



WHAT IS CHANGE MANAGEMENT? (AND WHY IT MATTERS)

APRIL 19, 2022

COLORADO CASE MANAGEMENT REDESIGN:
CAPACITY BUILDING LEARNING COLLABORATIVE

HEALTH MANAGEMENT ASSOCIATES

AGENDA

- Background
 - Case Management Redesign (CMRD)
 - CMRD Capacity Building Project
- The WHAT?
What is Change Management
- The WHY?
Why it Matters to people
- The HOW?
How a plan creates change



WHY IS THIS CHANGE COMING?

Colorado's Redesigned Case Management system will offer:

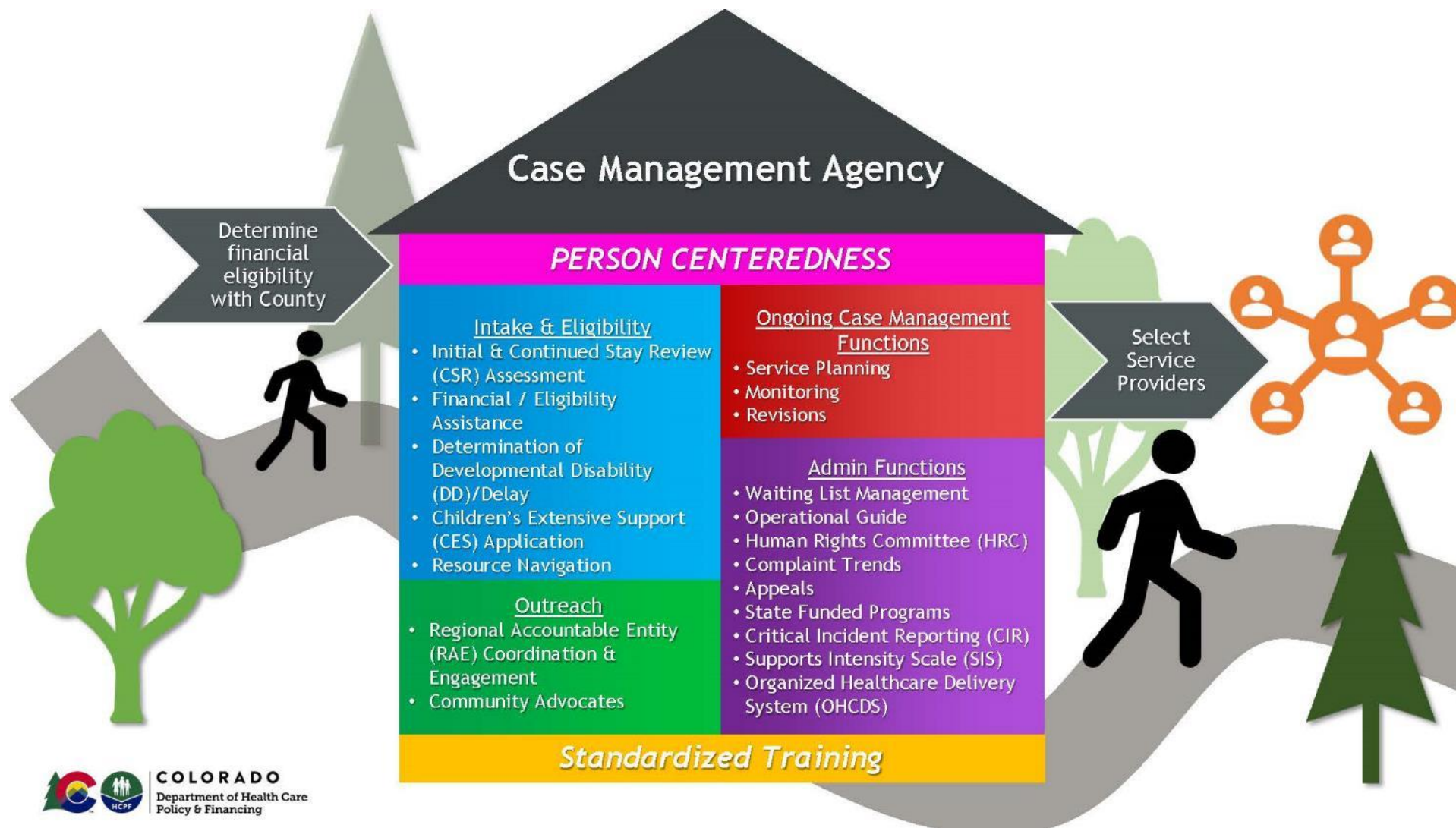
- Person-centered experience for all members
- Improved equity
- Easier to navigate, one place to go
- Streamlined operations and increased administrative efficiencies
- Innovations further increase system stability, quality, and accountability



