



Transformational Systems Change and Impact through Data

April 5, 2023

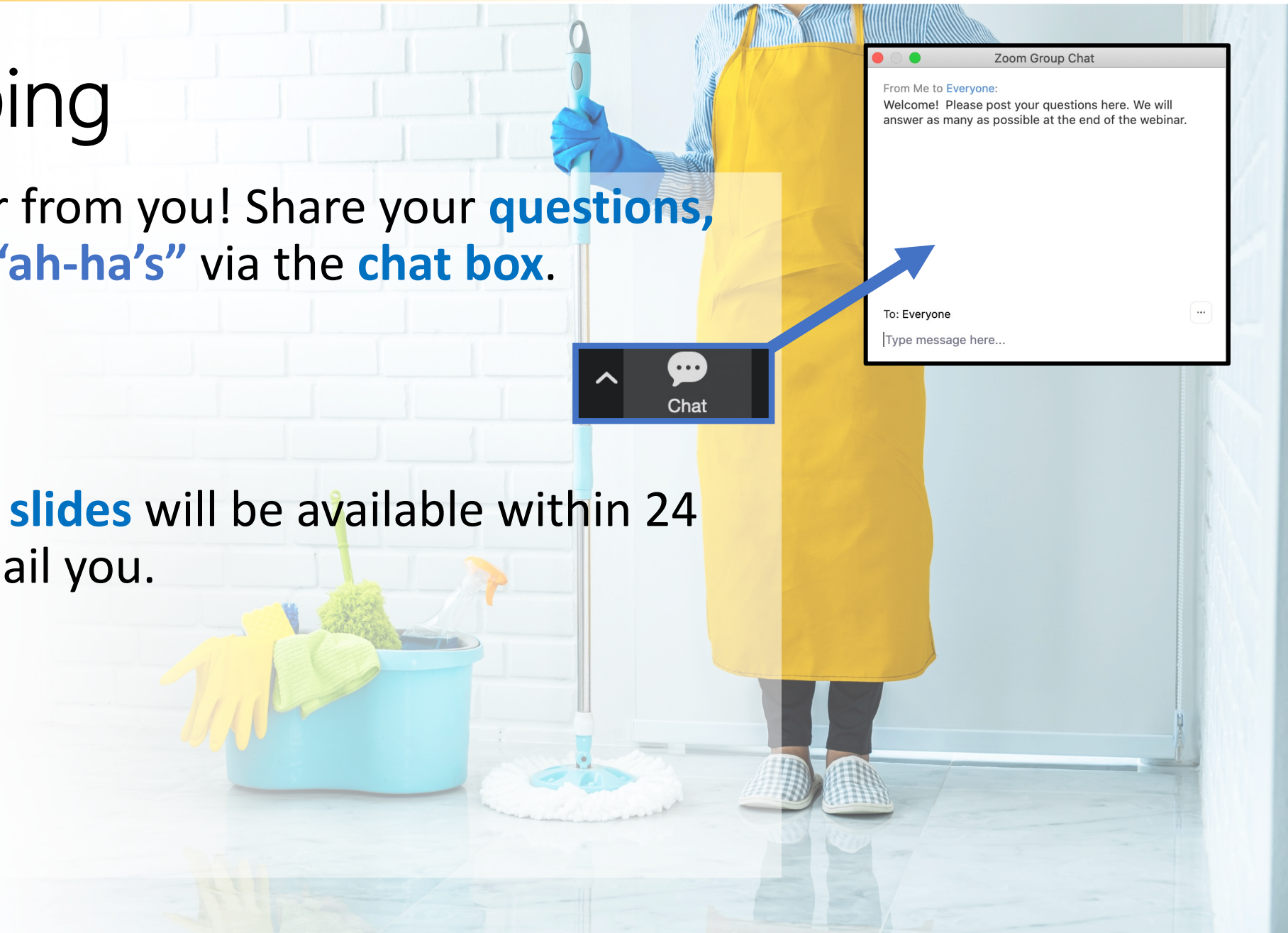
10:00am PT / 11:00am PT / 12:00pm CT / 1:00pm ET

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 within 24 hours - We’ll email you.



Welcome



Our Presenter



Ginger Bandeen
Founder & CEO, Mission Driven Data

Transformational Systems Change & Impact through Data



Presented by

Ginger Bandeen, LCSW

Founder & CEO

Mission Driven Data

Portland, Oregon

April 5, 2023

Where are you in
the world?

Let me know in
the comments!



MISSION DRIVEN DATA



Mission Driven Data

Data Tools

Data tools for Credible EHR users.

Janet™ expands your capacity for understanding your agency and its impact.

Community

Connect with like-minded professionals.

Access guest speaker events, coworking sessions, and monthly workshops.

Consulting

Consulting to expand your capacity.

Our experts know how to deliver actionable data into the hands of your team. We can show you how.

You're in the Right Place

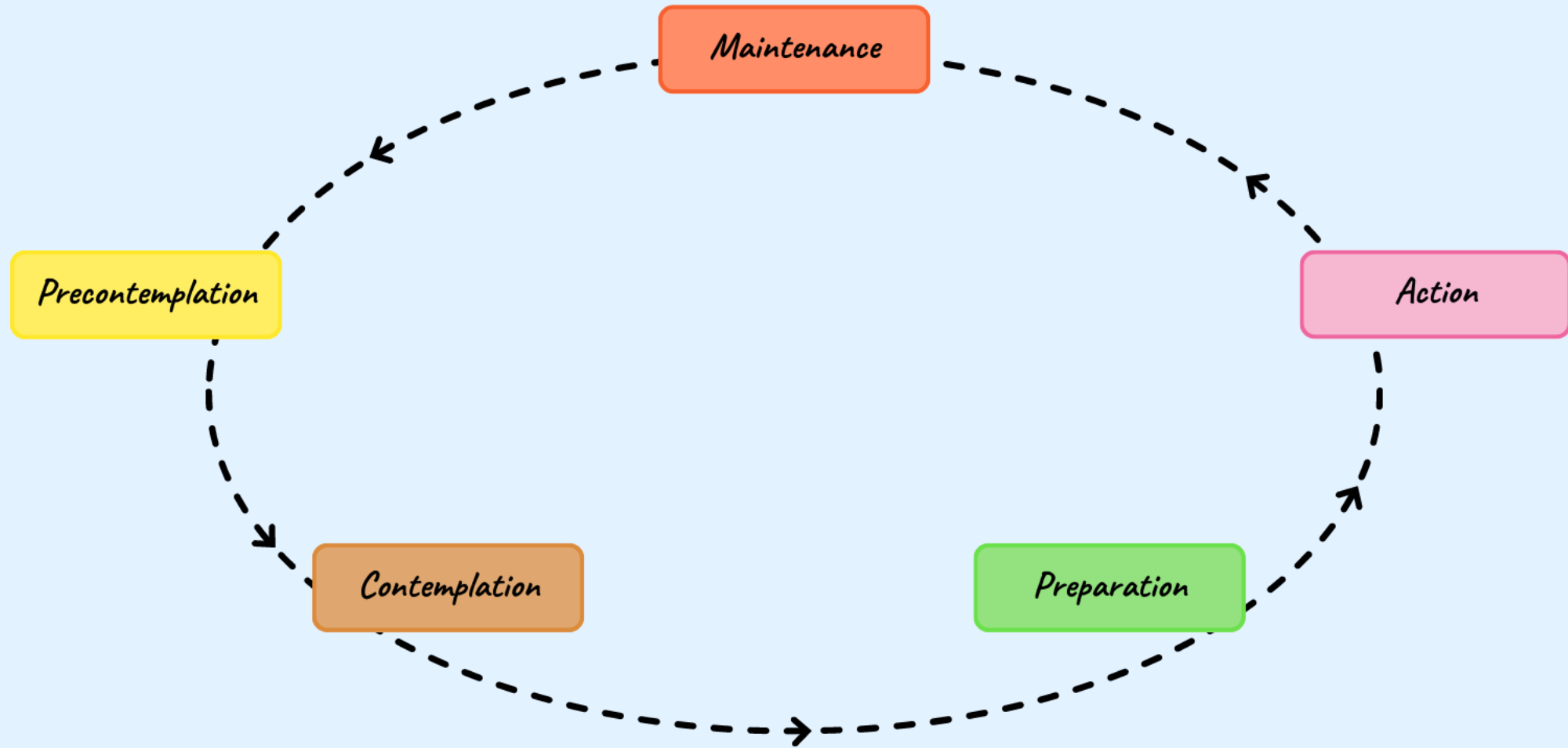


- It seem like you've been working on the same data projects forever and they still don't feel 'right'.
- You're using data tools at your agency but it still feels like you're not really looking at the data that matters.
- You're still hopeful that there's something you can do to move toward data tools that make a difference.

