

CHANGE MANAGEMENT

Plan • Implement • Sustain

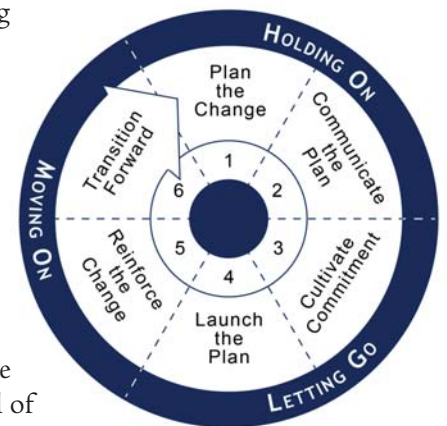


HASC'S CHANGE MANAGEMENT / CULTURAL INTEGRATION PROGRAM

Learn how to plan, implement and sustain organizational change, including change resulting from process improvement, new technology, renovation, expansion, or cultural integration (e.g. M&A activity). Focusing on the “people side of change,” this program integrates an understanding of how people respond to change with a 6-Step Change Model and practical tools embedded at each step. These tools are designed to help people through the transition process and clarify tasks essential to implement successful organizational change.

The program is an interactive process of learning, applying, assessing what has worked and why, what hasn't worked and why not, and then building on the experiential learning, both for participants and their organizations.

This innovative program incorporates three in-person intensive workshop-style interactive sessions and three online learning sessions intended for health care leaders from any level of the organization.



WHO SHOULD ATTEND?

- Leadership teams from different levels of the same organization who have faced, or will face an organizational change and want to learn together how to leverage their positions to positively impact the people side of change.
- Representatives of an organization who have change management projects or responsibilities and want to learn new skills and an approach to change that applies proven tools to positively impact the people side of change.
- Individuals who are sponsoring or will sponsor, champion or be involved with organizational change at any level or of any magnitude, and who want to learn how to reduce resistance and increase buy-in and support.

PRE-WORK:

1. Each participant or facility group will complete and bring a worksheet that describes a change initiative from their organization that is to be implemented, or one that is in process but not going as timely or smoothly as it needs to be.
2. Participants will take the Change Readiness Assessment and receive their report during one of the in-person sessions.
3. Participants will read through and become familiar with a case study that provides an opportunity to practice using the tools in a safe environment.

PROGRAM FLOW:

During each session, participants will learn concepts and tools to successfully manage the people side of change. A comprehensive case study will help participants learn what the tools are, what value they add, and how to apply them in a typical hospital setting.

- During the 7-hour in-person sessions, participants will work in both large-group and small-group breakout sessions to explore how to apply the tools in the unique circumstances that define their organization.
- During each 90-minute online session, participants will learn an additional change management tool and explore how it can be effectively applied to their change project or initiative.





SESSION 1

Classroom, 7 Hours

The People Side of Change, the Change Model & Process

Participants will be able to:

- Understand and accept normal responses to change; gain employees' emotional involvement or commitment, and use it as a core component to implementing sustainable, successful change;
- Use the 6-step Change Model as the practical response to overcoming the six major barriers to successful, sustainable change.

Step 1 – Tools to Plan the Change

Participants will be able to:

- Create a business case and vision for change that becomes the foundation for all future communications inside and outside the organization
- Identify or assess the formal sponsors of change at each level and in each function, and identify potential informal sponsors
- Introduce a tool and process (The Human Performance Model) to analyze and find potential gaps in alignment of factors required to sustain successful change
- Create a change impact map that identifies who will be impacted by the change (functionally and personally), in what way, and potential challenges or resistance
- Identify change agents and create a plan to train and deploy them



SESSION 2

Webinar, 90 Minutes

Step 1 – Tools continued

Participants will be able to:

- Conduct a people-side risk analysis of the change that helps identify what could derail a change implementation
- Prioritize potential risks and identify early warning signs
- Create realistic options to prevent high-priority events
- Prepare to respond quickly should they occur

