Change Management
for
Managed Care

Presented by:
Anthony J. Salerno, PhD
NYU McSilver Institute

Managed Care TAC (MCTAC) Overview

What is MCTAC?

MCTAC is a training, consultation, and educational resource center that offers resources to all mental health and substance use disorder providers in New York State.

MCTAC's Goal

Provide training and intensive support on quality improvement strategies including business, organizational and clinical practices, to achieve the **overall goal of preparing and assisting providers with the transition to Medicaid Managed Care**.

MCTAC Overview (cont.)

- MCTAC is partnering with OASAS and OMH to provide:
  – Foundational information to prepare providers for Managed Care
  – Support and capacity building for providers
    - tools
    - group consultation
    - informational training
    - assessment measures
  – Information and training on the critical domain areas necessary for Managed Care readiness
  – Aggregate feedback to providers and state authorities

Managed Care Technical Assistance Center

MCTAC will offer:

- Foundational information to prepare for Managed Care

- Support and capacity building for providers
    - tools
    - consultation
    - informational forums
    - assessment tools

- Critical information along each of the domain areas necessary for Managed Care readiness

- Feedback to providers and state authorities on readiness for Managed Care.

- MCTAC will serve as a clearing house for other Managed Care technical assistance efforts

What Providers Can Do to Make the Most of MCTAC Supports

- Designate a project team including:
  - Executive leadership, Finance & Clinic leadership, and Evaluation staff when available
- Complete the readiness assessment and participate actively in MCTAC activities
- Commit to investing the time and effort needed to assess, diagnosis, improve, and monitor your organization's operations, business practices, and financial performance

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Change Management For Managed Care

This webinar is designed for individuals in leadership roles. It will focus on the practical challenges faced by leaders who have two difficult tasks: keeping their system operating day to day AND promoting change at the same time, with the same people! Practical and common sense ideas extracted from the organizational literature will be shared and discussed.

Leadership: guiding an organization through rapid and shifting change

Wouldn't this be nice!

What is a Leader to do?

1. Guide the organization through change based on lessons from the organizational change management field

2. Focus on Quality- Quality and Quality

The three critical areas that leaders will need to address as part of a sustainable change process

- Change management- The focus of today's webinar

- Quality Improvement Methodology- the ongoing capacity to use data to inform decision making

- Workforce Development- new knowledge, skills and mindset

Steps leaders take to successfully implement change

8. Make the Changes Stick
7. Don't Let Up
6. Short Term Wins
5. Empower Action
4. Build the Right Team
3. Communicate for Buy In
2. Get the Vision Right
1. Build a Sense of Urgency

Based on the work of J. Kotter (2002) The Heart of Change.

1. Build a Sense of Urgency

Urgency can be intrinsically generated or a response to systemic changes outside the control of the organization.

In either situation, how leaders communicate to stakeholders can have a profound effect on the organizations adaptation to a new reality.

Since leaders are people too, they are likely to have strong feelings about the change and may communicate accordingly.

Leaders may be tempted to reflect their most negative, minimizing or discounting response in the face of rapid and large change.

" Those *&^$% don't know what they are doing"

"This is crazy - get used to it"

" I don't know what to do, this is gong to be a disaster"

" Don't worry, this is not a big deal"

1. **Communicate Urgency**

– Communicate the importance of the change to everyone
– Content of the message
  - This change is vitally important
  - This will not go away if we ignore it
  - The change is not easy
  - The change will be uncomfortable and require us to work differently
  - Everyone is part of successfully managing change
  - The clients we serve need us to manage this change well
  - The change may offer us positive opportunities if we do it well and a difficult road if we don't.
  - We need everyone to be onboard and will positively acknowledge those who support our efforts to change and confront those who undermine our efforts

– Organization "owns" the change
  – Not the same as agreeing with the change but embracing the change as something we must do and will do well.

