PH WINS Learning Collaborative Change Package

Change Management

PH WINS
PUBLIC HEALTH WORKFORCE
INTERESTS AND NEEDS SURVEY

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Introduction

The Public Health Workforce Interests and Needs Survey (PH WINS) is the first nationally representative survey of individual state health agency workers. More than 10,000 public health workers from 37 states and 14 cities participated in the 2014 survey. This document is part of a series of change packages, a collection of great ideas and practices aimed at promoting lasting change, that discusses findings from the 2016-2017 PH WINS Learning Collaborative (LC), supported by the Association of State and Territorial Health Officials (ASTHO) and the de Beaumont Foundation. Health department staff who participated in the LC completed PH WINS in 2014 and used the survey findings to develop and address a workforce development opportunity within their agencies through the LC. Participating health departments included the Boston Public Health Commission, Houston Health Department, Maryland Department of Health, Minnesota Department of Health, Nebraska Division of Public Health, and South Carolina Department of Health and Environmental Control.

These change packages aim to help public health agencies hire and retain a well-prepared workforce that finds a career in public health fulfilling and impactful. This specific change package provides a menu of potential actions that public health agencies can use related to change management. This document is organized into several sections:

- A **table** listing a goal that an agency might wish to accomplish related to change management. This is followed by several key changes that could support that goal, a potential list ("menu") of different ideas that agency staff can try to affect the change, and associated resources that may assist with implementing the idea.

- General **resources** that could be helpful overall and address more than one idea.

- **Stories** (successes, lessons learned, and resources) from public health colleagues in the LC who have experience related to change management.

Please note that this document is not intended to be all-inclusive: it is meant to help agencies start thinking about change and present bold and creative ideas for impacting change. If you have ideas or suggestions for additions to this resource, please contact the PH WINS team at **phwins@debeaumont.org**.

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Preparing for Change

The following best practices may be useful for agencies that are preparing for, or in the early stages of, change that affects the workforce:

- **Conduct an organizational assessment** to determine what your agency is already doing around change management. (This assessment may include some of the actions listed in this section.) The assessment may help agency leadership select priority actions, determine readiness for action, and identify initial steps. See "General Resources for Change Management" later in this document for links to existing organizational assessment guides.

- **Explore your organization's resources.** Specifically, consider which existing policies, practices, workforce development plans, organized labor benefits, and structures could help support efforts related to change management or connect you to key formal or informal agency leaders. Additionally, consider your agency's history and current climate relative to the change you seek. Some agencies will benefit from selecting basic actions to start, while other agencies with already-established initiatives may benefit from tackling more advanced ideas.

- **Engage agency staff and stakeholders** in planning and implementing interventions. Engaging diverse perspectives and knowledge will encourage buy-in and build a cohort of individuals who can champion change management. Internal agency representatives may include human resources, information technology systems, communications/public relations, management, and front-line staff. External resources may include academic institutions, professional associations, training providers, subject matter experts, or consultants. You may also choose to hold roundtable discussions or focus groups, form an advisory committee, conduct key informant interviews, or engage the broader workforce in a variety of other ways around change management.

- **Clearly define what you are trying to accomplish**. The clearer you are, the more directly you will be able to develop strategies to address the issue. Consider applying quality improvement methods to tackle the problem: Plan, Do, Study, Act cycles could provide structure to solving bigger organizational workforce issues.

- Changes and ideas presented in this document require different levels of organizational and individual commitment. Therefore, consider **aligning your actions with your strategic plan** and other guiding documents and **explore any potential financial implications** before taking any action.

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PH WINS Measures

This change package focuses on the following PH WINS measure:

- **Managing change in response to dynamic, evolving circumstances.**

- **Anticipating the change in your environment (physical, political, environmental) that may influence your work.**

The table below identifies a goal that an agency may want to achieve related to change management in the workforce. It is meant to serve as a guide for achieving or addressing the above PH WINS measures. Please note that the "Other Ideas to Try" incorporate evidence-based recommendations or actions without a link to a specific resource or tool. These ideas may also be specific to an agency's location.

