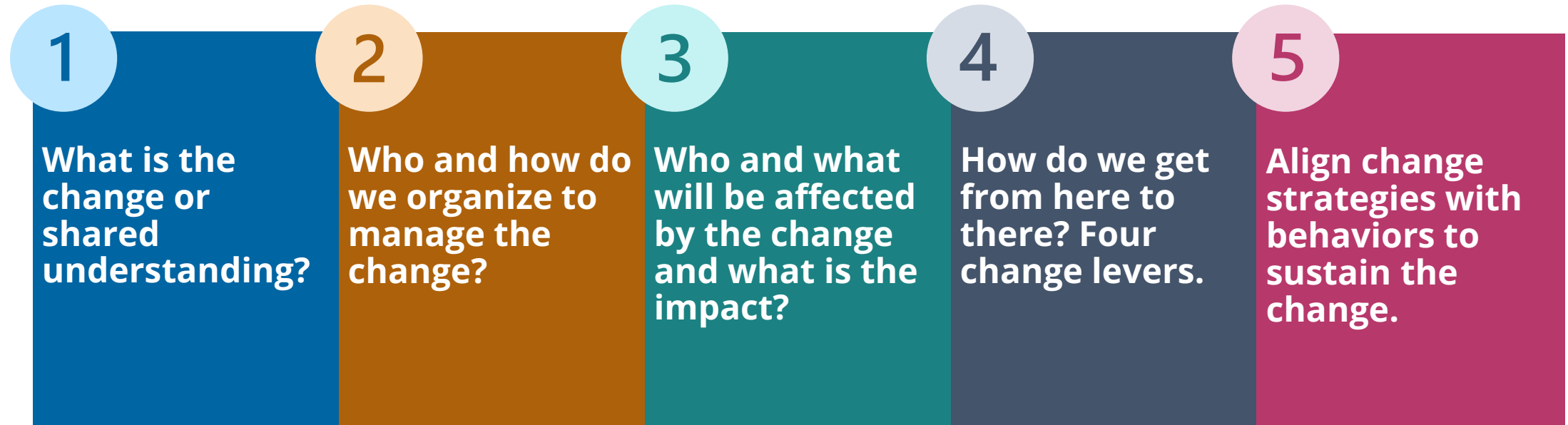
Ideas in Action

» Think of any change you've made at work previously that was not able to be sustained, which of the following may have contributed to that?

- Lack of awareness of why a change is/was needed
- Lack of common vision amongst leaders and those impacted by the change
- Change saturation/fatigue/competing projects
- Organizational culture
- Misalignment with current structures and behaviors
- Lack of involvement from the beginning by those most impacted by the change
- Cost was greater than the benefit



The Change Roadmap



Step 1: What is the change?



Selecting the strategy - What needs to change.

Defining the change - Describing the destination - the Aim (where you want to get and why).

Defining the change - How will you know when you get there?

Step 1: What is the change? (Continued)

Selecting the Strategy | What needs to change?

DATA shows us where the biggest gaps are in our processes and systems.

High number of individuals with **co-occurring medical and behavioral health conditions.**

Behavioral health access delays, often **greater than 30 days**, limit timely intervention.

Individuals are not being effectively engaged before conditions worsen.

Defining the change - Describing the destination - the Aim.

Shift from clinic-based access to **field-based, proactive engagement.** Reduce time to contact by **meeting individuals where they are.** Integrate behavioral health into care for individuals with chronic conditions. Strengthen care coordination to reduce avoidable readmissions

Defining the change - How will you know when you get there?

DATA! Need frequent measures over time and after each action step.

Step 2: Who and how do we organize to manage, lead, and support this change?