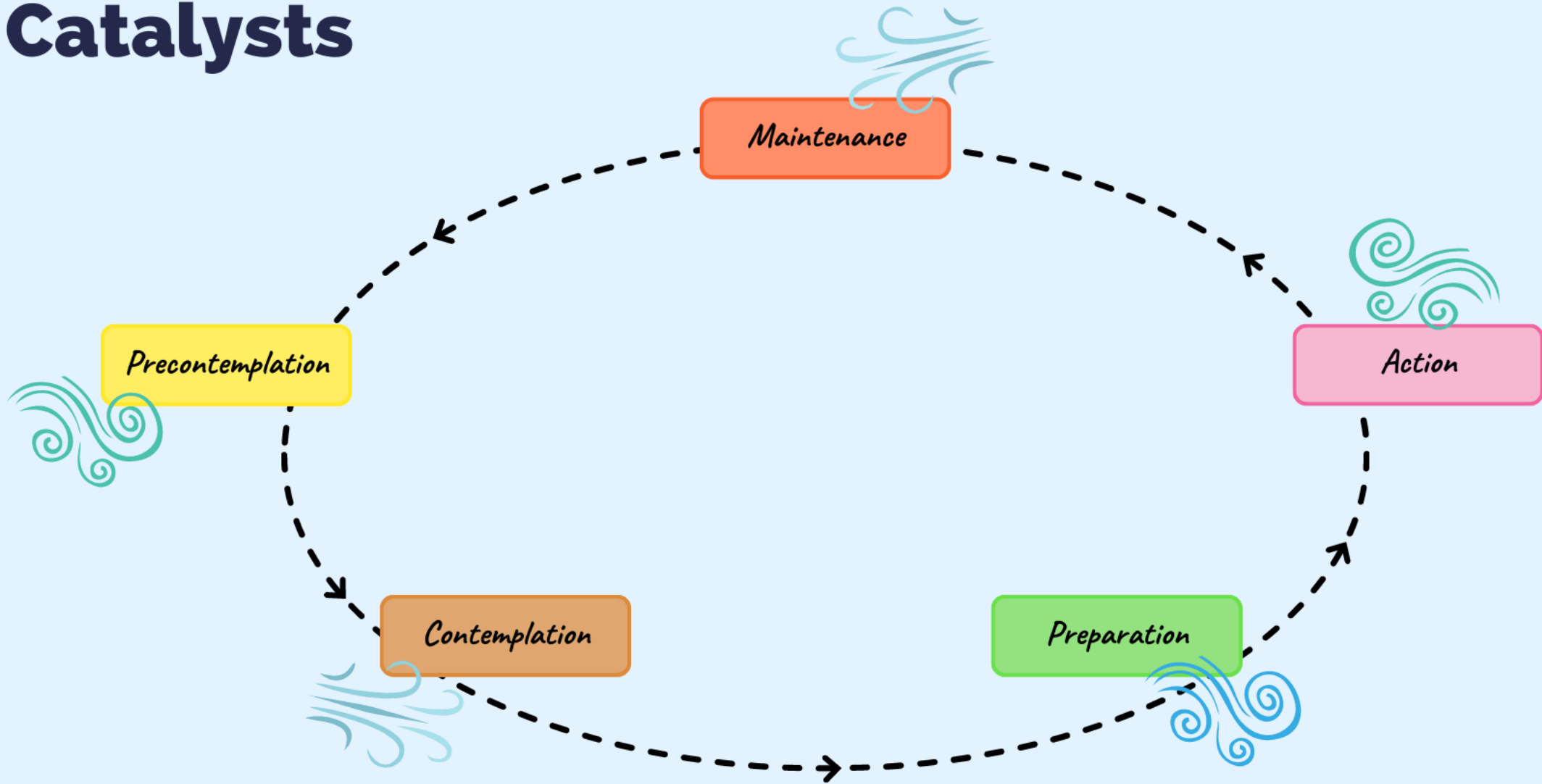
Agenda for Today



Stages of Change

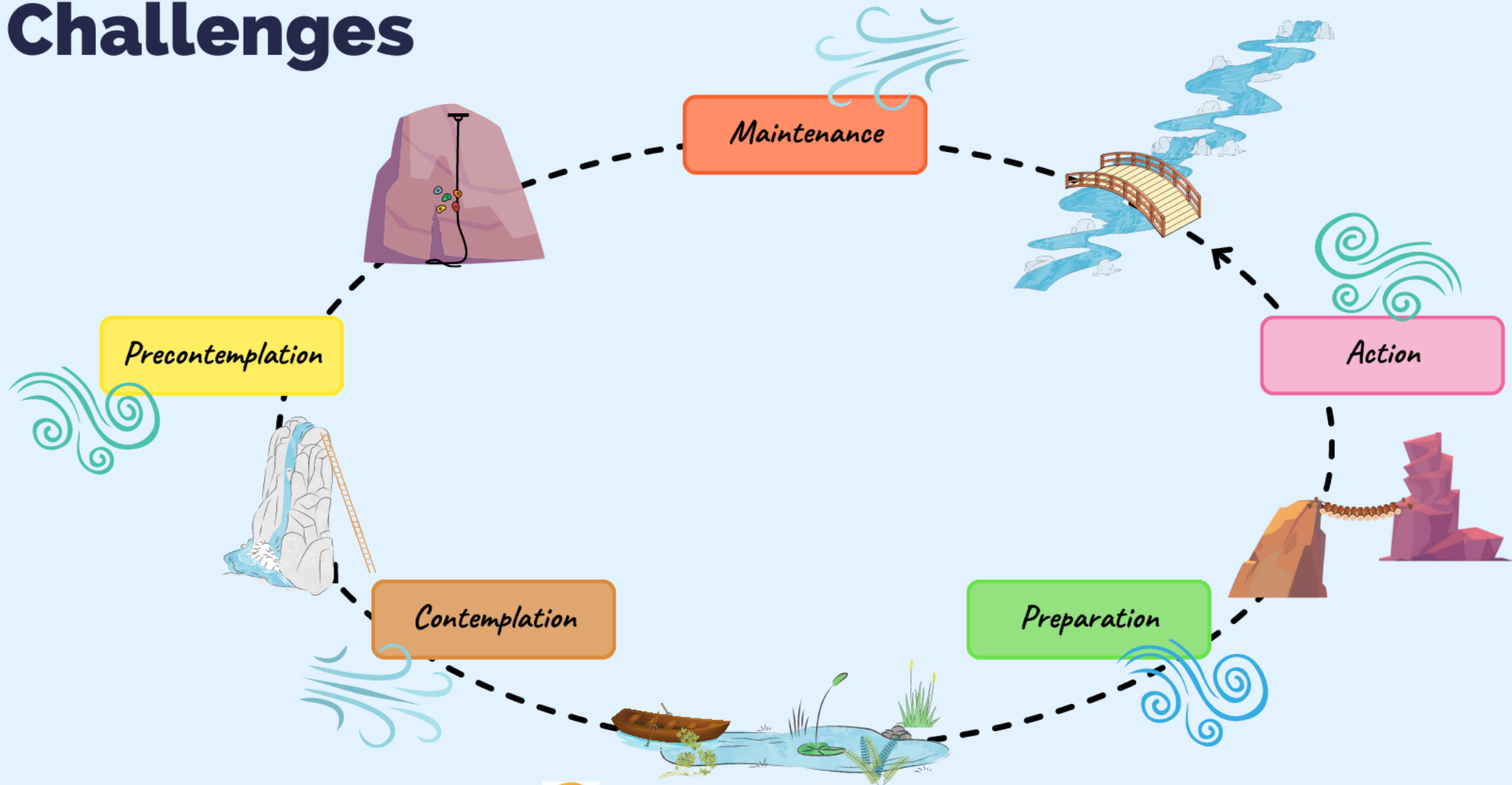


Catalysts



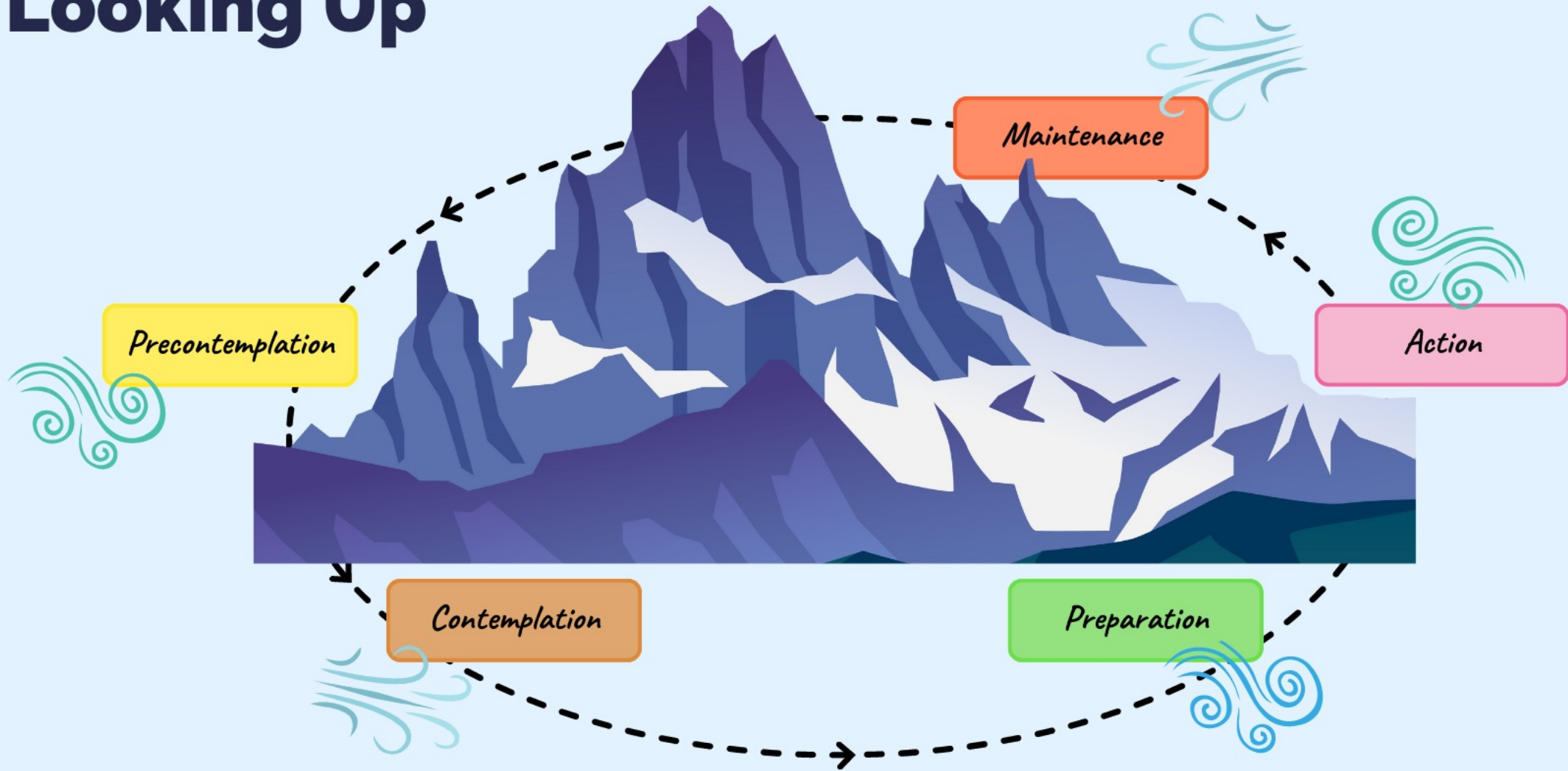
