

HMA



Implementation Accelerator: Leadership Training through Application

September 21, 2022

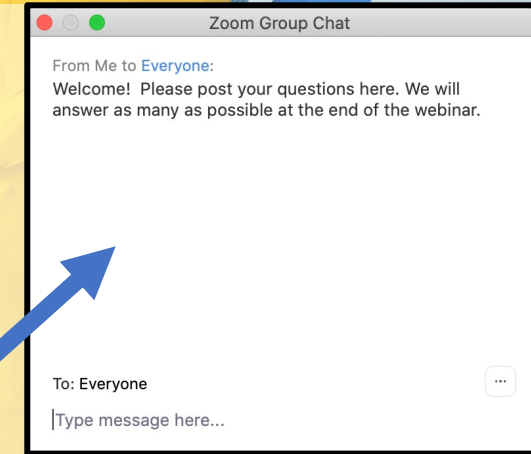
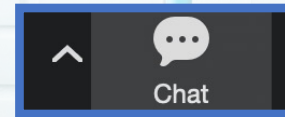
9:00am PT / 10:00am MT / 11:00am CT / 12:00pm ET

Welcome! We will get started momentarily.

Please let us know who you are and where you are from in the chat box
(click the chat icon at the bottom of your screen).

Housekeeping

- We want to hear from you! Share your **questions, comments** and “**ah-ha’s**” via the **chat box**.
- A **recording and slides** will be available - We’ll email you.



Welcome



HMA



Implementation
Accelerator:
Leadership Training
through Application

College of Behavioral Health
Leadership

September 21, 2022

HMA

HEALTH
MANAGEMENT
ASSOCIATES

OUR FIRM

We are a leading independent, national healthcare research and consulting firm providing technical and analytical services.

We specialize in publicly-funded health programs, system reform and public policy.

We work with purchasers, providers, policy-makers, program evaluators, investors and others.

Our strength is in our people, and the experience they bring to the most complex issues, problems, or opportunities.

OUR CLINICAL SERVICES

HMA is fortunate to have on our senior staff a distinguished array of physicians, nurses, advanced practice nurses and behavioral health therapists. These Clinical Services staff members have all practiced direct patient care, and many continue to do so while working at HMA. In addition, they have gained vast experience in former roles as:

Health System Executives (CMO, CEO, COO)	Medical and Behavioral Health Specialists	Health Plan Medical Directors	Advanced Practice Nurse Leaders
Correctional Health Experts	Directors of Academic Departments and Training Programs	State Health and Medicaid Clinical Chiefs	Clinician Members of Health System, Health Plan and Association Boards

Direct caregiver experience makes these colleagues indispensable to healthcare transformation.

50

CLINICIANS

- + PHYSICIANS
- + CLINICAL PSYCHOLOGISTS
- + ADVANCED PRACTICE NURSES
- + REGISTERED NURSES
- + PHYSICIAN ASSISTANTS
- + CLINICAL PHARMACISTS
- + MENTAL HEALTH COUNSELORS
- + LICENSED CLINICAL SOCIAL WORKERS

WHAT WE DO

Health Management Associates has successfully tackled a wide variety of public healthcare projects, from developing complete healthcare delivery systems to translating complex data into useful insights. Whether your project has run into a snag in the final stages or hasn't even gotten off the ground, we can provide the expertise and guidance to help you make it a success.

Our areas
of expertise
include:

- + **Analytics**
- + **Behavioral Health**
- + **Clinical Services**
- + **Community Strategies**
- + **Correctional Health**
- + **Government Programs and The Uninsured**
- + **Healthcare Delivery Development and Redesign**
- + **Healthcare IT Advisory Services**
- + **Investment Services**
- + **Long-Term Services and Supports**
- + **Managed Care**
- + **Opioid Crisis Response**
- + **Pharmacy**
- + **Public Health**

INTRODUCTIONS



Suzanne Daub, LCSW
Principal



Marsha Johnson, LCSW
Managing Principal



Elizabeth Wolff, MD
Principal

LEARNING OBJECTIVES



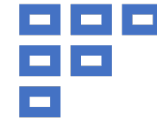
Identify common barriers to successful project implementation



