Transforming
Lives

Strategic Development Group

October 9, 2018

Washington State
Department of Social
& Health Services

Transforming lives

Transforming Lives

CDE Project Update

Recent Accomplishments

- DSHS Request for Proposal (RFP) posted on 10/1/18
- Organization Change Management (OCM) Plan out for final approval
- Draft Stakeholder Engagement Report completed
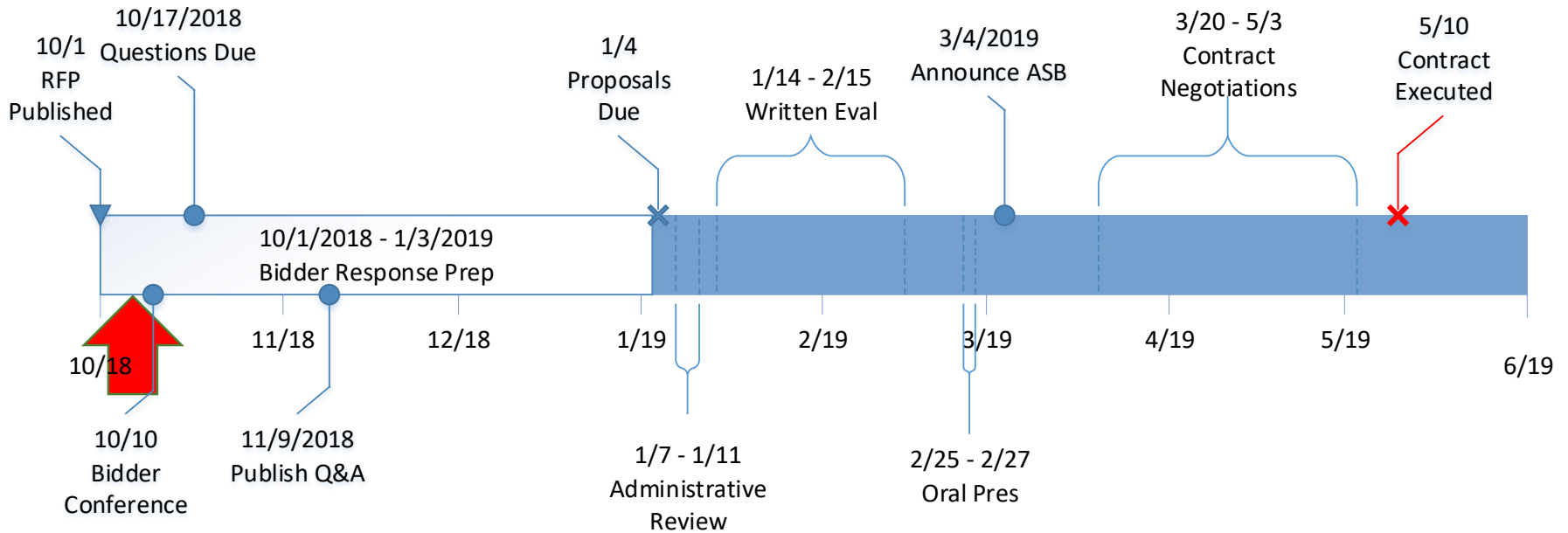- Completed formal Tribal Consultation

Upcoming Tasks

- Pre-Bid Conference 10/10
- Implement Organizational Change Management (OCM) Plan
- Continue development of readiness tools
- Information table at the October Case Manager Conference HCS staff
- HCS All-Staff presentation 10/15
- Readiness 101 discussion (October webinars)
- Tribal Summit on 11/1

Procurement Review – Key Dates

Issue RFP	10/1/18
Pre-Response Conference	10/10/18 10:30AM PDT
Bidder Letter of Intent Due	10/12/18 3:00 PM PDT
Publish Final Q & A	11/9/18 5:00 PM PST
Bidder Responses Due	1/4/19 3:00 PM PST
Written Response Evaluation Period	1/14/19 – 2/15/19
Conduct Bidder Oral Presentations/Demonstrations	2/25/19 – 2/27/19
Announce Apparent Successful Bidder	3/4/19
Contract Negotiations	3/20/19 – 5/3/19
Contract Executed	5/10/19

Procurement Timeline

10/1
RFP Published

10/17/2018
Questions Due

1/4
Proposals Due

1/14 - 2/15
Written Eval

3/4/2019
Announce ASB

3/20 - 5/3
Contract Negotiations

5/10
Contract Executed

10/1/2018 - 1/3/2019
Bidder Response Prep

10/18

11/18

12/18

1/19

2/19

3/19

4/19

5/19

6/19

10/10
Bidder Conference

11/9/2018
Publish Q&A

1/7 - 1/11
Administrative Review

2/25 - 2/27
Oral Pres

REMINDER: Procurement Protocols

In order to ensure a fair and transparent procurement process, DSHS has adopted rules that govern how communications are to be handled.