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Challenges



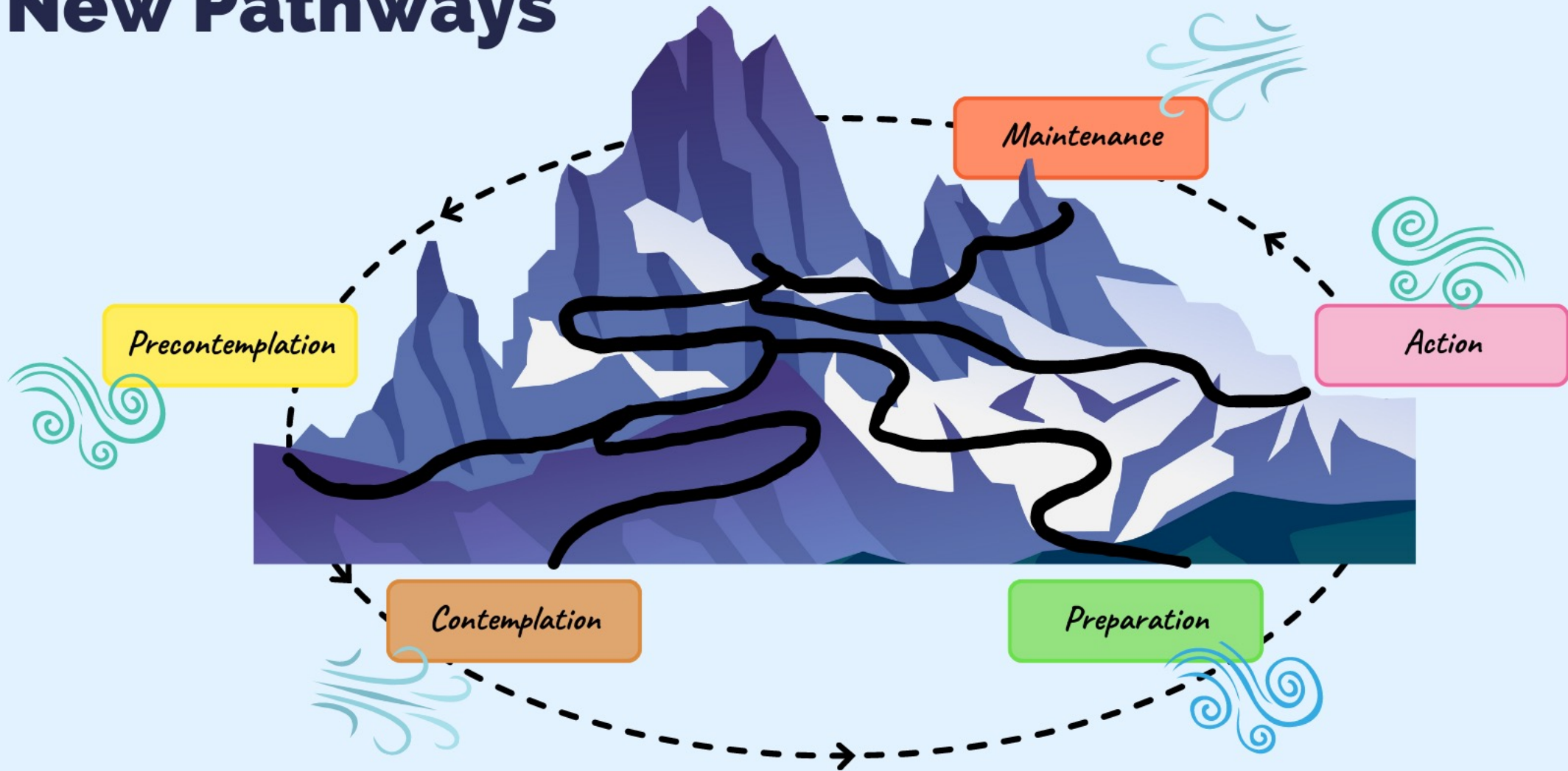
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Looking Up



