

PREPARING FOR CHANGE:

A CROSS PCN APPROACH IN ALBERTA'S NORTH ZONE

Alena Thompson
Angela Rae Lopatka
Lori Apostal
Michel Haener

Disclosure of Financial Support

- This program has not received any financial or in-kind support

Mitigating Potential Bias

- The scientific planning committee has contributed to the consideration of learning needs, the determination of learning objectives, the development of program content, and the choice of speakers or presenters.
- No sponsorship funds have been received.
- The scientific planning committee has reviewed the content of the presentations and ensured that content presented is evidence-based and free of undue influence.

Presenter Disclosure

- **Presenters:** Alena Thompson, Angela Lopatka, Lori Apostal, Michel Haener

- **Relationships with financial sponsors:**
 - **Grants/Research Support:** nil
 - **Speakers Bureau/Honoraria:** nil
 - **Consulting Fees:** nil
 - **Patents:** nil
 - **Other:** nil

AGENDA

- OVERVIEW
- NZ APPROACH
- NZ EXPERIENCE AND IMPACT
 - CHANGE PLANNING
 - ORGANIZATION LEVEL IMPACT
- KEY TAKEAWAYS

ORIGIN OF THE NZ APPROACH

- Anticipation of Change
 - MAPS transition
 - NZ cross-PCN initiatives

HEALTHCARE CHANGE

Common Causes of Failure

- Limited Management and Staff Training in Change Management
- Unstructured and Inflexible Approach
- Inadequate resources and support
- Lack of planning and Management Attention
- Ineffective Communication



QUESTION 1

- What emotion best matches your past experiences with change initiatives?
 - Satisfied
 - Encouraged
 - Curious
 - Frustrated
 - Overwhelmed
 - Neutral



CHANGE SUCCESS

“Organizational change successes are associated with a process by which large, complex, and potentially unmanageable strategic problems are factored into progressively smaller, less complex, and hence more manageable proportions.

The managerial interventions that align organizational action with strategic intention.”

(FLOYD AND WOOLDRIDGE, *STRATEGIC MANAGEMENT JOURNAL*).

NZ TRAINING PROGRAM

Agile Change Management

- Collaboration, Personal Leadership, Change Planning.

Local Change Agent

- Active Listening, Transition Models, Stakeholder Mapping.

Training for Trainers

- Independent Training delivery within organization.

AGILE CHANGE MANAGEMENT

AGILE VS. TRADITIONAL APPROACH

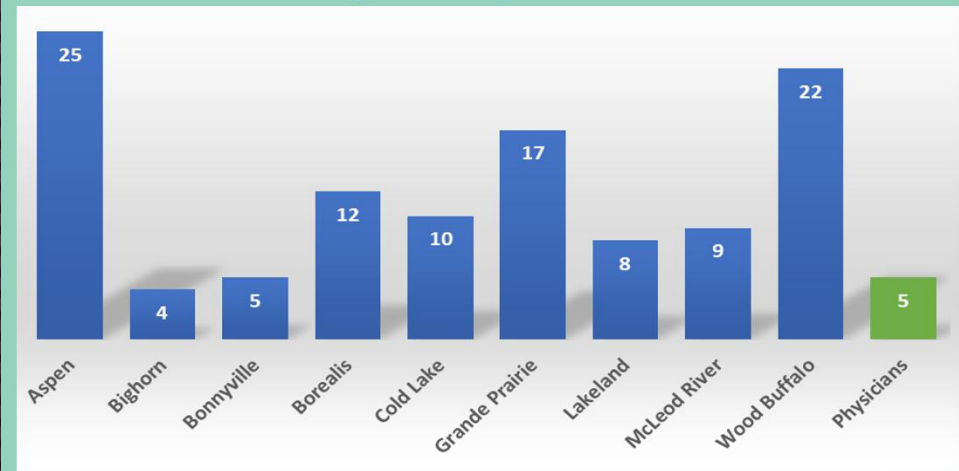
- ITERATIVE VS. RIGID PLANNING
- CONTINUOUS FEEDBACK VS. FIXED OUTCOMES
- STAKEHOLDER-CENTRIC VS. TOP-DOWN IMPLEMENTATION

NZ INITIATIVES

- Indigenous Health & Team-based Care Integration
- Application of Agile Change Management principles and skills
 - Informed by environment scan and engagement
 - Identify gaps and barriers
 - Iterative and flexible planning
 - Stakeholder-centric multi-level communication plans