The goal:

Make case management work better for everyone!

CO CASE MANAGEMENT REDESIGN (CMRD)



CMRD CAPACITY BUILDING PROJECT

The Department of Health Care Policy & Financing has contracted with Health Management Associates (HMA) to help current case management agencies (CMAs) and stakeholders get ready for this change:

- Work with CMAs to figure out what they need
- Provide technical assistance for CMAs to develop transition plans and get ready for what's next
- Support CMAs and stakeholders through the change process
- Engage with CO HCBS stakeholders to help with the transition through Learning Collaboratives and Community Conversations



A background image of three women in a group hug, overlaid with a blue tint. The woman in the foreground is smiling and looking towards the camera. The other two women are slightly behind her, also smiling.

INTRODUCING CHANGE MANAGEMENT:

THE *WHAT?*

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WHAT IS CHANGE MANAGEMENT?

- Helping to make a change work well
- Helping to make a change last over time



DISCUSSION

- Think of a time YOU wanted to make a change:
What got in the way?



DISCUSSION



- Think of a time that **SOMEONE ELSE** wanted you to change something:
What got in the way?

WHY CHANGE DOESN'T ALWAYS WORK

Allowing too much of a sense that the change will happen on its own

Failing to create a sufficiently powerful guiding coalition

Underestimating the power of vision

Under-communicating the vision by a factor of 10 (or 100, even 1000)

Letting obstacles to block the new vision

Failing to create short-term wins

Declaring Victory too soon

Neglecting to anchor changes firmly in the culture



70% of organizational change efforts fail to achieve desired results.



Most change efforts are hard on people within organizations and have an economic toll.



Understanding change in terms of goals, leadership focus, process, and rewards can improve the odds of success.

Kotter, J. (2012) *Leading Change* [Harvard Business Review](#)