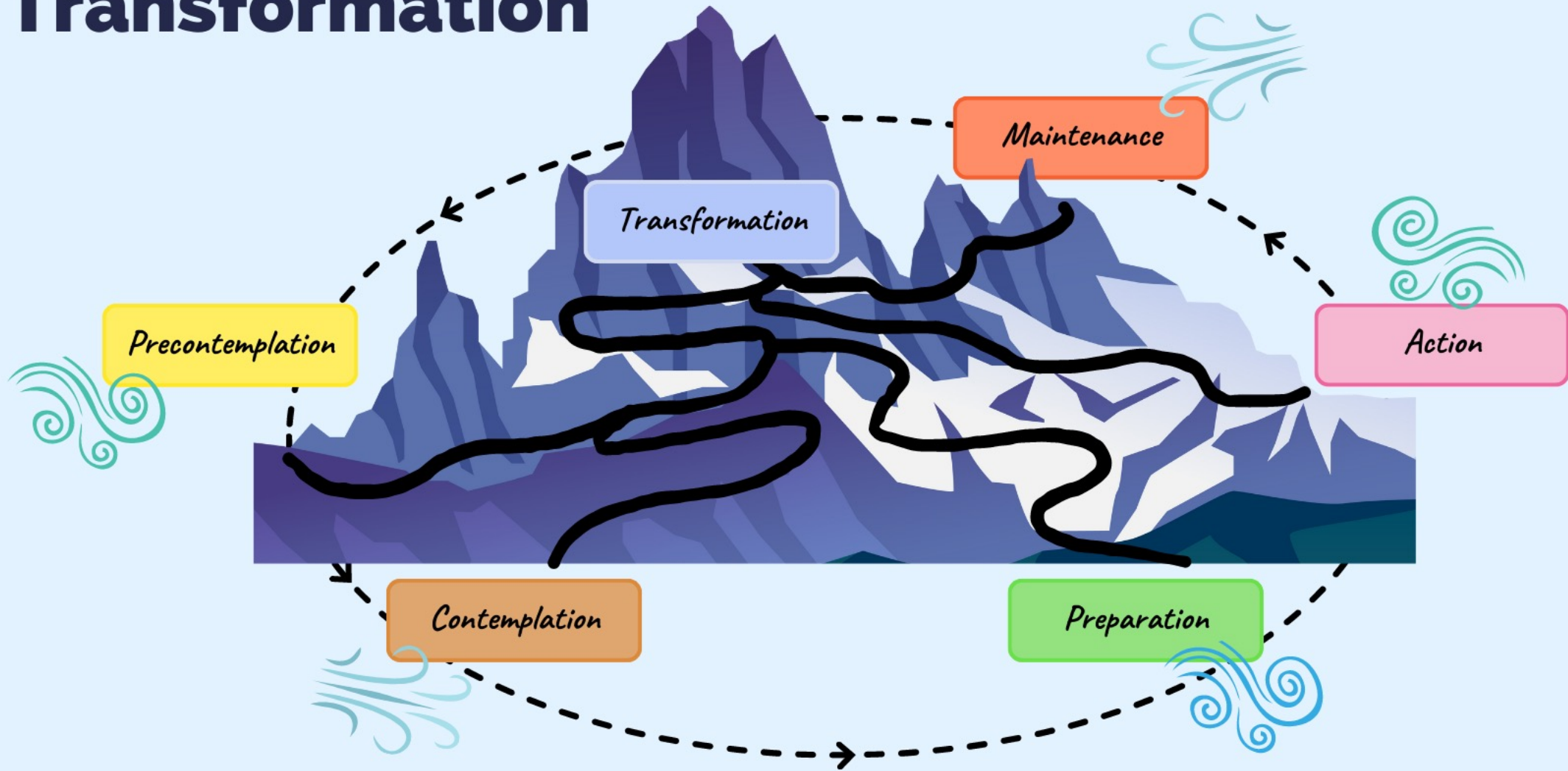
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New Pathways



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Transformation



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Precontemplation

Catalysts

Curiosity

Vision

Hope

Challenges

Fear

Burnout

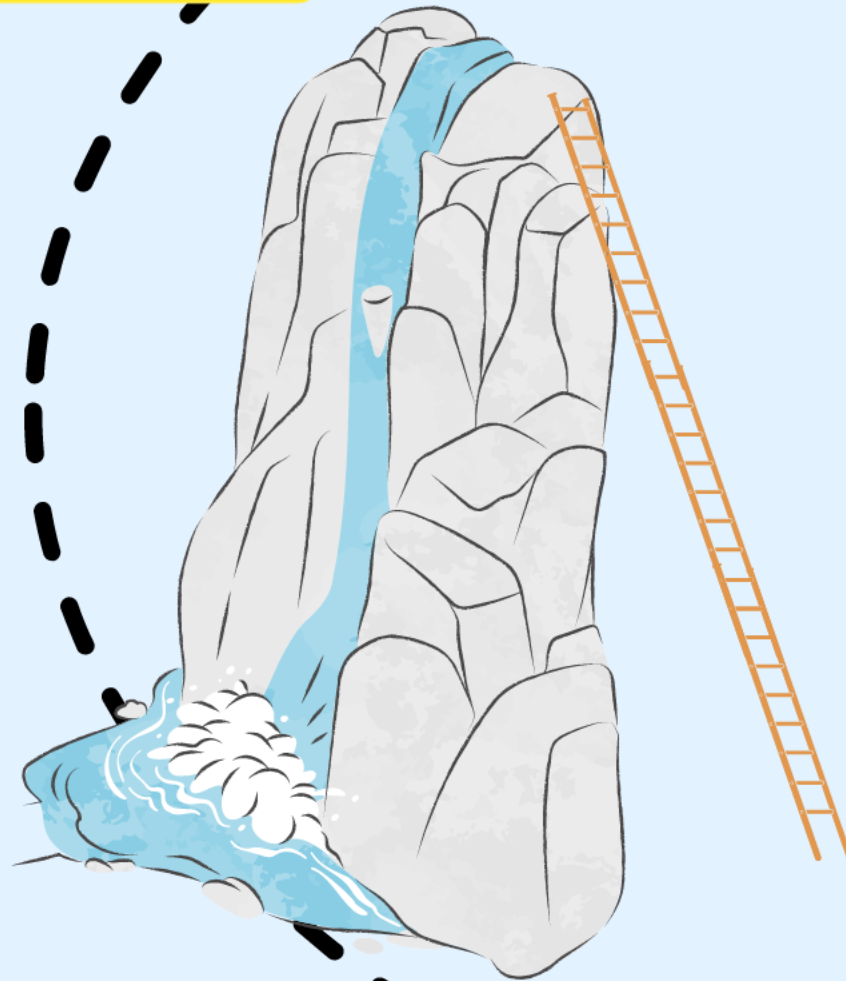
Chaos

Strategies

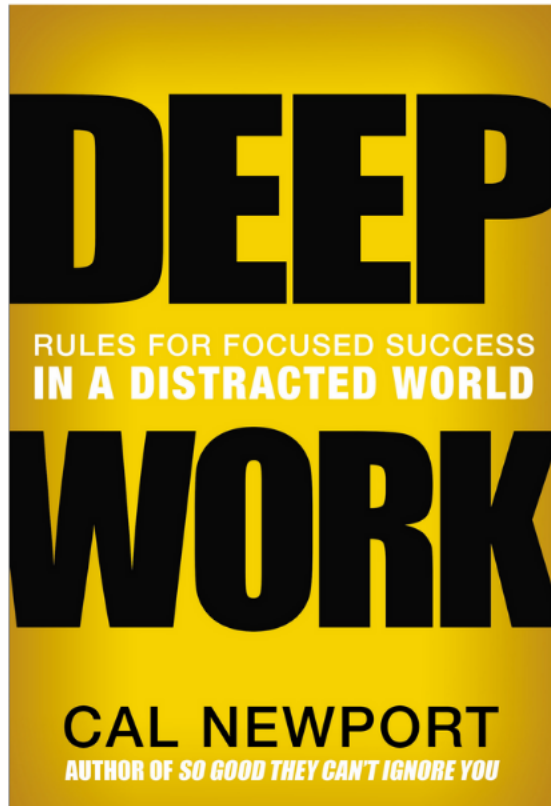
Exploration

Deep Work

Courage



Deep vs. Shallow

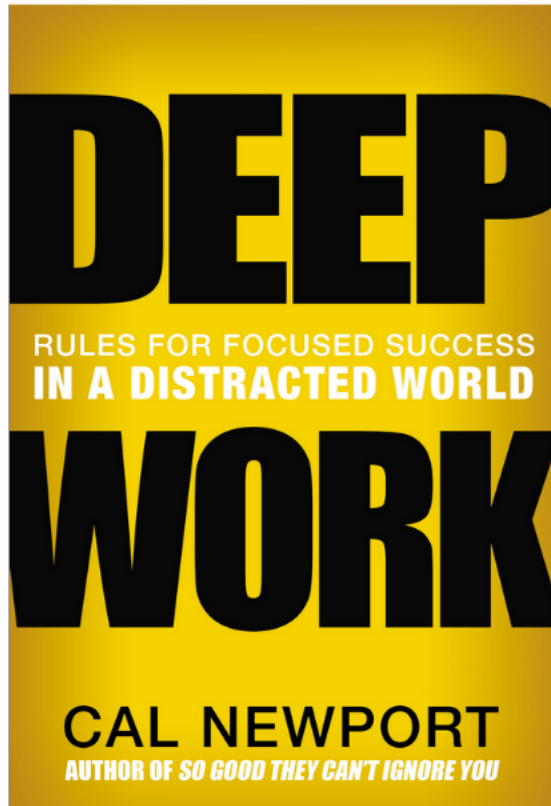


- **Deep work:** Professional activities performed in a state of distraction-free concentration that push your cognitive capabilities to their limit. These efforts create new value, improve your skill, and are hard to replicate.
- **Shallow work:** Noncognitively demanding, logistical-style tasks, often performed while distracted. These efforts tend to not create much new value in the world and are easy to replicate.



