

# Introduction

## Change Processes

- **Development is a process of change – and change processes have some basic common features**
  - **A context (political, social, cultural, economic, technology, legal, and environmental)**
  - **A present situation that we want to change**
  - **A vision for the future situation that we want to achieve**
  - **Choices about where and how we intend to move through time**
  - **Actions that we want to implement**

# **Mission of GHS**

**The GHS is to work in collaboration with all partners in the health sector to ensure that every individual, household and community is adequately informed about health and has equitable access to high quality health related interventions.**

# **Vision of GHS**

**It is to work to ensure a society in which preventable diseases and avoidable deaths are kept to the barest minimum and where every citizen has access to a quality-driven, results-oriented, close to client, focussed and affordable health service by a well motivated workforce.**

# Tools for Managing Change

- **Internal & External Analysis**
- **SWOT Analysis**
- **Logical Framework Analysis (LFA)**
- **Force Field Analysis**
- **Process Flow Analysis**

# Internal & External Analysis

- Identify where to position the organisation
- Identify the stakeholders in the sector
- Identify other relevant stakeholders
- Define the type of actors to include
  - Organisations (public & private)
  - Departments or units
  - Target groups, etc.

# Role of Leadership & Management (1)

- **Recognising the need for change**
  - Some organisations are good at anticipating change whilst others are not
- **Establishing the sense of urgency**
  - Alerting organisation members to the need for change
  - Convince colleagues to prepare for major discontinuities

# Role of Leadership & Management (2)

- **Deciding what needs to be done (creating a vision)**
  - Setting a direction
  - Developing strategies to move in that direction
  - Setting goals
  - Establishing detailed steps for achieving the goals
  - Identifying and allocating resources

# Role of Leadership & Management (3)

- **Developing the capacity to do it**
  - Providing the required resources
  - Aligning people
  - Empowering others to make the vision happen
  - Communicating the new direction
  - Creating coalition (interdependence) to getting there

# Role of Leadership & Management (4)

- **Ensuring that it is done**
  - **Motivating and inspiring the work group**
  - **Articulating the vision**
  - **Involving people in deciding how to achieve the vision**
  - **Supporting others efforts to realise the vision by providing coaching, feedback and modelling (problem solving)**
  - **Recognising and rewarding success**

# Reasons for Change

- **Organisational Survival**
- **Stay Competitive**
- **Political Pressure – NHIS**
- **Technology**
- **Finance and Economics**
- **Natural Disaster – rainstorm, earthquake, drought, etc**
- **War**
- **etc**

# Leading the Change (1)

- Establish a sense of urgency
  - Do not underestimate driving people from their comfort zones, especially when there is no crises
- Form a powerful coalition
- Create a vision
  - Imaginable (a picture of the future outlook)
  - Desirable (meets long-term interest of stakeholders)
  - Feasible (realistic and attainable)
  - Focused (provides guidance for decision making)
  - Flexible (individual initiatives & alternatives)
  - Communicable (can be successfully explained in a few minutes)

# Leading the Change (2)

- Communicating the vision
  - All must hear the message repeatedly
  - Communicate vision by example (walk the talk)
- Empowering others to act on the vision
  - identify and remove obstacles to implementing the vision
  - Create a climate in which people believe in themselves and confident that they have the support of others to make things happen
- Planning for and creating short-term wins
  - Celebrate performance improvements

# Leading the Change (3)

- Consolidating improvements and producing still more change
  - Capitalise on early wins to motivate others to introduce further changes consistent to the vision
- Institutionalising new approaches
  - Demonstrate benefits of the change and reinforce these until they become part of the accepted culture

# Nature/Types of Change

- Incremental
- Continuous/Transformational
  - Re-orientation
  - Re-creation
- Reactive
- Proactive
- Radical/Major Reform
- Gradual

# Situational Analysis

## Internal and External Environment

- Present set up/structure for HCWM (national, regional, district and facility levels)
- Ascertain strategic link HCWM and health care delivery
- Stakeholder interest (communities, local government (District Assemblies), facility managers, etc) to invest in HCWM
- Human Resources - number, age, deployment and skill-mix of staff in HCWM
- Current technologies/systems applied to HCWM
- Funding of HCWM (quantum and frequency)

# Stakeholders

- **MoH**
- **Ministry of Finance**
- **Ministry of Local Government & Rural Development**
- **Christian Health Association of Ghana**
- **Development Partners**
- **Utility Service Providers – Electricity, Water, Telephony**
- **Consultants**
- **Contractors**
- **Training Institutions**
- **Beneficiary Communities**

# SWOT Analysis - Internal Environment

## Strengths

- HCWM Policy in place
- Skilled and experience staff
- Regular staff training programmes
- Technical information on HCWM available
- Structure and organised system for HCWM
- Public awareness on HCWM high

## Weaknesses

- Understaffing
- Inadequate HCWM infrastructure at the district
- Over reliance on DAs
- Lack/inadequacy of budget from government for HCWM activities
- Low salaries HCWM staff
- Few Environmental Officers in GHS

# SWOT Analysis - External Environment

## Opportunities

- Government new youth employment programme
- Availability of potential Development Partners
- Donor sponsored post-qualification staff training courses
- Increasing demand for technical advise and services by public and private health organisations

## Threats

- Bureaucracy
- Construction of substandard sanitation facilities
- Low community interest in sanitation
- Delays in government's approval for recruitment of additional staff
- Indiscriminate healthcare waste disposal

