Center for Care Innovations ROOTS Program

Convening Session: Systems Leadership

Collaborative Consulting
Where Ideas Evolve Into Action

Momentum

From **More** is Better to **Better** is Better

From **Organizational** Incentive to **System** Incentive

From **My Patient** to **Our Population**

From a Leadership Style of **Control** to **Influence**
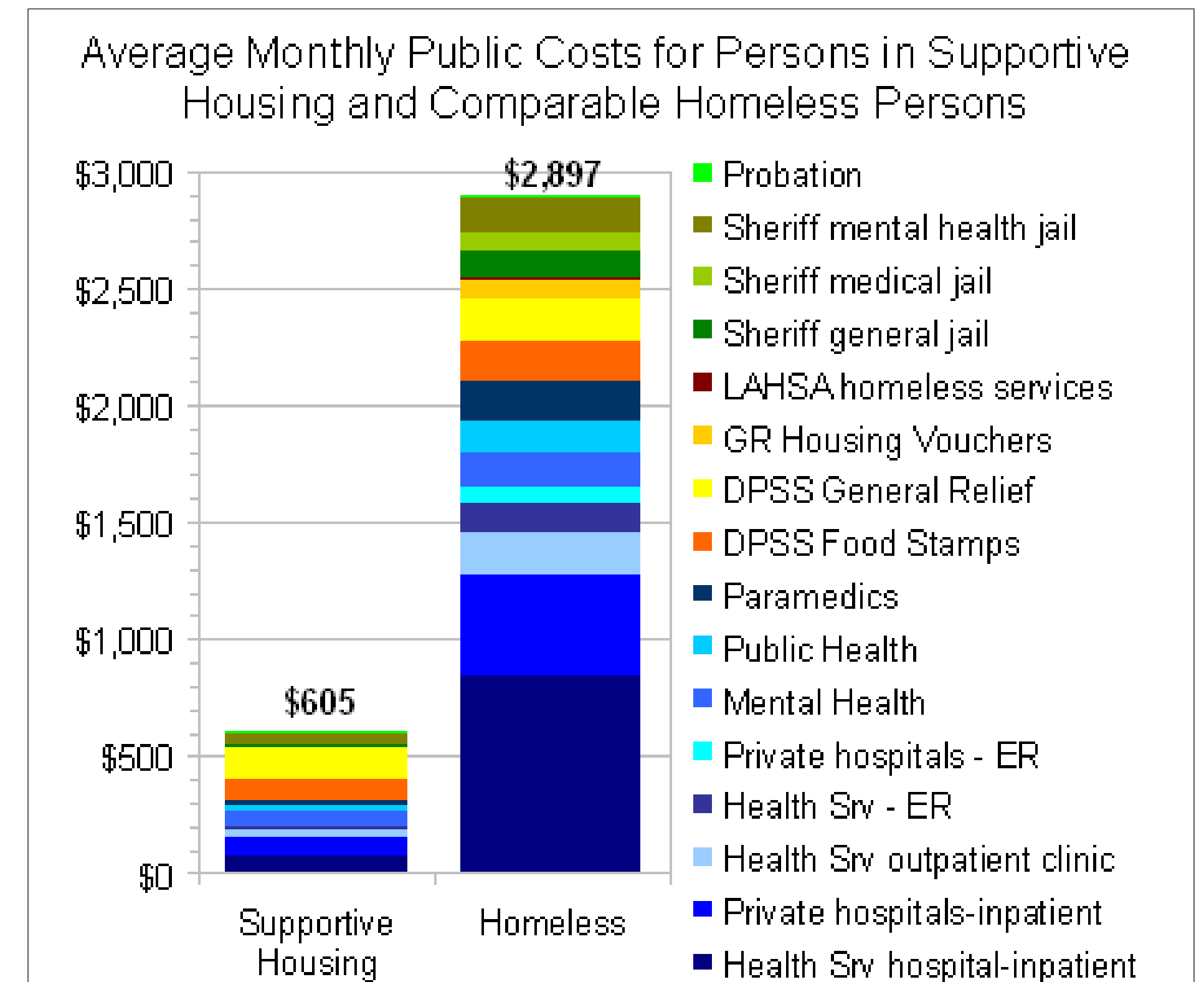
Not New News