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Why Deep Work?



- Jobs (everywhere!) have become more digital, less concrete, and more interconnected.
- Many of us have jobs within a 'metric black hole' (especially without any data tools!).
- If we aren't mindful, it's easy to spend all day in meetings, answering emails, and not tackle the bigger questions, long-term projects, and goals that make the most difference.



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Why is it rare?



- The principle of least resistance:
 - In a business setting, without clear feedback on the impact of various behaviors to the bottom line, we will tend toward behaviors that are easiest in the moment.

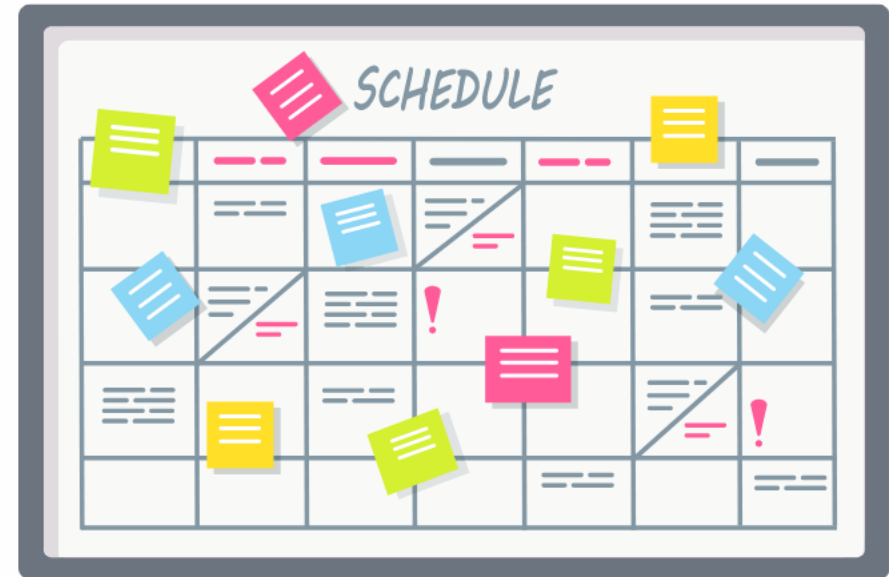


- Busyness as a proxy for productivity:
 - In the absence of clear indicators of what it means to be productive and valuable in their jobs, many knowledge workers turn back toward an industrial indicator of productivity: doing lots of stuff in a visible manner.



Scheduling Types

- **Monastic** - eliminate everything.
- **Bimodal** - periods of elimination.
- **Rhythmic** - form a habit.
- **Journalistic** - shift quickly.



Creating a Ritual



- Where you'll work.
- How long you'll work.
- How you'll work.
- How you'll support yourself.

Self-Advocacy



- How can you advocate for deep work time?
 - Figure out what works best for you.
 - Suggest a 'pilot' approach.
 - Bring examples of successful projects.
- How can you develop skills on your own?
 - Consider your time valuable.
 - Take an active role in your development.

Contemplation (Awareness)

Catalysts

Outside Forces

Inner Work

Fear of Missing Out

Challenges

Technology Overwhelm

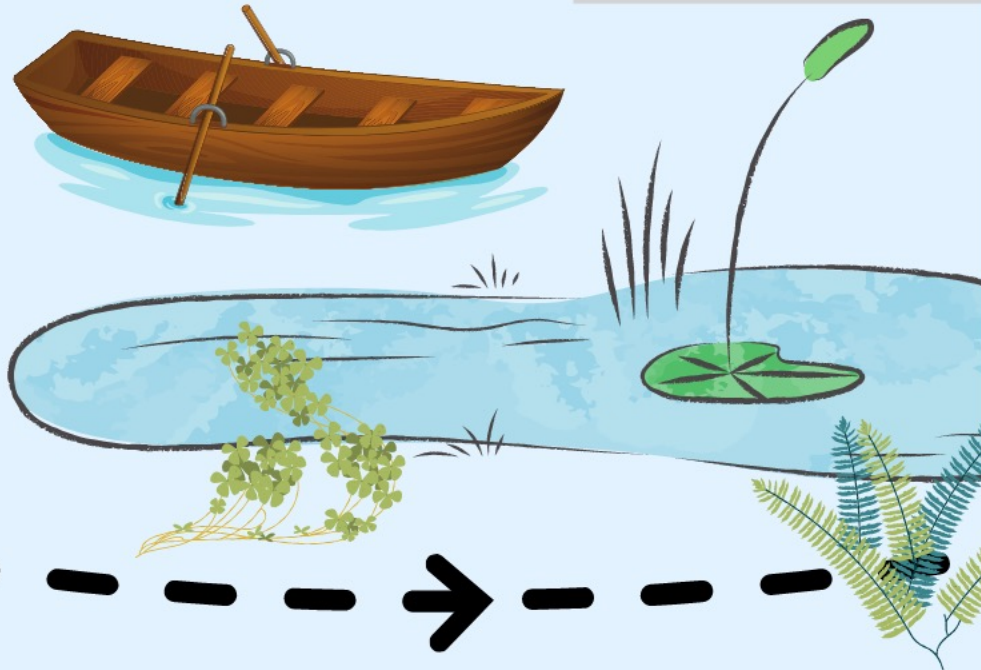
Sense of Ineffectiveness

Agency/Team Inertia

Strategies

Understanding Your
Options, Needs, and
Dealbreakers

Getting Team Buy-in



Stuck in Perfectionism



Three Stages of Stuck

1. Not getting started on a project because no one can agree on what they want.
2. Using a beta test group who can't provide enough feedback to move forward.
3. Working on the same project for so long that processes change before it's ready.



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The True Cost

In the Meantime...

- Folks develop (and get attached to) workarounds that are hard to change.
- You and your team feel burned out.
- Other projects are on the backburner.
- Folks lose faith in the idea of using data tools to solve in-the-moment problems.



Imperfection ↔ Bad



The Benefits of Imperfection

- Users get to ask questions and find answers.
- The judgment needed to understand the data encourages people to think & process before they draw conclusions.
- It preserves the richness & fullness of human experience.



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Preparation (Decisions, Plans)