SESSION 3

Classroom, 7 Hours

Step 2 – Tools to Communicate the Plan

Participants will be able to:

- Assess themselves and others as they are most likely to respond to change (The Change Response Profile) and use the results as the foundation for self-development and the development of individualized communications
- Create a comprehensive change communication plan including:
 - Create a theme and an overarching message strategy
 - Identify and prioritize audiences as well as drafting key messages for different audiences
 - Determine how each audience should be engaged to gain support for the change
 - Assess and explore communication methods and vehicles to determine their effectiveness with different audiences
 - Create an ongoing communication campaign and measure its effectiveness

Step 3 – Tools to Cultivate Commitment

Participants will be able to:

- Conduct a stakeholder analysis to determine each stakeholder's position on the change





SESSION 4

Webinar, 90 Minutes

Step 3 – Tools to Cultivate Commitment continued

Participants will be able to:

- Use a training value analysis to assess the effectiveness of internally developed or purchased training to ensure people can do what they need to do in order to fulfill the requirements of the change



SESSION 5

Classroom, 7 Hours

Step 4 – Tools to Launch the Plan

Participants will be able to:

- “Flip the Switch” and monitor early results, including the results of training and the deployment of change agents
- Look for early warning signs identified in the risk plan, respond as determined in the plan, and measure results

Step 5 – Tools to Reinforce the Change

Participants will be able to:

- Use observation, metrics, progress reports and other feedback to make adjustments to communication, training and other activities as needed
- Use the communication strategy to reinforce supportive and aligned behavior
- Collect and respond to anonymous, small group, and one-on-one feedback in a way that positively reinforces the change
- Use compassion, care and coaching to respond to negativity or resistance

Step 6 – Tools to Transition Forward

Participants will be able to:

- Use spot and planned one-on-one coaching to ensure the change achieves the desired results

SESSION 6

Webinar, 90 Minutes

Step 6 – Tools to Transition Forward continued

Participants will be able to:

- Use a “Lessons Learned” summary to help the organization become more “change ready” for future changes
- Integrate change readiness as a core competency in the organization’s Human Resource or Organizational Development infrastructure
- Leverage the Change Management Tool Box to address other needs that may exist in the organization

DATES AND LOCATIONS

- Session 1 – March 27, 2015
- Session 2 – April 24, 2015
- Session 3 – June 5, 2015
- Session 4 – June 26, 2015
- Session 5 – July 17, 2015
- Session 6 – August 28, 2015

SESSION LOCATIONS	
Sessions 1, 3 and 5	Sessions 2, 4 and 6
Almanson Court 700 South Almanson Street Alhambra, CA 91801 TIME: 8am to 5pm	Online webinar TIME: 10am to 12pm





OUR FACULTY

Working with HASC, IRI Consultants designed the LEAD Academy and Advanced LEAD Academy based on its 30-year track record of helping health care organizations be more effective and successful. This is based on IRI Consultants' strong affiliations with the American Hospital Association (AHA), the American Society for Healthcare Human Resources Administration (ASHHRA), The Healthcare Roundtable, and state and regional hospital associations like HASC.

Marcey Uday-Riley, MSW, CPT, has been a human resource performance and organization development consultant for more than 25 years. For many years, Marcey was a clinical behaviorist and manager in a large, urban teaching hospital. She now helps organizations across multiple industries achieve business objectives as a consultant and trainer. She has provided executive, manager and leader training for such organizations as Metropolitan Chicago HealthCare System, Kaleida Health, Lake Regional Health System and Oakwood Health System.



Pamela Cunningham is a Six Sigma Black Belt skilled at blending the technical with the human side of high performance. A highly regarded trainer, Pan conducted leadership training for clinical and non-clinical managers for private- and public-sector health care organizations including Marquette General Health System, BCBS Michigan, Metro Healthcare and CIGNA. She also has advised hospital executives on how to quickly and effectively resolve various organizational issues in such organizations as Lutheran, St. Vincent and Baptist Hospitals.