Genetics	Health Care	Behaviors, Social Factors & the Environment

Bridging Health & Community

69% HAVE HAD TO CHOOSE BETWEEN PAYING FOR UTILITIES AND FOOD

67% HAVE HAD TO CHOOSE BETWEEN PAYING FOR TRANSPORTATION AND FOOD

74.9% HAVE HAD TO CHOOSE BETWEEN PAYING FOR MEDICINE AND FOOD

57% HAVE HAD TO CHOOSE BETWEEN PAYING FOR HOUSING AND FOOD

Sources: Feeding America (2016), Map the Meal Gap (2014), and Hunger in America (2014)

Housing and Health

- Majority of adults experiencing homelessness have more than 1 health issue

  - Over 30% have a serious mental illness
  - Over 65% have a chronic condition or a substance abuse disorder

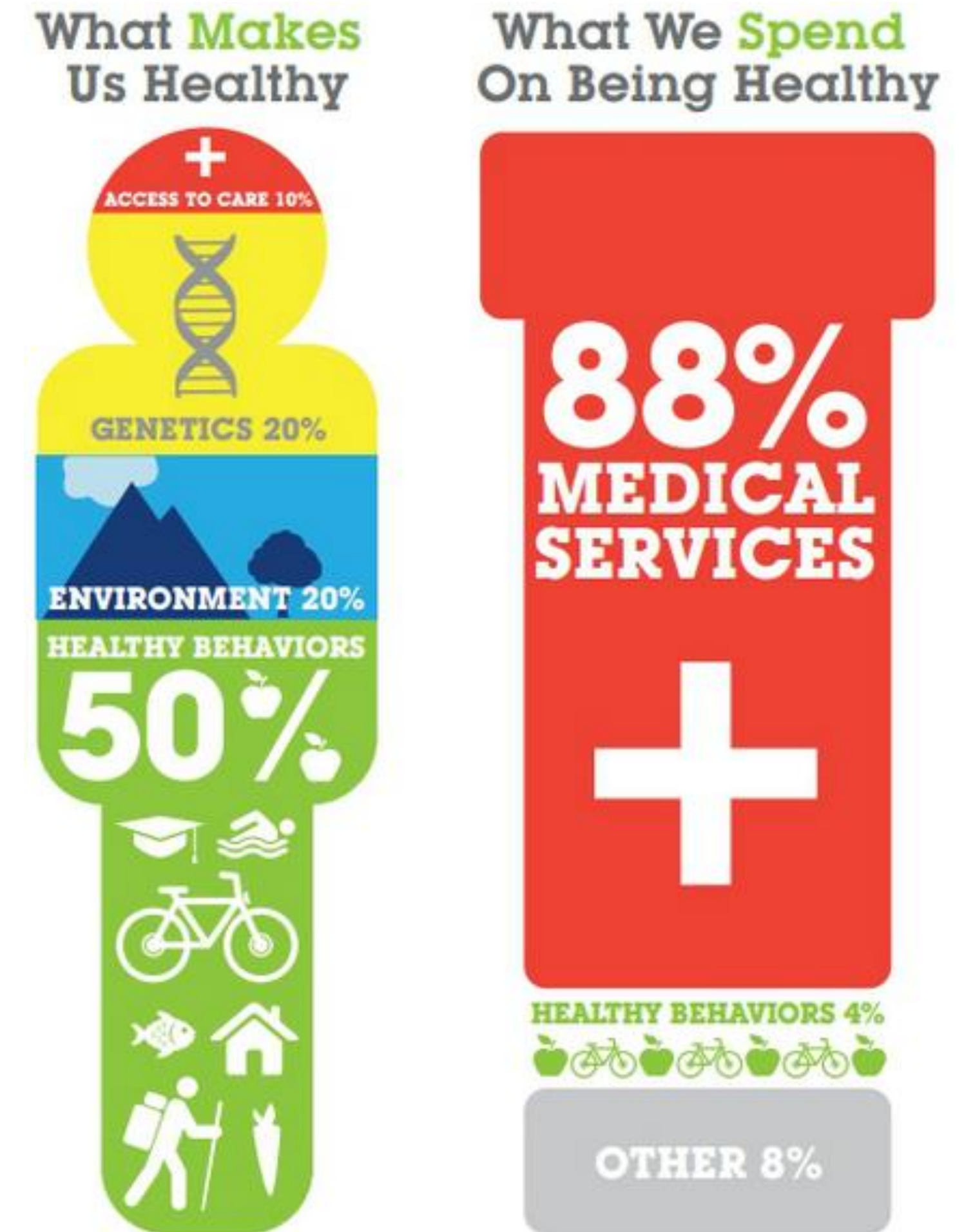- Homeless individuals use the emergency room almost 4 times more than other low-incomes residents

