



# CHANGE MANAGEMENT and COMMUNICATIONS

Presentation to the Board

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## Change Today...

- Change... is a common thread that runs through organizations, communities, and most of all our own lives
  - new technology, a global marketplace, competition, fewer resources, changing social values - equality, justice, diversity, politics - government policies, healthcare reform, social media, internet, etc
- Our world is changing fast! History tells us that those individuals or entities that handle change well continue to thrive, while those that do not struggle to survive.

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# Types of Change – (Ackerman 1997)

## Type

## Characteristics

Developmental

May be either planned or emergent - enhances or corrects existing aspects of an entity, often focusing on the improvement of a skill or process. Is incremental

Transitional

Seeks to achieve a known desired state that is different from the existing one. It is episodic, planned or could be radical.

Transformation

Radical. It requires a shift in assumptions made by the system and its members. Can result in an entity that differs significantly in terms of structure, processes, culture and strategy. Therefore, may result in the creation of a system that operates in developmental mode - one that continuously learns, adapts and improves.

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# The Change Process

- Studies have shown that how organizations, and entities manage change and how successful they are at it --- is directly linked to how much they understand the change process.

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# Managing Change at the Central East LHIN

## **Assess:**

- Identify the Need for Change; Define Change Required; Involve the Stakeholders, Analyze the impact of alternatives - select the best

## **Plan:**

- Develop the Plan and Strategies

## **Implement:**

- Implement the plan; Manage the transition

## **Verify:**

- Celebrate; Evaluate; Sustain

## 8 Steps to Successful Change (based on Kotter)

- **Creating a Climate for Change**
  - Increase Urgency
  - Build the Guiding Team
  - Get the Right Vision
- **Engaging and Enabling the Whole Organization**
  - Communicate for Buy-in
  - Empower Action
  - Create Short-term Wins
- **Implementing and Sustaining Transformation**
  - Don't Let Up
  - Make it Stick

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# Change Management

- Accept stakeholders as they are
- Put stakeholder issues out in the open
- Plan how to deal with and respond to each stakeholder
- Help the stakeholders identify the “What’s in it for Me”
- Tell the truth about the change and the impact it will have
- Leadership involvement is key
- Build business benefit delivery into change plans and be clear about the behavioural change needed to achieve them

# Change Management Plan

- Organizational Readiness
- Team Effectiveness
- Leadership Alignment, Action and Commitment
- Change Enrollment
- *Communications*
  - *To execute planned communications to move all stakeholders along the continuum from awareness, understanding, commitment and leadership in the new integrated clinical service environment*



# Communications Plan - “Community Health Services Integration”

- Shared plan created by Central East LHIN  
Communications Lead to support the Durham Cluster  
Phase I Integration Planning Team
- Constantly evolving throughout the life of the project

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## Communication Plan – Key Messages

The Strategic Aim for community health services integration is to design and implement a cluster-based service delivery model for CSS and CHC agencies by 2015 through integration of front-line services, back office functions, leadership and/or governance to:

- improve client access to high-quality services,
- create readiness for future health system transformation and,
- make the best use of the public's investment.

In recent years, the number of high or very high priority individuals waiting for in home personal support through our CE CCAC has been significant and growing (1500+). Many of these clients require, and are being connected with, community health services so demand on community health services will continue to increase.

Therefore, to be able to provide care within current or moderately enhanced resources, a deliberate re-design of the community health service delivery system is required to shift, as appropriate, more responsibility and capacity for community health service provision to the CSS and CHC sectors.

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## Tools and Tactics

- CHS Integration page on public website
- News Releases
- Speakers' Bureau
- Government Relations
- Media Relations
- Focus Groups, Surveys
- Communicating with clients/caregivers, staff, boards, other healthcare partners
- Internal communication by each agency
- Board to Board sessions

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## Audiences

- Staff, clinicians, volunteers, Board members and clients from all LHIN HSPs particularly 10 Durham cluster based organizations
- CE LHIN staff and Board members
- General Public
- Other provincial government ministries
- Donors
- United Way and other charitable funding agencies
- CSS and CHC associations and advocacy groups
- Media
- Local Government

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# Community Engagement

## Identification of stakeholders

- Community of interest
- Community of practice
- Political Entity
- Planning Partners

## Level of Engagement

- Inform/Educate
- Gather Input
- Consult
- Involve
- Empower

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## Milestones

November 16, 2011

- Engagement Event with CSS sector agencies
- <http://www.centraleastlhin.on.ca/GetInvolved.aspx?id=17774>

February 15, 2012

- Engagement with CSS and CHCs prior to February 23<sup>rd</sup> board meeting

February 22, 2012

- Central East LHIN Open Board Meeting
- <http://www.centraleastlhin.on.ca/Page.aspx?id=21660>

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## Milestones – cont'd

March 8, 2012

- System meeting with all HSPs on rollout of CHS Integration Strategy
- <http://www.centraleastlhin.on.ca/Page.aspx?id=21768>

April 5, 2012

- F2F meeting with identified agencies – admin and board leadership

ongoing

- Weekly Integration Planning Team meetings

May 18, 2012

- Information posted on websites and shared with stakeholders

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## Challenges and Opportunities

- To provide a communications and community engagement framework that will guide the activities of the all parties
- To ensure that all stakeholders understand the role of the respective organizations to identify and implement integration opportunities
- To provide accurate and timely information to all audiences
- To be transparent and accountable regarding the integration of community health services in the Durham cluster – timelines, outcomes and opportunity for feedback
- To support all parties and their spokespeople as they clearly communicate any steps that must be taken as the integration plan is developed and moved forward for review and approval by the respective boards.



## Role of the Board

- Support LHIN staff as they work with system to implement Board approved strategic directions
- Share the messages and provide feedback to the team on questions being asked by community stakeholders
- Support agency and other health service provider governors in managing change in their own organizations.