Describe skills needed to successfully lead project implementation



Review evidence-based principles to develop leadership skills



Outline skill development process to build implementation leaders

Implement

verb

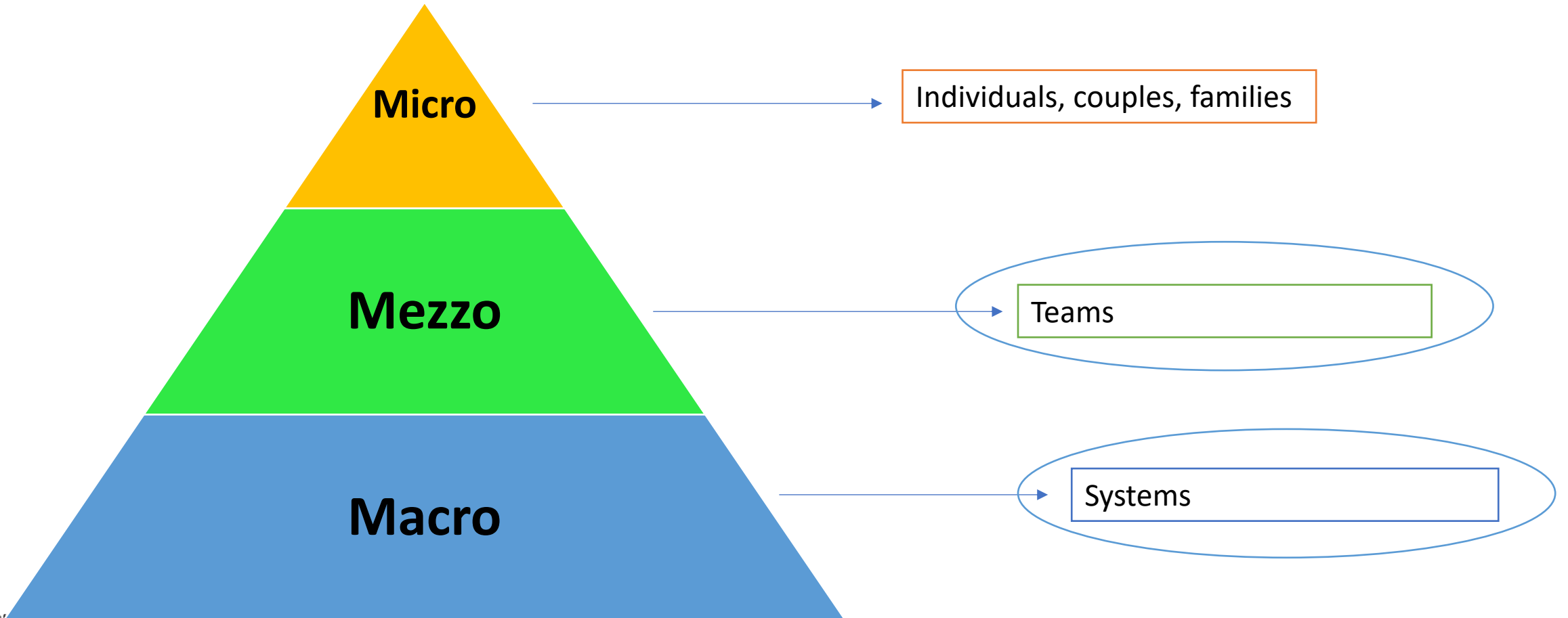
im·ple·ment | \ 'im-plə-,ment \

implemented; implementing; implements

transitive verb

CARRY OUT, ACCOMPLISH, especially to give practical effect to and ensure of actual fulfillment by concrete measures