Average Monthly Public Costs for Persons in Supportive Housing and Comparable Homeless Persons

Legend:
- Probation
- Sheriff mental health jail
- Sheriff medical jail
- Sheriff general jail
- LAHSA homeless services
- GR Housing Vouchers
- DPSS General Relief
- DPSS Food Stamps
- Paramedics
- Public Health
- Mental Health
- Private hospitals - ER
- Health Srv - ER
- Health Srv outpatient clinic
- Private hospitals-inpatient
- Health Srv hospital-inpatient

Supportive Housing: $605
Homeless: $2,897

Source: Economic Roundtable (2009)

Drastic Misalignment

- 88% of national healthcare expenditures spent on medical care

- 70% of overall health is attributed to environmental and behavioral factors directly impacted by socio-economics

Where and how do you start addressing the 70%?

What Makes Us Healthy

ACCESS TO CARE 10%

GENETICS 20%

ENVIRONMENT 20%

HEALTHY BEHAVIORS 50%

What We Spend On Being Healthy

88% MEDICAL SERVICES

HEALTHY BEHAVIORS 4%

OTHER 8%

Sources: Bipartisan Policy Center; Dakotafire Media; Root Cause Coalition

Your Aspiration for Addressing the 70%?

- What is your aspiration (as it relates to the ROOTS initiative)?

- Why is this aspiration important to your clinic and those you serve?

- How will you know if you are achieving your aspiration?

- What are your strategies to achieve that aspiration?

- What strategies can be accomplished on your own?

- What strategies require partnerships/relationships beyond your organization?
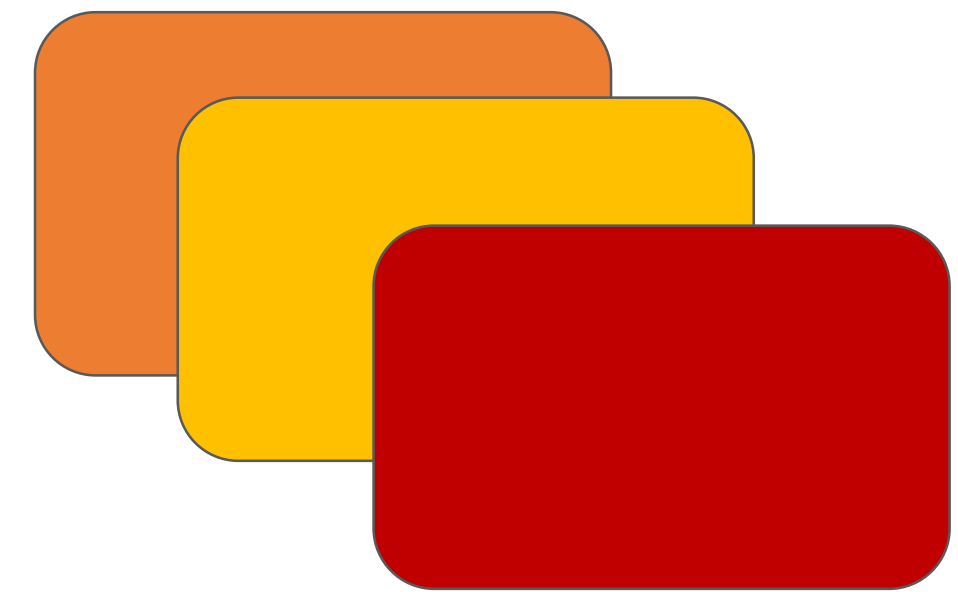
Attributes of the Challenges

- Complex

- Urgent

- Non-Linear

- Integrated (can't separate them out)

- Critical

- Insidious

Source: Barry Banerjee, Stanford University

Cross-Sector Partnership / Collaboration

Addressing today's most pressing challenges requires developing the capacity to lead collaboratively and to effectively work across sectors.

