



Healthcare

Case Study

**Challenge:**

Managing Organizational Change in a Rapid Growth, Highly Regulated Environment.

Learn more about how ICF Organizational Change Management Services can help your organization:

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## Change Management— A Healthcare Approach

Healthcare organizations across the country are undergoing massive changes internally, and large-scale merger and acquisition (M&A) activity is a common occurrence as companies seek ways to grow shareholder value. When two businesses join forces in this way, their primary goals may be increased market share and revenue—along with reduced expenses through redundancy—but it is also an ideal opportunity to involve employees in the process of change. Across both companies, keeping employees aware and engaged as the change evolves can alleviate fears and pave the way for success.

### The Solution

The goal of any change management initiative is sustainable, positive change that fosters collaboration and results in lasting organizational improvements. With an appropriate, systematic approach, organizations can move a proposed organizational change—such as merger and acquisition activity—from concept to reality. One of the change management solutions employed by ICF—especially when employee resistance is a concern—is the ADKAR® model, which mitigates that risk so change can be implemented successfully. ADKAR® follows five sequential steps:

- 1. Awareness**—Help employees become aware of the need for change so that the business rationale is understood.
- 2. Desire**—Foster the desire of employees to participate in the change event. Some employees will refuse and become "blockers," but often, incentives for participating and helping drive change can win blockers over.
- 3. Knowledge**—Inform employees about how to change and how to perform their jobs once the change is accomplished.
- 4. Ability**—To help an employee feel confident in his or her ability to do a good job, commit to necessary communicating, mentoring, coaching, and training.
- 5. Reinforcement**—Change doesn't begin and end on Day 1. All of the work from the previous steps needs to be reinforced. Employees should feel that they're heard, engaged, asked to be part of the change, and given the knowledge and tools required to perform their jobs well.



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**About ICF**

ICF (NASDAQ:ICFI) is a global consulting and technology services provider with more than 5,000 professionals focused on making big things possible for our clients. We are business analysts, policy specialists, technologists, researchers, digital strategists, social scientists and creatives. Since 1969, government and commercial clients have worked with ICF to overcome their toughest challenges on issues that matter profoundly to their success. Come engage with us at [icf.com](http://icf.com).

The Results:

ICF helps clients understand, articulate, and communicate change and its potential impacts throughout the organization. Whether they are beginning change management well ahead of required approvals or in a last-minute flurry of activity to meet deadlines, ICF has the experience to guide clients through a process that is systematic, yet flexible. And because each change opportunity is unique, we know when and how to adapt our approach accordingly.

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