

Harnessing Disruptive Innovations to Thrive in the Age of Health Reform

ACMHA 2011 Summit

**March 16 - 18, 2011
Royal Sonesta Hotel, New Orleans, LA**

PROGRAM OVERVIEW

Welcome to the 2011 ACMHA Summit. You have joined thought leaders and colleagues from mental health, substance use, and the broader health care field to examine disruptive innovation and its implications for behavioral health leadership in an era of high-stakes health reform. What are disruptive innovations? How do we create and encourage them? And how do we lead the field as they take root? Together we will move through the “what” of disruptive innovations to address the “So what?” and “Now what?” intersections that will drive our field forward.

Disruptive Innovation’s Power to Upend Markets

In the 1990s, Harvard Business School Professor Clayton Christensen coined the term “disruptive innovation” to describe a simpler, cheaper product or service that ultimately upends an established marketplace. The new product or service starts out in a rudimentary form and is initially targeted for delivery to unserved or underserved groups. As the new product or service takes hold, it is refined and displaces established products or services that are more expensive, more complex, and unable to adapt. Disruptive innovations have been documented throughout the business and technology fields. More recently, the concept has been compellingly applied to health care.

Applying Disruptive Innovation to Behavioral Health: The 2011 Summit

As we plan for how our field must change in the age of health reform, disruptive innovation offers a powerful framework to ground our thinking. During our time together, we will dive into disruptive innovation and explore ways to harness its power to make behavioral health care more accessible and affordable. Using the language of disruptive innovation, we will examine key questions such as:

- What are the technological enablers that will routinize diagnosis and treatment, reserving expensive professionals for atypical cases and maximizing the use of providers with different training?
- What new business models in the provision of care, insurance, and reimbursement will make behavioral health care less costly and more accessible?
- What key elements of new value networks (i.e., the suppliers, retailers, and consumers that make up the context in which business models operate) will allow disruptive innovations in behavioral health care to flourish?
- What are the opportunities – through health reform and elsewhere – to facilitate disruptive innovation through current and new regulations and standards?

We will look not only at what will be, but what is—that is, those areas of disruptive innovation that are already “in play” across the behavioral health care field. These include employing peers and community health workers as providers and leveraging information technology in service provision. We will talk about how to recognize a disruptive innovation when you see it and how you might go about developing them. We will also focus on the critical role of leadership in an era of disruptive innovation. Across all fields, established leaders often fight disruptive innovations, with the desire to hang on to the status quo. Here we will discuss ways that we can use our leadership instead to support the adoption of disruptive innovations in behavioral health and the larger health care field. Welcome to the 2011 Summit!

AGENDA

Tuesday, March 15, 2011

4:30 – 6:00 p.m.	Registration Opens
6:00 – 7:30 p.m.	<p>An Evening of Leadership <i>Colette Croze, Leadership Committee Chair, Host</i></p> <p>Open to all Summit attendees, mentors and learners from the 2011 class share information about their experiences. Following this presentation is a “dialogue in the round” with emerging and senior leaders. Emerging leaders describe projects that they have undertaken or been involved with which required a “leadership stretch,” including what new/different leadership skills were needed and personal challenges involved. Senior leaders respond to the information, setting the stage for further conversation on Thursday about what it means to lead change.</p>

Wednesday, March 16, 2011

7:00 a.m.	Registration Open
7:15 a.m.	<p>New Member Breakfast (<i>By invitation</i>) – Meeting begins at 7:30 a.m. Attention new ACMHA members! The Board of Directors invites you to join them for breakfast and conversation prior to the beginning of the day’s activities. Come and meet your colleagues and learn more about ACMHA activities and initiatives.</p>
7:30 a.m.	Breakfast Buffet
8:30 a.m.	<p>ACMHA Welcome: Setting the Summit Context <i>Pamela Greenberg, MPP, Association for Behavioral Health and Wellness;</i> <i>President, ACMHA: The College for Behavioral Health Leadership</i></p> <p><i>Laura Galbreath, MPP, National Council for Community Behavioral Healthcare</i> <i>Chair, ACMHA 2011 Summit</i></p>
8:45 a.m.	<p>Opening Discussion</p> <p>We begin engaging with colleagues around the theme of disruptive innovations. What brought you to the 2011 Summit? What about the topics most interested you? What are your enthusiasms and/or anxieties about disruptive innovations? What conversations do you need to have to better understand disruptive innovations?</p>
9:00 a.m.	<p>Disruptive Innovations in Health Care <i>Paul H. Keckly, PhD, Executive Director, Deloitte Center for Health Solutions</i></p> <p>Big change creates big value opportunities — if you know where to look. You can feel it happening in the marketplace around us. Retail clinics, medical homes, technology-enabled self care— disruptive innovations in the US health care system challenge the status quo. These and other new phenomena zero in on unmet needs, leverage new technologies and business models, and deliver enhanced value throughout the health care supply chain. Join Dr. Keckley for a discussion about how disruptive innovations, when they work, can change the game for behavioral health.</p>