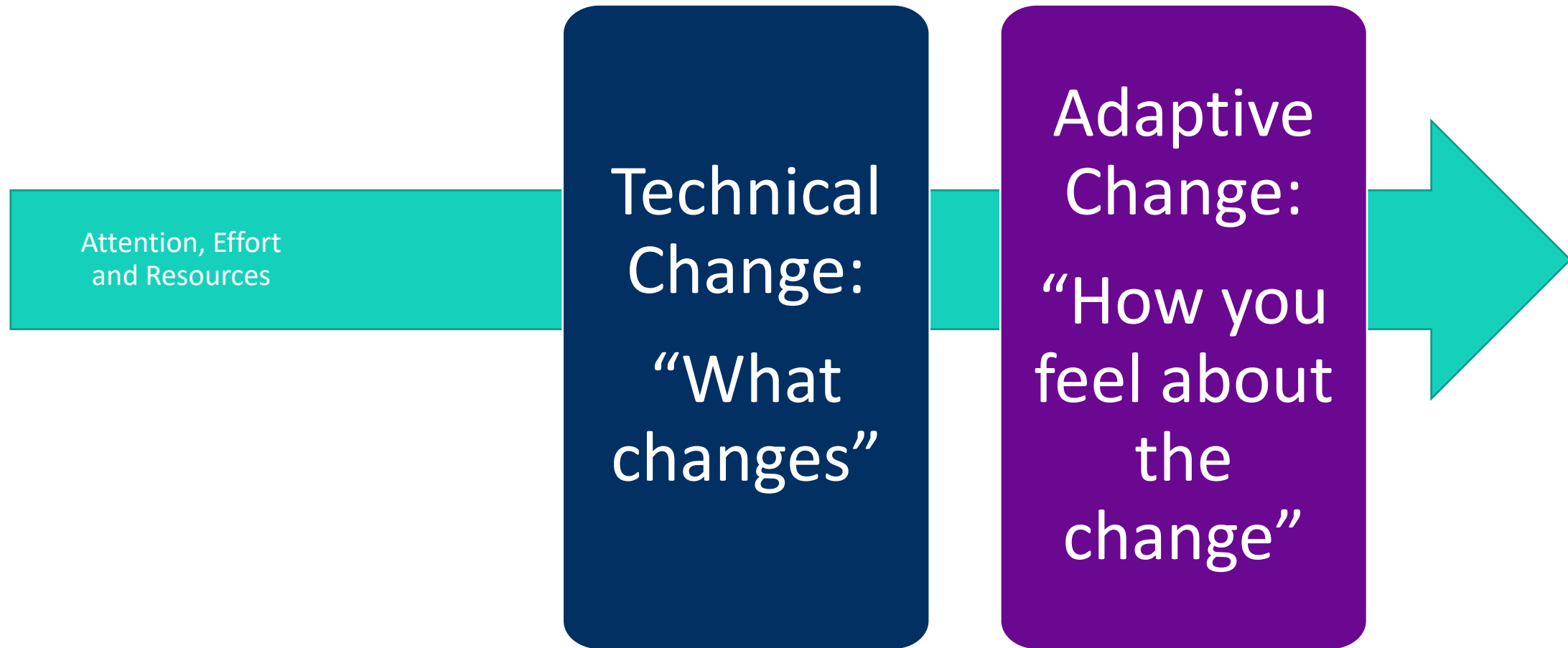
Beer & Nohria (2000). *Cracking the Code of Change* [Harvard Business Review](#)

CHANGE MANAGEMENT

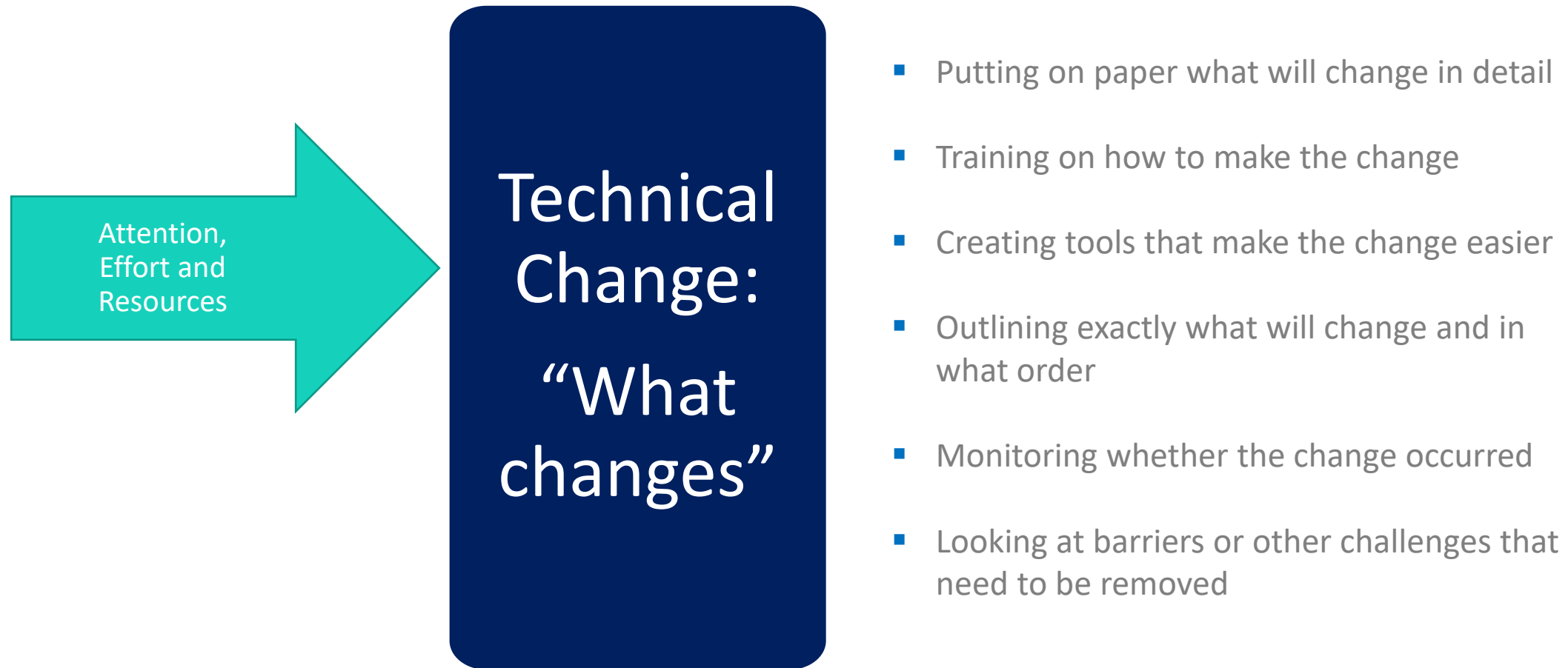
- Giving time and attention to explain why the change is needed
- Giving time and attention to how the change will happen
- Supporting people in the change whether they want the change or not
- Measuring whether the change is happening