2. Get the Vision Right

- Developing a shared understanding of what it means to successfully function in a managed care environment
  - Communicate a vision with clarity and consistency.
  - Focus on a vision that bridges current practices with future practices
- The vision guides the organization in deciding what to…….
  - *Keep doing*
  - *Stop doing*
 - *Start doing*

3. Communicate for Buy In

- Provide information about what it means to work in a managed care environment
  - Clarity is critical to engaging others to support change
- Emphasize the benefits of working in a managed care environment
- Emphasize the down side of not planning for change
- Involve and engage staff in sharing their ideas about how to successfully survive and thrive in a managed care environment
  – This assists staff to regain control, status and personal meaning in the new direction.
- Emphasize the supports, resources and tools available to support the change effort.

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Let's Chat

Please type in the chat box, what you believe is the most critical idea to communicate to your stakeholders that will promote buy in.
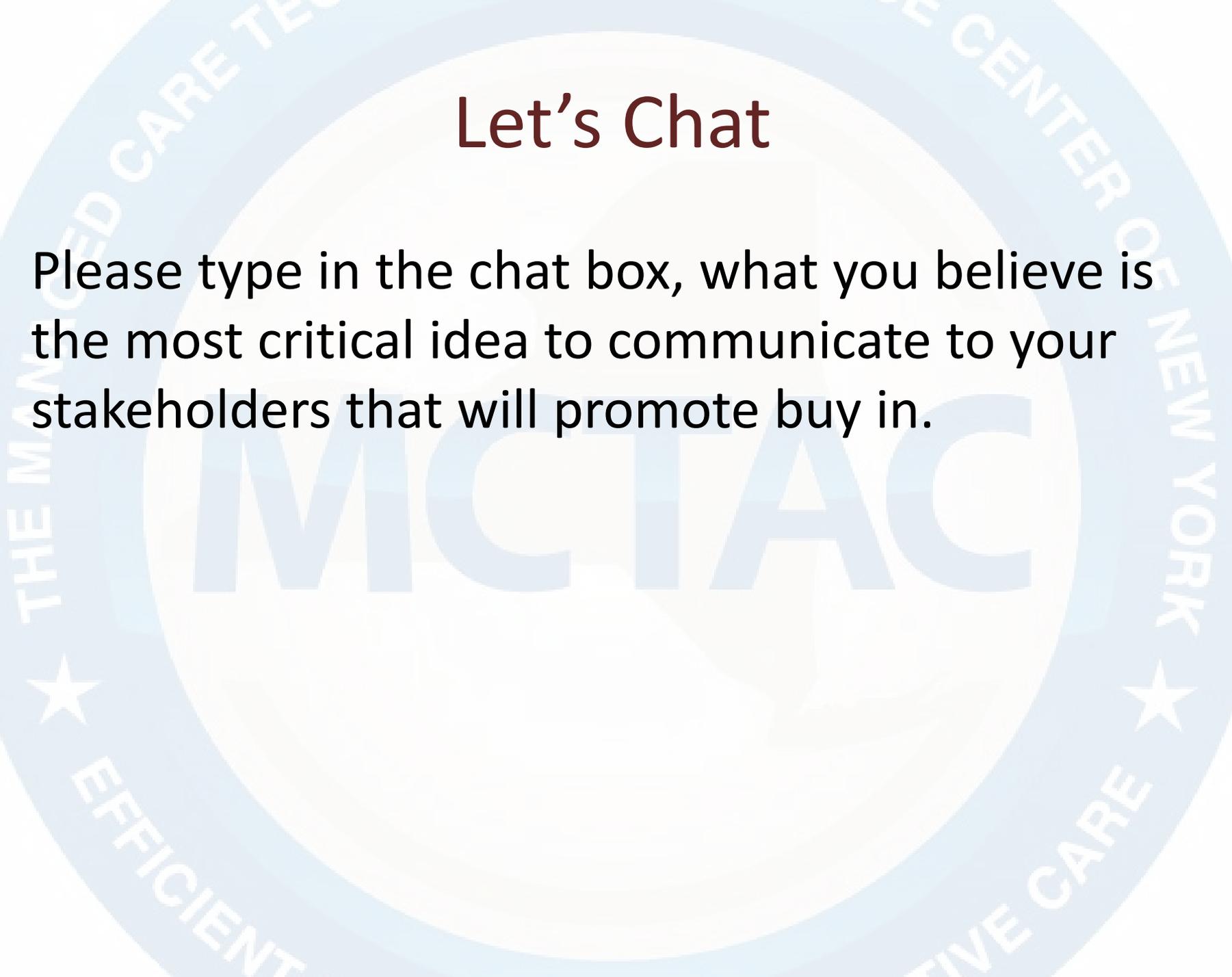
The Agency Change Process: Woodward's Developmental Model

Woodward, H., Buchholz, S., and Hess, K. (1987). *Aftershock: Helping People Through Corporate Change* NY: John Wiley and Sons.