Where we Implement



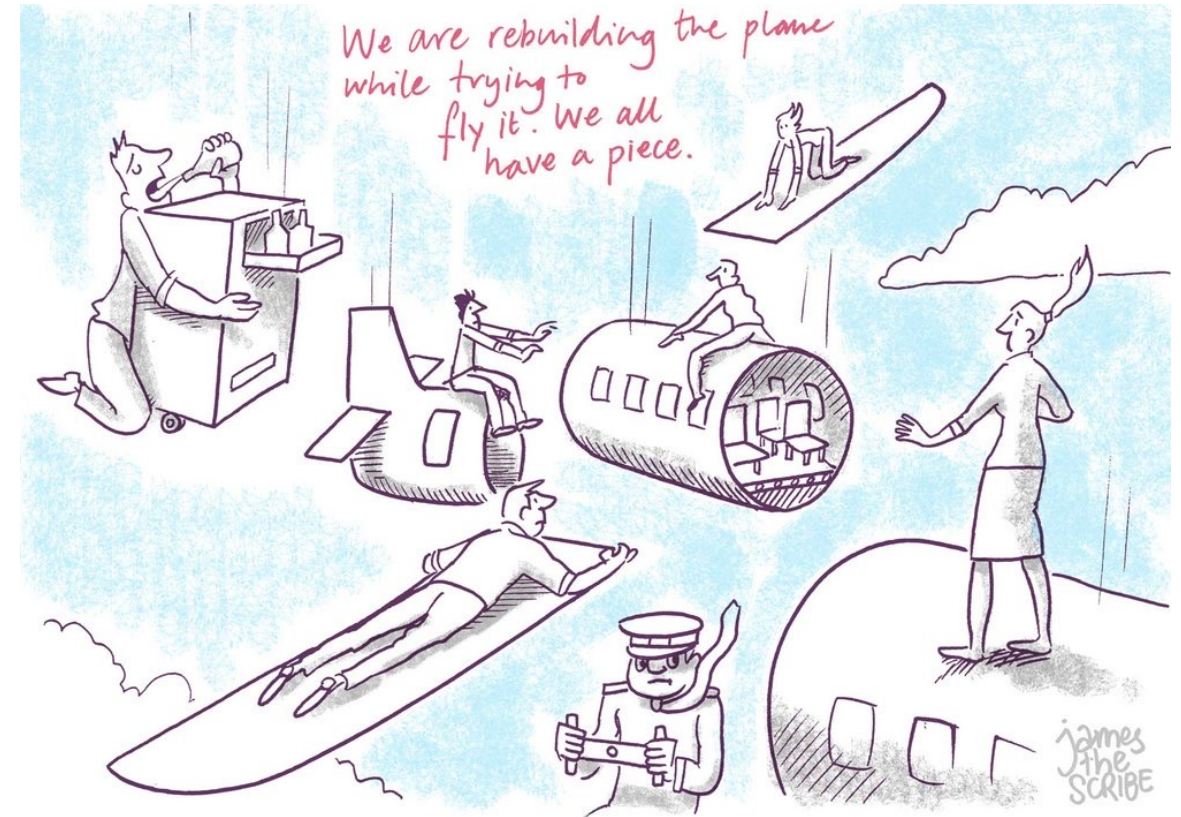
WHY DO GOOD PROJECTS FAIL TO TAKE OFF?

- Pilot Project: Integrate the delivery of healthcare and SDOH services by partnering healthcare providers with CBOs
- What did we notice?
 - Loose implementation plans: ***“We’re building the plane it while flying it”***



Closing the Gap

- *Almost everyone implements new programs/initiatives this way; it is rare that we implement in thoughtful, planful way*
- **Why is this?**
- Organizations need
 - A strategy and organizational method/framework for "how we implement"
 - Create clear abilities to create a path to leadership
- Implementation Accelerator model developed based on our lessons learned and research



@LeeAraoz [Apr 11, 2020](#) · [TweetDeck](#)

The importance of leadership is noted in just about every discussion of implementation. The absence of leadership support is a well-documented barrier, and success is attributed to the presence of leadership support.

Active Implementation Research Network

<https://www.activeimplementation.org/frameworks/implementation-drivers/leadership-drivers/>



Where do we typically invest in leadership training?

At the top



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Who executes the strategy?

- Middle and first level leaders are on the ground, pushing the project forward
- **The implementers, not just the strategic thinkers, need the leadership skills**



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“Hey, it's wild down here!”

- *Executing* the strategy is not usually smooth and easy, especially in an environment that is volatile, uncertain, complex, and ambiguous (VUCA)
- *Implementation leaders need skills* to manage challenges that may be unexpected, unknown, and unstable
- Beyond managing the challenges, they need to be able to *lead others*



■ Evidence-based list of barriers to organizational change

- Researchers identified 55 barriers in the areas of:
 - Strategic barriers
 - Procedural barriers
 - Human resources barriers
 - Contextual barriers
 - Structural barriers to change

