

Assignment #1 –3-Tiered Change Leadership Structure

In this assignment you will use the “Agency Change Leadership Planning Worksheet” to identify a *Change Leadership Structure* that will support all aspects of planning, implementing and improving access to contraceptive care within your healthcare setting.

Tier 1 – Change Sponsor-Network Level

The **Change Sponsor** is usually the CEO of the institution. This person sanctions the initiative, ensures needed resources are available, demonstrates support, and builds enthusiasm for the initiative through strategic communications.

Tier 2 – Senior Change Team-Network Level

The **Senior Change Team** provides leadership and guidance throughout the 5 phases of implementation including tracking progress over time, reducing implementation barriers, and re-aligning strategy as needed. They create an administrative context hospitable to implementation, and makes sure needed resources, in terms of both people and allocation of budget resources, are available. The Senior Change Team works to create a culture focused on what it takes to get good outcomes.

The **Change Agent** is usually a member of the Senior Change Team and provides day-to-day management and coordination for guiding the agency through the 5-phase process and acts as a liaison between the Senior Change Team and the Improvement team to keep the effort on track and ensure its success.

Tier 3 – The Improvement Team-Pilot Site Level

The **Improvement Team** is a multidisciplinary group of staff (e.g. Medical Director, Lead Clinician, nurse, med-tech, social worker, clerk) with sufficient knowledge of the system to be changed. They are responsible for redesigning, implementing and improving the system of care to incorporate new contraceptive practices. They arrange for and ensure completion of staff competency building activities, and monitor and track progress over time.

The **Clinician Mentor** is part of the Improvement Team, and may be part of the Senior Change Team. This person is a physician proficient in contraceptive services and insertion and removal of IUDs and Implants. The Clinician Mentor arranges for clinician contraceptive training, as identified, and provides mentorship using a “see one-do one” approach to building clinician staff competency to provide LARC services.

The **Contraceptive Counseling Mentor** is part of the Improvement Team and is knowledgeable about all FDA-approved birth control methods and proficient in providing client-centered contraceptive counseling. This person will arrange for staff contraceptive counseling training and provide mentorship using a contraceptive counseling observation tool to build staff competency.

Assignment #1 WORKSHEET - Agency Change Leadership Planning

Instructions The worksheet below lists each tier of the 3 tiered change leadership structure and describes specific roles and responsibilities for each. Use the worksheet to brainstorm and propose staff members who will participate on each of the teams. Remember in some cases staff will play multiples roles.

Team	Who	Role and Responsibilities	Proposed Staff and Title
Change Sponsor	Usually the CEO of the institution	<ul style="list-style-type: none"> Sanctions initiative and ensures needed resources are available in terms of budget, people and time Demonstrates support and builds enthusiasm through strategic communication 	
Senior Change Team	Includes at a minimum the Medical Director, IT and/or Quality Director, Senior Administrator and other identified senior staff as needed Note: CEO and CFO should participate strategically in select activities	<ul style="list-style-type: none"> Establish an overarching vision for contraceptive care Define overarching implementation strategies Develop and manage implementation plan Create organizational context hospitable to implementation (finance, policies, metrics. Feedback and communication) Provides leadership & guidance through all 5 phases Tracks progress over time, reduces implementation barriers and re-aligns strategy as needed Creates a culture focused on what it takes to get good outcomes 	
Change Agent	Usually a member of the Senior Change Team or another respected professional inside or outside of the organization Note: Must have unlimited access to Change Sponsor, Senior Change Team and Implementation Team Sanctioned as a decision maker	<ul style="list-style-type: none"> Provide day-to-day management and coordination for guiding the agency through the 5-phase implementation process Act as a liaison between the Change Leaders, Executive Team and Change Team to report progress and work to remove barriers Keeps effort on track and ensures its success 	

<p>Improvement Team</p>	<p>Multidisciplinary group of staff (e.g. Medical Director, Lead clinician, nurse, med-tech, social worker, clerk) with sufficient knowledge of the care system to be redesigned. Are well respected by colleagues and have been identified as innovators or change agents/champions</p>	<ul style="list-style-type: none"> • Designs, pilots, implements and improves system of care to incorporate new contraceptive practices and achieve vision for contraceptive care. • Arrange for, provides, and ensure completion of staff competency building activities. • Monitors progress toward vision over time and uses data to continuously improve 	
<p>Clinician Mentor</p>	<p>Physician proficient in contraceptive services and insertion and removal of IUDs and Implants</p>	<ul style="list-style-type: none"> • Member of Implementation Team (and may be a member of the Senior Change Team) • Arranges for or provides clinician contraceptive training • Provides mentoring to build clinician staff competency to provide same-day LARC services. 	
<p>Contraceptive Counseling Mentor</p>	<p>Staff member knowledgeable about all FDA-approved birth control methods and proficient in providing contraceptive counseling.</p>	<ul style="list-style-type: none"> • Member of Implementation Team • Arranges for or provides contraceptive counseling training • Provides mentoring to build staff providing contraceptive counseling competency using contraceptive counseling observation tool 	