Woodward, H. and Woodward, M.B. (1994). *Navigating Through Change*. NY: McGraw Hill.

Lessons from implementation Science: The impact of change on the workforce

Staff are often concerned that a significant change such as becoming part of a managed care system will negatively affect…………

- The meaning they derive in their work (i.e., will the change in role, function, activities be satisfying and professionally rewarding?)
- Their control over their work life (unwanted demands on time, energy and autonomy)
- Their status in the organization (affect on authority and position in the organization)

•Woodward, H. Shock Change

Want vs. Get
What People in Transition Want and What They Often Get

- Want
  - Empathy
  - Information
  - Ideas
- Get
  - Avoidance
 - Autocratic Behavior
  - Cheerleading

Organizations that Handle the Integrative/Transformational Phase:

- Have the following qualities-
  - Openness
  - Support
  - Communication
  - Experimentation ("Learning Organization") focused on quality

Assisting Staff With The Change Process (Continued)

- View the change as a process which will take time

- To the extent possible, involve staff in the planning and decision making

- Attend to ENDINGS, TRANSITIONS AND BEGINNINGS.

The workforce has finally found some balance and equilibrium to manage day to day functions
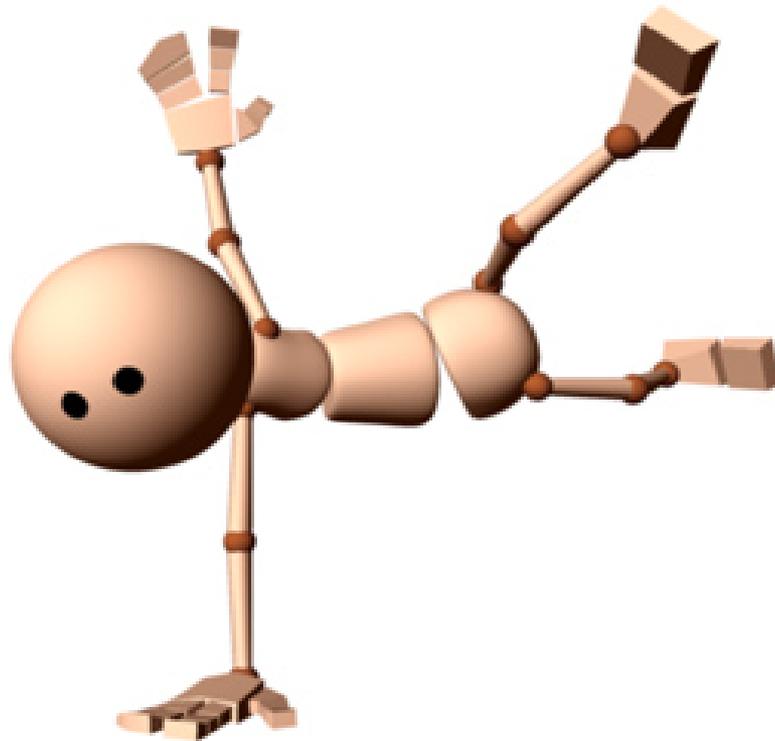
Practitioners have finally found a way to deal with all the paperwork

Now you want me to do what?......

Understanding the Impact of Change on the Workforce

- It is not unusual for an organization's leadership to believe that it is engaged in promoting *strategic* change and for its workforce to experience it as **shock** change.

•Woodward, H. and Woodward, M.B. (1994). *Navigating Through Change*. NY: McGraw Hill.