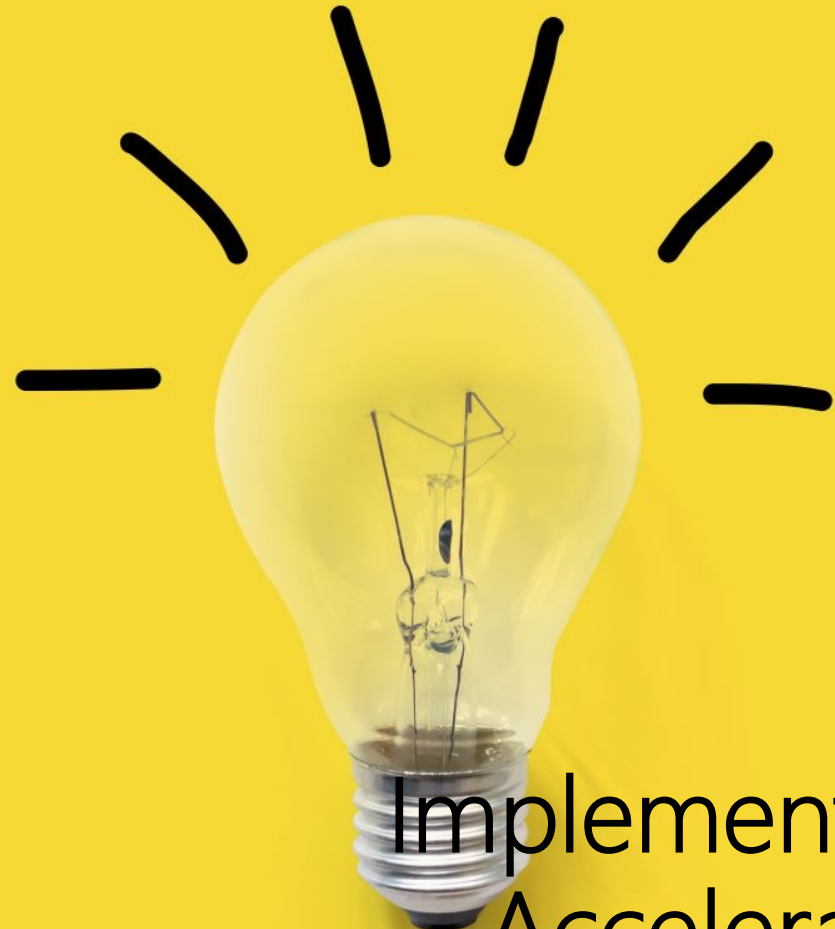
Deficient leadership
Lack of top management support and involvement
Lack of middle and frontline managers' involvement
Middle management resistance
Lack of a vision and clear direction
Inappropriate model and methods for change
Lack of process focus
Lack of measurement
Lack of employee involvement and participation
Inadequate empowerment at all levels
Lack of team orientation
Poor/ineffective communication

Mosadeghrad, A. M., & Ansarian, M. (2014). Why do organisational change programmes fail?. *International Journal of Strategic Change Management*, 5(3), 189-218.

- What do you notice/see when a project implementation is stalled?



<https://www.knacksystems.com/blog/why-field-service-implementations-fail-and-what-you-could-do-about-it>



