



# ***SAMHSA-HRSA Center for Integrated Health Solutions***

## **From Engagement to Commitment: The Role of Leadership** **December 13, 2012**

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# Agenda

- Leadership and management
- The Primary & Behavioral Health Care Integration (PBHCI) team leadership challenges
- Organizational change: practical and effective steps for leading a change process
- Voices from the field
  - Peter Campanelli, CEO, Institute for Community Living, Inc., NYC
  - Dale Hamilton, CEO, Community Health and Counseling Services, Maine



**Polling Question: Please indicate the degree to which you have been managing change related to integrated care**

- This grant is our first serious effort to take action related to integrated care
- We have been involved in developing integrated care for about a year
- We have been involved in developing integrated care for 1-3 years
- We have been involved in developing integrated care for more than 3 years



## **You are in a Leadership role when.....**

Your job is to guide and assist your organization to adopt and sustain significant change



# The Leader-Manager Distinction

- Leadership is not the same as management
- Leadership is not better than management
- Leadership and management are distinct, complementary and necessary in a changing environment



# **PBHCI team that plays a key role in steering their organization through challenging waters**



**The PBHCI team works to develop well organized policies and procedures that are sustainable**



# The PBHCI team guides and influences the core workforce and support staff



# The PBHCI team also manages upwards



## Managing upwards means.....

Engaging and supporting the executive leadership of your organization to promote the aims of the PBHCI project



# Managing upwards

- Understand senior executive high priority goals that are related to and/or affected by the PBHCI initiative
- Operate from the philosophy: Ask not what the boss can do for you, ask what you can do for the boss.
- Provide information about the initiative to your executive leaders (data, human stories, costs, workforce response, organizational reputation)
  - Senior executives may need data or stories from you for budgets, board meetings, community meetings, and the media



# Engaging leadership

- > Understand your leader(s) and your own leadership styles and perspectives
- > Modify your own approach as best you can to arrive at a style of interaction that works for both of you
- > Determine how you will work together - what role the PBHCI team plays that aligns with leadership. How empowered is the team?
  - > Which decisions can you make on your own, and which do you need to run by leadership



## Engaging and supporting leadership

- > Create a channel to get informed about potential problems and how you will approach them, exchanging feedback
- > Provide leadership with accurate information about the purpose and importance of the PBHCI initiative
- > Agree on goals and expectations.
- > Be as specific as you can in defining deadlines and deliverables



# Supporting leadership to advance the PBHCI initiative

- > Offer ideas and solutions to leadership when the PBHCI initiative encounters challenges and barriers.
- > Keep leadership informed about wins on a regular basis.
- > Be aware of the high priority concerns and pressing issues for leadership. Emphasize how the PBHCI initiative aligns with other high priority issues. Be familiar with the organization's strategic direction and how PBHCI fits in.
- > If something is needed from leadership, provide a suggested plan, information and materials to ease burden on the leader.



# Building a strong PBHCI team

- ❑ **Vision:** The behavioral health and primary care practitioners have a shared vision about integration.
- ❑ **Knowledge:** Current on PBHCI issues as well as critical issues in healthcare.
- ❑ **Growth oriented:** Make frequent use of all the resources and tools provided by the SAMHSA-HRSA Center for Integrated Health Solutions (CIHS) and other resources.
- ❑ **Player for all seasons:** Demonstrate positive behaviors and attitudes even during hard times. You'll sustain your ability to motivate and inspire your own people no matter what's going on around you.



# Managing upwards

## **Communicating with leadership**

Engaging organizational leadership hinges on effective communication, whether face-to-face or in written form.

## **Understanding your leadership's communication style**

We all have our own preferences for communication – including how we want to receive information, solve problems, and make decisions. Communicating with leadership in a way that matches her preferred style can go a long way toward building a positive, productive relationship.

## **Communicating problems in a way that works**

You may also wonder what kind of information to provide; namely, should you deliver only good news? Only bad news? Both kinds? This can be challenging if you have the sense that your organizational leadership doesn't like to hear about problems



## **Critical values to successfully engage and support organizational leadership**

- > Your job is to help your executive leadership look good.**
- > Always have suggestion when you present problems (ok if boss doesn't take but will appreciate anyway).**
- > Keep executive leadership in the loop (set up times to talk regularly and fill them in on what you're doing and all you know).**
- > No surprises – don't surprise your executive leaders. Even good surprises can backfire on you. Let your boss know what is happening on a regular basis.**



## **Critical values to successfully engage and support organizational leadership**

**Transparency.** Covering up problems or failures, and trying to sweep things under the rug will only hurt you. Bad news doesn't get any better with age.

**Understand your leaders perspective and agenda.** That way, you can align your priorities with the priorities of leadership.