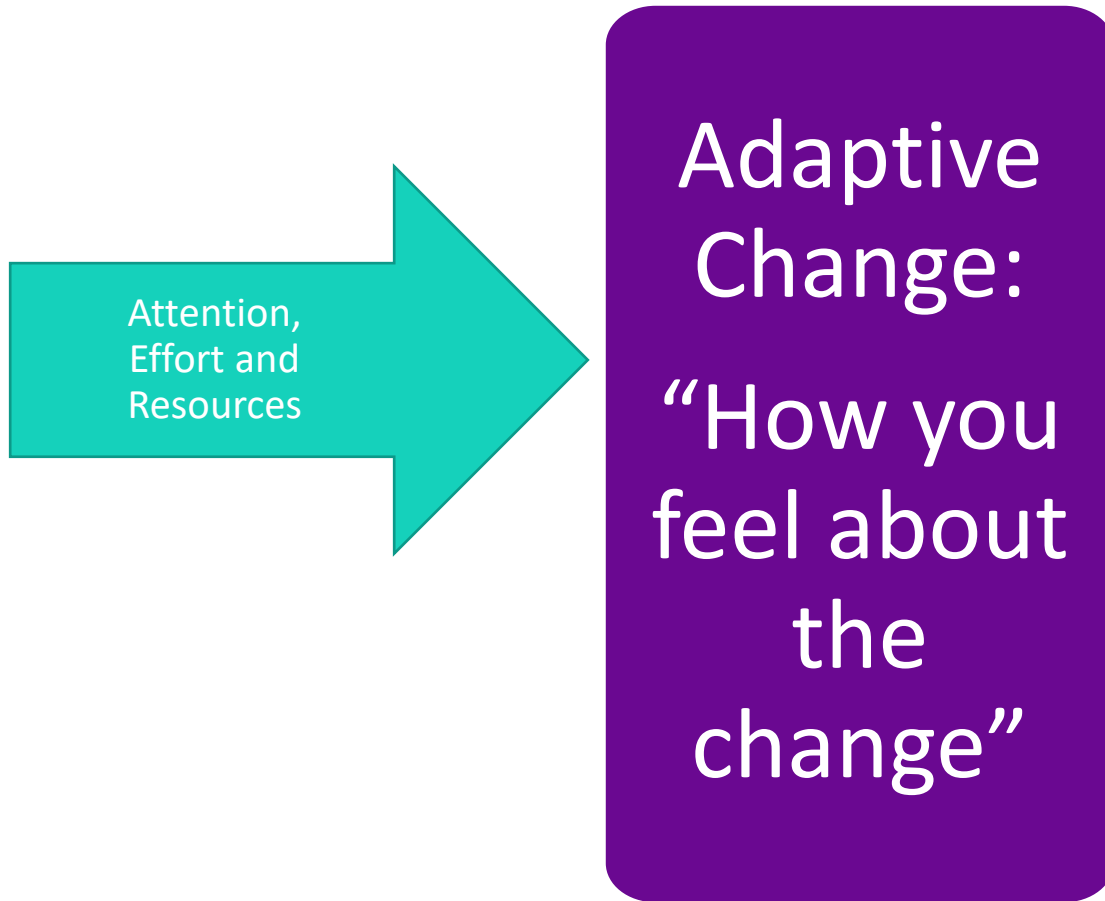
TWO KINDS OF CHANGE



SUPPORTING TECHNICAL CHANGE



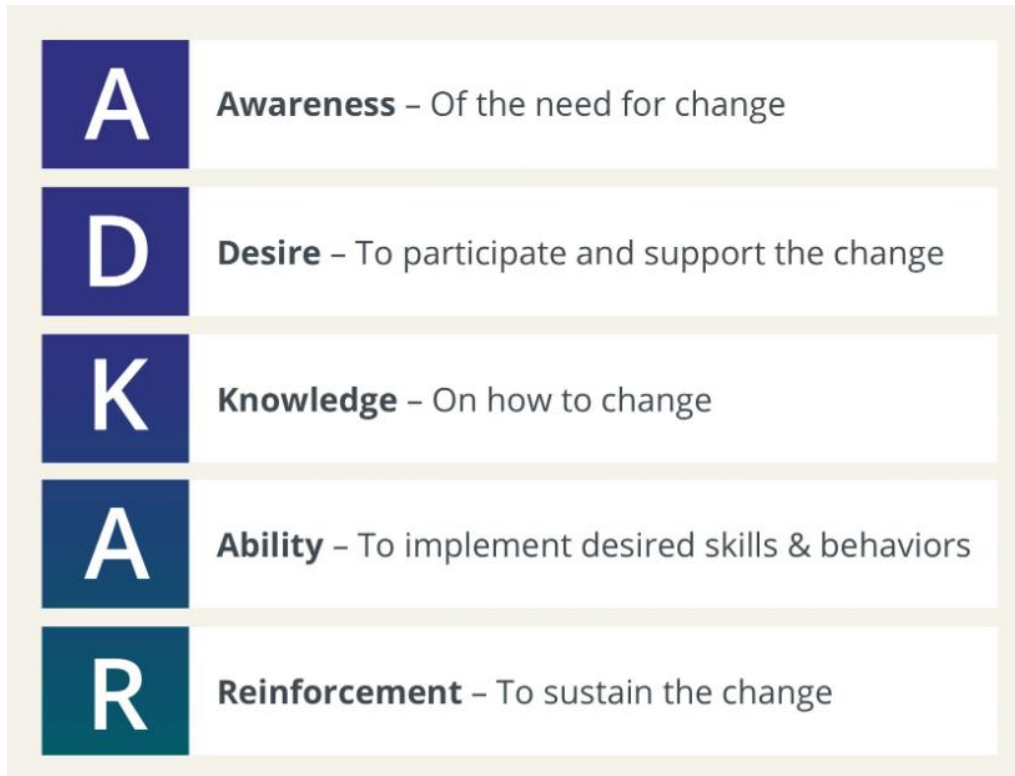
SUPPORTING ADAPTIVE CHANGE



- Talking about the change
- Communicating WHY the change is important
- Asking how people feel about the change
- Helping people stay motivated to change
- Recognizing when people are fighting the change
- Noticing small steps and efforts towards change and celebrating small wins