During an active procurement, all communications from potential bidders or interested parties are to flow through the DSHS procurement coordinator.

If you receive a question or contact from a potential bidder on the CDE RFP, please direct them to:

James O'Brien, DSHS RFP Coordinator
Telephone: (360) 664-6055
Email: obriejm@dshs.wa.gov

Transforming Lives

Organizational Change Management

Purpose

➢Gain shared understanding of OCM

➢Introduce OCM approach for the CDE project

➢Understand what "Readiness" means and how we plan to achieve it

WHY
ARE
WE
HERE?

Key OCM Terms

➢ Sponsorship / Executive Sponsor

➢ Organizational Change Management / Manager

➢ Project Management / Project Manager
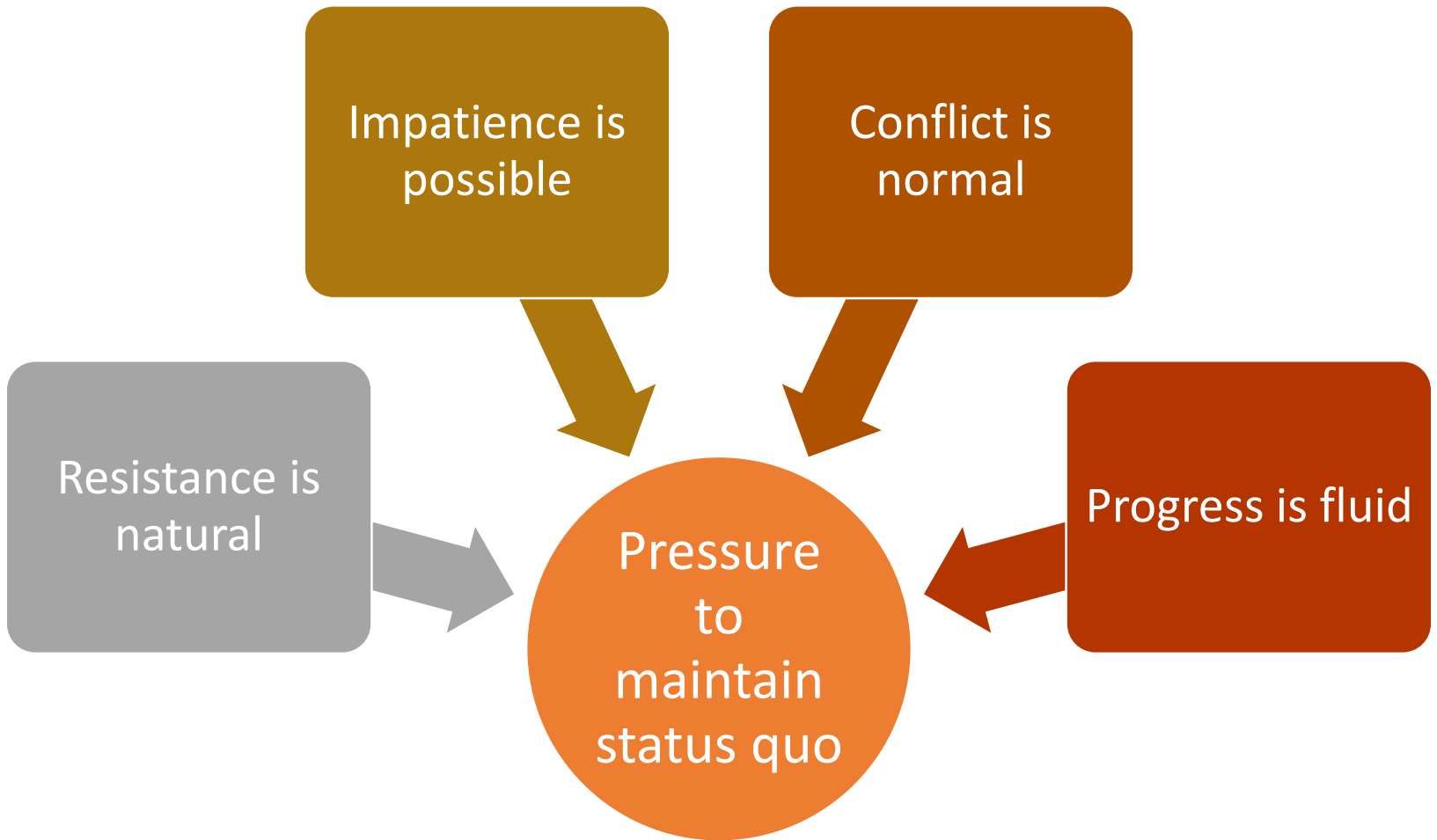
➢ Change Champions