QUESTIONS?

If you have questions about this program, please call Karen Ochoa at (213) 538-0765 or email kochoa@hasc.org.



PLAN · IMPLEMENT · SUSTAIN



REGISTER ONLINE: WWW.HASC.ORG/CHANGE-MANAGEMENT

PROGRAM DATES: Session 1 (classroom): March 27 Session 2 (webcast): April 10 Session 3 (classroom): June 5
Session 4 (webcast): June 26 Session 5 (classroom): July 17 Session 6 (webcast): August 28

Classroom sessions will take place at Almansor Court, 700 S Almansor St, Alhambra, CA 91801.

Classroom time is 8:00 a.m. to 5:00 p.m. 10 a.m. PST for webcasts.

Registration fees include all materials, continuing education credits, continental breakfast, lunch and a certificate of completion.

REGISTRATION FEE

- \$1,750 per person HASC Members
- \$1,600 per person for groups of four or more from the same facility registering at the same time

1. First Name: _____ Last Name: _____ Preferred Name: _____

Title: _____ Phone: _____ Email: _____

Continuing Education Credit: ACHE BRN License number: _____

2. First Name: _____ Last Name: _____ Preferred Name: _____

Title: _____ Phone: _____ Email: _____

Continuing Education Credit: ACHE BRN License number: _____

3. First Name: _____ Last Name: _____ Preferred Name: _____

Title: _____ Phone: _____ Email: _____

Continuing Education Credit: ACHE BRN License number: _____

4. First Name: _____ Last Name: _____ Preferred Name: _____

Title: _____ Phone: _____ Email: _____

Continuing Education Credit: ACHE BRN License number: _____

CONTINUING EDUCATION CREDIT

Attendee must complete all contact hours for the concurrent session in order to receive continuing education credits.

• **ACHE Credit.** The Hospital Association of Southern California is authorized to award 31 hours of pre-approved ACHE Qualified Education credit (non-ACHE) for this program toward advancement or recertification in the American College of Healthcare Executives. Participants in this program wishing to have the continuing education hours applied toward ACHE Qualified Education credit should indicate their attendance when submitting an application to the American College of Healthcare Executives for advancement or recertification.

• **BRN Credit:** RN Lic. No. _____ Provider approved by the California Board of Registered Nursing, Provider #970, for 31 contact hours.

• **HRCI Credit:** TBD

Total Team Registration: Number of paid registrants at \$1,600 per person X _____ = \$ _____

Enclosed Check# (payable to HASC): _____ Check Amount: \$ _____

Payment Method: MasterCard Visa AMEX Discover

Card #: _____ Exp. Date: _____ Amount: _____

Cardholder Name (please print): _____

Cash Back Credit Cards: If the authorized credit card is part of a rewards program that offer cash back or rebate incentives to the cardholder at the expense of the Hospital Association of Southern California ("HASC"), typically through a higher transaction fee, then by signing below the card holder authorizes HASC to charge this credit card the dollar amount of the additional fee.

IMPORTANT REMINDERS

- Valid payment information must be received with your registration.
- Pre-registration is required
- Mail and make check payable to: **HASC – Change Management Program, Attn: Karen Ochoa, 515 South Figueroa St., Ste. 1300, Los Angeles, CA 90071.**
- Fax registration form to (213) 482-8537.
- Payment is due two weeks prior to start date.

SPECIAL NEEDS or QUESTIONS

For ADA assistance or general registration questions, contact Karen Ochoa at (213) 538-0765 or kochoa@hasc.org.

CANCELLATION

All cancelations must be requested in writing and confirmed by HASC at least two weeks prior to start of the program and will be subject to a \$50 processing fee.

Cancelations received after the two-week deadline, and non-attending registrants will be invoiced for the entire registration fee. Fees are non-transferrable for other HASC seminars.

You may be photographed or videotaped at the event. HASC reserves the right to use these items in promotional, marketing, educational and other materials.