4. Build the Right Core Team to Plan, Implement and Evaluate efforts to change

- The Organization's "Transition to Managed Care Implementation Team may include…
  - Senior leadership to make decisions and address barriers on the spot
  - Those with the experience and knowledge related to finances, billing and contracts.
  - Those expected to carry out the change in day to day activities
  - Those who can provide needed resources
  - Those whose values, interests, beliefs and orientation aligns with the improvement effort (champions)

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Poll Question # 1

What best describes who currently oversees the transition to a managed care environment?

A. We have a team comprised of the right people with the right skills and knowledge

B. We have a team but may be missing members with the needed skills and knowledge

C. The executive staff/cabinet/senior management is overseeing this change

D. Haven't as yet put together the right team

Thoughts on designing the right team: Jim Collins perspective

- "*leaders of companies that go from good to great start not with "where" but with "who."*

- Get the right people on the bus
- Wrong people off the bus
- Right people in the right seat
  Then....
- Figure out where you are going? How to get there?

But, sometimes it feels like……

What the Managed Care Transition Implementation Team Needs

Knowledge about….

- Change management principles
- Basic knowledge and skills in quality improvement
- Information to educate the workforce

Let's not forget the critical role played by managers/supervisors

Supervisors are the hands on, on the ground leaders to guide and support change. They engage the workforce in….

- Acknowledging the realities of change
- Communicate for buy in everyday
- Reinforce staff who are supportive of the change
- Address staff who may not be acting in ways that support change
- Address the concerns of staff and help staff to regain control, status and personal meaning in the change
- Address the concerns of clients who need support and information to manage change successfully

The Leader-Manager-Supervisor Challenge

- Leadership is not the same as management
- Leadership is not better than management
- Leadership and management are distinct, complementary and necessary in a changing environment

Leadership   vs   Management

Coping with change

- ❏ Adapting to shifting conditions, expectations and environments

- ❏ Anticipating changes

- ❏ Initiating changes

Coping with complexity

- ❏ Order and consistency

- ❏ Procedures and policies

- ❏ Staffing (roles and responsibilities)

- ❏ Documentation

- ❏ Fiscal viability

- ❏ Risk management

5. Empower Action

- The MCO transition team has….
    - Direct access to organizational leadership in a timely fashion.
    - Minimize "hoops to jump through to get a green light"
    - Opportunity to test out changes on small scale (rapid and measurable tests)
    - Encouragement and emotional support
    - Leadership rewards innovation and creativity
    - time and resources to take on the serious tasks of preparing for transition to managed care
        - Attending statewide and local meetings
        - Participate in technical assistance resources provided by MCTAC
        - Readiness assessment, face to face and webinar based information
- Leadership that clearly and unequivocally stands behind the team.

6. Short Term Wins

- Display and communicate successful short term objectives that are observable and meaningful
- Consider the use of the readiness assessment information to track and monitor progress
- The organization has a system in place to communicate across the organization...
  - Short term action steps that are observable and meaningful
  - Progress towards the aims of the initiative
  - Data as well as the human stories behind the data
- Reinforce positive changes and acknowledge how everyone contributes to positive outcomes

Examples of strategies to communicate short term wins

❑Use available communication mechanisms

❑Recognition/award type events highlighting positive outcomes

❑Broadly advertise ways in which your organization is performing well

❑Post progress in visible areas using easy to understand graphs

7. Don't Let Up

- Expect bumps along the way

- Keep an eye on the process at all times

- Have a system in place to insure that transition to manages care is a high priority goal of the organization

- Change is an agenda item across many meetings

8. Make the Changes Stick

- Institutionalize changes you wish to sustain (policy and procedural requirements)
    - Performance expectations
    - Hiring practices
    - Performance standards
    - Documentation requirements
    - Use data to provide continuous feedback on performance
    - Visibly reinforce and recognize positive changes
    - Align changes with reliable fiscal streams