Background
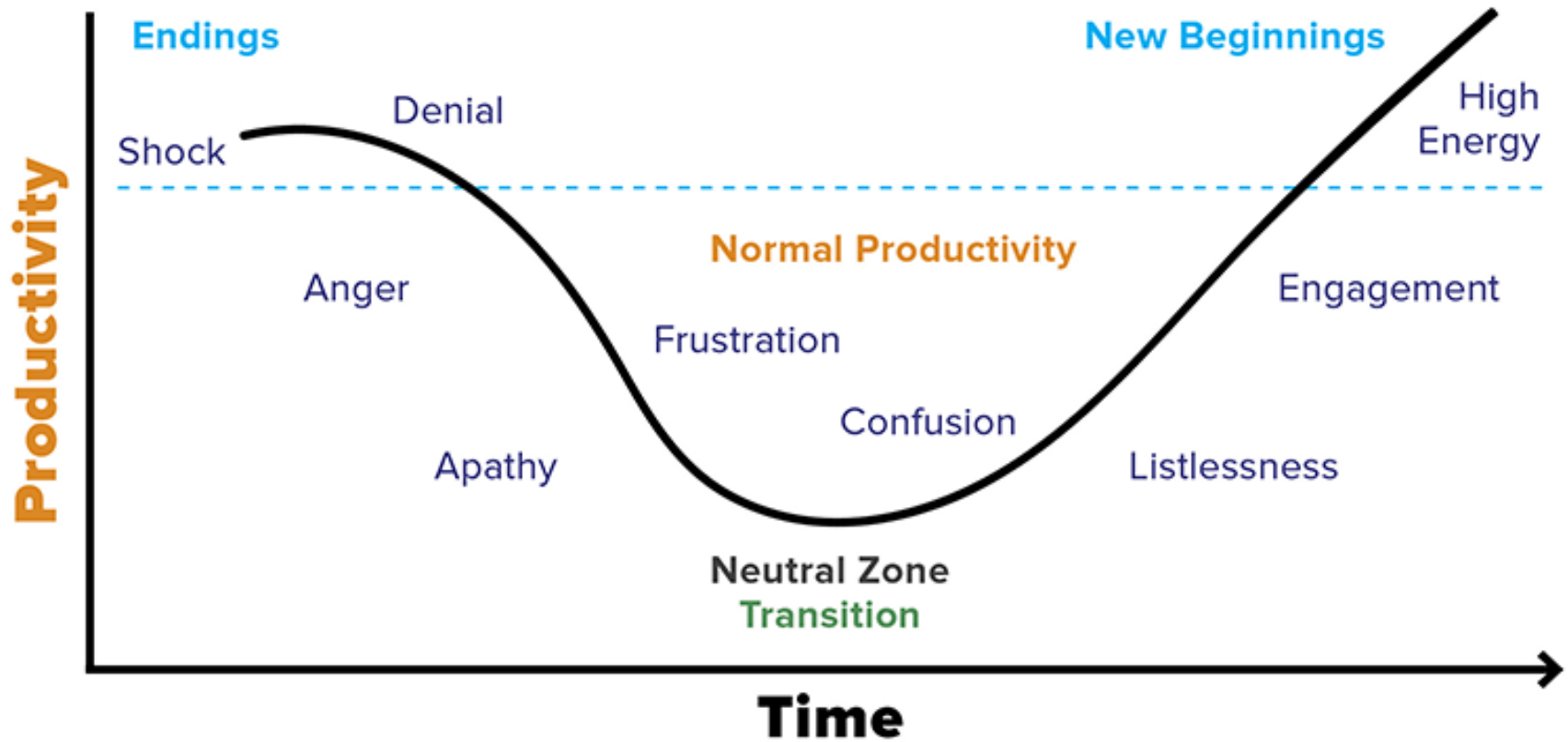
The CDE Project involves:

- Stopping of some processes
- Starting new processes
- Augmenting existing processes
- Stakeholder relationships

CDE is a significant project with significant organizational change expected.

