

“Does Money Buy Change”



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Chris Power
President & CEO
Capital District Health Authority



“The best organizations who handle change start with increasing their sense of urgency first”

John Kotter

Problems in Organizations

- **Sense of urgency remarkably missing**
- **Complacency alive & well**

Money:

- Buys tools of change
 - Technology
 - Infrastructure
 - Consulting
- 0 money – often creates the burning platform

Creating the conditions for change essential

- Bring the outside in

Change Management Change Leadership

Change Management

- Developmental change
- Transitional change

Change Leadership

- Transformational change

“Awake at the Wheel”

Linda Ackerman Anderson

Dean Anderson

“You can’t impose anything on anyone & expect them to be committed to it.”

**Edgar Schein,
Professor Emeritus MIT Sloan School**

My Mindset



The Key

Shift people's feelings, not their thinking

The U Theory



**Five basic movements that take us
through the path of the U**

Initiating, Sensing, Presencing, Creating and Evolving

**To learn more about the U theory, go to
www.ottoscharmer.com**

The Inconvenient Truths

1. **Capital Health's approach to health is not holistic**
2. **Capital Health is not people-centered**
3. **Capital Health is not complicit in "the politics" of health care**
4. **Capital Health is not prepared to engage of partners and citizens**
5. **Capital Health does not empower people and communities**
6. **Capital Health has lost sight of its' academic mission**

Results

- Our Promise
- Declaration of Health
- Strategic directions
- Cultural transformation

Tools

- My Leadership
- Fully at the table
- Co-leadership
- Innovation

Examples

- **Healthy Foods**
- **Common Roots Urban Garden**
- **Operating Room/Ambulatory Care**
- **Milestones**
- **Business Planning**
- **Satisfaction Surveys**
- **Citizen Engagement**

Thank You