



Leading the Team through Change


NARA Pre-conference Workshop – October 4, 2022

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Speaker Disclosure

Speaker Disclosure

Has no Relevant Financial Relationship to disclose

Relevant Non-Financial Relationships:

- Is an employee of a NARA Member Organization and is an Officer of NARA



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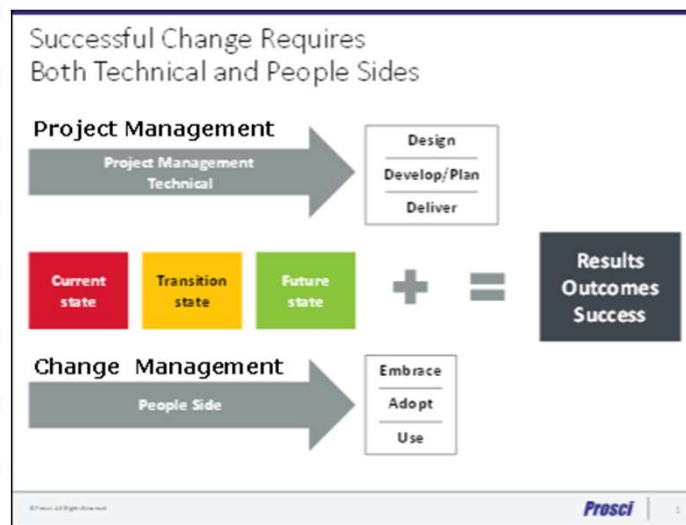
Today's Agenda

- What is Change Management
- Who's here
- Learning Objectives
- Change Challenges
- Vision for Change Tool
- Break
- Resistance Management
- Practice
- Q&A




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Change Management: the "People" Side of Change




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Real-time Participation & Feedback



Poll Everywhere


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Poll Everywhere Access via Browser

Join by Web




- 1 Go to **PollEv.com**
- 2 Enter **H3WPMO**
- 3 Respond to activity

Join by Text



- 1 Text **H3WPMO** to **22333**
- 2 Text in your message

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Learning Objectives

- Understand the emotional roller coaster that can happen with change
- Practice ways to communicate change so it sticks
- Review change management best practices
- Develop ways to create leadership alignment during times of change
- Learn ways to effectively anticipate and manage resistance to change

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The Adventure of Change for Teams



Goodbye "Old"	Neutral "Between"	Beginning "New"
Letting go; sense of loss	Love it or hate it!	We never start from scratch!
The way we "always did things"	Feeling uncertain	Build on culture and sense of team
Ways that no longer work	"The fertile void"	New technology and processes
Ways that DO work ... for the greater good	Fosters creativity	New NORMAL

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The Transition Change Curve: An Expected Emotional Roller Coaster

The diagram illustrates the 'Transition Change Curve' as an emotional roller coaster. It starts with a peak of 'Happiness' and 'Anxiety', followed by a dip into 'Fear' and 'Threat'. The curve then drops into a deep trough labeled 'Anger', 'Depression', and 'Hostility'. From there, it rises through 'Disillusionment' and 'Denial' to a second peak labeled 'Gradual Acceptance' and 'Moving Forward', which finally leads to a box labeled 'ADOPTION'.

Change management goals:

- Reduce the depth of the downturn
- Shorten the time to reach acceptance and moving forward
- Key is to keep moving toward acceptance and not get stuck

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H₃W Leadership Behaviors (How Hartford HealthCare Works)

- Creates a common culture, which allows for a successful assimilation
- Foundational element of our H₃W operating model
- All HHC employees attend H₃W Leadership Behaviors training as a condition of employment

H₃W Leadership Behaviors
A Commitment to Continuous Improvement

1. Be in the moment
2. Be authentic and humanistic
3. Volunteer discretionary effort constantly
4. Model high performance – desired behaviors that drive desired results
5. Respect and leverage separate realities
6. Be curious vs. judgmental
7. Look in the mirror first – be accountable
8. Have courageous conversations
9. Provide timely, clear and specific performance expectations and feedback
10. Teach, coach and mentor – spend at least half of your time developing others

Remember, "It's about progress, not perfection!"