Catalysts

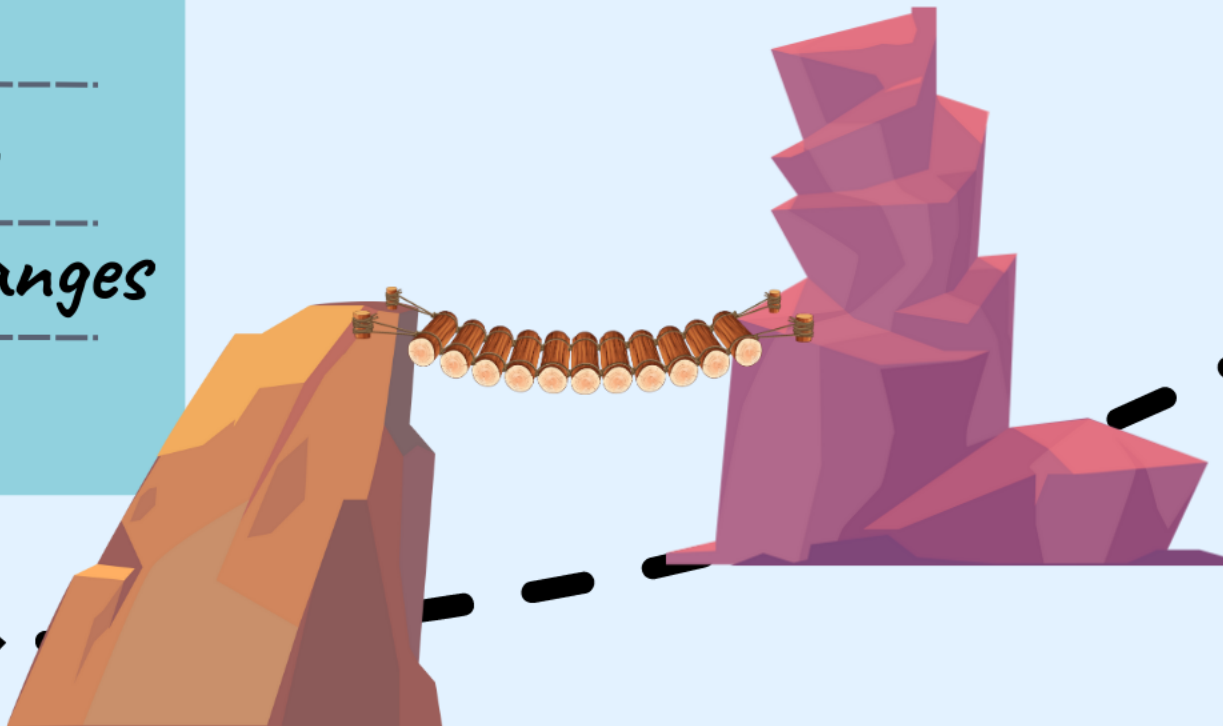
Deadlines
Team Changes
Growth

Challenges

Decision Fatigue
Putting out fires
Difficulty prioritizing

Strategies

Seek outside help
Talk to other leaders
Consider a Prioritization Framework



The Continuum of Data Needs



Teams spend a lot of time on the foundation of the pyramid:

- fine-tuning productivity reports
- building specific detailed reports to improve compliance.

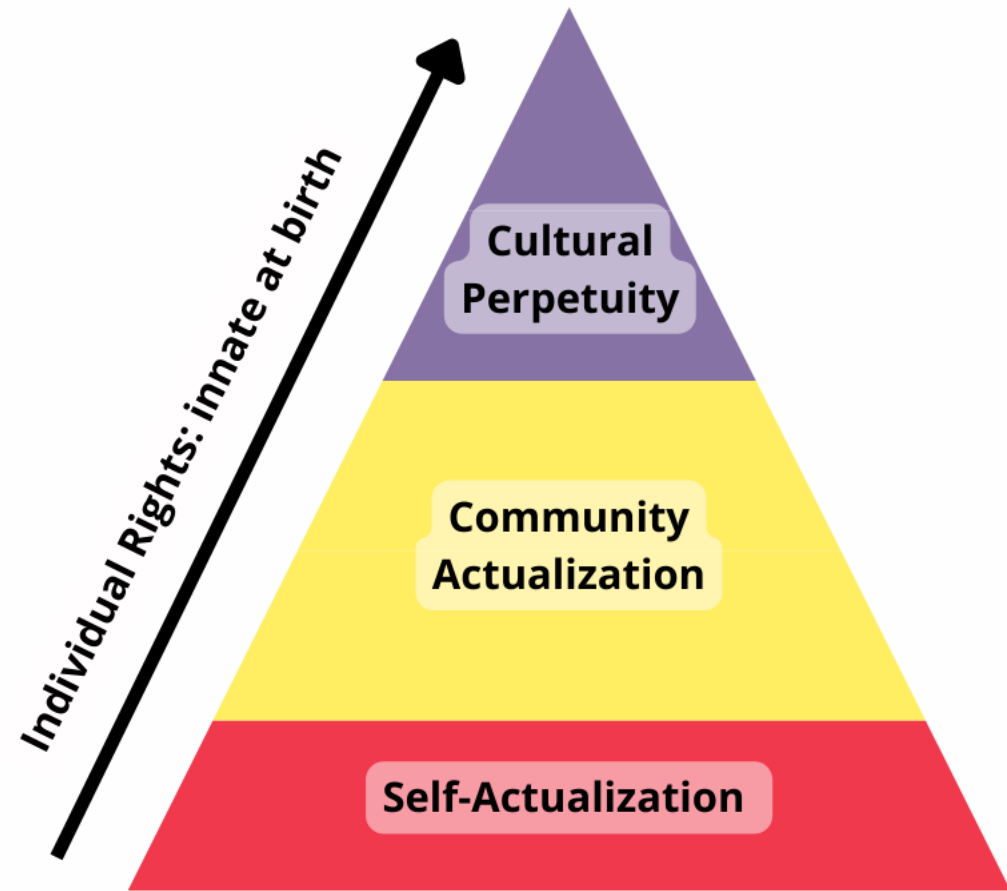
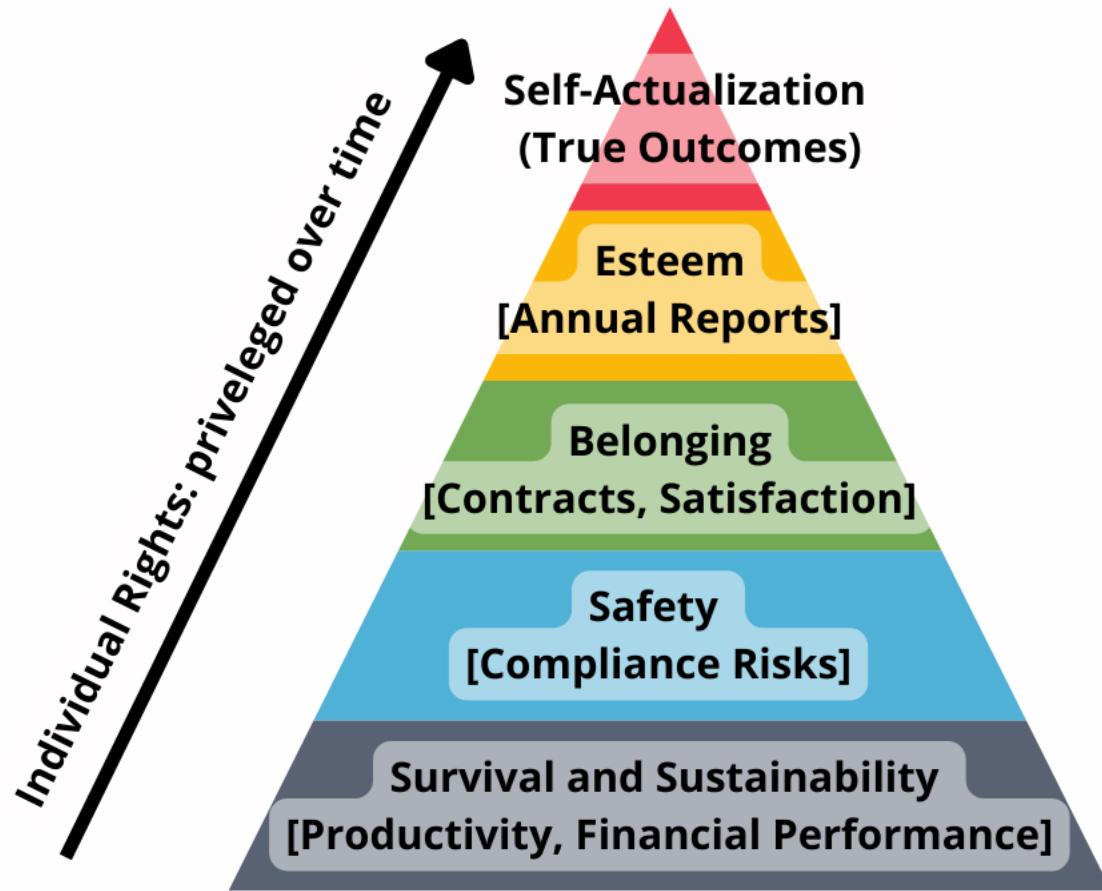
But, the top of the pyramid tells us:

- WHY our agencies should exist
- WHY people should work for us, or
- WHY someone would choose us for services.