MANY MODELS OF CHANGE MANAGEMENT

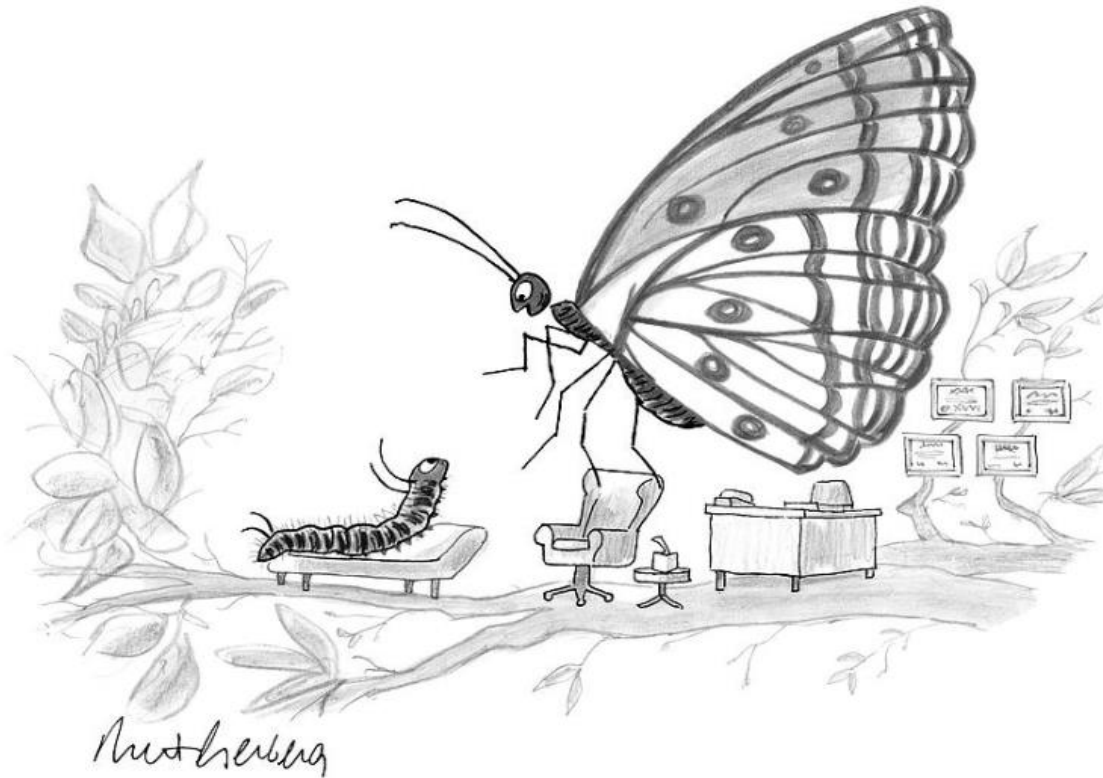
Prosci ADKAR®



Kotter 8 Stages of Change



IN THE END, CHANGE IS ALWAYS PERSONAL



"The thing is, you have to really want to change."