Realities about Change

Impatience is possible

Conflict is normal

Resistance is natural

Progress is fluid

Pressure to maintain status quo

The Transition Curve

Based on William Bridges' model
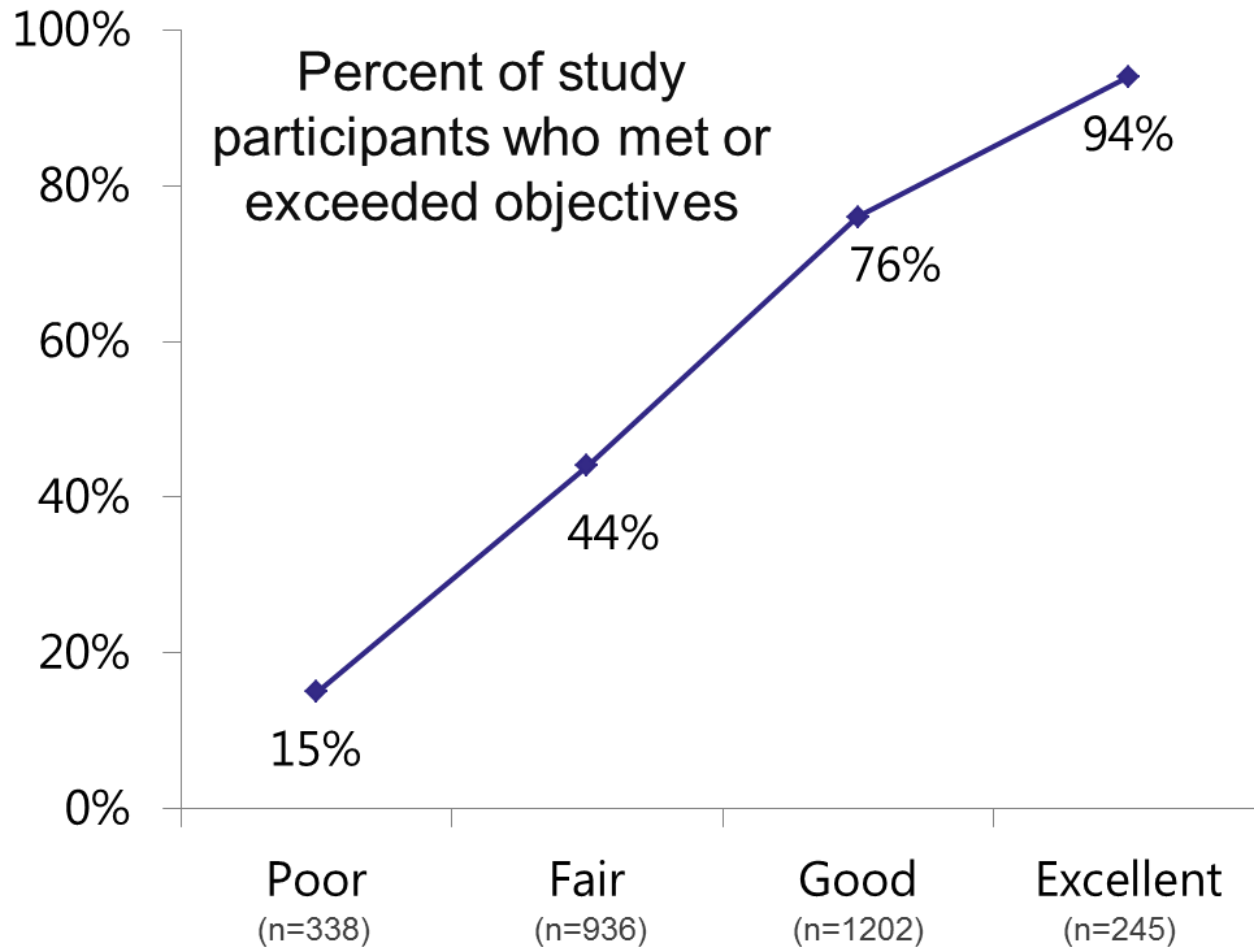
What & Why of OCM

What is OCM?

