



Case Studies - California Cancer Registry

Situation

CCR is a program within the Cancer Surveillance and Research Branch of the California Department of Public Health. CCR collaborates with the Public Health Institute, regional registries, health care providers, and cancer researchers to collect, share and report data. Abinader Group was hired to assist CCR with a significant reorganization of its regional registries and data management systems. The goal was to reduce the number of regional registries from 10 to 3 while retaining the talent and expertise California had been investing in for decades. Many in CCR were concerned that reorganization would compromise the relationships and quality products respected throughout the field, possibly threatening the livelihood of committed professionals. The CCR leadership staff was also relatively new when tasked with creating and implementing the regional reorganizational strategy, which raised concern about leadership development and vision.

Actions

The reorganization plan developed in several phases of work. Abinader Group helped clarify the intention, strategy, and process needed to create a reorganizational plan. We assisted a CCR Internal Team in developing scenarios for change and strategies for engaging with regional leadership. Abinader Group also facilitated CCR leadership efforts to communicate the need for change and the proposed reorganization. We facilitated a staff retreat to present the reorganization plan and invite a variety of perspectives, insights, and experiences.

Phase two sought to engage regional leadership in the reorganization efforts. The oversight committee of key staff and regional leaders considered program specific implications and advised on methods to gather regional representation. Guided by the oversight committee recommendations Abinader Group designed and conducted a survey to gather regional leadership input. Regional perspectives, oversight committee recommendations, and stakeholder input were presented at a two-day regional leadership retreat. Through the experience, insights, and concerns shared at the retreat regional leaders developed several workgroups to continue advising and defining the reorganization process. Abinader Group continued to work with the oversight committee and several workgroups to further develop a model for change.

Results

Abinader Group's yearlong commitment to CCR resulted in the development of a reorganization plan that reflected the perspectives of key stakeholders and the complexities of regional and statewide efforts. Through the process, stakeholders and regional staff at every level of the organization had a common understanding and voice in the reorganization effort. State and local leadership were better able to communicate and negotiate complex issues and the new CCR leadership was better able to move forward on its vision for the Cancer Registry.