# The PBHCI team and implementation: What works? What doesn't?

A Leadership Team who employs research-informed approaches, has knowledge of implementation best practices and the organizational change literature is more likely to...

- 1) Activate the organization to support a change initiative
- 2) Be a key resource to executive leadership





**Steps leaders take to successfully implement change**

**Based on the work of J. Kotter (2002) The Heart of Change.**



# 1. Build a Sense of Urgency

- Leadership Communication
  - Communicate to everyone
  - Organization “owns” the change
  - Content of the message
    - The change is important
    - The change is not easy
    - Everyone is part of making change successful
      - Reinforcing supportive actions on the part of the workforce
      - Confronting non-supportive actions
    - Pros of success and the cons of failure



## **Polling Question: Describe the degree to which your work plan includes strategies to communicate urgency**

- We have a well developed plan in place to communicate the importance of the PBHCI initiative to staff
- We have a plan in development
- We are just beginning to think about this
- Haven't considered this aspect of the initiative



# Examples of strategies to communicate urgency

- ❑ Use of a variety of communication mechanisms
  - ❑ Staff meetings
  - ❑ In service training
  - ❑ One-on-one opportunities
  - ❑ Newsletters
  
- ❑ Message created by project team that stresses the critical importance of the PBHCI project
  - ❑ Survival in a changing healthcare system
    - ❑ Health homes
    - ❑ Accountability Care Organizations
  - ❑ Consistent with core mission of behavioral health and primary care services



## 2. Get the Vision Right

- Developing a shared understanding of what it means to be part of an integrated system of care
  - Communicate a vision with clarity and consistency.
  - Focus on a vision that bridges current practices with future practices
- The vision guides the organization in deciding what to...
  - ***Keep doing***
  - ***Stop doing***
  - ***Start doing***



# Examples of strategies to communicate a clear vision

- Project team shapes a vision statement that is clear and focused that is promoted via...
  - Message boards
  - Posters
  - New employee orientation
  - Usual communication mechanisms employed by the organization
  - Informational brochures
  - Organizational website



## **3. Communicate for Buy In**

- **Emphasize the benefits of adopting an integrated system of care for all stakeholders**
- **Emphasize the down side of not planning for an integrated healthcare system**
- **Involve and engage staff in sharing their ideas about how to successfully meet the aims of the PBHCI initiative**
  - **This assists staff to regain control, status and personal meaning in the new direction**
- **Ensure that each staff member has a specific role within the PBHCI initiative**
- **Emphasize the supports, resources and tools available to support the adoption of practices and policies that support the aims of the PBHCI initiative**



**The workforce has finally found some balance and equilibrium to manage day to day functions**



## Practitioners have finally found a way to deal with all the paperwork



# Now you want me to do what?.....



# Understanding the Impact of Change on the Workforce

It is not unusual for an organization's leadership to believe that it is engaged in promoting *strategic* change and for its workforce to experience the innovation as **shock** change. When this occurs, implementation will be compromised.

Woodward, H. and Woodward, M.B. (1994). *Navigating Through Change*. NY: McGraw Hill.



## Impact on the Workforce

- > Staff are often concerned that a significant change will negatively affect...
  - > The meaning they derive in their work (i.e., will the change in role, function, activities be satisfying and professionally rewarding?)
  - > Their control over their work life (unwanted demands on time, energy and autonomy)
  - > Their status in the organization (affect on authority and position in the organization)



## **Polling Question: What level of support from the workforce do you anticipate for the changes associated with the PBHCI initiative?**

- The workforce is likely to demonstrate a very high level of support
- Good support
- Mixed support
- We are likely to encounter problems getting support from the workforce



# Examples of strategies to communicate for buy in

- ❑ Staff meetings organized specifically to address common staff concerns about change
- ❑ Message emphasizes...
  - ❑ Human stories and human cost associated with the status quo
  - ❑ Resources and supports to promote change
  - ❑ Benefits to all stakeholders
- ❑ Acknowledge and reinforce staff who support the PBHCI project
- ❑ Increase wellness opportunities for both staff and clients



## 4. Build the Right Core PBHCI Team

- The PBHCI team and/or expanded team includes
  - Key primary care decision makers
  - Committed leadership with responsibility and authority to guide the change process
  - Those affected by the change (consumers)
  - Those expected to carry out the change in day-to-day activities
  - Those with experience or knowledge related to accomplishing the aims of the PBHCI initiative
  - Those who can provide needed resources
  - Those whose values, interests, beliefs, and orientation aligns with the improvement effort (champions)



# Examples of strategies to broaden the power of the project team

- ❑ Create an organizational PBHCI steering committee and/or advisory group that includes members in addition to the project team that is likely to get the attention of organizational leadership, for example:
  - ❑ Community members
  - ❑ Families
  - ❑ Consumers
  - ❑ Board member
  - ❑ Additional primary care partners



## 5. Empower Action

- The PBHCI implementation team has direct access to organizational leadership in a timely fashion.
- The PBHCI team has time and resources to take on the serious tasks associated with adopting and sustaining the aims of the PBHCI initiative.
- Leadership communicates to the entire organization that it stands behind the PBHCI implementation team. Leadership expects everyone will support the work of the PBHCI team (minimize “hoops to jump through to get a green light”).



