

# Healthy Start Interconception Care Learning Community

## *Readiness Assessment*

Kay Johnson, Lisa Leroy, and Andrea Brand

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## Agenda for Webinar

- What is readiness?
- What is readiness assessment?
- How will it help our work?
- What tools will we use?
- Questions?



## Focus of ICC Project

1. Advance the quality and efficacy of interconception care (ICC) activities among Healthy Start grantees and communities
2. Improve each Healthy Start grantees' ICC component to better serve participants

***Achieving our goals will require that Healthy Start projects adapt and change.***



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## What is readiness?

***Readiness: The state or quality of being ready; preparation; aptitude; willingness.***



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## What is Organizational Readiness?

***Organizational readiness is a state of preparedness for change.***

- **Is our organization ready to change?**
- **Am I ready to change? Ready to lead change?**



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## Organizational Readiness for Change

**What kind of changes will be called for in the ICC Learning Community project?**

- ***Improve the way work is done***
- ***Adopt evidence-based and best practices***
- ***Use the quality improvement model***
- ***Apply new tools and strategies***
- ***Develop new leadership styles***



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# ***“Change you can believe in.”***

## **Obama Campaign message**

**When trying to get innovations adopted, the perceptions of those individuals making the change are more important than expert opinion.**

Principle adapted from Rogers, *Diffusion of Innovation*



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## **People more likely to change if they believe**

1. Discrepancy: *“We need to change to the new way of doing things. This will make a difference.”*
2. Appropriateness: *“The new way of doing things will be right for us.”*
3. Efficacy: *“If others can do this, so can we.”*
4. Valence: *“This really matters to our work. The juice will be worth the squeeze.”*
5. Principal support: *“We believe the people who are promoting this change. We see our peers doing this and want to do it too. **We want to walk the talk.**”*



Sources: Rogers, *Diffusion of Innovation*, 2003; Armenakis et al, 2007; Ryan and Gross, 1942; Coch and French, 1948; and Bandura, 1986.



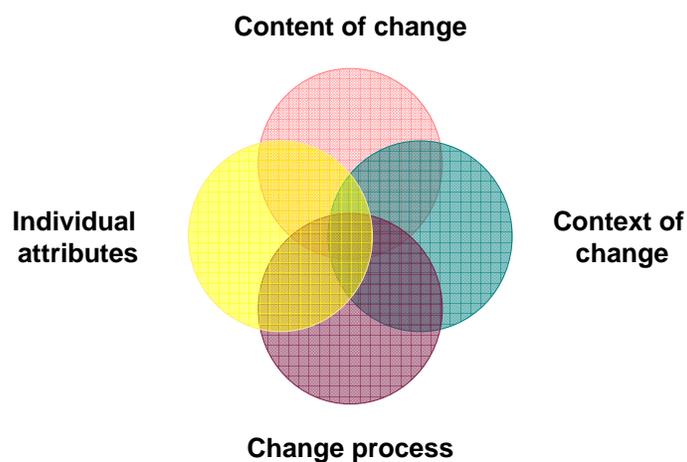
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# Do you feel ready to change the way you do Healthy Start ICC work?

Please send your response –  
yes or no.



## What factors affect readiness and contribute to overall impact of change?



Source: Aarons. UCSD. Diagram by Kay Johnson.



## What factors affect organizational readiness for change?

- Motivational readiness of leader and staff
- Individual characteristics of staff
- Institutional resources
- Organizational “climate”

