

# Guiding Change: Strategies for Family Peer Support Program Leaders

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**The Community Technical Assistance Center**  
EFFICIENT PRACTICES. EFFECTIVE CARE.

# CTAC and MCTAC Partners



# Managed Care Technical Assistance Center (MCTAC) Community Technical Assistance Center (CTAC)

- MCTAC's Goal is to provide training and intensive support on quality improvement strategies including business, organizational and clinical practices, to achieve the overall goal of preparing and assisting providers with the transition to Medicaid Managed Care.
- CTAC's goal is to improve outcomes for families, adults, and children with a focus on supporting agencies to integrate both efficient business practices and effective clinical practices.



# What FPSS Providers Can Do to Make the Most of CTAC and MCTAC Supports?

- Create a team to focus on your transition to managed care. If your family support program is part of a larger agency, collaborate with your agency's team.
- Complete the managed care readiness assessment and participate actively in MCTAC and CTAC activities.
- Be proactive, network with colleagues, ask questions!
- Commit to investing the time and effort needed to understand, assess, improve, and monitor your organization's services, outcomes, family experience, business practices, and financial performance.



# Why a Webinar on Change Management?

Each of you is in a position to shape the future of Family Peer Support Services.

How you lead matters.

Creating a shared vision and managing change is critical to sustainability.



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# Change Management For Managed Care

This webinar is designed for individuals in leadership roles. It will focus on the practical challenges faced by leaders who have two difficult tasks: keeping their system operating day to day AND promoting change at the same time, with the same people! Practical and common sense ideas extracted from the organizational literature will be shared and discussed.



# Leadership: guiding an organization through rapid and shifting change





Wouldn't this be nice!



# What is a Leader to do?

1. Guide the organization through change based on lessons from the organizational change management field
2. Focus on Quality- Quality and Quality



The three critical areas that leaders will need to address as part of a sustainable change process

- Change management- The focus of today's webinar
- Quality Improvement Methodology- the ongoing capacity to use data to inform decision making
- Workforce Development- new knowledge, skills and mindset





**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

Urgency can be intrinsically generated or a response to systemic changes outside the control of the organization.

In either situation, how leaders communicate to stakeholders can have a profound effect on the organization's adaptation to a new reality.

Since leaders are people too, they are likely to have strong feelings about the change and may communicate accordingly.

Leaders may be tempted to reflect their most negative, minimizing or discounting response in the face of rapid and large change.

“Those \*&^\$% don't know what they are doing”

“This is crazy - get used to it”

“I don't know what to do, this is gong to be a disaster”

“Don't worry, this is not a big deal”



# 1. Communicate Urgency

- Communicate the importance of the change to everyone
- Content of the message
  - This change is vitally important
  - This will not go away if we ignore it
  - The change is not easy
  - The change will be uncomfortable and require us to work differently
  - Everyone is part of successfully managing change
  - The clients we serve need us to manage this change well
  - The change may offer us positive opportunities if we do it well and a difficult road if we don't.
  - We need everyone to be onboard and will positively acknowledge those who support our efforts to change and confront those who undermine our efforts
- Organization “owns” the change
  - Not the same as agreeing with the change but embracing the change as something we must do and will do well.



## 2. Get the Vision Right

- Developing a shared understanding of what it means to successfully function in a managed care environment
  - 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*



# 3. Communicate for Buy In

- Provide information about what it means to work in a managed care environment
  - Clarity is critical to engaging others to support change
- Emphasize the benefits of working in a managed care environment
- Emphasize the down side of not planning for change
- Involve and engage staff in sharing their ideas about how to successfully survive and thrive in a managed care environment
  - This assists staff to regain control, status and personal meaning in the new direction.
- Emphasize the supports, resources and tools available to support the change effort.





# Let's Chat

Please type in the chat box, what you believe is the most critical idea to communicate to your stakeholders that will promote buy in.



# The Agency Change Process: Woodward's Developmental Model

Woodward, H., Buchholz, S., and Hess, K. (1987).  
*Aftershock: Helping People Through Corporate  
Change* NY: John Wiley and Sons.

