

Communicating Health Care • Making Change Work
The Southern California Schools VEBA Story


2008 CPEEHCC 10th Annual Training Conference

Susan Giesting
Towers Perrin

January 18, 2008

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Communication and change



The art of progress is to preserve order amid change and to preserve change amid order.

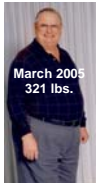
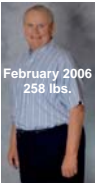
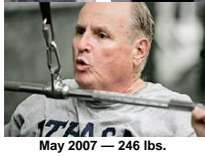
Alfred North Whitehead

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Change is worth the effort — VEBA Weight Loss Challenge

Losing the weight... and improving overall health

- 387 participants lost 3,516 pounds — an estimated \$176,000 savings in health care costs
- 50% still involved in some aspect of the program after 12 months
- 28% lost enough weight to move down an entire health risk category
- 70% had abnormal lab results
- 55% did not know they were at risk and sought physician direction

"So far on this journey, I have lost 75 pounds. The most important impact on my health status, however, is that I am alive."

Roger Gee, VEBA Weight Loss Challenge Participant

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Real change takes more than good communication...

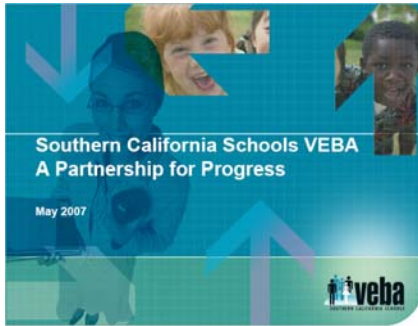


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Real change takes more than good communication...



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Real change takes more than good communication...

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It also takes...

- ... a strategic and sustained change management effort
- This is the story about Southern California Schools VEBA and how "communication" has evolved (and continues to evolve) into a success story about change

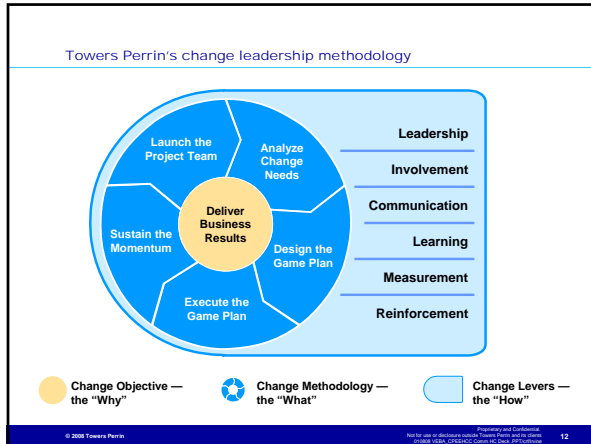
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Today's organizations face persistent change

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How do the levers integrate with the change methodology?

- While a comprehensive change management strategy/plan incorporates activities and interventions that cross all change levers, our experience shows that certain levers are more critical than others at various stages in the project lifecycle

	Launch the Project Team	Analyze Change Needs	Design the Game Plan	Execute the Game Plan	Sustain the Momentum
Leadership	✓				
Involvement	✓				
Communication		✓			
Learning				✓	
Measurement				✓	
Reinforcement				✓	

✓ Primary change lever by phase

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VEBA: Launching the project team

Our Objectives

- Establish leadership alignment and sponsorship
 - In the beginning, key administrative staff and the Board of Directors
 - It has broadened to key leaders at districts and associations, depending on the initiative
- Build clarity around objectives, roles and responsibilities, and scope
- Define success measures and get agreement on the process for going forward

VEBA Key Steps and Activities — ongoing

- Planning and kick-off sessions with project teams
- Regular updates to Board of Directors and key staff
- Leadership interviews
- Communications Council (established 2007)

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