Part of change management
is helping people understand
Why a change is important

and

Building
personal commitment
to the change



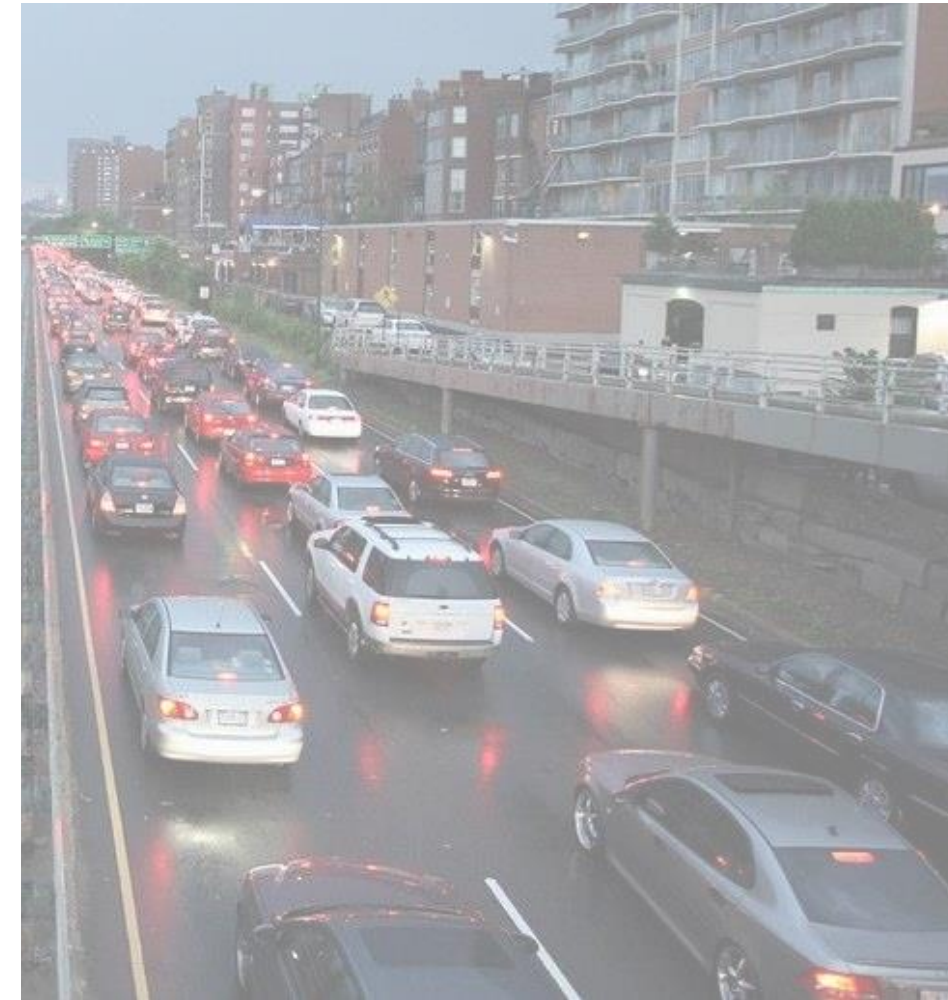
SUPPORTING
PEOPLE THROUGH
CHANGE:

THE *WHY*?

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WHEN CHANGE IS DRIVEN BY ENVIRONMENT

- **Challenges with current case management in Colorado:**
 - Inconsistent quality
 - Technology systems are complicated and don't work together
 - Peoples' experiences of support differ based on agency and location
 - Inequity between populations
 - Lack of flexibility to access services
- **Federal requirement for conflict-free case management**
- **State Law HB21-1187 (May 2021):**
Long-term Services And Support Case Management Redesign requires RFP for new CMA structure by December 2022, with implementation by July 2024



CHANGE VS. TRANSITION

CHANGE

External

Can be planned and
“created”