## **Polling Question: How empowered is your team likely to be throughout the PBHCI initiative?**

- Marginally empowered
- Somewhat empowered
- Moderately empowered
- Mostly empowered
- Exceptional degree of empowerment and support from leadership



# Examples of strategies the project team may take to increase empowerment

- ❑ Reduce burden on leadership
  - ❑ Shape the message, develop a practical plan, and create informational tools that help leadership in promoting the PBHCI project
  - ❑ Create a steering/advisory group with key stakeholders that influence leadership
  - ❑ Keep leadership informed about the project, especially positive gains



## 6. Short Term Wins

- Have short term action steps that are observable and meaningful
- The organization has a system in place to communicate across the organization...
  - Short term action steps that are observable and meaningful
  - Progress towards the aims of the initiative
  - Data as well as the human stories behind the data
- Reinforce positive changes and acknowledge how everyone contributes to positive outcomes (e.g., complementary emails)



## Examples of strategies to communicate short term wins

- ❑ Use available communication mechanisms
- ❑ Recognition/award type events highlighting positive outcomes
- ❑ Broadly advertise ways in which your organization is performing well in the PBHCI project
- ❑ Post positive outcomes in visible areas using easy to understand graphs



## 7. Don't Let Up

- Expect the process to be non-linear with bumps along the way (bumps are inevitable and signs you're making real change)
- There will be inevitable forces at work to resist the change and return to the more comfortable habit state
- Keep an eye on the process at all times
- Have a system in place to ensure that the PBHCI initiative is a high priority goal of the organization



## **8. Make the Changes Stick**

- Institutionalize changes you wish to sustain (policy and procedural requirements)
  - Performance expectations
  - Job descriptions
  - Performance standards
  - Documentation requirements
  - Use data to provide continuous feedback on performance
  - Visibly reinforce and recognize positive changes
  - Align changes with reliable fiscal streams



# Examples of strategies to keep a focus on the PBHCI project

- Financial/billing systems to support PBHCI related services
- Institute workforce/personnel changes
  - Orientation of new employees
  - Hiring practices
  - Staff performance standards
  - Change in staffing patterns and supervisory roles
  - Expansion of student training
- Activating consumers (peer advisory council)
- Integrated medical record



**Polling question: Degree to which the organization has made changes to policy, documentation, and performance expectations of the workforce**

- No major changes to policy, procedures, documentation or performance expectations
- Some changes
- Moderate changes
- Major changes



# Steps for Successful Change

**Major Challenges      Strengths      Stop Doing      Start Doing      Action Steps**

<b>Get the Vision Right</b>				
<b>Create a Sense of Urgency</b>				
<b>Communicate for Buy In</b>				
<b>Build the Right Team</b>				
<b>Empower Action</b>				
<b>Short Term Wins</b>				
<b>Don't Let Up</b>				
<b>Make the changes Stick</b>				



# Questions and Answers



**Peter Campanelli, PsyD, CEO**  
**Institute for Community Living, Inc.**  
**New York City**



# Communicate a Sense of Urgency

## Catalyst for urgent change

- Incidences of clients collapsing and dying
- Poor medical care
- Activated the organization to address these life and death issues
- Placed a major focus on the high incidence of diabetes
- Led to development of a health self management intervention for diabetes management



# Get the Vision Right

- Vision is not a static statement
- Set out with a vision to create a better healthcare
- That led to
  - Looking at disease management
  - Training the workforce
- A vision that explicitly promotes integrated services (co-location)



## **Core of Our Vision**

The Institute for Community Living is a Comprehensive Healthcare Network providing opportunities for people with behavioral health needs to improve their health and longevity through integrated healthcare



## **Building the Right Team**

- Strong medical leadership
- Enthusiastic team who serve as champions for change
- Building a strong psychiatry team
- Create a team that collectively possess critical skill sets including project management, use of Health Information Technology and team work
- Goal: Create a place where the best and brightest want to work



# Communicating for Buy in

- Get the leadership team on board
- Communicate to variety of stakeholders in a variety of ways:
  - Webinars
  - Training
  - Video system
- Demonstrate serious actions associated with a commitment to overall health (e.g., hire an exercise physiologist)
  - Create an exercise room
  - Nutrition center



# Empower the Team

CEO communicates the message that the team responsible for guiding the change process has the full endorsement and support of executive leadership

How?