Survey Respondents



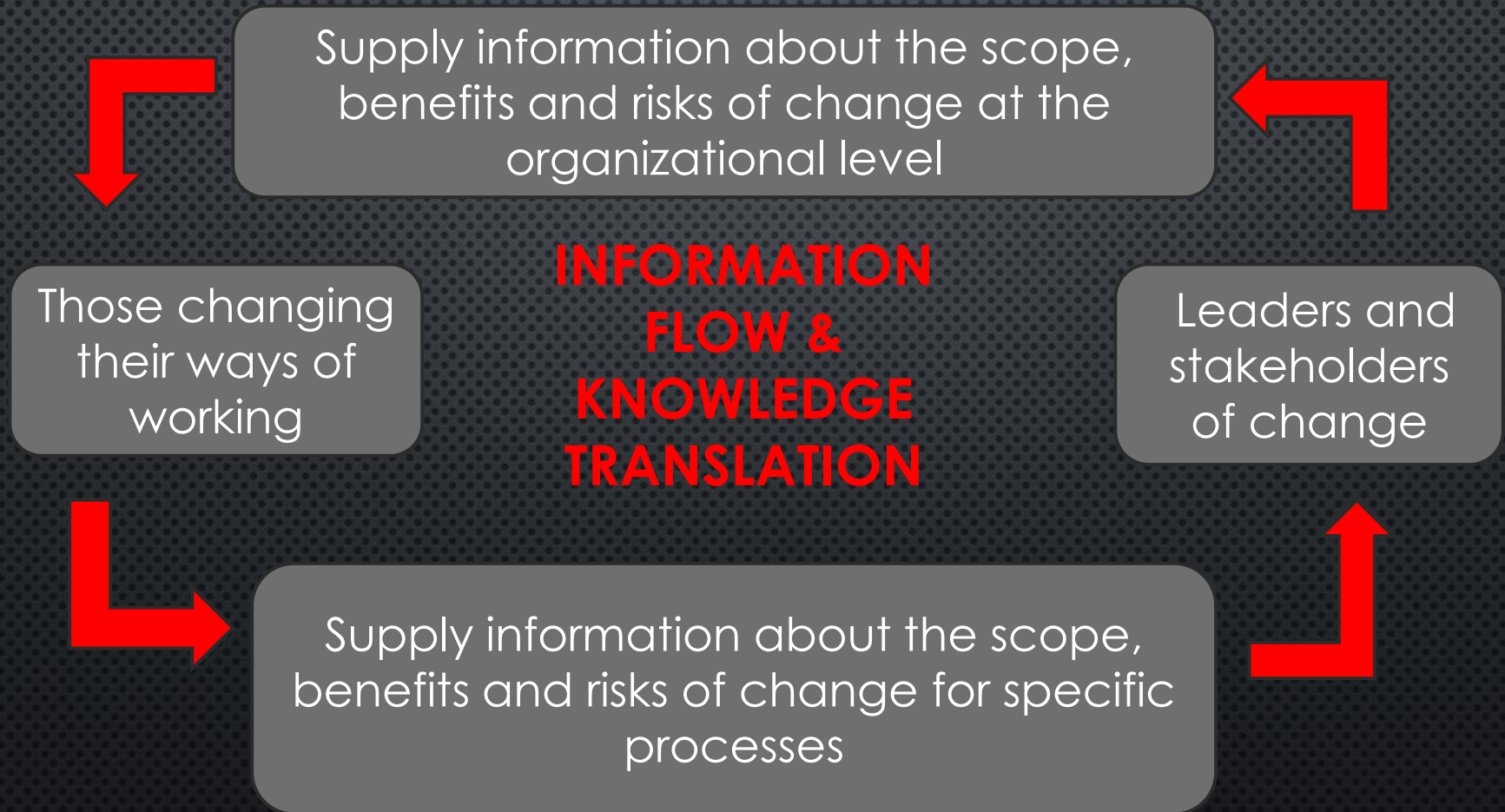
114 frontline staff
across 10 North
Zone PCNs

Responses indicated themes associated with
current state not anticipated



Pivot to a Multi-Level Approach

MULTILEVEL APPROACH



NZ PLANNING - TEAM BASED CARE



QUESTION 2

- Estimate the percentage of staff in your organization that have some level of change management training.
 - 0-25%
 - 26-50%
 - 51-75%
 - 76-100%

ORGANIZATION LEVEL IMPACT – NZ PCN

- Network of staff members that understand change concepts and can support change
- Change language/conversations have been normalized



ORGANIZATION LEVEL IMPACT – NZ PCN

- Structured tools and frameworks to support planning and implementation
- Better able to support our teams
 - Existing operations
 - MAPS transition(s)



KEY TAKEAWAYS

- Agile change management fosters flexibility, engagement, and long-term success.
- Building agile capacity requires structured training and committed leadership.
- Call to Action: invest in change management training and build a network of skilled change agents.