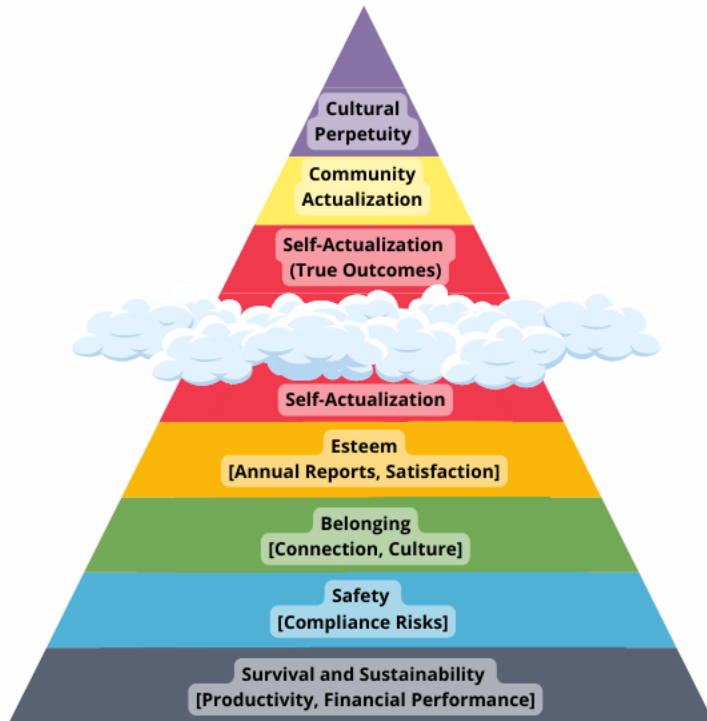


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Maslow & The Blackfoot | Siksika

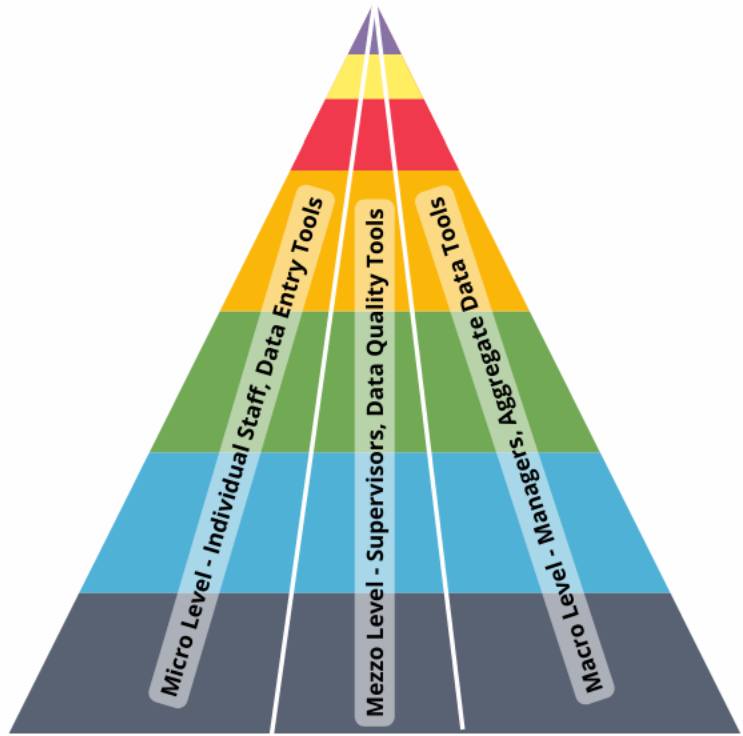


Integrating Models



- The upper levels are where you start looking at the impact of your agency's services on the community, the system, and the wider world.
- It's hard to do that if you're 'stuck' on some of the needs below the clouds.

Tools Across Levels



- **Micro:** Tools for individual staff/clinicians that help them organize tasks, and see where their work fits in to the bigger picture.
- **Mezzo:** Tools for supervisors to see details of what's going on alongside aggregate data that helps them identify patterns.
- **Macro:** Tools for leaders and external entities to see the big picture of what's going on.



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The Framework

	Micro	Mezzo	Macro
Cultural Perpetuity			
Community Actualization			
Self Actualization			
Esteem			
Belonging			
Safety			
Survival & Sustainability			



Action (Implementation)

Catalysts

Current State is
Unsustainable

Crisis Event

Challenges

Discomfort/Trauma
History of punitive
metrics

Perfectionism
Only looking at
data that makes
you look good

Strategies

Trauma-informed
lens
Moving out of
crisis orientation
Communication
Emotional
intelligence
Using an iterative
approach

Get Proactive

Plan Ahead to Avoid Getting Stuck

1. The feelings that come up about data are often about how the report will really be used, not just the stated purpose and audience. Clarify the real plan.
2. Don't wait until the report is 'perfect' to get it in front of the people who will be using it. Let them be involved as early as possible.
3. If the group is starting to get stuck, draw attention to the real consequences of waiting on a project, especially what isn't getting done in the meantime.

Three Techniques



Define Your Goals Clearly

Does everyone have a different idea of what to expect from the data tool?

Get detailed about what the data tool will and WON'T be able to do.



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Three Techniques

Find a Superhero

Is there someone on the team who always thinks of what you're not taking into consideration?

Empower that person to test your data.



Three Techniques



Give Power to Your Users

Are users having feelings about the data? Are they confused? Are they frustrated?

Give people the information they need AND the opportunity to use their own judgment.



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Maintenance (Institutionalization)

Catalyst for Movement:

Results

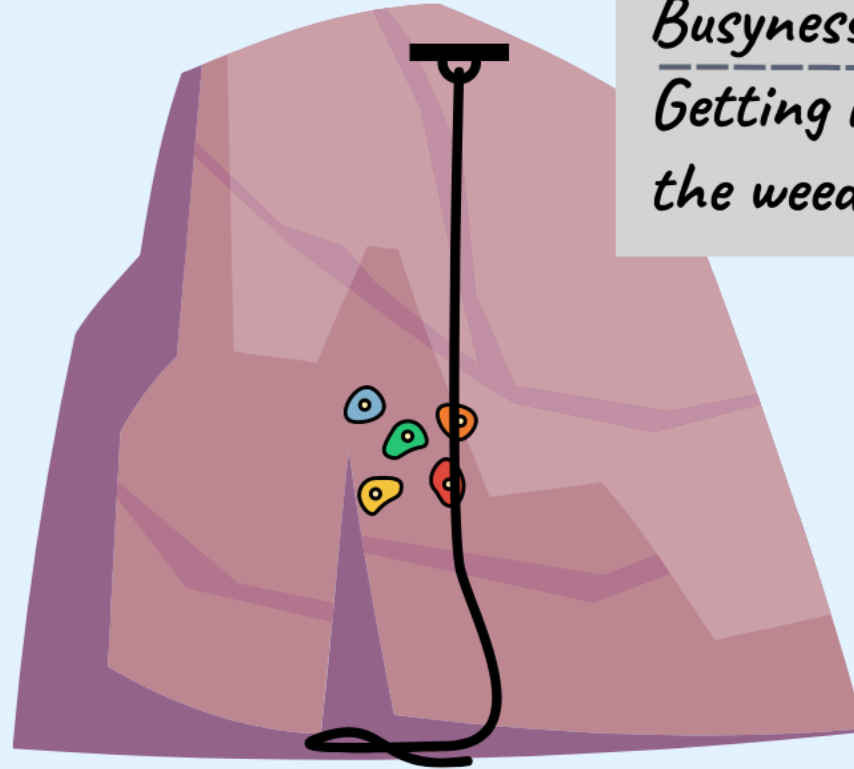
Data used
to inform
decisions

Barrier:

