

Organizational Change, Integrated Health Care and Wellness

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Open Discussion Meeting
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Overview

- * Objectives
- * Organizational Change
- * Different Perspectives
- * Supporting Employees through “The Change”
- * Discussion
- * Resources & References

Presentation Objectives

Participants will:

- * Increase understanding of theoretical background for organizational changes
- * Learn strategies to assist with organizational change, particularly related to wellness
- * Be able to recognize opportunities to apply new strategies and locate resources and support to carry out strategies

Organizational Change

Organizational Change involves...

- * A complex set of complementary strategies that are responsive to internal and external influences

Stage Theory of Organizational Change

1. Problem definition (awareness)
2. Initiation of action (adoption)
3. Implementation
4. Institutionalization

What stage is your organization in?



Discussion

What have been some of the barriers to integrating health care?



Factors Related to Adoption

- * At the organizational level:

- * Culture
- * Climate
- * Leadership style
- * Power balances
- * Social relations
- * Absorptive capacity of new knowledge

(Greenhalgh, Robert, MacFarlane, Bate, & Kyriakidou, 2004).



Factors Related to Adoption

- * At the individual level:
 - * Motivation to adopt
 - * Values align with change/innovation
 - * Change addresses existing need
 - * Change is meaningful



Factors that Enhance Adoption

(Diffusion of Innovation in Service Organizations)

- * Relative advantage
- * Compatibility
- * Low complexity
- * Trialability
- * Observability



Factors that Enhance Adoption cont'd

(Diffusion of Innovation in Service Organizations)

- * Potential for reinvention
- * Task issues
- * Nature of knowledge required
- * Technical support

Management Perspective

- * Provide direction
- * Delegate/motivate
- * Provide support

Employee Perspective

- * Implement
- * Evaluate
- * Report
- * Respond/Communicate
- * Interact with clients

Client Perspective

- * Receive services
- * Interact with front-line staff
- * Make decisions about the use of services
- * Gateway to broader community
- * Generally, the main focus of the organizational change(s)

Supporting employees through “The Change”

- * Employees may feel that the following may be threatened:
 - * Their autonomy
 - * Their level of competence
 - * Their relatedness
- * What can be done to support employees through “The Change”?

Perhaps a healthier approach...

Benefits of Worksite Wellness

Wellness Council of America's (WELCOA) 6 Benefits of Worksite Wellness:

1. ***Improved Morale***
2. ***Reduced Turnover***
3. Increased Recruitment Potential
4. ***Reduced Absenteeism***
5. Health Care Cost Containment
6. ***Improved Employee Health Status***

Worksite Wellness Defined

The *promotion and protection* of employee health through *policy, programs and environmental supports* in the workplace.

Worksite Wellness activities *empower employees* to make *voluntary behavior changes* to reduce the prevalence of chronic diseases, chronic disease risk-factors, and other costly threats to their health.

Benefits of Worksite Wellness

The argument may also be made improved employee health and morale may contribute to:

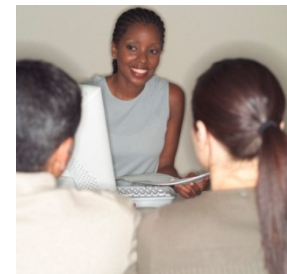
- * **Modelling** a healthy lifestyle to an at-risk population
- * **Improved attitudes and execution** of service to an at-risk population
- * **Improved stress management** in the workplace (depending on type of programming offered)

“Culture of Health”

- * Includes *senior-level leadership “buy-in”* and support
- * ***Employee health is valued, supported and promoted*** within organization through:
 - * *Programs*
 - * *Policies*
 - * *Benefits*
 - * *Environmental Supports*
- * Employee health promotion becomes ***a routine part of business operations*** aligned with overall business goals

Planning

- * **Start a Worksite Wellness Team or Committee**
 - * Assesses employee needs and preferences
 - * Assists in planning, implementing, monitoring, and evaluating worksite health program activities
- * **Conduct Inventory of available and potential resources**
 - * Such as: staff, space, equipment, materials, supplies, incentives, etc.



Wellness Activities Supported through Policy

- * Health education & Health screenings
 - * Physical fitness activities
 - * Nutrition and physical activity challenges
 - * Encouragement for employees to walk during their breaks, lunch, and before or after work
 - * Worksite lactation support
 - * Support for healthier eating options
- Health newsletters
 - Community walks
 - Pedometer challenges
 - Aerobics/Fitness classes
 - Tobacco cessation assistance
 - Smoking cessation assistance



Helpful Resources

- * National Healthy Worksite Program

<http://www.cdc.gov/nationalhealthysite/index.html>

- * National Health Observances calendar

<http://healthfinder.gov/NHO/>

- * WELCOA

<https://www.welcoa.org/>

- * American Heart Association Fit Friendly Award

http://www.startwalkingnow.org/start_workplace_fit_friendly.jsp

- * EatRight.org

Discussion

How do you think concepts from organizational change can support employee wellness and employees' ability to adapt to changes associated with ACA at your organization?

References

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