Steps for Successful Change

	Major Challenges	Strengths	Stop Doing	Start Doing	Action Steps
Get the Vision Right					
Create a Sense of Urgency					
Communicate for Buy In					
Build the Right Team					
Empower Action					
Short Term Wins					
Don't Let Up					
Make the changes Stick					
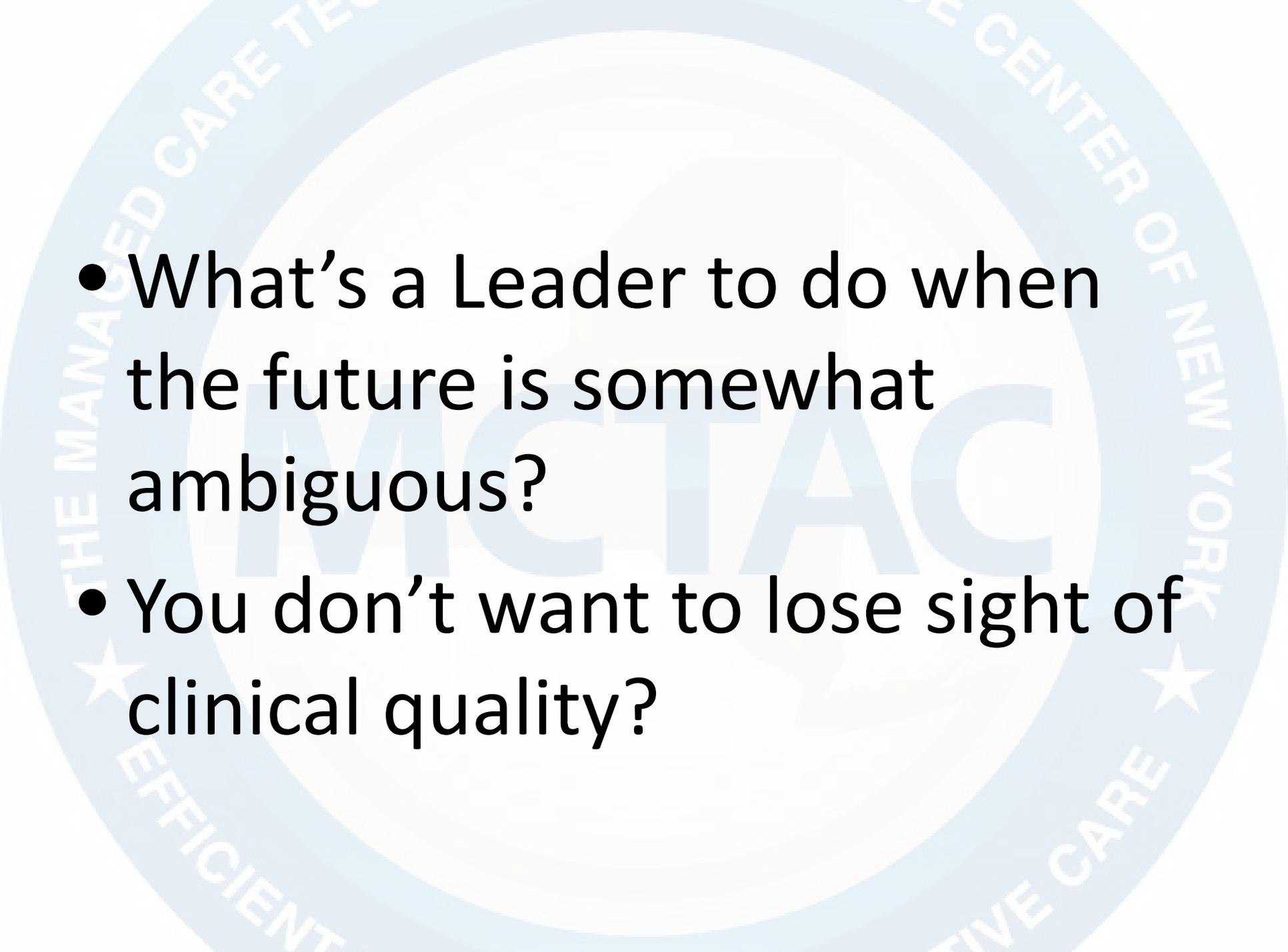
- What's a Leader to do when the future is somewhat ambiguous?
- You don't want to lose sight of clinical quality?