Wednesday, March 16, 2011 *(continued)*

10:15 a.m.	Hosting Critical Conversations <i>Jeannette Harrison, MSPH, Independent Consultant; ACMHA Secretary</i> What conversations do you need to have to better understand and then lead disruptive innovations creatively and compassionately? What are issues or concerns do you want to explore related to effective leadership in this time of innovation and reform? What issues do you want to delve into more deeply during our time together?
10:30 a.m.	First Conversations What do the learnings from Dr. Keckely's presentation and your previous knowledge of disruptive innovation imply for behavioral health? For your leadership?
12:00 p.m.	Lunch
1:15 p.m.	Health Care Reform and Disruptive Innovations <i>Charles Ingoglia, MSW, Vice President for Public Policy, National Council for Community Behavioral Healthcare</i> <i>Dale Jarvis, CPA, Principal, Dale Jarvis and Associates, LLC</i> While the headlines are reporting the drama taking place in Congress and the courts, health care reform is unfolding rapidly. All parts of the health care system are preparing for (or hiding from) what some describe as the "staggering changes" that lie ahead. Should we prepare for disruptive disintegration, innovation, and rapid improvement, or the status quo in new clothes and acronyms? This session will provide a joint West Coast/Beltway perspective on what the near future holds.
2:00 p.m.	Continuing the Critical Conversations Some might suggest that health care reform is an accelerant to innovation, a barrier to innovation, or both. Participants are invited to continue their morning conversation groups, start a new conversation, or join another group/space. We also invite you to add another layer to your discussion, drawing on the speakers' comments.
3:00 p.m.	ACMHA 2011 Mentorship Program Kick-Off ACMHA Emerging Leaders Interest Group <i>(Open Meeting)</i> ACMHA Diversity Interest Group <i>(Open Meeting)</i> Time to Explore New Orleans
5:00 p.m.	ACMHA Reception and Poster Session Collaborate and enjoy! Join colleagues at the close of the business day for hors d' oeuvres and ongoing conversation. When entering the reception space, there is opportunity to view poster presentations by ACMHA members engaged in research around disruptive innovations. A brief program will include introductions of the ACMHA Board of Directors, honor outgoing board members, and recognize Summit sponsors. <i>ACMHA extends sincere thanks to Cenpatico Behavioral Health, LLC, for its sponsorship of the reception.</i>
6:30 p.m.	Dinner at Leisure

Thursday, March 17, 2011	
7:30 a.m.	Registration Open
7:30 a.m.	Breakfast Buffet
8:45 a.m.	<p>Morning Welcome: Day One Conversation Highlights <i>Laura Galbreath, MPP, National Council for Community Behavioral Healthcare Chair, ACMHA 2011 Summit</i></p>
9:00 a.m.	<p>What Does it Take to Lead Disruptive Innovations and Emerging Change? <i>Monica Oss, MS, CEO and Senior Associate, Open Minds</i> It can be easy to get caught up in day-to-day details and forget to take a step back and think about what is shaping the course of our organizations and the broader behavioral health field. This session is focused on the critical leadership issues with which disruptive innovations challenge us as leaders in our organizations and in the broader behavioral health field. Join us as we explore how can leaders use or create innovations to drive health care redesign.</p>
9:45 a.m.	Discussion and Q&A
10:15 a.m.	Break
10:30 a.m.	<p>On the Ground Perspectives of Disruptive Innovations – Panel <i>Michael Boyle, MA, Former President and CEO, Fayette Companies</i> <i>Lynda Frost, JD, PhD, Director of Planning and Programs, Hogg Foundation for Mental Health</i> <i>Beth Epps, MEd, Solution Development Director, OptumHealth Public Sector</i> Join our panelists—who also presented posters during Wednesday’s session—as they share more about why their work is a disruptive innovation. They will address roadblocks and lessons learned and share what had to be different in terms of leadership/management expectations and practices to “make it work.”</p>
11:30 a.m.	Q&A With Panel
12:00 p.m.	<p>ACMHA Awards Luncheon <i>Ron Manderscheid, PhD, National Association of County Behavioral Health And Developmental Disability Directors and President-Elect, ACMHA: The College for Behavioral Health Leadership</i> ACMHA will honor four individuals with The Saul Feldman Lifetime Achievement Award, The Barton Distinguished Fellow Award, The Timothy J. Coakley Prize for Behavioral Health Leadership, and The King Davis Award for Emerging Leadership in Promoting Diversity and Reducing Disparities. ACMHA extends sincere thanks to Anasazi Software, InfoMC, and Sequest for their sponsorship of the Awards Luncheon.</p>

Thursday, March 17, 2011 (continued)

1:30 p.m.	<p>What's Possible Now? What Innovations Could Be Created to Improve the Health of a Particular Population?</p> <p>Given what we have heard and discussed about disruptive innovation, leadership, and health care reform, what innovations are possible now to better the health of a particular population, improve care, and reduce costs? Are they disruptive? Why? What leadership skills or attributes are necessary?</p>
3:00 p.m.	<p>ACMHA Research Interest Group (<i>Open Meeting</i>) ACMHA Peer Leader Interest Group (<i>Open Meeting</i>) ACMHA Development Committee (<i>Open Meeting</i>)</p>
5:00 p.m.	Open Evening/Dinner at Leisure to Explore New Orleans

Friday, March 18, 2011

7:30 a.m.	Breakfast Buffet
9:00 a.m.	<p>"Funding" Innovations</p> <p>We all know that funding for programs and services is limited; but especially for new innovations. If you were a funder (venture capitalist) with resources to invest, which innovation(s) would you select? Why?</p>
11:00 a.m.	<p>Improving Lives and Capitalizing on Emerging Opportunities</p> <p><i>Pam Hyde, JD, Administrator, Substance Abuse and Mental Health Services Administration</i></p> <p>The leadership and direction of SAMHSA and Administrator Hyde to address the mental health, substance use, and health and wellness of all citizens in this time of rapid change has been critical. Join Ms. Hyde as she provides recent news and updates from SAMHSA to close our work together.</p>
12:00 p.m.	Summit Adjourns