

Managing Change in Public Health: Bringing Out the Leader in Each of US

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Faculty

Sheila W. Chauvin, PhD, MEd
Director, Office of Medical Educational Research and Development
Director, Academy for the Advancement of Educational Scholarship
Professor, Department of Internal Medicine
School of Medicine Professor
School of Public Health
Louisiana State University Health Sciences Center
New Orleans, LA
Faculty and Education Consultant
South Central Public Health Partnership Centers

Objectives

- Apply concepts of change process
- Examine individual and group responses to change
- Examine context features that influence change
- Use appropriate strategies to facilitate successful change

Babies are the only people who really *want* to be changed

Change in Public Health and You

- Innovation
- Improvement
- Current changes?
- Future changes?
- Negative experiences?
- Positive experiences?
- Ideas not tried? Why?

Sources of Change

- Society
 - Legislation
 - Court ruling
 - Opportunity
 - Incentive
 - Problem or need
-
- ```
graph LR; S[Society] --- E[External]; L[Legislation] --- E; CR[Court ruling] --- E; O[Opportunity] --- I[Internal]; I1[Incentive] --- I; P[Problem or need] --- I;
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### Targets of Change

- Programs
- Facilities or space
- Time
  - Allocations, uses
- Participation
  - Formal and informal
- Norms or exceptions
- Communication
- Organizational structure or operations

### How Change Affects Each of Us

- *In this organization. . .*
  - *What do I do?*
  - *Who am I?*
    - And how does this affect how others view me?
  - *How do we do things around here?*
    - Relationships, norms, organizational culture

### How Change Affects Each of Us

- Effects can extend beyond work environment and roles
  - Influence personal life and relationships

### Scope of Change

Minor Adjustment (Tweak)                      Major Redesign (Overhaul)



- Task or step in a process
- Individual role or responsibility
- Group or unit
- Organization or system
- Often multiple changes/innovations occurring simultaneously

### Approaches to Change

- Empirical-rational
  - *Developed by experts, final form delivered to users, adoption assumed, little adaptation possible*
- Power-coercive
  - *Imposed on users, adoption by force (e.g., “policing” and sanctions), little adaptation possible*

### Approaches to Change

- Cultural-normative
  - *Stakeholder engagement, adoption by achieving “good fit,” process and stakeholder buy-in, reasonable adaptation*
- *Regardless of approach, change creates stress*

## Perspective Matters!

- Your choice - attitude is everything
  - Proactive vs. reactive
  - Receptive vs. resistant
  - Active vs. passive
  - Innovative vs. complacent

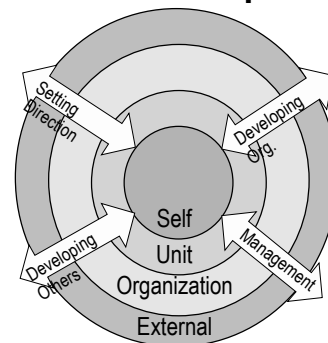
## Leadership and Change

- Everyday it's your choice to be a leader
- Not limited to formal position or title
- Leadership depends on influence
- Can't be a leader without followers
  - *Role model to formal leader*
- Strategies apply to self and groups
- Develop continuously the leader in yourself

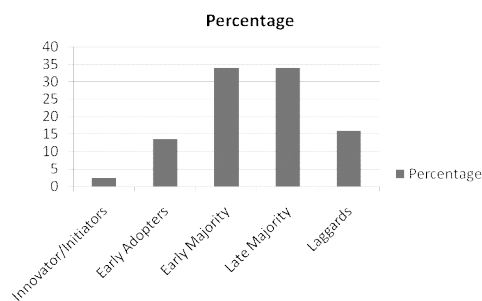
## Leadership

- Change
- Facilitative
- Transformational

## Leadership



## Individual Responses to Change

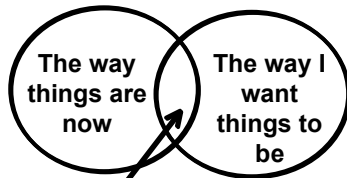


## Gap Analysis

The way things are now

The way I want things to be

## Gap Analysis



Place to start for enhancing receptivity

## Context Features

- Urgency or need for change
- Driving and resisting forces