- The people side of change
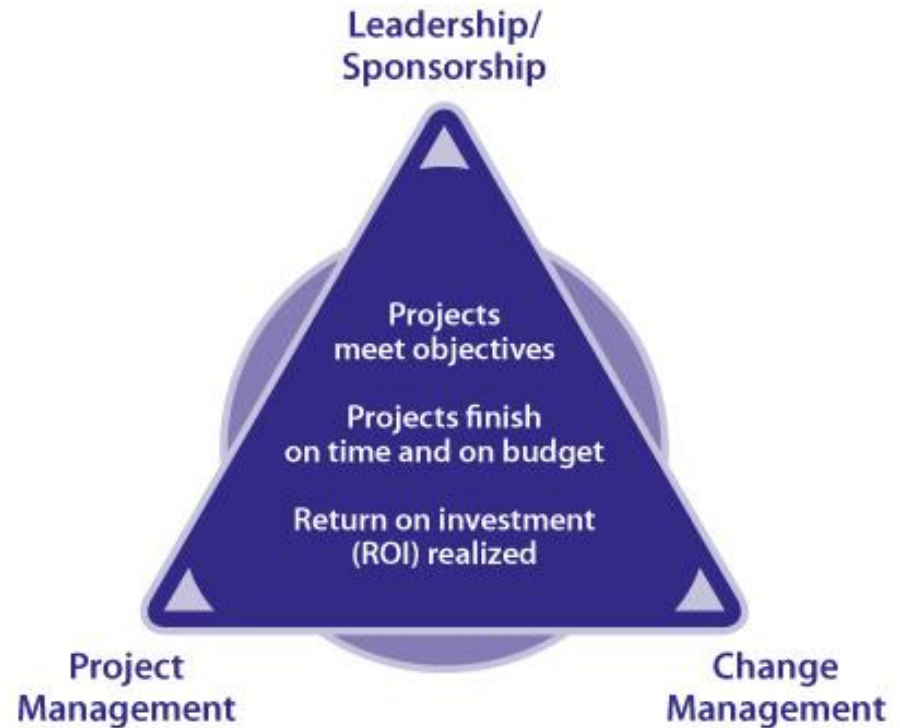- Structured process and set of tools

Why do OCM on a project?

- Prepared people =
  - Increased productivity and improved outcomes
  - Mitigated negative consequences

The Prosci® Data

Percent of study participants who met or exceeded objectives

- Poor (n=338): 15%
- Fair (n=936): 44%
- Good (n=1202): 76%
- Excellent (n=245): 94%