Catalysts for Change

- Leadership values and vision
- New information or knowledge aligned with mission
- Incidents (adverse events)
- Complaints from internal or external customers
- Regulatory/statutory requirements
- Accrediting requirements
- Market forces
- System reputation
- ***New payment and oversight system***

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What to do when the changes are not so clear and will take time: Focus on Quality!

Dimensions of Quality in Health and Behavioral Health Care Organizations

- **Safety and security**
- **Effectiveness**
- **Accessibility**
- **Timeliness**
- **Continuity**
- **Coordination**
- **Appropriateness**
- **Efficiency**
- **Client centeredness**

What can we do to increase <u>safety</u>?

- Have a process that quickly assesses risk of harm based on child, adult, family, and community factors
- Have a process to immediately respond to risk and crisis situations with rapid communication with other involved entities.
- Increase access to help when and where it is needed
- Impart knowledge regarding resources and supports during crises
- Have a process that provides options to relieve immediate crisis with the least restrictive setting

Effectiveness

- Identification of best practices for a particular clinical condition

- Focus on measurable outcomes (standardized and idiographic indicators) that address the clinical problem that formed the basis of the need for mental health treatment

- Staff training and supervision to insure that practices are implemented with as much fidelity that is practical and appropriate

Best practices that work in the real world.

Client-Centered

providing care that is respectful of and responsive to individual patient preferences, needs, and values, and ensuring that the person's values guide all clinical decisions

- Alignment of interventions with the expressed felt need of people
- Adapting services to align the person's preferences, strengths, resources and expectations
- Explore barriers to treatment involvement
- Expand the involvement of peers

Timeliness
reducing waits and sometimes harmful delays for both those who receive and those who give care

- Reducing time from referral to therapeutic contact

- Avoid waiting lists or delaying services

- Easy process for clients to contact the provider- response provided within a short period of time

- Rapid response to crises where and where it is needed

Efficiency

avoiding waste, including waste of equipment, supplies, ideas, time, and energy

- Examine and improve workflows related to policies and procedures that
  - have too many steps
  - overly complex
  - mismatch between tasks and the staff person's credential
  - lack of clarity of roles and responsibilities.

- Monitor missed appointments and no shows that harm the bottom line and increase risk for disengaged children and caregivers

- Strive for optimal treatment: avoid the overuse of services by identifying discharge criteria that enables a person to go to a less intensive level of care or when there is no longer a need for care at this point in time.

Equity

providing care that does not vary in quality because of personal characteristics such as gender, ethnicity, geographic location, and socioeconomic status

- Providing care that does not vary in quality because of personal characteristics such as gender, ethnicity, geographic location, and socioeconomic status.

- Care that does not vary illogically from practitioner to practitioner (insure that high quality standards of practice are provided for all)

- Supervision is designed to insure that quality standards of practice are provided across practitioners.

Appropriateness

services are appropriate in light of clinical needs, language, cultural and religious values and beliefs

- Provide the least restrictive level of service to address the level of clinical need

- Decision making takes into account the cultural, religious, socioeconomic and other contextual factors in the day to day experience of the child and caregivers

- The workforce possesses the engagement skills to insure there is an effective alignment between the service encounter and the perspective of the client.

Coordination

joint planning and communication among multiple providers; integration of services

- The various community entities involved in the care of a the person have a system in place to communicate information, coordinate services and insure no one falls through the cracks.
  - School, primary care, criminal justice, inpatient/outpatient service provider, vocational, residential, safety net providers
- The risks associated with transition from one level of care to another is minimized through well coordinated processes that fully engage and involve clients.
- Avoid abrupt, poorly planned transitions

Accessibility

- Reduce barriers to treatment based on poorly designed organizational practices and policies

- Increase ease of access to services and helpers via

  – open access scheduling,

  – just in time psychiatric support,

  – rapid response teams.

Bottom line

- The combination of practical leadership strategies coupled with a focus on quality is needed to successfully guide an organization thru the white water rafting environment ahead.

- What leaders do and not do will play a critical role in optimally responding to change.

- Make use of every technical assistance support from MCTAC

Questions?

Visit **www.mctac.org** to view past trainings, sign-up for upcoming events, and access resources.

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