Cross Systems Collaboration: Environmental Scan
Issues and Challenges in the Field

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National Center for Healthcare Leadership

ACMHA
The Santa Fe Summit on Behavioral Health
Santa Fe, NM
March 16, 2006
Mandate for Change

- IOM: *Crossing The Quality Chasm* (2001)
Mandate for Change

- President’s Freedom Commission on Mental Health: *Achieving the Promise: Transforming Mental Health Care in America* (2005)
- IOM: *Improving the Quality of Healthcare for Mental and Substance-Use Conditions* (2005)
Mandate for Change

“American healthcare is incapable of providing the public with the quality health care it deserves or expects”

-IOM

“Leadership not only has a role in solving the healthcare crisis but a moral and ethical imperative to address the quality issues in the industry.”

— Risa Lavisso-Mourey
The Robert Wood Johnson Foundation

“The Mental health system is in shambles and nothing short of a complete transformation could address the problems”

- Presidents New Freedom Commission
Knowing is not enough; We must apply.
Willing is not enough; We must do.

— Goethe
Transformation Begins with Leadership

- Jim Collins’ seminal work on what distinguishes companies that sustain great performance underscore the role of leadership

- High achieving role model organizations that are recognized by Malcolm Baldrige National Quality Program (i.e. Baldrige winners) were those also scoring the highest on the Baldrige leadership criteria

- High achieving organizations had two common characteristics: a well-developed leadership succession plan and team-oriented leadership

Leaders Have a Profound Impact on Performance!

- 30% of variability in performance is a function of what leaders do

- Leadership is *the* critical differentiator in most-admired companies that successfully execute strategy

Source: Hay Group
What is unique about healthcare leadership?

- Values-based, mission-driven industry
- Breadth of “customers” literally encompasses the entire population – local, regional, national, international
- Demand and supply dynamics for critical talent requires that leaders create climates that attract and retain top talent in a highly competitive market
- Complexity and mix of independent constituencies requires higher levels of influence and consensus-building than most leadership roles
Social sector Leaders are not less decisive than business leaders . . . They only appear that way to those who fail to grasp the complex governance and diffuse power structures common to the social sectors.

— Jim Collins, Good to Great and the Social Sector: A Monograph to Accompany Good to Great, 2005
Greatness is not a function of circumstance. Greatness, it turns out, is largely a matter of conscious choice, and discipline.

— Jim Collins, Good to Great and the Social Sector: A Monograph to Accompany Good to Great, 2005
NCHL Perspective on Leadership Development

- Span the industry reaching comprehensively across:
  - Career levels: career-entry, mid-career, advanced career
  - Industry sectors: providers, suppliers, insurers, policy
  - Professional disciplines: administration, nursing, medicine, behavioral health, pharmacy
- Focus on interdisciplinary experiential learning
- Develop programs based upon sound research and global best practices
- Focus on rapid development, testing, and deployment of programs (PSDP)
- Accelerate adoption of best practices through learning collaboratives and benchmarking
- Systematically evaluate programs to assess learning outcomes and performance improvement – evidence-based management practice
- Create a continuous dialogue between academia and practice
Optimize Health of the Public Through Leadership & Organizational Excellence

NCHL Vision

- Evidenced Based Leadership Development
- Improved Leadership
- Improved Organizational Performance
- Improved Health Status
The NCHL model provides breakthrough research and a comprehensive database for defining the competencies required for outstanding healthcare leadership for the future.

**TRANSFORMATION**
- Achievement Orientation
- Analytical Thinking
- Community Orientation
- Financial Skills
- Information Seeking
- Innovative Thinking
- Strategic Orientation

**EXECUTION**
- Accountability
- Change Leadership
- Collaboration
- Communication Skills
- Impact and Influence
- Information Technology Management
- Initiative
- Organizational Awareness
- Performance Measurement
- Process Management / Organizational Design
- Project Management

**HEALTH LEADERSHIP**

**PEOPLE**
- Human Resources Management
- Interpersonal Understanding
- Professionalism
- Relationship Building
- Self Confidence
- Self Development
- Talent Development
- Team Leadership

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Transformation

Visioning, energizing, and stimulating a change process that coalesces communities, patients, and professionals around new models of healthcare and wellness.

Achievement Orientation
Analytical Thinking
Community Orientation
Financial Skills
Information Seeking
Innovative Thinking
Strategic Orientation
Community Orientation

The ability to align one’s own and the organizations priorities with the needs and values of the community, including its cultural and ethnocentric values and to move health forward in line with population-based wellness needs and national health agenda.