Change Management Effectiveness

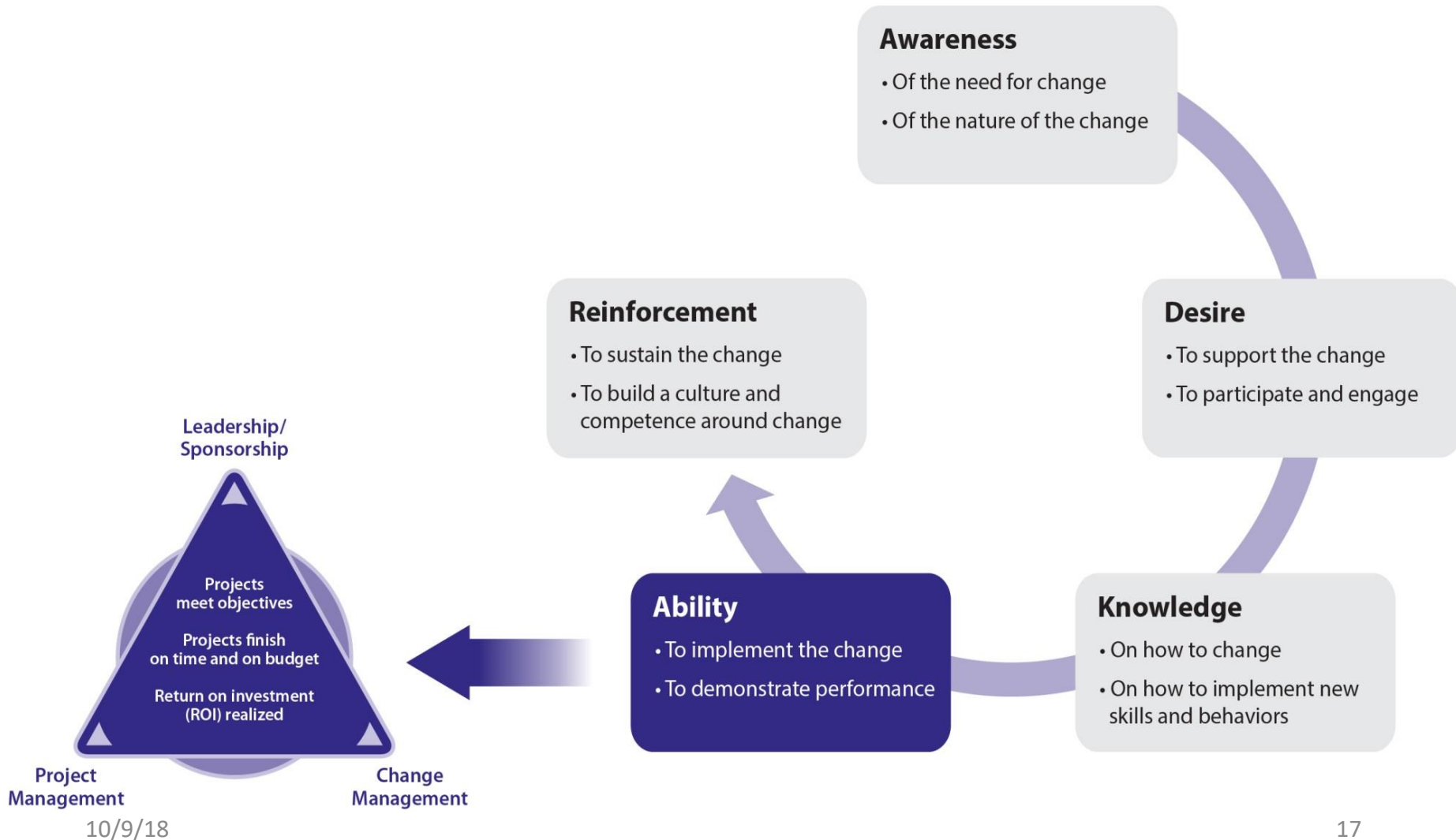10/9/18

Prosci® PCT Model

- **Leadership / Sponsorship** provides guidance and governance

- **Project Management** gives structure to the technical side of the change

- **(Org) Change Management** supports the people side of the change

Leadership/
Sponsorship

Projects
meet objectives

Projects finish
on time and on budget

Return on investment
(ROI) realized

Project
Management

Change
Management

Prosci® PCT™ Model

The Prosci® Project Change Triangle (PCT) is a trademark of Prosci, Inc. All rights reserved.

Prosci® Methodology

Awareness
- Of the need for change
- Of the nature of the change

Desire
- To support the change
- To participate and engage

Knowledge
- On how to change
- On how to implement new skills and behaviors

Ability
- To implement the change
- To demonstrate performance

Reinforcement
- To sustain the change
- To build a culture and competence around change

Leadership/
Sponsorship

Projects
meet objectives

Projects finish
on time and on budget

Return on investment
(ROI) realized

Project
Management

Change
Management

OCM Approach for CDE

Monitor progress, adjust as needed

Gather data through assessments

Integrate and execute

Create OCM Plan

Assess needs

Initial Impact Assessment

- **Project Impact Assessment:** measures risk based on size/scope of the change, and organization's experience with historical changes