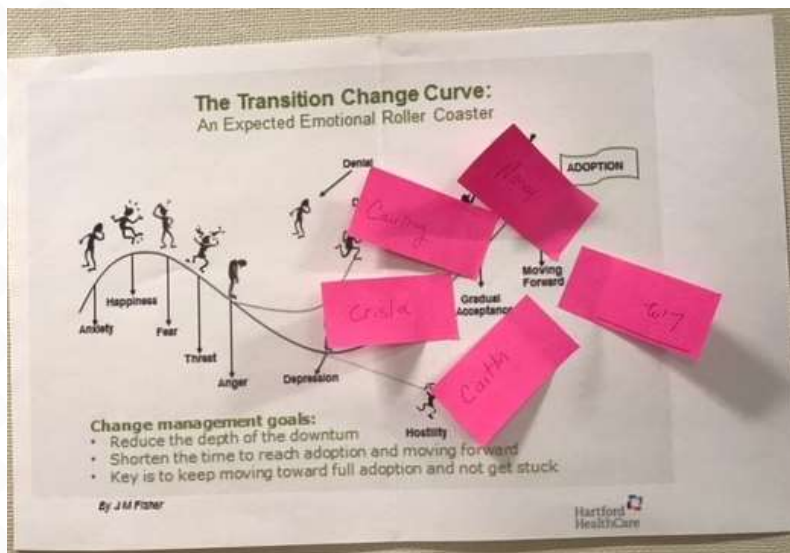
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Change Curve Check-in



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Fostering Commitment: Vision for Change Elevator Speech

- **What is changing? WHY? Why now?**
- **What happens if nothing changes?**
- **How does it link to the big picture?**
- **Benefits to your organization, Department, Colleagues & Patients**
- **Possible barriers & solutions**
- **Summarize: what's changing and why**



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Vision for Change Planning Aid	
What is the change that is happening?	
Why is it happening? Why is it happening now?	
What is the risk of not changing?	
How does this tie into: ... the your corporate vision? ... the goals of your rehab team? ... the patient experience?	
What are the benefits: ... for your organization? ... for your department? ... for your colleagues? ... for your patients?	
What are the possible barriers and solutions?	



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HHC COVID Recovery

Vision for Change Planning Aid: HHCRN training on change mgmt.	
What is the change that is happening?	<p>Ongoing state of change within HHC and industry as we continue to navigate through COVID</p>
Why is it happening?	<p>Evolving strategy to maintain patient access, safety of staff and patients and sustain business operations.</p> <p>Recognition that decision on change of operations and communication did not go as well as well as it needed to.</p> <p>Many issues: tired staff, continuous changes, transition within leadership, moving quickly, and most importantly, impact on staff's home life</p> <p>Self-reflection: what could I have done differently to ensure: a clearer vision, consistent message and unity of the leadership team</p> <ul style="list-style-type: none"> • Use system tools: Vision for change planning aid and acknowledge transition of change curve • Ask for repeat back from each level of management/time to digest • Ensure we utilize our lean model/HRO training to ask for clarity, stop the line • Need to hear 7-10 times <p>Recognize Nancy for use of for PDPM</p> <p>Reached out to Cindy Baker for help</p> <p>We are going to continue to change and want to incorporate best practices and utilize system resources</p> <p>How can we best support each other and teams through change?</p>



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HHC COVID Recovery (cont'd)

How does this tie into the HHC Vision to be "most trusted for personalized coordinated care?" Balanced Scorecard? Patient Experience?	HHC is learning organization with operating model for continuous improvement
What are the benefits (WIIFM): ... for HHC? ... for your department? ... for your employees? ... for our patients?	Investing time in learning and integrating best practice, sharing feedback and creating better strategies Supporting each other and employees better through change will lead to better unity, less confusion, better engagement = #123
What are the possible barriers?	<ul style="list-style-type: none"> Competing priorities to invest time. Change fatigue Personal emotional stress
What is the risk of not changing?	Not investing time, risk of disengagement, frustration, confusion. Waste created = time away from other things

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Vision For Change: *what changes are happening & why*



What is the change that is happening?	Why is it happening?	Why is it happening now?	What happens if nothing changes?
<ul style="list-style-type: none"> Each BU will create a Regional Productivity Committee Every department will submit a Productivity Alignment Action Plan (PAAP) to their Regional Productivity Committee each pay-period (every 2 weeks) The Productivity Lead in each region will communicate when the forms are ready to be completed & when they are to be submitted 	<ul style="list-style-type: none"> Regional Productivity Committees are an integral component of the productivity management process as they proactively identify improvement opportunities & connect struggling departments to applicable resources to address the root cause To increase the accuracy of data used in the PRC process, driving more efficient decisions & resulting in decreased turnaround time for requisition approvals 	<ul style="list-style-type: none"> Because we have recently standardized & improved the accuracy of productivity measurements (Units of Service) for all Cohort 1 & 2 departments, making it viable for use Because it is important now more than ever that we achieve & maintain an adequately sized workforce to safely deliver care & prevent/reduce colleague burnout 	<ul style="list-style-type: none"> Continued reactive approach to productivity management, instead of taking a more proactive stance Right-sizing our staffing models will continue to be challenge, as will making more accurate & timely PRC decisions Limited likelihood of preventing, reducing, and improving colleague burnout due to persistent staffing /scheduling challenges

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Vision for Change Review

- HHC Campus Care examples
- Other examples
- Questions?