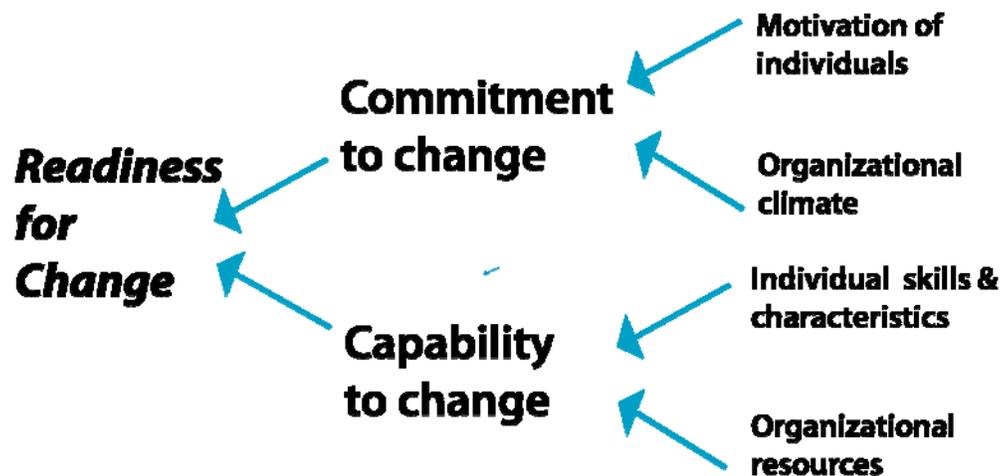


Source: Lehman et al. 2002; Armenakis et al. 1993; Bartol. 1979.



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## Factors affecting Readiness for Change



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## What factors affect organizational readiness for change? <sup>(1)</sup>

### ■ Motivational readiness of leader and staff

- **Perceive need for improvement:** *“Our work and results could be better.”*
- **See opportunity for change:** *“There are better ways of doing business that will work for us and our customers/clients.”*
- **Feel pressure to change:**
  - *INTERNAL* *“We can’t keep going like this.”*
  - *EXTERNAL* *“Our funders say we must change.”*



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## What factors affect organizational readiness for change? <sup>(2)</sup>

### ■ Individual characteristics

- **Adaptability:** *“I am open to change. Learning and using new approaches is easy for me.”*
- **Efficacy:** *“I have confidence in my ability to do it better or to change.”*
- **Desire to grow:** *“I try to update my knowledge or skills.”*
- **Willing to use my influence on others:** *“I am a leader and want to play a role in shaping opinions.”*
- **Attitude:** *“I am open to doing things differently in my job.”*



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## What factors affect organizational readiness for change? (3)

### ■ Institutional resources

- **Staff capacity:** *“We have the people we need to do the work.”*
- **Physical resources:** *“Our office space and equipment is adequate.”*
- **Training resources:** *“Staff training and development are a priority.”*
- **Technological capacity:** *“We have access to computers, email, and other technological tools we need to do our work.”*



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## What factors affect organizational readiness for change? (4)

### ■ Organizational climate

- **Shared mission and vision for work:** *“There is a clear action plan. We know where we want to go.”*
- **Openness to change:** *“It is easy to change procedures and processes in our organization.”*
- **Communication:** *“Formal and informal channels of communication work well in our organization.”*
- **Staff cohesiveness:** *“We work well together as a team.”*
- **Staff autonomy:** *“Staff can try new things. The leaders respect our professional judgment.”*
- **Stress:** *“It’s tough to work here with so many pressures.”*



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## Can we fail on organizational readiness?

- You cannot fail organizational readiness assessment.
- No organization is perfect.
- The ICC LC process will improve your organizations' readiness and capacity for change.



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## What is the value of organizational readiness assessment for grantees?

- *Help you be successful*
- *Gain insights into organization beyond ICC Learning Community activities*
- *Assess your organization's growth and progress over time*
- *Assess individual readiness for change*
- *Inform team development*



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## How does assessment help the ICC Learning Community?

- *Guide ICC LC technical assistance efforts*
- *Improve potential for change*
- *Use a tool to measure before, during, and after learning community work (evaluative)*
- *Enhance Healthy Start leadership development*



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## Even Fortune 500 CEOs Not Always Effectively Managing Change



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**What's important is what people think they can do together, their shared confidence in collective capacity.**

Weiner et al. 2008



## **Organizational Readiness: Next steps**

### **■ Assess readiness of key individuals**

- Validated assessment tool
- Project director and one other person to complete assessment (others if you wish)
- To be done in next four weeks - by June 19

### **■ Opportunity to assess team readiness**

- CityMatCH Readiness Tent preparation at August meeting
- To be done by home team after LC meeting



# Questions?

**Kay Johnson, Andrea Brand, & Lisa Leroy**