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



# Lessons from implementation Science: The impact of change on the workforce

Staff are often concerned that a significant change such as becoming part of a managed care system 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)



# Want vs. Get

## What People in Transition Want and What They Often Get

- Want
  - Empathy
  - Information
  - Ideas
- Get
  - Avoidance
  - Autocratic Behavior
  - Cheerleading



# Organizations that Handle the Integrative/Transformational Phase:

- Have the following qualities-
  - Openness
  - Support
  - Communication
  - Experimentation (“Learning Organization”) focused on quality

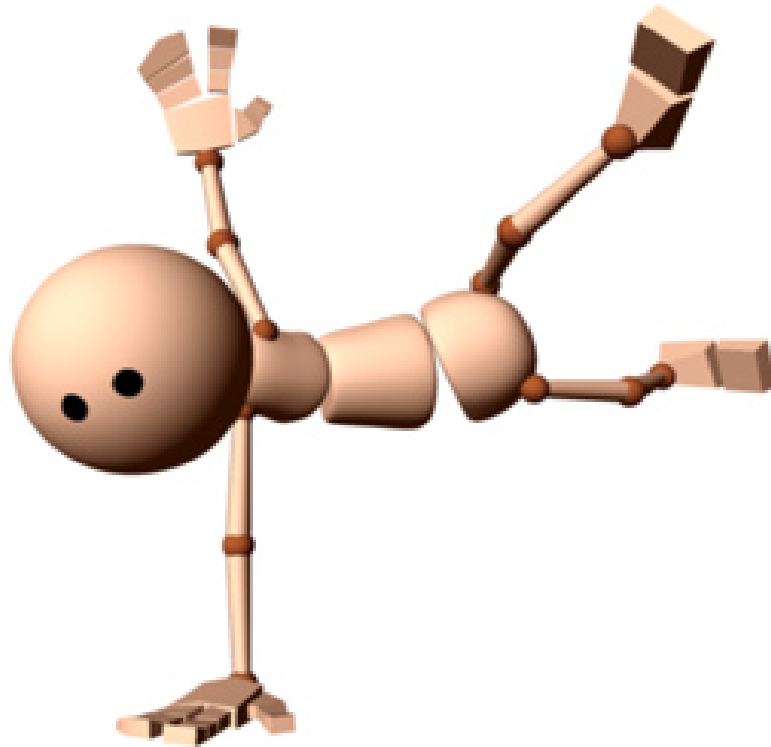


# Assisting Staff With The Change Process (Continued)

- View the change as a process which will take time
- To the extent possible, involve staff in the planning and decision making
- Attend to ENDINGS, TRANSITIONS AND BEGINNINGS.



**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 it as **shock** change.

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





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# Adapt these Concepts Based on Your Organization's Size and Structure

As we look at the next few steps, we are aware that this audience includes Family Peer Support leaders managing 501(c)(3) organizations (small and large) as well as leaders managing programs within large provider organizations.

Putting together a team means something different depending on the context you are in. You may need to create a team or you may need to determine how to join or coordinate your efforts with the team from your agency.



## 4. Build the Right Core Team to Plan, Implement and Evaluate efforts to change

- Your organization's "Transition to Managed Care Implementation Team may include...
  - Senior leadership to make decisions and address barriers on the spot
  - Those with the experience and knowledge related to finances, billing and contracts.
  - Those expected to carry out the change in day to day activities
  - Those who can provide needed resources
  - Those whose values, interests, beliefs and orientation aligns with the improvement effort (champions)



# Poll Question

What best describes who is managing the transition to a managed care for your organization?

- A. We have a team comprised of the right people with the right skills and knowledge
- B. We have a team but may be missing members with the needed skills and knowledge
- C. The executive staff/cabinet/senior management is managing the change, but FPSS isn't involved
- D. We haven't as yet put together the right team



# Thoughts on designing the right team: Jim Collins perspective

- *“leaders of companies that go from good to great start not with “where” but with “who.”*



- Get the right people on the bus
  - Wrong people off the bus
  - Right people in the right seat
- Then....
- Figure out where you are going? How to get there?

But, sometimes it feels like.....



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# What the Managed Care Transition Implementation Team Needs

Knowledge about....

- Change management principles
- Basic knowledge and skills in quality improvement
- Information to educate the workforce



# Let's not forget the critical role played by managers/supervisors

Supervisors are the hands on, on the ground leaders to guide and support change. They engage the workforce in....