Project Name: _____ Date: _____

Vision for Change Planning Aid	
What is the change that is happening?	
Why is it happening? Why is it happening now?	
What happens if nothing changes?	
How does this tie into: ... the HHC Vision to be "most trusted for personalized coordinated care?" ... the aspirational goal #123? ... the Balanced Scorecard? ... the Patient Experience?	
What are the benefits (WIIFM What's In It For Me?): ... for HHC? ... for the department? ... for colleagues? ... for patients?	
What are the possible barriers and countermeasures?	
Best Practice Tips	

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Who here has encountered resistance to change?



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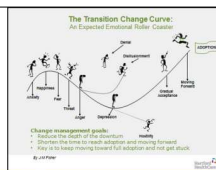
Resistance Management Planning Tool

Resistance Management Planning Tool					Hartford HealthCare					
Impacted Group	Why resistant?	How do you know?	Expected Resistance	Action (TAME) select from drop down	Plan to Address Resistance	Owner	Complete By (Date)	How will you know if the plan worked?	Reinforcement Strategy	How will you know if the reinforcement strategy worked?
Front Desk Colleagues	Fear of unknown Concern of job security	Questions, comments, non-verbal	Objections Passive participation in training Create work-arounds	Mitigate	Weekly townhall meetings with updates and Q&A	Regional Directors and Area Managers	9/30/2022	Colleague engagement	Leader rounding, 2 way communication through tiered huddles	Have leaders check team engagement and readiness
Clinicians	Loss of autonomy of schedule Fear of unknown Specialty populations	Questions, comments, non-verbal	Template creation Objections Create work-arounds	Mitigate	Education on templates and cross-functional project team and decision trees	Regional Directors and Area Managers	9/22/2022	Template completion % Education of all clinicians	Demonstrate decision trees and validate template selection. Leader rounding, 2 way communication through tiered huddles	Have leaders check team engagement and readiness
Leaders	Concern for employee engagement Unclear of reasons why Fear of failure	Verbal questions in meetings and comments through "rumor mill"	Objections, uncertainty how to manage change	Mitigate	Reinforce the vision, rationale, and pre-work experience of Access Center team and HHC study and adjust process	VP ops and Directors	9/15/2022	Verbal discussion and sense of engagement	Demonstrate decision trees and validate template selection. Reinforce change mgmt strategies	Have Sr. leaders check team engagement and readiness

Coaching Guide

Working with Others: Coaching Guide for Change-Related Emotions

Emotional Response	Colleague's Reaction	Suggested Response
Anxiety	Individual unable to adequately picture the future Individual is fidgety	Create a vision/picture of what the change will look like Help people determine what it means for them
Happiness	Individual shows signs of relief that something is going to change	Recognize those who support the change efforts
Fear	Individual may perceive more to the change, or believe they will get more from the change than is actually the case Individual focuses solely on the negative implications Individual continues to operate their work in much the same way	Ensure unrealistic expectations are managed Balance what is perceived as a negative with a positive Plan and prepare for impacts and objections
Threat	Individual expresses they are unsure how they will fit into the new environment	Discuss what will be gained personally as a result of the change. ("What's in it for me?")
Anger	Individual continually asks questions about how their job will fit into the change Individual realizes the inappropriateness of their previous actions Individual's behaviors are uncharacteristic	Identify what roles they themselves are occupying in the process Discourage rash statements or behaviors; build a climate that is both supportive and confronting Encourage thought before action
Disillusionment	Individual is just going through the motions Individual is increasingly dissatisfied and gradually withdraws	Focus on short-term, focused tasks where people can get a sense of success Keep performance results the primary objective of behavior and skill change
Depression	Individual shows a lack of motivation Individual's absenteeism may increase	Provide a series of specific next steps and follow up frequently Ensure each person always knows why his or her performance and change matters