This change package is one of five that ASTHO and the de Beaumont Foundation developed to assist agencies with their workforce development initiatives. The other change packages discuss **enhancing cultural awareness in the workforce**, **retention and succession planning**, **creating a culture of learning**, and **improving organizational communication**. They include resources that may also be helpful for change management.

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PH WINS Learning Collaborative Change Package

Change Management*

Change package: a curated collection of ideas and practices to create lasting change in your organization.

*Note: Inclusion in this list does not imply endorsement of any particular process or product. Organizations using this change package should always vet resources independently and make the determination for applicability to their unique agencies and workforces.

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Goal

What you are trying to accomplish?

Staff are ready for change and have capacity to respond appropriately and with resilience.

Key Change

Institutional practice or condition, or individual change or behavior you will see.

Ideas to Try

Curated list of potential actions that may impact the change you wish to see; could be evidence-based or "testable" ideas.

1. Change management strategies are incorporated into routine organizational practices.

A. Conduct organizational change assessment and develop responses to the findings.

RESOURCES AND TOOLS

- State of California toolkit: **California Organizational Change Management (CA-OCM) Framework**

- Pennington Performance Group: **Make Change Work Resource Center**

- Book: *Organizational Culture Change: Unleashing your Organization's Potential in Circles of 10*

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Key Change

Ideas to Try

1. Change management strategies are incorporated into routine organizational practices.

B. Hold discussion of books related to change management as part of a professional development series.

RESOURCES AND TOOLS

- Book: *Good to Great and the Social Sectors: Why Business Thinking is Not the Answer*
- Book: *In Search of Excellence: Lessons from America's Best Run Companies*
- Book: *Switch: How to Change Things When Change Is Hard*
- Book: *The Heart of Change: Real-Life Stories of How People Change Their Organizations*

C. Create templates to plan and track organizational changes.

RESOURCES AND TOOLS

- Templates: <u>Free Change Management Templates</u>
- State of California toolkit: <u>California Organizational Change Management (CA-OCM) Framework</u>

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Key Change

Ideas to Try

1. Change management strategies are incorporated into routine organizational practices.

D. Adopt a shared model for change management among leadership, managers, and then all staff.

RESOURCES AND TOOLS

- Video: <u>Explaining Kotter's 8-Step Change Model</u>
- Webpage: <u>Kotter's 8-Step Change Model Implementing Change Powerfully and Successfully</u>
- Video: <u>Lewin's 3-Stage Model of Change Unfreezing, Changing, and Refreezing</u>

E. Engage work teams in change processes.

RESOURCES AND TOOLS

- Commentary: <u>Five Ways Leaders Can Engage Their Teams During Complex Change</u>

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Key Change

Ideas to Try

1. Change management strategies are incorporated into routine organizational practices.

F. Integrate change strategies into routine communication.

RESOURCES AND TOOLS

- Infographic: Communication Framework for Change Agents

- NACCHO guide: Guide to Communicating about Performance Improvement

G. Identify "change agents" who are knowledgeable and serve as departmental resources.

RESOURCES AND TOOLS

- Sample form: Change Agent Selection Form

- KnowHow Nonprofit: Involving Stakeholders in Change

- LaMarsh Global guide: The Change Agent's Guide to Change Management

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Key Change

Ideas to Try

1. **Change management strategies are incorporated into routine organizational practices.**

Other Ideas to Try

RESOURCES AND TOOLS

- Include change management competencies in workforce development needs assessments.

- Practice scenario planning.

- Set expectation for change management professional development among managers.

- Host a movie hour featuring popular movies about change and facilitate discussion afterwards.

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Resources

General Resources for Improving Change Management

A Summary of Readings on Change Management Bibliography of change management readings and case studies.

Harvard Business Review Searchable resource for short articles about a range of topics, including change management and resilience.

Journal of Change Management Online journal focused on change management in the public and private sectors. Note: some articles are not free.

MindTools: Developing Resilience Website with resources and tools supportive of change. Topics include resilience, strategy, and problem-solving; refer to the article "The Change Curve" and its associated video.

Pennington Performance Group Make Change Work Resource Center Website with change assessment, books, articles, blog and links to related change resources.