1. Responds Appropriately to Community Needs
2. Maintains Clear Communication with Community Leaders
3. Takes Personal Responsibility for Initiating Collaborative Planning and Mobilizes Resources
4. Participates with and Understands the Community Provides Services to the Community to create an integrated health system
5. Advocates for the Broader Health Environment at National Level and Partners across Health Constituencies
Execution

_Translating vision and strategy into optimal organizational performance._

- Accountability
- Change Leadership
- Collaboration
- Communication
- **Impact and Influence**
- Information Technology Management
- Initiative
- Organizational Awareness
- Performance Measurement
- Process Management and Organizational Design
- Project Management
Impact & Influence

The ability to persuade, convince, influence, or impress others (individuals or groups) in order to get them to go along with or to support one’s opinion or position. The “key” is understanding others, since Impact and Influence is based on the desire to have a specific impact or effect on others where the person has a specific type of impression to make, or a course of action that he or she wants the others to adopt.

1. Expresses Logical Intention but Takes No Action
2. Takes a Single Action to Persuade
3. Takes Multiple Actions to Persuade
4. Calculates Impact of Actions or Words
5. Uses Indirect Influence
6. Uses Complex Influence Strategies
<table>
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<tr>
<th>IOM’s SIX PROBLEM AREAS FOR IMPROVING MENTAL AND SUBSTANCE USE CARE</th>
<th>SAMHSA’s FEDERAL ACTION AGENDA FIVE PRINCIPLES FOR ACTION</th>
<th>NCHL Competencies</th>
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</table>
| Patient-centered care | A: desired outcomes of mental health care  
B: community level models of care  
C: policies maximize utility of existing resources  
D: mental health research findings are used  
E: promote innovation, flexibility and accountability at all levels of government | Community Orientation  
Innovative Thinking  
Impact and Influence  
Strategic Orientation  
Accountability |
| Weak measurement & quality improvement infrastructure | A: desired outcomes of mental health care  
D: mental health research findings are used | Analytical Thinking  
Performance Measurement  
Process Management & Organizational Design |
| Poor linkages across systems of care | B: community level models of care | Community Orientation  
Collaboration  
Organizational Awareness |
| Lack of involvement in the national health information infrastructure | E: promote innovation, flexibility and accountability at all levels of government | Information Technology Management  
Impact and Influence |
| Insufficient workforce capacity | C: policies maximize utility of existing resources | Human Resources Management  
Self Development  
Talent Development |
| A differently structured marketplace | C: policies maximize utility of existing resources  
E: promote innovation, flexibility and accountability at all levels of government | Community Orientation  
Innovative Thinking  
Strategic Orientation  
Process Management & Organizational Design |

Source: Daniels, Alan S. and Neal Adams. “From Study to Action: A Strategic Plan for Transformation of Mental Health” February 2006
The NCHL model provides breakthrough research and a comprehensive database for defining the competencies required for outstanding healthcare leadership for the future.

**TRANSFORMATION**
- Achievement Orientation
- Analytical Thinking
- Community Orientation
- Financial Skills
- Information Seeking
- Innovative Thinking
- Strategic Orientation

- Patient Centered
- Marketplace Change
- Community Level Models of Care
- Promote Innovation, Flexibility and Accountability at All Levels of Government
- Desired Outcomes of Mental Health Care
- Mental Health Research Findings Are Used

**EXECUTION**
- Accountability
- Change Leadership
- Collaboration
- Communication Skills
- Impact and Influence
- Information Technology Management
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- Organizational Awareness
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**HEALTH LEADERSHIP**

**PEOPLE**
- Human Resources Management
- Interpersonal Understanding
- Professionalism
- Relationship Building
- Self Confidence
- Self Development
- Talent Development
- Team Leadership

- Workforce Capacity

**Red – IOM Six Problem Areas**
- Infrastructure Issues
- Poor Linkages Across Systems of Care
- Lack of Involvement in the National Health Information Infrastructure
- Policies Maximize Utility of Existing Resources

**Blue – SAMSHA’s Five Principles for Action**

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Call to Action for Healthcare Leaders!

- What must you do to begin the leadership and organizational transformation at your organization?

- Who are the most important stakeholders which must be committed to this journey for it to succeed?

- Are you willing and able to reallocate resources and priorities for the transformation?

- Are you prepared to role model these leadership behaviors?
YOU must be the change you wish to see in the world.

— Gandhi