Emotional Response	Colleague's Reaction	Suggested Response
Hostility	Individual tries to sabotage the change effort Individual ignores new processes and undermines your authority	Anticipate, prepare and respond effectively to roadblocks Address inappropriate behavior by redirecting energy
Denial	Individual shows a lack of acceptance of any change and denies that there will be any impact on them Individual displays apathy and numbness	Emphasize that the change will happen and reiterate key milestones If you want others to change, set an example for them to follow
Gradual Acceptance	Individual starts to show ownership for solutions Individual has a wait and see attitude	Provide recognition to ensure people continue to move toward commitment Highlight the positive impacts the change will have to the employee/department
Moving Forward/Commitment	Individual has a positive attitude Individual is helping others with the change	Provide feedback and encouragement Recognize and celebrate successes

For additional support and information, contact GuidanceResources, HHC's Employee Assistance Program provider, at 1.833.806.8721 or www.guidanceresources.com, 24 hours/day, 7 days/week.

Create a Personalized Action Plan

- Write down your plan
- Share it with a partner
- Let's hear some examples

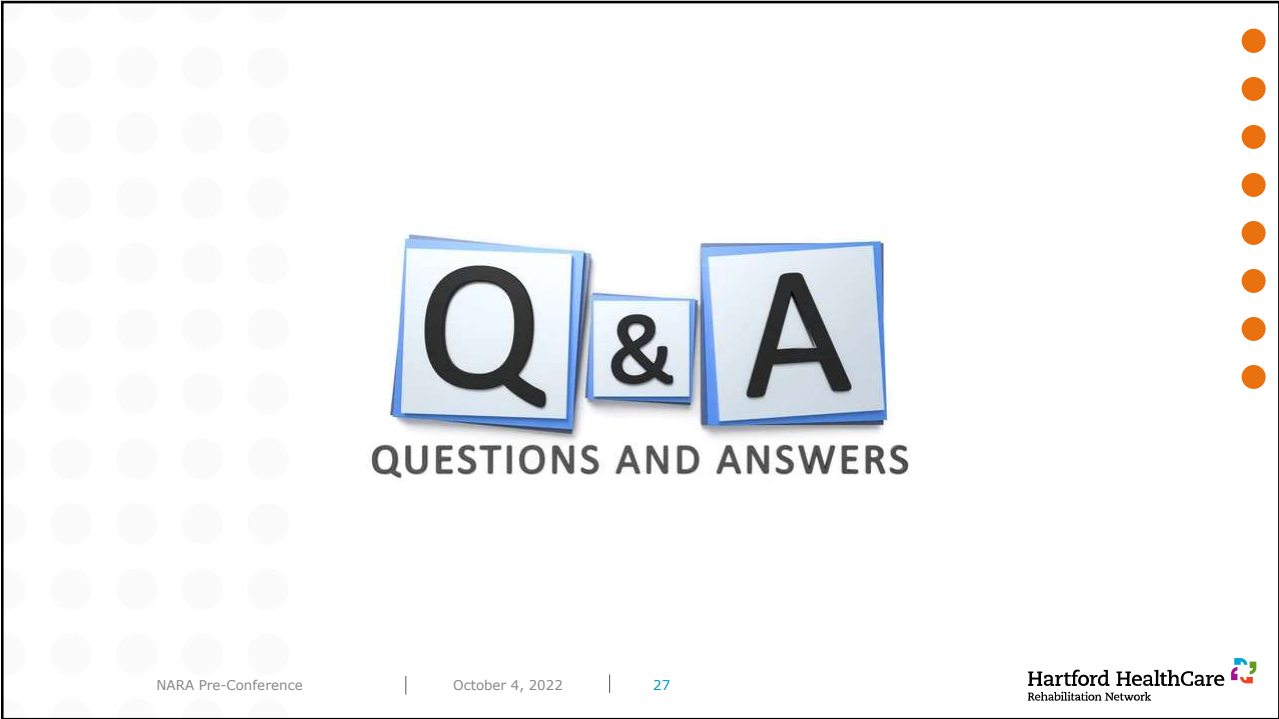


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Learning Objectives: *How did we do?*


- Understand the emotional roller coaster that can happen with change
- Practice ways to communicate change so it sticks
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Q & A
QUESTIONS AND ANSWERS

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**“He who fails to plan is planning to fail.”
Winston Churchill**



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Session Resources

- H3W Leadership Behaviors Card
- [Vision for Change \(word\)](#)
- [Vision for Change \(excel\)](#)
- [Resistance Management Planning Resource](#)
- [Transition Change Curve](#)
- [Working with Others Coaching Guide](#)
- [Transition Change Curve Video](#)
- [Resistance Management Resource Video](#)
- [Vision for Change Video](#)
- Sign up for [free Prosci Webinars](#) on change management

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