- Strain (stress)
- Valence
  - Drivers or motivators
  - WIIFUM?! (*What's in it for us/me?*)

## Context Features

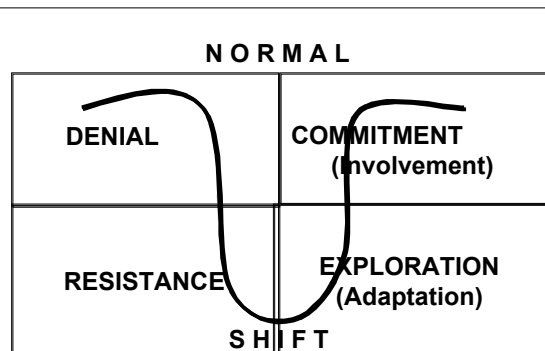
- Potency (for success)
  - Positive belief about success with change

## Influences on Adoption

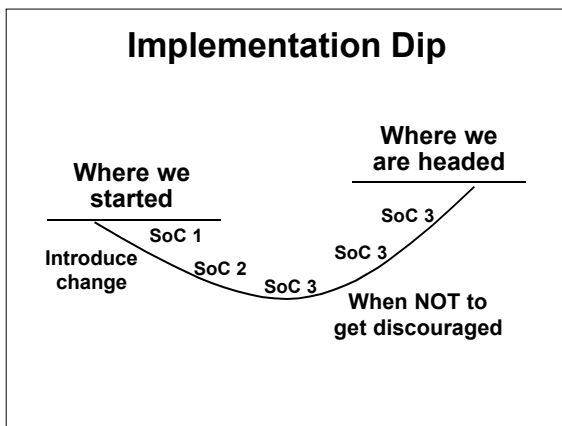
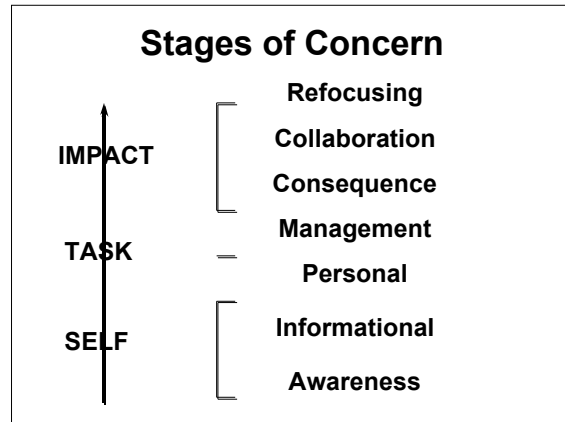
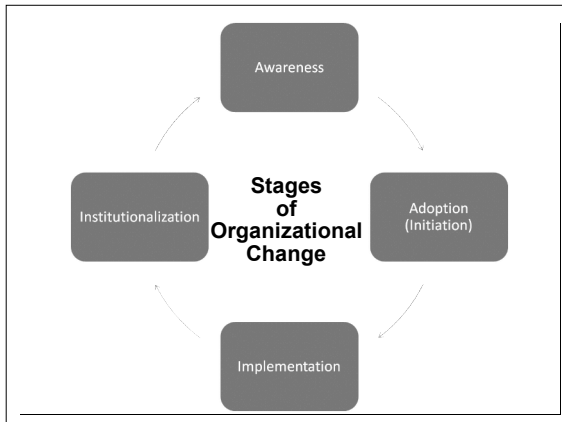
- Innovation
  - Relative advantage
  - Trialability
  - Observability
  - Compatibility
  - Complexity

## Influences on Adoption

- Organization
  - Leadership
    - Formal and informal
  - Infrastructure
  - Communication channels
  - Homophilus groups
  - Pace of innovation
  - Norms, roles, social networks



From Scott, C. & Jaffe, D. (1989). *Managing organizational change*. Crisp Publications, Inc.  
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- ### Benefit - Risk Ratio
- How does this change affect me?
    - *What if I am (am not) successful?*
  - How does this change fit with how we do things?
  - What is in it for us/me?
    - *WIFFUM!*

- ### Benefit - Risk Ratio
- What is the level of commitment?
    - Leaders, others?
  - How permanent is this?

- ### Transformational Context for Change
- Reduce isolation
    - *Set direction and high, but reasonable expectations*
    - *Foster shared mission and vision, communication, collaboration*

### **Transformational Context for Change**

- Increase individual capacity
  - *Engage and develop others*
  - *Ongoing professional development*
- Provide a caring, productive environment
  - *Safe, positive climate, professional culture, efficient*
  - *Invest in relationships*

### **Transformational Context for Change**

- Promote quality enhancement
  - *Re-invent continuously*
    - *Invest in continuous improvement*

### **Enhancing Organizational Context**

- Clarify and share vision and goals
- Recruit and select faculty/staff
- Foster open and collaborative communication
- Foster professional development
- Embrace challenges and conflicts
- Share power and responsibility
- Celebrate successes publicly

### **Planning and Implementing Change**

- Specificity
  - Is action clear and precise?
- Performance
  - What will be accomplished?
- Involvement
  - Who will lead, participate?

### **Planning and Implementing Change**

- Feasibility
  - Do we have the necessary resources?
- Observability
  - How to measure or see results?

### ***Facilitative Leaders***

- Create a shared vision
- Obtain necessary resources
- Provide professional development
- Provide continuous assistance
- Monitor and assess progress
- Create a context for change

### ***Transformational/Facilitative Perspective - Advantages***

- Greater participation, greater ownership
- Increases opportunities to lead
- Diffuses stress
- Makes engagement more fun
- Facilitates success
  - Same beat, same direction

### ***Transformational/Facilitative Perspective - Advantages***

- Encourages closer attention to the task
- Facilitates collaborative relationships

### **Summary**

- Change is a *process*, not an event
- Context matters
- Be proactive
  - Use facilitative leadership approach
- Concerns change over time
- Select strategies to fit stages of concern

### **Summary**

- Assessment and monitoring is critical
- Enhance feasibility, flexibility, and adaptability
- Relevant for self and others

## **Managing Change in Public Health: *Bringing Out the Leader in Each of Us***

Questions, Comments, Discussion  
[schauv@lsuhsc.edu](mailto:schauv@lsuhsc.edu)



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