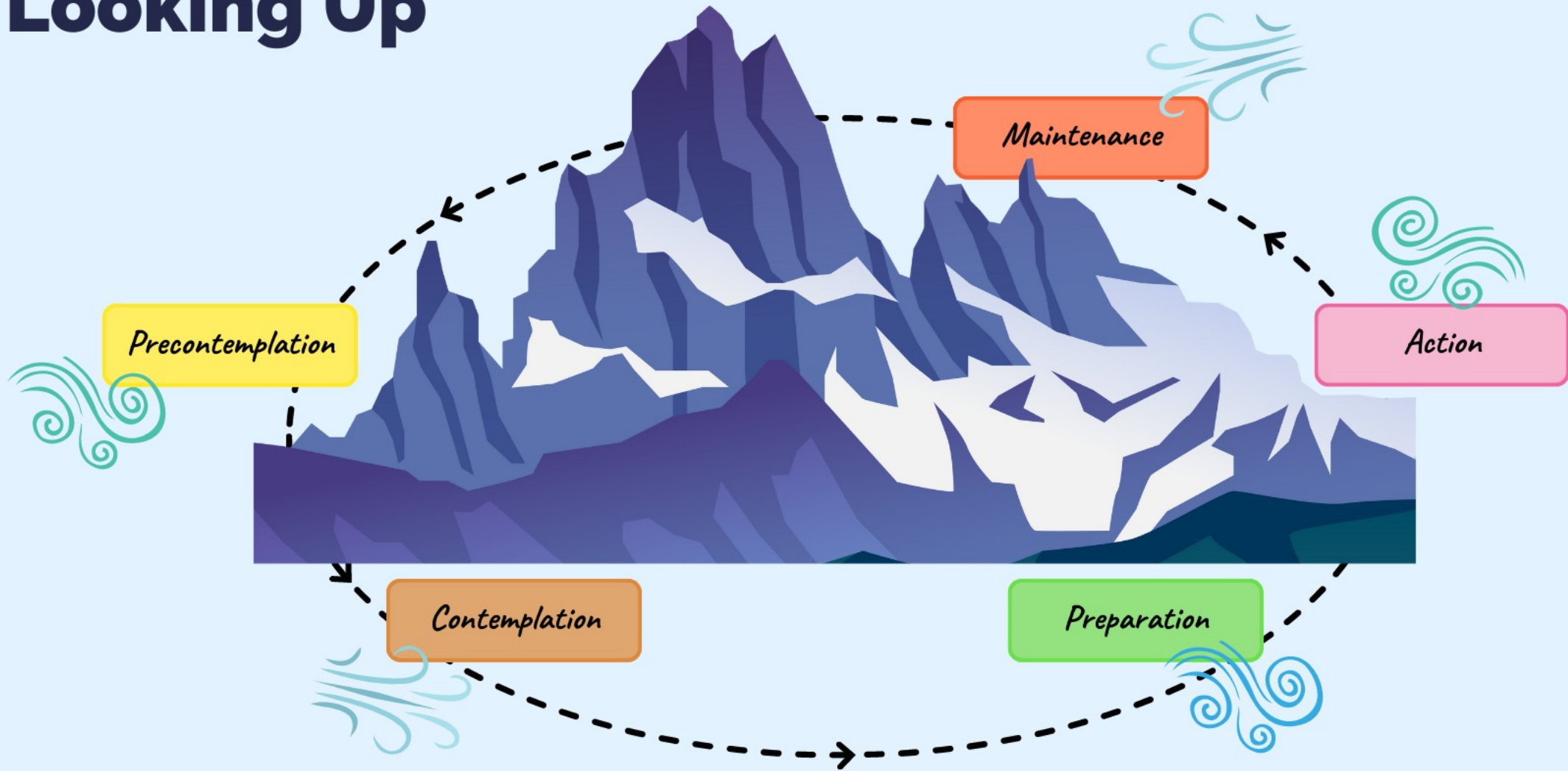
Change
Management
Busyness
Getting lost in
the weeds

Strategy:

Integration with
workflows
Following an
iterative process

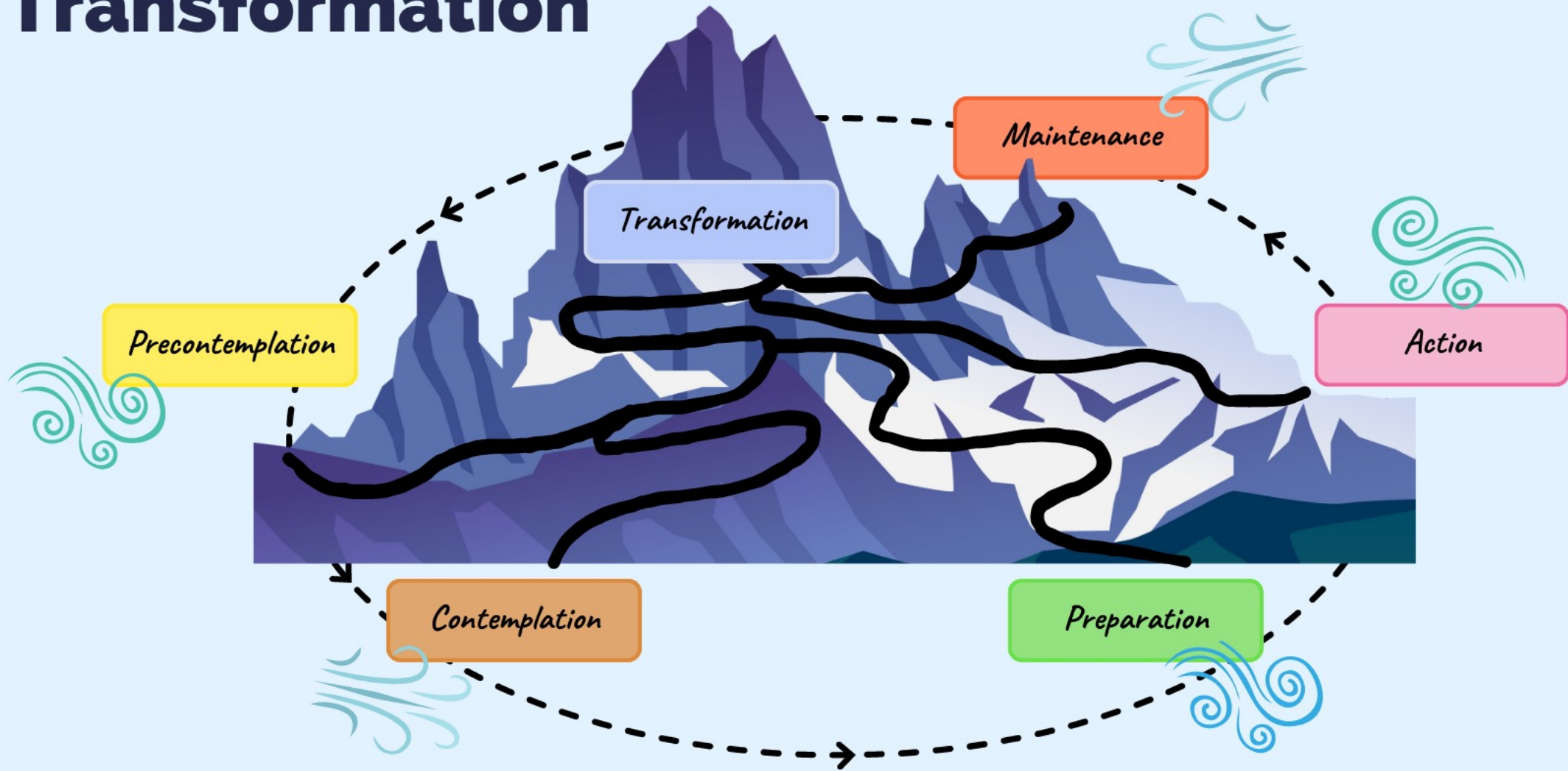


Looking Up



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Transformation



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Transformation

Catalyst for Movement:

Realizing you're not looking at transformational data

Things are still operational

The outcomes you're looking at don't capture your values or mission.

Barrier:

Staying in your bubble

Only looking at data that someone defined for you

Disconnect with your mission

A kind of learned helplessness

Tokenism

Strategy:

Bringing more voices to the table – peers, family members, community partners.

Redefining the metrics

Taking a lead in what matters to your agency.

Asking why – why does this matter, why are we tracking this, what is the benefit to the individuals we serve and/or the community?

What's beyond

Transformation

?



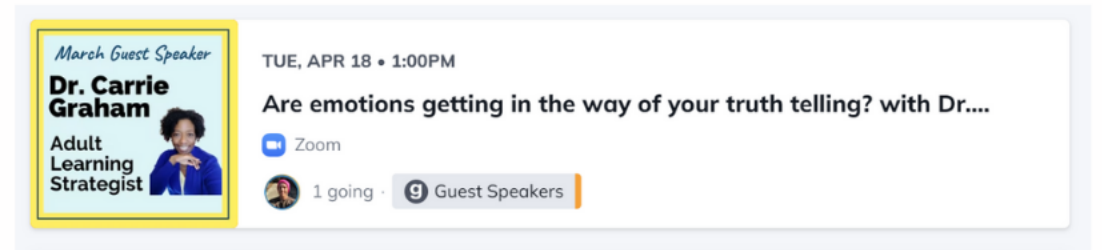


Mission Driven Data Community

An online space for mission-driven people using data to improve our system.

What you'll find:

- Training resources for SQL and Power BI, specifically geared toward Credible EHR users.
- Workshops covering best practices in data tools for behavioral health
- Other people with a passion!



Our Mission

We believe every agency should have access to meaningful, understandable data, to support your organization and your mission.

Our vision is to be the catalyst for change in the community mental health system. We hope to kindle the curiosity and creativity of emerging leaders, and create a new vocabulary of metrics that truly measure the quality and value of community services.

Our mission inspires us to offer resources, collaborate, and share as openly as possible. We are also following a path to become a certified B Corp.



Questions/Comments

For more information, or to learn more about using Janet™, contact:

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Q&A



Please use the chat box or the "Q&A" feature to ask questions.

Contact

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www.leaders4health.org