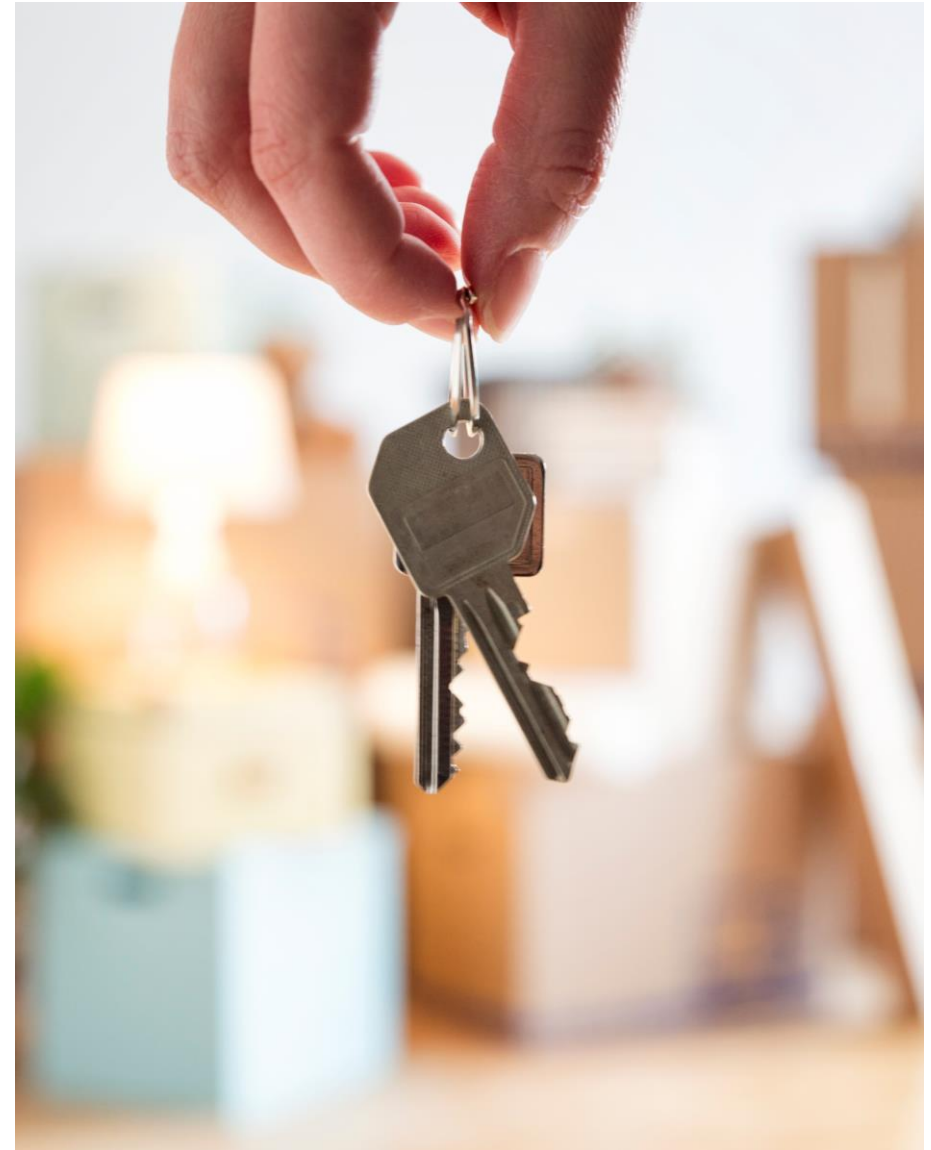
- » Establishing key change roles and change management infrastructure.
- » Assessing readiness for change.



Step 2: Who do we identify to manage, lead, and support this change?

» Key Roles to Identify for Change

- Team Leader: Who will sponsor and lead the change?
- Change Agents: Who are the folks directly in the change that are ready for the change and can help to lead others?
- Change Participants: Who will be affected by these changes?



Step 2: How to assess your organization's readiness?

- » Compelling purpose and vision
- » Customer focus
- » Flexible and responsive culture
- » Prior change experience
- » Positive climate
- » Aligned incentives
- » Capacity to undertake the change





Step 3: Who and what will be affected by the change and what is the impact?

» Determine the impact of the change:

- On the work
- On the people
- On the formal and informal organizational structures

» This includes:

- **What** is affected
- **Who** is affected
- **How** much

Step 4: How do we get from here to there?

» Remember: all change is personal.

» Levers of change:



» Plan “there to here,” travel “here to there.”

SOURCE(S): Pietras, S., & Wishon, A., 2021.

Step 5: How do we align change strategies with behaviors?