Prosci Thought Leadership Library Organization website with free tools, resources, and best practices on managing change. (Fee-based training available.)

Public Health Foundation Using Quality Improvement Tools to Weather the Storm Webpage with a variety of resources for applying quality improvement strategies and tools to prepare for and implement change. Includes articles, a checklist, and templates.

The Boston Consulting Group Report A Practical Guide to Change in the Public Sector Report providing guidance, tips, and common pitfalls to implementing change.

The Fifth Discipline: The Art and Practice of The Learning Organization Well-known book about change and change management.

The National Council for Voluntary Organisations Knowhow Nonprofit Webpage Tools and Techniques for Managing Change Organization website with articles arranged by categories, including change transition management, communication, managing resistance, stakeholder engagement, and crisis change. (Note: while some resources may be specific to the United Kingdom, many are generalizable.)

The Ohio State University Manage Change Effectively Website Website with practically-written guidance for managing resistance to change, communication, and engaging others in the change process. Includes links to other useful resources.

University of Kansas Center for Community Health and Development's The Community Toolbox Extensive online resource with thousands of pages of tips and tools for taking action in communities. Search by "change management" throughout the toolkit for guidance and tools for change proposal writing, policy change, and community change/issue advocacy.

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Stories from the Field

Nebraska Department of Health and Human Services' Division of Public Health

http://dhhs.ne.gov

Nebraska's state health agency was without a division director for an extended period of time, which challenged the Nebraska LC team.

The Nebraska team had originally planned to create a communications strategy for its PH WINS project as part of the roll-out to employees. When the new division director arrived, the Nebraska LC team learned that it should have begun to draft the strategy at the project onset, projecting patterns of expected communication needs, presumed audiences, and benchmarks. This would have helped the Nebraska team manage its project better, and would have also helped orient the new state health official to the project if the Nebraska LC team had been more prepared to frequently deliver relevant information.

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to view all the PH WINS Learning Collaborative Change Packages

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Stories from the Field

Minnesota Department of Health

http://www.health.state.mn.us

During the PH WINS LC, Minnesota's LC team experienced both turnover on the team and the addition of a new health equity director.

The team adapted, transforming the staff changes into opportunities. The team focused on obtaining both verbal and written support from leadership to ensure the success of the project regardless of leadership changes, and built on momentum for improving workforce development within the agency by planning, prioritizing, and streamlining efforts. The team remained committed to the project and worked together by assigning responsibilities based on project needs as well as team member expertise.

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Reflections & Acknowledgements

Reflections from the PH WINS Team
ASTHO saw all the teams experience and effectively manage changes to their organizations and teams throughout the project period. These adjustments included changes in leadership as well as changes to organizational and individual job priorities. In the midst of change, teams worked together to overcome challenges and successfully shift project direction as needed.

ASTHO
The Association of State and Territorial Health Officials (ASTHO) is the national nonprofit organization representing public health agencies in the United States, the U.S. Territories, and the District of Columbia, and over 100,000 public health professionals these agencies employ. ASTHO members, the chief health officials of these jurisdictions, formulate and influence sound public health policy and ensure excellence in state-based public health practice. ASTHO's primary function is to track, evaluate, and advise members on the impact and formation of public or private health policy which may affect them and to provide them with guidance and technical assistance on improving the nation's health. ASTHO's vision is "state and territorial health agencies advancing health equity and optimal health for all," and its mission is "to support, equip, and advocate for state and territorial health officials in their work of advancing the public's health and well-being."

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de Beaumont Foundation
The de Beaumont Foundation's mission is to strengthen and transform public health in the United States by improving the effectiveness and capacity of local and state health departments. We believe that a strong public health system is essential and work to improve the practice of public health through thought leadership and strategic and engaged grantmaking. Programs funded by the Foundation build the capacity and stature of the public health workforce, improve public health infrastructure, and advance the distribution of information and data in the field.

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State and Local Health Agencies
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- Boston Public Health Commission
- Houston Health Department
- Maryland Department of Health
- Minnesota Department of Health
- Nebraska Department of Health and Human Services' Division of Public Health
- South Carolina Department of Health and Environmental Control

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