PURPOSE
In response to the constant changing healthcare environment, the leadership of Contra Costa Health Services (CCHS) supports the commitment of system-wide improvement to ensure optimal health care for all. The Change Agent Fellowship (CAF) is a structured program to develop and support transformational agents of change. The Fellowship strives to create an environment for emerging leaders to develop improvement and change management skills to respond to the needs of the community and the rapidly evolving challenges of today’s health care. In collaboration with executive and senior level leaders, the participants of the Fellowship will receive coaching and mentorship through the 120 hour curriculum.

LEARNING FRAMEWORK & PRINCIPLES
The framework of the CAF is based on adult learning. As such, individuals enrolled in the Fellowship will demonstrate initiative and be a vital part of the health system’s commitment towards equity, co-design, whole person care/community connect which supports healthy communities for the residents of Contra Costa County. The Fellowship exposes the participating individual to learning principles which drive transformational change. These involve self-assessment, semi-structured seminars, site-visits and opportunities for networking. A wide range of change experts serves as faculty and shares the rich experiences of their professional journeys.

ATTRIBUTES OF A CHANGE AGENT
Change Agents are the driving force in the continued transformation of CCHS to ensure achievement of its mission. Individuals who apply will demonstrate a strong desire to learn about and lead transformational change. These are individuals who are not afraid to think ‘out of the box’ and lead change. They will come from all departments and all levels of the organization. Candidates are invited to apply through an executive sponsor, who agrees to support and assist them during their Fellowship journey and afterwards. Enrollment dates will be posted two to three months before the start of the Fellowship. For more information about the application process, please call 925–370–5100.

BE BOLD
The Change Agent Fellowship is to provide emerging leaders with an environment to develop and hone their knowledge and skills in transformational change. In this environment, individuals gain an understanding of the complementary roles leadership and improvement science brings to eliciting change. Practical experiences provide a foundation for individuals to enhance their capacity to survive and thrive as agents of change.

Fellowship Objectives:

- Explore personal values through self-assessment and reflective practice
- Cultivate and sustain a commitment to change
- Develop a strong mentor-mentee relationship with their executive sponsor
- Learn about change models and the model for improvement
- Utilize improvement science to drive the change process
- Recognize how high-impact leadership characteristics drive change
- Build connections and networks across the healthcare system
- Design, develop, implement individual and/or joint projects.

Modes of Learning

- Semi-structured training
- Individual mentored project
- Teambuilding activities
- Focused activities

CURRICULUM

STRUCTURED TRAINING
Fellows receive a series of structured interactive training sessions to enhance their knowledge and skills as change agents. These sessions will present opportunities for learnings in:

- Transformational change strategies
- Innovative leadership principles
- Systematic improvement methodologies
- Crucial conversations
- Public speaking and presentations
- Team building
- Coaching and mentoring
- Online Educational Modules (IHI Open School)

INDIVIDUAL MENTORED PROJECT
Adult learning encourages knowledge to be applied to practical day to day experiences. In consultation with their executive sponsor to ensure feasibility and support, the fellows are required to develop, implement, evaluate and present a change project.

TEAMBUILDING ACTIVITIES
Fellows will participate in group team building activities to enhance their experience and skills of collaboration with CAF Alumni and staff from various departments of CCHS.

FOCUSED ACTIVITIES
Individuals enrolled in the fellowship may also participate in off-site conferences, webinars, self-paced online learning modules and other learning programs related to their areas of interest.

A CCHS Change Agent is an individual who is a vital part of leading the organization in continuous transformation to meet its mission: to care for and improve the health of all people, especially those who are most vulnerable in Contra Costa County. This people-focused individual is attentive to interpersonal and group relationships, knowing that connection and collaboration navigate the intricacies of health care systems in the new era. This transformational change agent is someone who is not afraid to ‘Be Bold!’