- Join team on various presentations to stakeholders
- Visible support via allocation of resources and communication, and
- Walking around (being a visible presence)
  - Spend time in the health center



# Short Term and Long Term Wins

- Celebrate accomplishments
- E-blasts to recognize people and their accomplishments
- Meet with senior leadership (announce small and large wins)
- Emails with congratulations
- Keep workforce informed about progress



## Stick with It

The role of a leader is to communicate...

- Change is not easy
- We will encounter barriers, obstacles and frustrations along the way
- The fact that we encounter significant challenges is not an anomaly but the sure sign we are changing something important
- We have the knowledge, skills, and commitment to overcome challenges



# Make the Changes Stick

- Institute policies, procedures, workforce development strategies, EHR systems, performance expectations, and hiring practices that reinforce change and prevent back sliding



## What I, as a CEO, Need from my Team

- That they are visible to the organization
- Help to market and sell the change
- Be available with materials and presentations to inform and engage numerous stakeholders including the members of the board
- Be great communicators
- Keep me up to date (no surprises)



## **Some thoughts and lessons learned about becoming a part of a health home and implementing smoke-free policy**

There are numerous changes that need to be managed as part of comprehensive integration including...

- Participation in the health home system of care
- Implementing a smoke free policy

The steps identified by Kotter are relevant across these major changes.



## **One thought about workforce development related to health homes**

Critical workforce development competencies

- Have a really solid EHR
- Train staff to be skilled in using the EHR, care navigation and service planning, especially with high risk patients



# Questions and Answers



# Dale Hamilton, CEO

## Community Health and Counseling Services, Maine



# Urgency

The message:

- Clear and consistent message about the reality of a changing healthcare system
- Emphasis on the human benefits of integration
- The driving force goes far beyond finances

The audience:

- Communicating urgency to entire organization- everyone in the organization is instrumental in creating a successful and integrated system of care

The messenger(s)

- Executive leadership
- Supervisors
- Champions



# Get the Vision Right

- The changing system presents numerous opportunities to fulfill the vision of our organization
- We are a provider that is committed to improving the behavioral and physical health of all our clients
- The PBHCI grant aligns with our vision of a client directed service system
- We own the change
- The CEO, executive leadership, and the PBHCI implementation team communicate the vision consistently and clearly



# How We Communicate Urgency and Our Vision

Agency provides frequent updates on the project in a way that promotes dialogue

- Staff meetings
- Supervisory meetings
- Emails to all
- Internal communication
- Project champions
- Weekly update in print



## **Develop the Right Team**

Get the right people in place with the right skill set including:

- Implementation Leadership Skills to guide the day to day practices, policies and activities
- Project Management Skills
  - Identify barriers and solutions
  - Develop work plans
  - Quality improvement and problem solving
- Knowledge of best practices in integrated care services
- Team building



# Communicating for Buy in

- A continuous process
- Never think you have achieved full buy in
- We don't have a static blueprint
  - As we learn and evolve the more changes and adaptations we make which requires communicating for buy in
- Honest dialogue to acknowledge and address staff concerns
- Not get too hung up on those who may not fully support the PBHCI aims- the organization is committed to moving in the direction of integration



# Empower Action

- CEO communicates to everyone that the PBHCI team is empowered to make decisions and has complete support of the executive team
- CEO ensures that the organization keeps a focus on integration
- CEO is in the unique position to communicate that the PBHCI initiative is a vehicle to infuse the principles and practices of integrated care throughout the organization



## Short Term Wins

- Keeping people up to date on the project
- Intention to use the data to tell the story (narratives and data)
- Annual report (each service area tell a story) to external stakeholders
- Keeping board informed- helping them learn about the changes



# Don't Give Up

- Remember why we started to address the physical health needs of our clients
- Barriers and challenges (bumps along the way) are to be expected and inevitable
- Important message: our creativity and persistence will meet every challenge
- An empowered team is able to persist in the face of barriers



# Make Changes Stick

- Start out with the idea that we are in the business of a culture change and not a time-limited improvement project
- Hold staff accountable
- New expectation with respect to performance expectations
- Use of EHR and documentation changes to institutionalize integration and prevent back sliding



## Key Considerations

- Keep the project focused on the people you serve
- Focus on learning not on management
- People produce success not processes (put the right people in key positions)
- Expect project staff to lead the way
- Maintain enthusiasm



# Questions and Answers



# Thank You!

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