

NIATx Change Leader Academy, Adaptive Leadership & Care Pathways Development

When: Friday, June 14, 2019

Where: Lake Superior Ballroom at the DECC

MN providers are undertaking a variety of change initiatives including integrated health (e.g., Health Care Home, Behavioral Health Homes, Certified Community Behavioral Health Centers, developing value-based Care Pathway etc.). While progress has been made they have identified the need for more of a focus on differentiating between the adaptive and technical changes and challenges required to overcome institutional inertia and effect measurable change. Lack of change management and adaptive leadership training are often key causes for project inefficiencies, shorting successes.

In this two-part training, we will host the NIATx training in the morning to lay the ground work and tactical approaches to change management. The following adaptive leadership training addresses how to work with the beliefs, attitudes and cultures of your organizations as you implement a process change in the afternoon.

NIATx Chang Leadership Academy Training

The *NIATx* Change Leader Academy (CLA) is a one-day face-to-face workshop followed by three months of peer networking and support from a NIATx coach. The CLA trains change leaders in the *NIATx model of process improvement*: a structured, team-based approach to change management for organizations large and small.

Peer networking and support from a NIATx coach - While conducting their projects, CLA participants participate in a technical assistance call with a NIATx Coach and three monthly peer-learning conference calls with other change leaders.

Adaptive Leadership & Care Pathways Training

The developing care pathways training will help guide participants through the process of developing a specific care pathway, using data-driven decision making. Care pathways can integrate services across programs and build more team-based care that is centered on the clients. For this training specifically, we are focusing on developing some care pathways (1-2) for “high utilizer” populations and will delve deeper into how to apply the NIATx models’ tools to the building of a care pathway.

Adaptive Leadership addresses the attitudes, beliefs and cultures of organizations as they seek to implement change across themselves.

- distinction between leadership and authority in the adaptive framework
- discuss how authority, whether formal or informal, is especially pertinent to the work of preserving what works
 - compared to activity of leadership is required when changes are needed in the name of progress.
- distinction between technical challenges and adaptive challenges
- practice of diagnosing the system - emphasizing the importance of understanding the perspectives of all
- thorough diagnostic-
 - understanding of stakeholder values, loyalties, and potential losses in the face of change
- introduce strategies for taking action
 - creating productive disequilibrium as a means of countering work avoidance

Training Objectives:

- Generate a learning environment that is conducive to organizations sharing successes and opportunities faced while implementing their change initiative
- Reduce the time required improve a process(s) with your organization (e.g., Care Pathway for a specific health condition or social determinant need) learning from others, share and receiving resources and targeted support from experts
- Better understand the role of process improvement in enhancing agency service to customers
- Learn techniques to reduce staff resistance to change
- Gain skills in developing and conducting change projects
- Learn how to tie change projects to an organization's business status
- Learn how to create, initiate, sustain and facilitate change teams
- Learn how to effectively tell the story of agency process improvements to gain engagement of agency personnel, customers, and other stakeholders

Expectations of all participants include the following:

- Assignment of a Team that is charged with working on a quality improvement project in your organization (e.g., integrated health, care pathway development, etc.) that will be responsible for taking part in the Academy.
- Provide a senior leader (e.g., CEO, COO, or Medical Director) to serve as sponsor for the team who will attend at least the first learning session in June. This person will be ultimately responsible for providing the necessary resources for the Team to execute their work plan.
- Team attendance at the Change Academy face-to-face meetings, webinars, and coaching calls. Support other teams by sharing ideas and resources and receive support from other teams by asking questions and sharing barriers experienced.
- Perform all pre-work activities to prepare for the learning sessions.
- Engage in rapid Plan-Do-Study-Act cycles related to your organization's work plan.