

Engaging Stakeholders During Transition



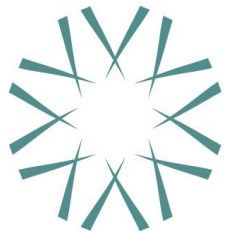
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Rural Health Innovations' Purpose

Rural Health Innovations (RHI), LLC, is a subsidiary of the National Rural Health Resource Center (The Center), a non-profit organization. Together, RHI and The Center are the nation's leading technical assistance and knowledge centers in rural health. In partnership with The Center, RHI connects rural health organizations with innovations that enhance the health of rural communities.



NATIONAL
RURAL HEALTH
RESOURCE CENTER

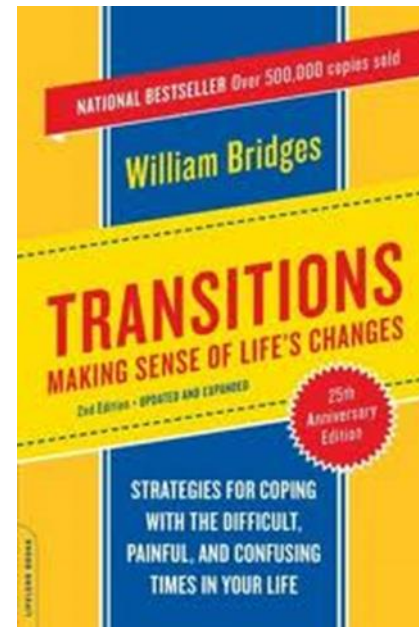
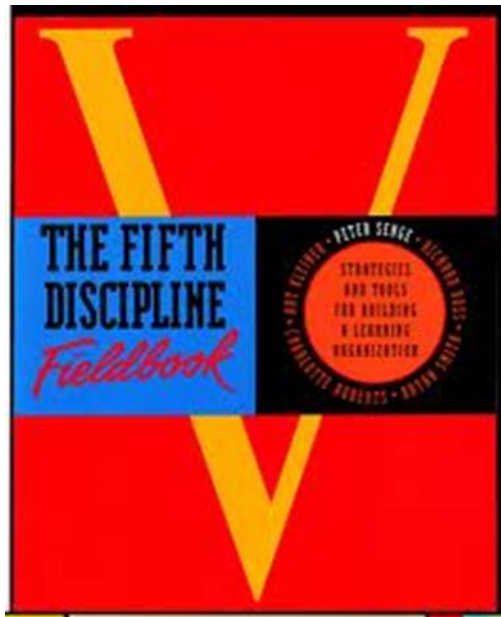


The Center's Purpose

The National Rural Health Resource Center (The Center) is a nonprofit organization dedicated to sustaining and improving health care in rural communities. As the nation's leading technical assistance and knowledge center in rural health, The Center focuses on five core areas:

- Transition to Value and Population Health
- Collaboration and Partnership
- Performance Improvement
- Health Information Technology
- Workforce

References





“Everyone thinks of changing the world, but no one thinks of changing himself.”

- Leo Tolstoy



Defining: Engaging Stakeholders

- Stakeholders: person(s) with a direct interest, involvement, or investment in something
- Engage: to attract and hold the attention of, gain support, to interlock in a collaborative effort

