

Managing Change to Engage Partners

Rural Health Information Technology Workforce Program

July 21, 2016



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This is a publication of Rural Health Innovations, LLC, (RHI), a subsidiary of the National Rural Health Resource Center. The Technical Assistance for Network Grantees Project is supported by Contract Number HSH250201400024C from the U.S. Department of Health and Human Services, Health Resources and Services Administration, Federal Office of Rural Health Policy.

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
- Change: become or make different: pass from one state to another (external)
- Transition: period through which something undergoes a change; from one state to another (internal)

ASSESS YOUR EXPERIENCE

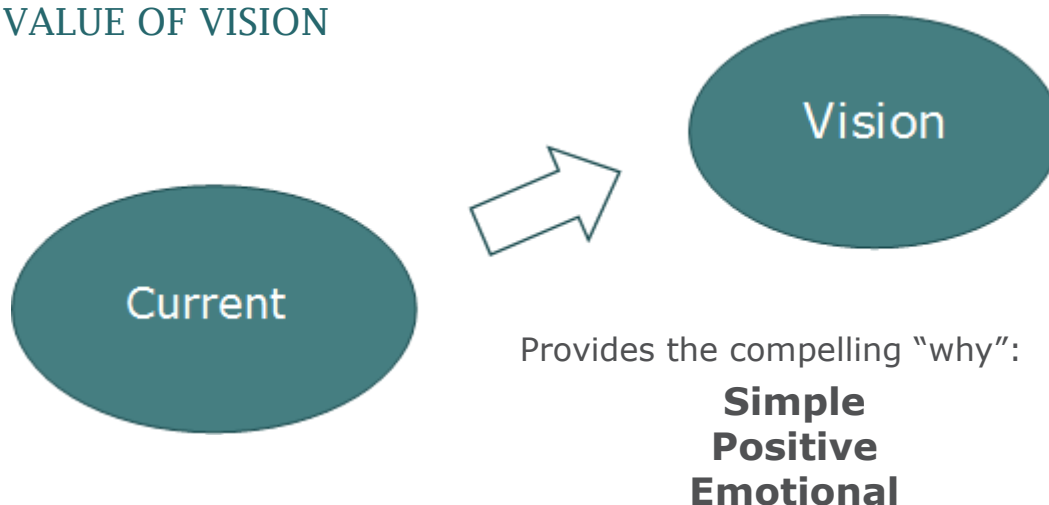
U.S. health care is undergoing many changes and transitions. What reactions are you observing in your stakeholders? In yourself?

KEY CONCEPT “IN A NUTSHELL”

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

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

THE VALUE OF VISION



FINDING THE COMPELLING “WHY?”

- What aspects are meaningful or exciting?
- Where is the overlap with stakeholder goals?
- What is the ultimate impact? Who benefits if we are successful?
- In a sentence or two, what is the vision of this project?

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

LEADERS CAN HELP DURING TRANSITION

Endings

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

Neutral Zone

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

New Beginnings

- Set high goals with manageable steps – celebrate each
- Clarify mission and vision
- Praise people for taking risks and trying new things
- Continue to support, re-evaluate and make course corrections as needed
- Continue to move forward
- Talk about change as ongoing and natural/normal