



Center for Health Care Quality (CHCQ)

Transformation and Remediation Goal Completion Report

Recommendation	Targeted Goal (considered complete when)	Team Leaders	Team Members
2. Create a Change Management and Governance Structure	An Executive Governance Council has been established, trained in change management, and assignment of an executive sponsor for each improvement team has been made. In addition, a written change management plan that defines the structure, governance, and processes for implementation of all recommendations will be in place.	Scott Vivona, C.J. Howard	Yamashiro, Virginia; Vivona, Scott; Egstad, Michael; Dunham, Cassie; Lincer, Jacqueline; Morikawa, Eric; Blandford, Amy; Gutierrez, Maria; Janssen, Lynn; DeHerrera, Paul; Barbusca, Andy; Howard, Christopher; Shults, Michael; Larson-Bright, Muree
Date Completed 7-17-17			
Executive Summary			
Executive Summary	<p>The Executive Governance Council has been established, trained, and taken on executive sponsorship for four steering committees overseeing resolution of remediation recommendations and ongoing follow up. A written change management plan has been completed that provides a methodology for use in pursuing institutional change across the organization. While providing substantive and well-defined means to leverage change, the plan is also dynamic, and will be continually evaluated and adjusted as needed.</p>		
Actions, Deliverables, Achievements	<ul style="list-style-type: none"> ➤ Established CDPH and CHCQ transformation team leadership as the executive governance and sponsor of four steering committees implementing change management approaches. Each steering committee oversees workgroups addressing remediation recommendations. ➤ Developed, trained, and initiated extensive workgroup efforts by recruiting highly engaged and talented staff and senior management to support cross-cutting change management initiatives. ➤ Administered change management surveys to all CHCQ staff (715 responses, nearly 70% response rate) on change, organizational communication, and continuous quality improvement. Incorporated survey results, as refinements, into change management planning and documentation. ➤ Performed careful survey data analysis, including descriptive statistics, cross group comparisons, correlation matrix, and factor analysis to determine survey underlying dimensions or themes, with mean and median consolidated response by theme. Reviewed and provided brief summary of extensive writ-in qualitative responses. ➤ Completed change management plan organized around eight Kotter change steps with additional detail on achievements accomplished. Includes employee survey data analysis, with additional survey detail in an appendix. ➤ Developed change management talking points for Branch Chiefs who then used them in employee meetings across district offices. ➤ The project tools workbook along with the new updates report, are providing means to aid in planning, tracking progress, and the change management plan will solidify and support CHCQ's efforts for further change in the future. 		
Status	<p>The completed change management plan provides strategies, an organizational infrastructure, employee engagement with group processes, consulting and other resources, and a strong management commitment to manage change through thoughtful, deliberate, and specific action steps.</p>		
Planned Follow Up & Monitoring	<p>CHCQ will evaluate performance under this change management plan on a continuing basis, including periodic discussion in Branch Chief and Transformation Team meetings. CHCQ will resurvey all staff to determine changes from the baseline survey.</p>		
References	<p>CHCQ Change Management Plan</p>		