# Internal & External Analysis

SWOT

Strength = is an internal characteristic that

# Internal & External Analysis

## Steps in SWOT Analysis

- Define the entity or problem area (in this case the implementing organisation, ie, RHD/DHD)
- Identify the strengths, weaknesses, opportunities and threats using the findings from methods used under internal and external analysis
- Setting priorities: select 4-7 findings per S, W, O and T
- Matching strengths and weaknesses with opportunities and threats
- *Formulate your strategy and Action Plan for Change Management*

# Logical Framework Analysis (LFA) Technique

- **LFA is an analytical tool** used to analyse the HCWM issues
- Develop Problem Tree (looking at the causes and effects of the HWCM problems)
- Develop Objectives Tree (means of overcoming the problems and the end-product of that effort)
- Identify the right strategies for change (opportunities and strengths and minimising risks as much as possible).

# Change Strategies

- Economic
  - Restructuring
  - Reengineering
  - Layoffs
- Organisational Development
  - coordination & teamwork
  - commitment & trust
  - Learning
  - Open communication

# Implementation Change

- Preparation of Action Plan and Implementation of same
  - Consider all the inputs required for the successful and smooth implementation of the HCWM project/programme

# Implementing Change (1)

## Key Interventions

- **Effective Communication to and among all team/organisational members**
- **Workshops**
- **Surveys**
- **Training**
- **Communication**
- **Events**
- **Displays**
- **Tools**
- **Recognition**
- **Discipline**
- **Learning Organisation**

**Integrate all these into a coherent process**

# Implementing Change (2)

## Preparation & Research

- **Decide what preparation and research is needed**
  - **Process analysis**
    - **effects of unprofessional management/disposal of healthcare waste at the regional, district and facility levels and the adverse effect on service delivery**
    - **Steps in HCWM**
    - **Segregation and Containment**
    - **Colour Coding**
    - **Storage – internal and external**
    - **Collection and transportation of waste, etc**

# Implementing Change (3)

- **Patients/Clients Survey**
  - Wards, departments, clinics, etc
  - No. of patients, visitors
  - No of Deliveries, operations, dressings, injections, etc
- **Resources**
  - Obtain inputs, logistics, transport
  - budget preparation and allocation of funds
    - Total Budget
    - Breakdown of Budget

# Implementing Change (4)

- **Staff Survey**

- Appoint Task Team/Committee with a specific Terms of Reference for the implementation of the project (HCWM activities)
- Assess and conduct training on HCWM policy and processes for all operational staff
- Need for new staff
- Identify change agents

## **Coordination of Change Process**

- Agree on coordinator of change process
- Who will be Involved/affected
- How will they be involved
- How will be informed of the plans for the change
- Any formal facilitator required to support the change process

# Implementing Change (5)

## Management Commitment and Focus

- **Who will be involved**
  - Head of Facility/Department, Estate Manager, Environmental Officers, Ward Managers, Orderlies, etc
- **Brief management/Head of institution and his deputies on the new waste management processes**
  - Agree with Head of institution on the activities to be carried out
- **Turn commitment into action**
  - Establish/renovate office for HCWM Committee
  - Introduce all staff to the
  - Provision of standard inputs and technical instructional manuals and posters for work

# Implementing Change (6)

## Intensive Improvement Action

- **Plan how to get everyone who is involved to**
  - **understand the strategy**
    - **convene meeting (of Task Team/HCWM Committee) and begin to develop detail plan for the implementation of the change**
  - **Trained to use tools and techniques**
  - **Focussing on processes and customers**
  - **Committed and energised to change**
  - **Improving their everyday work in a systematic and effective way**
- Establish and hold periodic (weekly, monthly?) meetings**

# Implementing Change (7)

## Measuring Progress

- **Level of involvement**
  - Awareness and Ownership
  - Locus of decision making
- **Use of tools and techniques**
  - Gantt Charts
  - Tree Diagramme
  - Histogram
  - Sequence & Process Flow Charts, etc
- **Improved performance**
  - Trends in performance
  - Hard data
- **Role model behaviours**

# **Monitoring the Change (1)**

## **Dealing with Resistance**

- **Beneficiaries (Regional/District Health Directorates & Facilities) be involved in planning and implementation of the HCWM project and provided with adequate information to create their understanding for the change**
- **Space be created to accommodate modifications of the action plan**
- **Task team should identify setbacks and resolve these as soon as they arise**

## **Monitoring the Change (2)**

- Visit staff in the various facilities and check on their performance**
- Undertake periodic briefing of Top Management on the achievement of the HCWM project, providing progress reports**
- Celebrate every success (milestone) achieved**

# Monitoring the Change (3) - Reports

- **Written Reports**
  - Monthly Progress Reports
  - Environmental Impact Assessment Reports
  - Audit Reports
  - Report on key activities for briefing  
Regional/District Director and District Assembly
- **Presentations**
- **Displays**

**Who needs to know ?**

# Evaluating & Sustaining the Change

- **Extent of Evaluation**
  - Regional, district, institutional in character
- **Time of Evaluation**
  - Mid-term/Half Year
  - Annual
- **Who to undertake the review**
  - Independent/External group employed to ensure objectivity
    - Costly and time consuming
- **Focus of Evaluation**
  - Project benefits, impact and outcome
  - Project cost
- **Findings & recommendations**
  - feedback & feed forward for further improvement of the change and keeping things ‘fresh’.

**End of Presentation**

*Thanks for your attention.*