Happens to us

TRANSITION

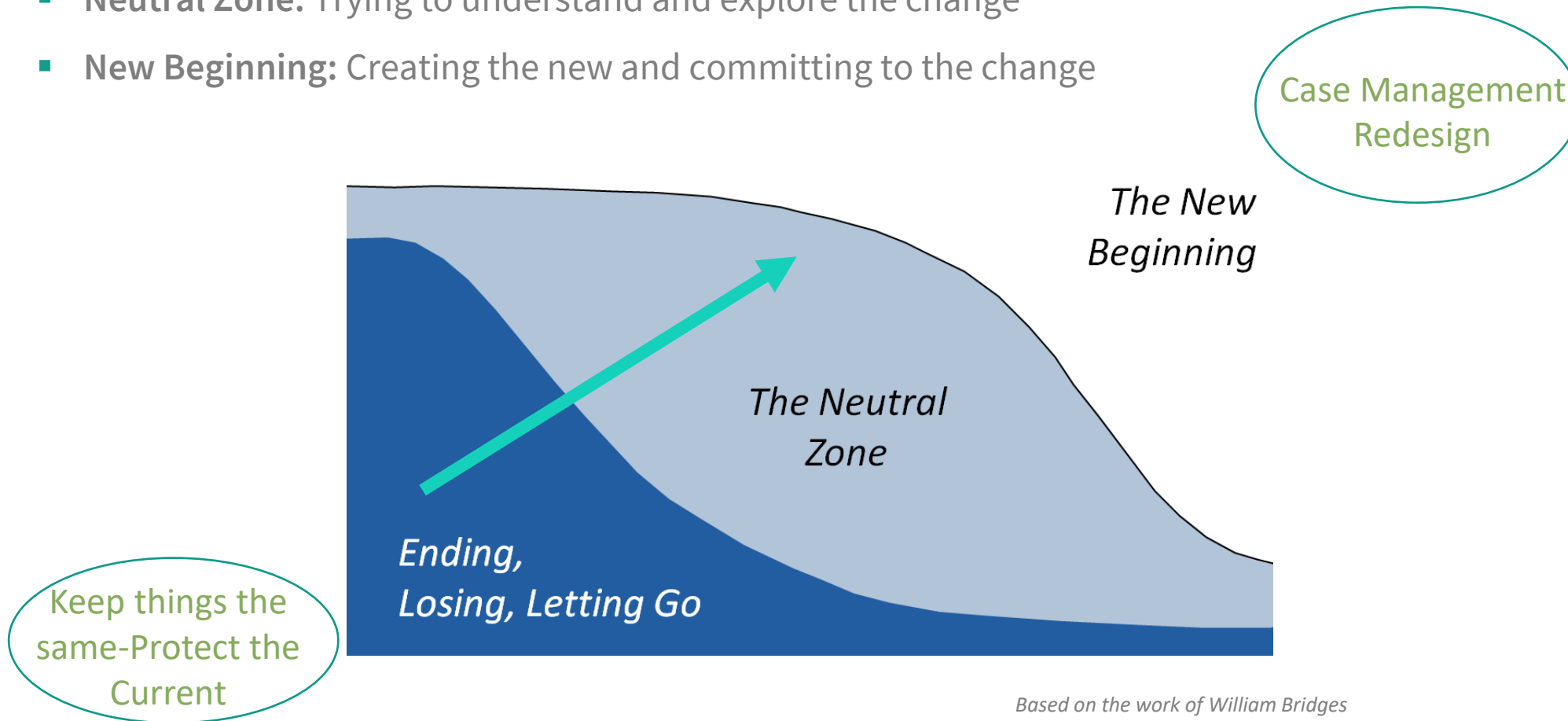
Internal

Must be experienced

We need to handle it
personally

JOURNEY TO CHANGE AND TRANSITION

- **Ending:** Letting go and grieving the loss of what was
- **Neutral Zone:** Trying to understand and explore the change
- **New Beginning:** Creating the new and committing to the change



Based on the work of William Bridges

WHAT SUPPORT WILL PEOPLE NEED?

What do **individuals and family members** need in this change process?

- What will feel like biggest transition?
- What are potential challenges?
- What can help with supporting change?



WHAT SUPPORT WILL PEOPLE NEED?

What do **staff of organizations** need in this change process?

- What will feel like biggest transition?
- What are potential challenges?
- What can help with supporting change?



WHAT SUPPORT WILL PEOPLE NEED?

What do **partners** need in this change process?

- What will feel like biggest transition?
- What are potential challenges?
- What can help with supporting change?





MAKING A CHANGE MANAGEMENT PLAN: *THE HOW?*

HEALTH MANAGEMENT ASSOCIATES

CREATING A ROADMAP FOR CHANGE

- Creating a plan that leads from here to there
- Flexible plan that can change as you go and learn
- Creates structure and support in a time of uncertainty or anxiety
- Allows for measurement of progress



OVER-COMMUNICATION IS KEY

Information needs to be shared many times, many ways

INFORMATION

- Why change is happening
- When change is happening
- How change will happen
- Role in change

KINDS OF COMMUNICATION

- Conversation
- Written communication
- Meetings
- Emails, graphics, and other



CREATING FORMAL CHANGE ROLES AND BELONGING

Planning for How People are Involved in Change

- Who is the key leader who is supporting this change for the CMA? (Sponsors)
- Who will lead the CMA's technical and operational change? (Team Leads)
- Who will be on the team that is leading the human-centered changes? (Change Agents)
- How will stakeholders (members, families, providers, advocates) be involved in the Plan?



WHAT WAS MOST IMPORTANT TO YOU TODAY?



QUESTIONS?

Please contact us if you have additional questions, suggestions, or ideas

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