- Acknowledging the realities of change
- Communicate for buy in everyday
- Reinforce staff who are supportive of the change
- Address staff who may not be acting in ways that support change
- Address the concerns of staff and help staff to regain control, status and personal meaning in the change
- Address the concerns of clients who need support and information to manage change successfully



# The Leader-Manager-Supervisor Challenge

- 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



# Leadership vs Management

## Coping with change

- Adapting to shifting conditions, expectations and environments
- Anticipating changes
- Initiating changes

## Coping with complexity

- Order and consistency
- Procedures and policies
- Staffing (roles and responsibilities)
- Documentation
- Fiscal viability
- Risk management



# 5. Empower Action

- Your team needs...
  - Direct access to leaders in a timely fashion.
  - Opportunity to test out changes on small scale
  - Encouragement and emotional support
  - Support for innovation and creativity
  - Time and resources to take on the serious tasks of preparing for transition to managed care
  - Time to participate in meetings and TA opportunities
  - Leaders that clearly and unequivocally stands behind them.



# 6. Short Term Wins

- Identify and communicate successful short term objectives that are observable and meaningful
- Consider the use of the readiness assessment information to track and monitor progress
- Have 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



# 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
- ❑ Post progress in visible areas using easy to understand graphs



# 7. Don't Let Up

- Expect bumps along the way
- Keep an eye on the process at all times
- Have a system in place to insure that transition to manages care is a high priority goal of the organization
- Change is an agenda item across many meetings





# 8. Make the Changes Stick

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



# Steps for Successful Change

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

**Get the Vision  
Right**

**Create a Sense of  
Urgency**

**Communicate for  
Buy In**

**Build the Right  
Team**

**Empower Action**

**Short Term Wins**

**Don't Let Up**

**Make the changes  
Stick**




- What's a Leader to do when the future is somewhat ambiguous?
- You don't want to lose sight of quality?



# Catalysts for Change

- Leadership values and vision
- New information or knowledge aligned with mission
- Incidents (adverse events)
- Complaints from internal or external customers
- Regulatory/statutory requirements
- Accrediting requirements
- Market forces
- System reputation
- ***New payment and oversight system***



What to do when the changes are not so clear and will take time: Focus on Quality!

## Dimensions of Quality in Health and Behavioral Health Care Organizations

- Safety and security
- Effectiveness
- Accessibility
- Timeliness
- Continuity/Equity
- Coordination
- Appropriateness
- Efficiency

Client centeredness/family-driven



# What can we do to increase safety?

- Train staff to identify situations in which there are child or family safety concerns and have a process to connect families with appropriate crisis services.
- Help families access help when and where it is needed.
- Work with clinicians to ensure that families have a crisis plan that is realistic, understood by the family, and that the family knows how to access help during crises.



# Effectiveness

- Continually seek to improve the quality of services provided by your staff.
- Focus on measurable outcomes that address the specific family support needs identified by the family in their treatment plan.
- Provide staff training and supervision to ensure that practices are implemented with as much fidelity as is practical and appropriate.

*Best practices that work in the real world.*



# Continuity/Equity

*providing care that does not vary in quality because of personal characteristics such as gender, ethnicity, geographic location, and socioeconomic status*

- Provide care that does not vary in quality because of personal characteristics of the parent/family such as gender, ethnicity, geographic location, and socioeconomic status.
- Provide care that does not vary in quality based on who the FPSS provider is. Consistent quality with fidelity.
- Supervision to insure that quality standards of practice are followed.





# Client-Centered/Family-Driven

*providing care that is respectful of and responsive to individual family preferences, needs, and values, and ensuring that the families values guide all decisions*

- Align your work with the expressed felt need of families.
- Adapt services to align with the family's goals, preferences, strengths, resources and expectations
- Explore barriers to involvement in services and in the community
- Expand the involvement of family peers



# Bottom line

- The combination of practical leadership strategies coupled with a focus on quality is needed to successfully guide an organization thru the white water rafting environment ahead.
- What leaders do and not do will play a critical role in optimally responding to change.
- Make use of every technical assistance support from MCTAC and CTAC.



# Questions?

let's talk.

change



# For more information:

Visit [www.mctac.org](http://www.mctac.org) and  
[www.ctacny.com](http://www.ctacny.com)

to view past trainings, sign-up for  
upcoming events, and access resources



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