Implementation Accelerator

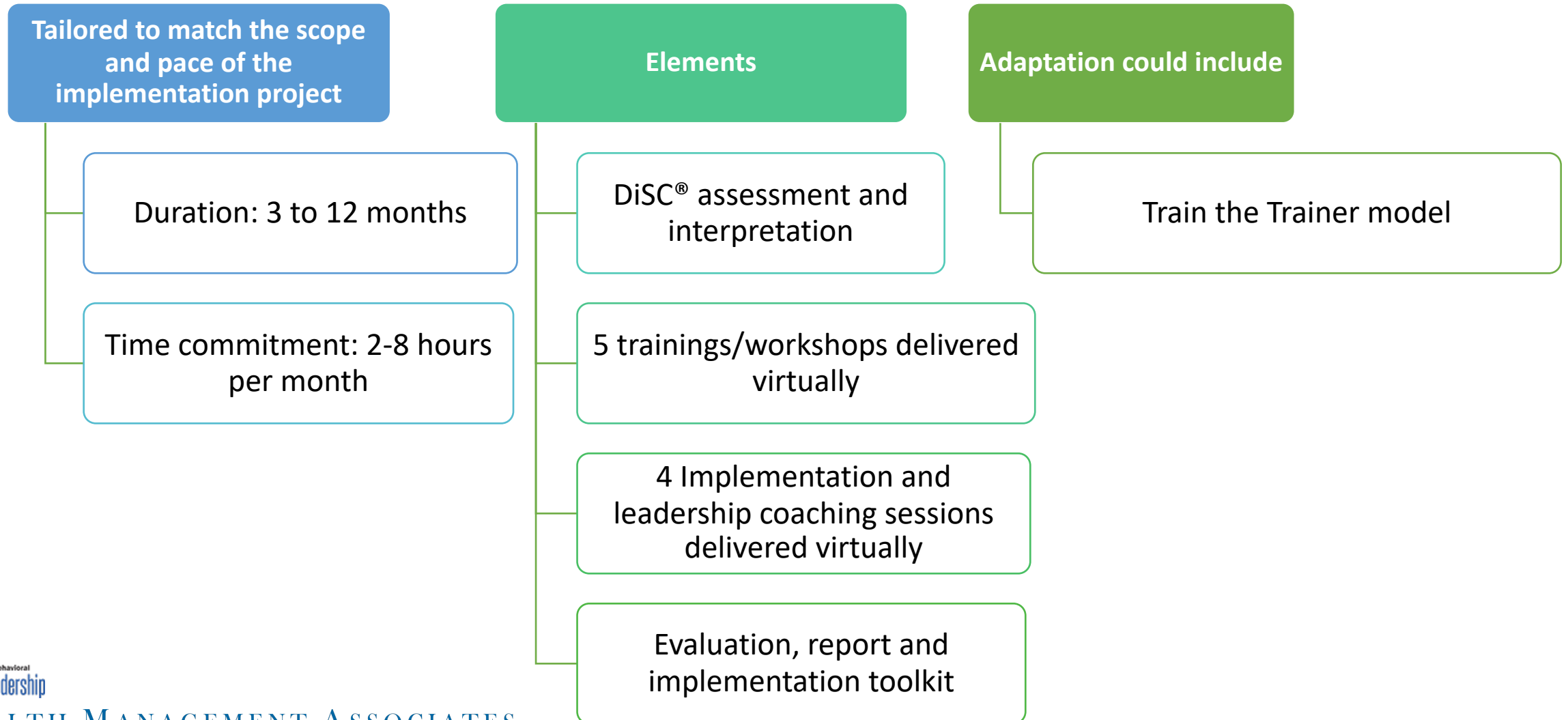
Action Learning

- Leadership is a practice rather than an event or position (Byram, 2000)
- Good leadership development involves not only the dissemination of knowledge and information but also opportunity to apply and fine-tune skills (Geerts, 2020)
- 10% of learning comes from courses, 20% from other people, and 70% through on-the-job experience and challenges (Center for Creative Leadership, 2020)
- The deployment of leadership and organizational development strategies improves evidence-based practice implementation in healthcare (Aarons, 2015)