Defining: Engaging Stakeholders

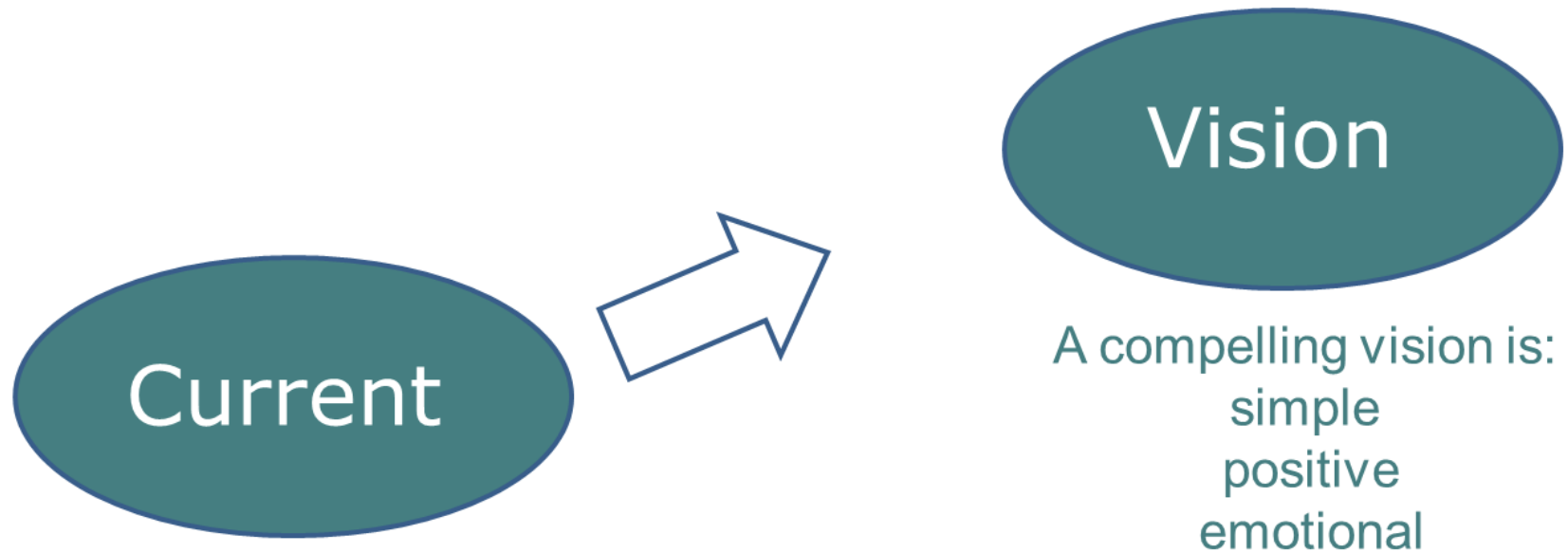
- Change: become or make different: pass from one state to another (external)
- Transition: period in which something undergoes a change and passes from one state, stage, form, or activity to another (internal)

Reasons for Change

There are two main reasons people (including board members and providers!) take on new behaviors (change):

1. Motivation: Do they want to?
2. Ability: Do they feel they can?

The Value of Vision



Peter Senge, et. al.: Creative Tension model

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Transitions

Endings

Anger
Despair
Grief
Loss of
identity

Neutral Zone

Disorientation
Confusion
Idealization of
the past
Anxiety

New Beginnings

Sense of belonging
Commitment
Hope
Optimism



Adapted from Managing Transitions – Making the Most of Change, by William Bridges, (2003)

During Endings, Leaders...

- Accept and openly acknowledge the reality and importance of losses
- Know that people will overact; support them and do not make judgements
- Give consistent and frequent information
- Identify what's over and what's not
- Mark the endings and treat the past with respects; allow to take a piece of the "former" way if possible.



Scouting with Daniel Boone, 1911

A society lady once asked Daniel Boone if he had ever been lost in the wilderness

“No, ma’am,” he replied, “but I’ve been a mite bewildered for a month or two.”

During the Neutral Zone, Leaders...

- Resist the impulse to push people through it
- Name and talk about what people are experiencing
- Consider this phase as normal for the time being
- Redefine creative opportunities

During the Neutral Zone, Leaders...

- Create an interim way of doing things
- Strengthen team connections and team communication
- Resist natural impulses to push for premature closure



During New Beginnings, Leaders...

- Set high goals with manageable steps – celebrate each
- Clarify mission and vision
- Praise people for taking risks and trying new things

During New Beginnings, Leaders...

- Continue to support, re-evaluate and make course corrections as needed
- Continue to move forward
- Talk about change as ongoing and natural/normal



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Get to know us better:

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