Project Impact Assessment
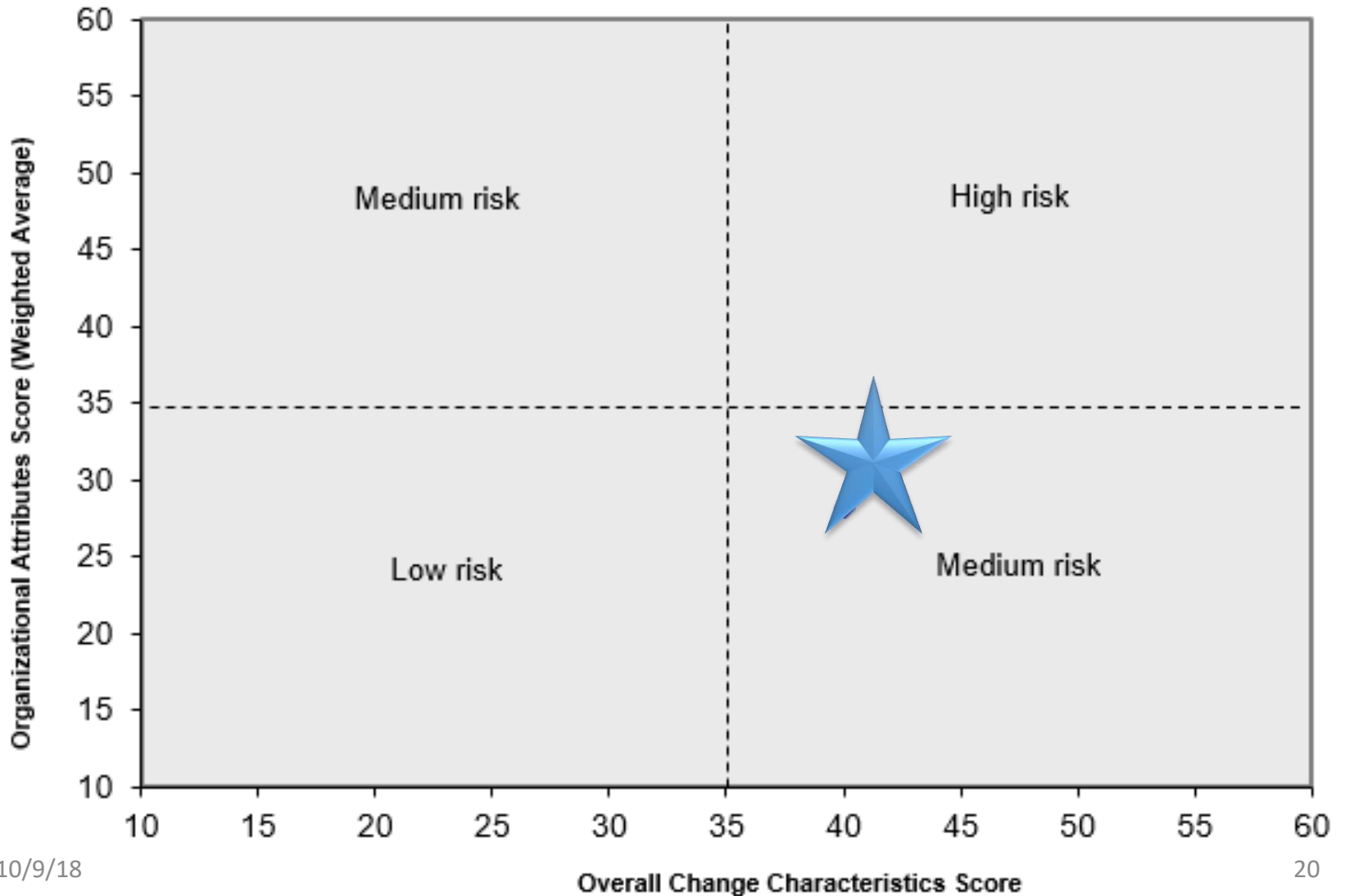
Readiness Assessments

Collects data about staff preparedness for the change, and leaders' preparedness to support their teams through the change

- Baseline
- Ongoing

Readiness Assessments

Example Questions:

- How informed do you feel about the CDE project?
- Do you understand why DSHS is implementing the CDE?
- Do you understand how your work processes will be impacted by the change?

Readiness Assessments

Example questions:

- Rate your confidence that needed business process changes, training, information, and post-implementation support will be in place for the change
- Rate your confidence in being effective change champions and assisting your staff through the transition (for supervisors and managers only)

How We'll Get Staff Ready

ALTSA, DDA, AAA Staff:

- Ask their ideas (Listening Sessions, SDG, etc.)
- Identify business process changes (transition plan)
- Make a plan of action (tasks/activities)
- Regularly share information (communications)
- Prepare them for success (training)
- Reinforce the change (post-implementation support)

Transition Plans

Address business process changes:

- Business Need
- Gap (difference with new vs. current process)
- End Products (manual update, WAC change, Management Bulletin, training, etc.)
- Task Lead
- Planned Start/End dates
- Status (not started, 25% complete, etc.)

Transition Plan

How We'll Get Providers/Consumer Ready

- Ask their ideas (Listening Sessions, SDG, etc.)
- Make a plan of action (tasks/activities)
- Regularly share information (communications)
- Prepare them for success (training)
- Measure engagement (contact with CDE, system log in, training etc.)

Readiness Review – When do we go live?