Implementation Accelerator Program Model

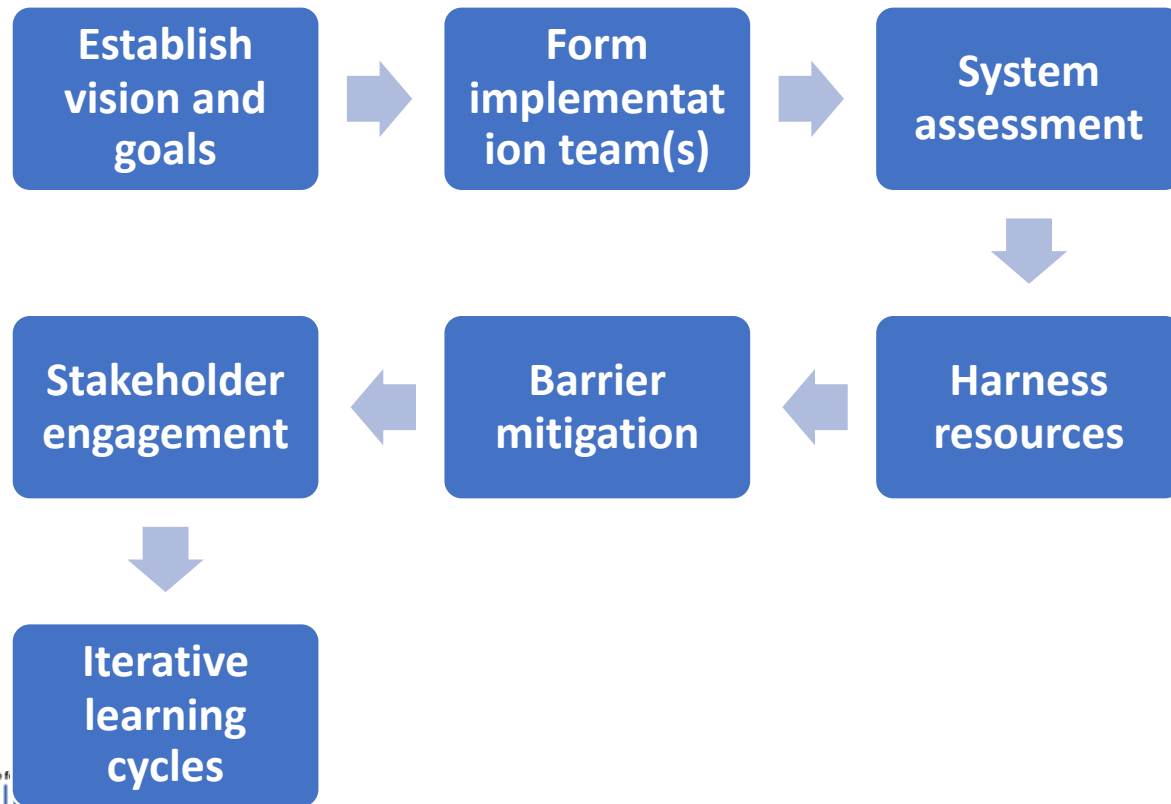
- Model in which we
 - Walk side by side with our partners to develop a methodology for change
 - Pair leadership development with real-time project execution
 - Guide application of proven tools
 - Build adaptive skill sets
 - Incorporate improvement science and measurement
 - Plan for sustainable change

Implementation Accelerator Program Model



Phased Program Model

- The Implementation Accelerator Program is phased to match the life cycle of project implementation



- Assess leadership strengths and opportunities
- Didactics and skill practice
- Practice coaching
- Applying learnings to project
- Peer consultation

Assess leadership strengths and opportunities for skill growth

- DiSC® Assessment
 - Leadership development plan
 - Build the ability to
 - Apply system level thinking
 - Assess the organization as a system to identify enablers and barriers to implementation
 - Understand the political landscape and key communication strategies

Didactics and Skill Practice

- Adaptive lens
- Psychological safety
- System thinking
- Cultural norms and the tenacity of the status quo
- Stakeholder engagement skills
- Developing a communication plan
- Project planning and execution
- Design and run “safe to fail” prototypes
- Collect qualitative and quantitative data to capture the impact of the program
- Mitigate implementation barriers

Practice Coaching and Applying Learnings to Project Implementation

- Problem-solve and fine tune skill use
- Key communication strategies
- Sustain engagement and commitment to participation
- Dissemination and/or scaling plan

Peer Consultation

- Collective Learning
 - Share data and lessons learned
 - Review the results of rapid-cycle improvement efforts
 - Identify practices that emerged as critical for quality improvement
 - Celebrate failures and successes

Discussion Prompts

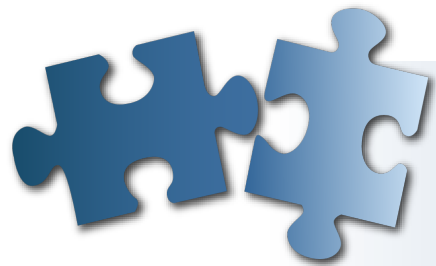
- As a leader, how do you manage the gaps in successful implementation?
- How do you currently incorporate elements of this model?
- Would this structure meet your needs?
- Are we missing anything?

Thank You!



REFERENCES

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Office Hours – CBHL Members

Register at www.leaders4health.org under “Events”

- October 4 | [Technical vs. Adaptive Leadership](#)
 - October 19 | [Facilitating Productive Planning Sessions](#)
 - November 2 | [Moving from Problems to Solutions](#)
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- To **Join CBHL**, go to www.leaders4health.org/join-now-2/

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