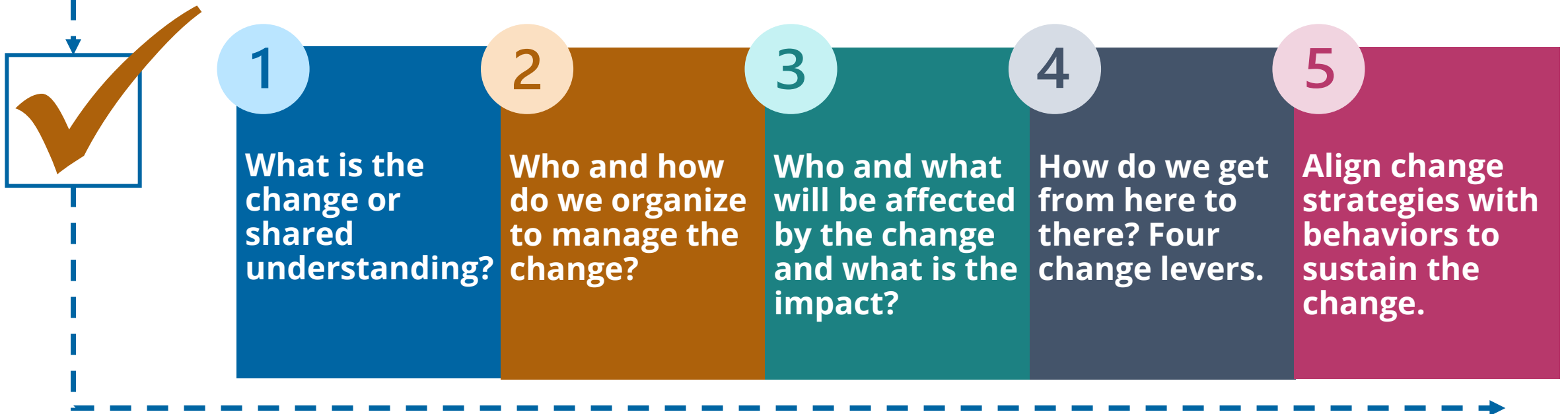
- » After planning the work, it is now time to work the plan.
- » Use the structures, roles, and processes you have put in place to manage the change.
- » On-going alignment questions:
 - Are we on course? If not, what do we need to do to get back?
 - What are we learning from our experiences?
- » Repeat all change levers as needed.



Ideas in Action

» Thinking about Assertive Field Based Services:

- Which step in the roadmap seems most difficult or you have most questions on?
- Which step(s) make the most sense and you could start with tomorrow?



Adaptive and Technical Change

Adaptive and Technical Change

The most common cause of failure to make a change stick, is treating an adaptive problem with a technical fix.

- » Technical fixes are faster and more comfortable, so we default to them.
- » But adaptive problems require shifts in behavior, mindset, and culture.
- » If we don't address the human side, the change will not stick.

Framing the Types of Change Needed

Adaptive

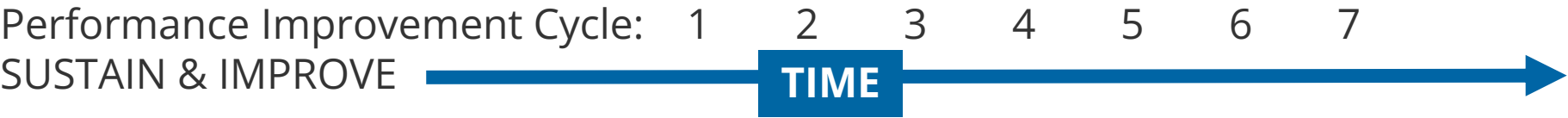
- » Challenges are complex.
- » Need to change and/or address deeply held beliefs and values.
- » Loss is an inherent part of the process.
- » Cannot be done within the present system.

Technical

- » Problem is well-defined.
- » Answer can be found within present structure.
- » Implementation is clearer and more predictable.

CHANGE TAKES BOTH TECHNICAL AND ADAPTIVE WORK

ATTENTION,
EFFORT, AND
RESOURCES



Technical Tools

Workflows

**Policy and
Procedure**

Assessment Tools

Scripts

**Tracking
Worksheet**

Care Plan

Case Review Tools

**Relapse Prevention
and Maintenance
Worksheet**

Adaptive Tools and Skills

People Engagement

Communication

**Motivational
Interviewing**

**Behavioral
Activation**

**Self-Management
Goal setting**

**Managing
Resistance**

SOURCE(S): Kuluski, K., et al., 2021.

Adaptive Change Skills and Tools

Skills and Steps to Becoming an Adaptive Change Leader

- » Get on the balcony.
- » Identify both technical and adaptive challenges but focus on adaptive.
- » Keep the level of distress tolerable.
- » Give the work back to the people.
- » Align behaviors with change and strategies.
- » Be supportive and build sustainment for the change.

Questions?

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