# Enterprise Change Management Plan

January 2023

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# Executive Summary

In the coming years, the core competency of change management will be more important than ever. With increasing internal and external pressures, the CRNA will only undertake more projects and initiatives. The ability of the CRNA to achieve expected benefits and outcomes will be tied directly to how effectively we engage employees in the upcoming changes, as return on investment depends on employee adoption and usage. By building change management capability within the organization and using change management on projects, we will position ourselves for success in the present and future.

## Why Is Change Necessary?

Legislative requirements combined with changing technology have required the CRNA to become a more agile organization. Over the last year we have experienced significant changes. With the recent move of the registrant services team to Strategy and Integrated Planning (SIP) and a renewed focus on our customer service model, we are positioning ourselves to lead as a regulator.

The CRNA envisions excellence in nursing regulation for the health of all Albertans. To achieve this, we are committed to embedding Right-touch principles into our processes and organizational behaviours in our approach to ensure the public interest is served.

The CRNA Strategy provides a 5-year outlook and acts as the CRNA's North Star, setting out the purpose and direction for the organization through our vision, mission, strategic goals and objectives, and expected employee behaviours. It also defines the foundation for building healthy teams and a productive work culture.

## What Is Changing?

Within the Regulatory Excellence Framework there is portfolio management, which aims to prioritize the CRNA's programs and projects in order to align with and meet the 5-year strategy and ensure return on investment.

In order to achieve this, the CRNA will need to focus on two things:

- **Enterprise Change Management Capability:**

  A systematic deployment of change management throughout the CRNA that focuses on three main components: a common set of processes and tools for managing change, a leadership competency at all levels and a

strategic capability that enables the CRNA to be agile, change ready and responsive. True enterprise change management is woven into the culture of the organization.

- **Program/Project and other Organizational Level Changes:**

   Structured process and set of tools for leading the people side of change to achieve a desired outcome on a specific change.

When you take an enterprise view of all the programs, projects and other organizational changes, it allows you to have a holistic view to ensure resources, budgets and timelines are in order to meet your strategic goals. This enterprise change plan will provide the holistic view as well as provide project level plans.

**Program/Project/Organizational Change Plans:**

- Enterprise Change Management Capability
- Other organizational changes not under programs or projects
- Strategy (5-3-1)
- Right-touch Regulation Oversight
- Information Management Road Map

## Who Is Impacted?

All levels within the CRNA will be impacted from executive down to administrative staff. Everyone will have a role to play in change:

- Sponsors
- Leaders/People Managers
- Employees

## What Is Change Management?

At a basic level, change management is a set of structured processes, tools and principles to manage the people side of change to increase adoption and usage on the CRNA's projects.

A structured approach improves change management effectiveness, and therefore increases the likelihood of change success which ultimately results in adoption, usage and a return on our investments.

Change management will help the CRNA deliver the portion of project benefits that depend on employee adoption and usage.

# CRNA Change Management Framework

The CRNA has an established framework:

- Focused on people

  o We support staff through change, we support ownership and we commit to change at all levels.

- Able to manage change

  o We build resilience, understanding, empowerment and desire for change.

- Embedded

  o We work to grow change culture, and integrate change across operations and project management.

## Goals and Outcomes

- Change Maturity within the CRNA
- Portfolio Change Oversight
- Effective Communication
- Sustainability

## Our Approach

We will use the CRNA Change Management Framework above to prepare, manage and sustain change.

### ADKAR

Change happens one person at a time. Changes is only successful if the impacted individual changes how they do their day-to-day work. Organizational change is the culmination of many individuals moving from their own current state to their own future state.

When a person has all five elements, they have made the change successfully. When a change is not implemented, it is usually because one or more of the five blocks is missing.

- Awareness – of the need to change
- Desire – to participate and support the change
- Knowledge – on how to change
- Ability – to implement desired skills and behaviour
- Reinforcement – to sustain the change

# Prepare for change

Processes and tools to assess the scale of change, the risk, the readiness of staff to engage, and the organizational change maturity of the CRNA.

## ASSESSMENT

- Change Management Plans
- Stakeholder analysis
- Impact assessments
- Change maturity assessments

# Manage change

Each project will have its own change plan, designed to be scalable and flexible. These will all feed into the enterprise change plan.

## COMMUNICATIONS (ACTIVITY PLAN)

- Enterprise communications calendar
- Change Network Department Meetings
- Project communications
- P.E.T.E

## SPONSORSHIP SUPPORT AND PEOPLE MANAGER PLANS (ROLES PLANS)

Processes and tools to empower the leaders and sponsors to promote and support staff throughout changes.

## RESISTANCE MANAGEMENT

Processes and tools to manage change resistance proactively and reactively.

## TRAINING (ACTIVITY PLAN)

Processes and tools to educate and train staff on new systems and tools.

- Enterprise training plan
- Project training plans

## Sustain Change

Benefits are realized when the desired future state becomes the new normal.

- Review and measure (speed of adoption, utilization and proficiency)
- Lessons learned
- Celebrate successes

### TRANSITION TO OPERATIONS

Processes and tools to increase the adoption and sustainability of changes in daily operations.

- Transfer knowledge and assets to sustaining business owners

## Strategic Direction Alignment

Everything we do is intended to align to our strategic direction.

### *Vision:*

Excellence in nursing regulation for the health of all Albertans

### *Mission:*

Protect and serve the public interest using Right-touch Regulation

### *Behaviours:*

- Open to new ideas
- Confront the truth
- Follow through on our commitments

## Principles

We will apply the following principles to our change management work:

- Right-touch
- Design Thinking
- Agile
- Change Management Framework:
  o Focused on people

- o  Able to manage change
- o  Embedded

## Change Management Activities

The following are of some of the change management activities that will support the Enterprise Change Management Plan:

- Building Change Management Competencies
- CRNA Staff – Basic Change Knowledge (Dates TBD)
- People Managers – Leading in Times of Change (Dates TBD)
- Executive/Senior Leaders and Sponsors – Sponsorship Roles (Dates TBD)

- Quarterly Roadshows
  - o  March 2023
  - o  June 2023
  - o  September 2023

- Monthly Videos
  - o  Change Management Podcast (College Connect, REGI and other changes within the organization).

- Quarterly Portfolio Updates
  - o  PETE

**CHANGE MANAGEMENT IS MORE THAN COMMUNICATIONS AND TRAINING. PROSCI BEST PRACTICES IN CHANGE MANAGEMENT IDENTIFIES THE SEVEN GREATEST CONTRIBUTORS TO CHANGE SUCCESS:**

- Active and visible executive sponsorship
- Dedicated change management resources
- Structured change management approach
- Employee engagement and participation
- Frequent and open communication
- Integration and engagement with project management
- Engagement with middle mangers

*Source: Prosci Inc. Best Practices in Change Management*