Vendor Readiness

Staff / Org Readiness

Provider / Consumer Readiness
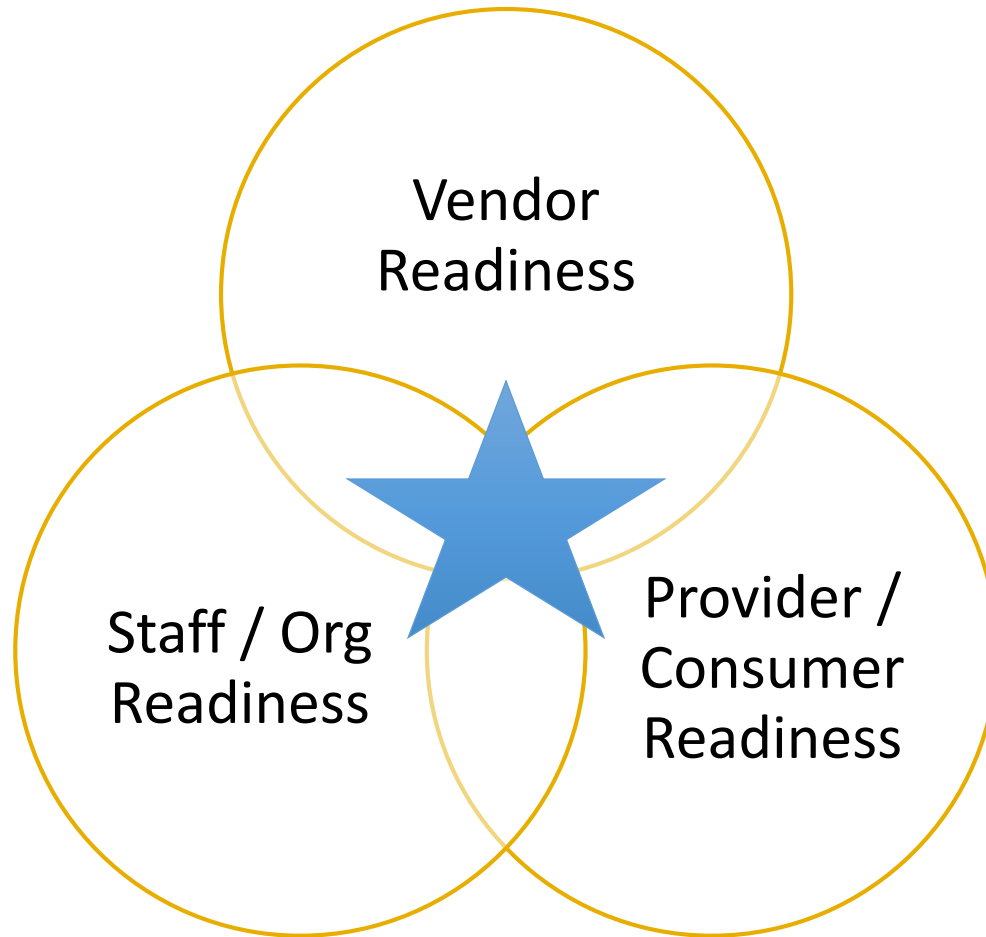
Expected OCM Readiness Review metrics:

- Staff engagement
- Provider engagement
- Training progress
- Communication progress and effectiveness
- Business transition plans progress
- Post-implementation support plan progress

(There will be other metrics related to vendor readiness, apart from the OCM metrics.)

SDG – Change Champions

- **Change Champions:** visible, vocal advocates for the change

- **What Change Champions do:**
  - Talk about the change at every opportunity
  - Serve as a source of reliable information
  - Encourage questions and dialogue about the change
  - Strategize solutions to risks and issues, remove barriers
  - Cultivate change champions
  - Actively help manage resistance

Interactive Discussion

- **Explore ideas on how to:**
  - Talk about the change at every opportunity
  - Serve as a source of reliable information
  - Encourage questions and dialogue
  - Strategize solutions / remove barriers
  - Cultivate other change champions
  - Actively help manage resistance

- **What do you need to be successful in your role?**

Near Term OCM Activities

1. Intro to CDE OCM – SDG, Webinars

2. Complete OCM plan and schedule

3. Conduct baseline readiness assessment

4. Begin business unit impact assessments / transition planning

5. Continue communication and outreach

Transforming
Lives

Discussion of SDG meeting schedule and resources

Stay Connected

Sign up for GovDelivery:

https://public.govdelivery.com/accounts/WADSHSALTSA/subscriber/new   Select *Consumer Directed Employer* under "News and Resources"

Visit the CDE Website:

https://www.dshs.wa.gov/altsa/cde

Email the Project:

CDE@dshs.wa.gov

Transforming
Lives

Marilee Fosbre
CDE Project Director
Marilee.Fosbre@dshs.wa.gov

Dennis Elonka
CDE Project Manager
Dennis.Elonka@dshs.wa.gov

Kindra Benavidez
Organizational Change Manager
Kindra.Benavidez@dshs.wa.gov