By Jeanine Becker & David B. Smith Winter 2018, SSIR

With the rise in complex, interdependent, and emergent challenges, effective change to secure a brighter future will require transformative, collaborative leaders who can effectively lead cross-sector collaborations.

COLLABORATIVE CONSULTING

Health Affairs Blog

HOME   TOPICS   JOURNAL   BRIEFS   EVENTS   PODCASTS   AR

ASSOCIATED TOPICS: GRANTWATCH, ORGANIZATION AND DELIVERY, POPULATION HEALTH

How Health Care And Community-Based Human Services Organizations Are Partnering For Better Health Outcomes

Quiana Lewis

June 29, 2017

THE HENRY J. KAISER FAMILY FOUNDATION

MENU

Search KFF.o

Disparities Policy

Home | Disparities Policy | Beyond Health Care: The Role of Social Determinants in Promoting Health and...

Beyond Health Care: The Role of Social Determinants in Promoting Health and Health Equity

Nov 04, 2015 | Harry J. Heiman and Samantha Artiga

Issue Brief | Endnotes

Introduction

...forts to improve health in the United States have t...
...iver of health and health outcomes. The Affordabl...

Journal of Clinical Gerontology and Geriatrics

Volume 6, Issue 4, December 2015, Pages 111-114

open access

Brief communication

Creating a "Wellness Pathway" between health care providers and community-based organizations to improve the health of older adults

Maria A. Han MD, MSHPM [a] [⌂] [✉], Ivy Kwon MPH [b], Carmen E. Reyes [c], [d], [e], [f], Laura Trejo MSG, MPA [g], June Simmons [h], Catherine Sarkisian MD, MSPH [b], [i]

⊞ Show more

https://doi.org/10.1016/j.jcgg.2015.06.004

Get rights and content

Open Access funded by Asia Pacific League of Clinical Gerontology & Geriatrics
Under a Creative Commons license

Abstract

To effectively manage the health of older high-risk patients, health care organizations need to adopt strategies that go beyond the doctor's office and into patients' homes

---

Harvard Business Review

HEALTH

Why Big Health Systems Are Investing in Community Health

by Taz Hussein and Mariah Collins

DECEMBER 06, 2016

SAVE   SHARE   COMMENT   TEXT SIZE   PRINT $8.95 BUY COPIES

H&HN
HOSPITALS & HEALTH NETWORKS®

Leadership/Strategy   Quality/Safety

Paul Keckley: 2 Lessons Hospitals Can Learn from Uber

Hospital Improvement Innovation Network Aims to Build on Success, Pursue New Goals

New Nurses Specialize in Sepsis; Pet Therapy Works, but Follow the Guidelines

How to Build a Successful Acute/Post-Acute Care Continuum

Hospitals are forming networks with post-acute care and continuing care partners to ensure quality across the continuum.

May 19, 2016 | Kathleen M. Griffin and Jade Gong, R.N.

Alternative payment models for value-based payment, including the comprehensive care for joint replacement bundled payment model, put hospitals and health systems at risk for patient outcomes and the cost of care for a time period well beyond the acute hospital stay. With 42 percent of Medicare patients discharged to a post-acute venue, hospital

Social and Operational Impact

A hospital implemented a community care network and achieved:

.8 Day Reduction in Average Length of Stay for SNF Patients

Over $2.2 Million in Savings from Initial LOS Reduction Alone

Improved Efficiency in Door-to-Bed Times for Admitted Patients

A hospital partnered with a CBO and FQHC on a short-term respite program to achieve:
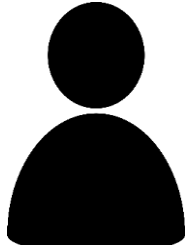
85% Readmission Reduction for Respite Participants

2 Week Reduction in Average Length of Stay for Participants

Serving over 200 Homeless Patients Annually

A health plan engaged a CBO to create a community care settings program achieving:

50% Reduction in Total Cost of Care per Member per Month

60% Reduction in Hospital Average Length of Stay

95% Retention Rate in Community Placement at 6 Months

# Partnership Evolution Requires System Thinking-Leading
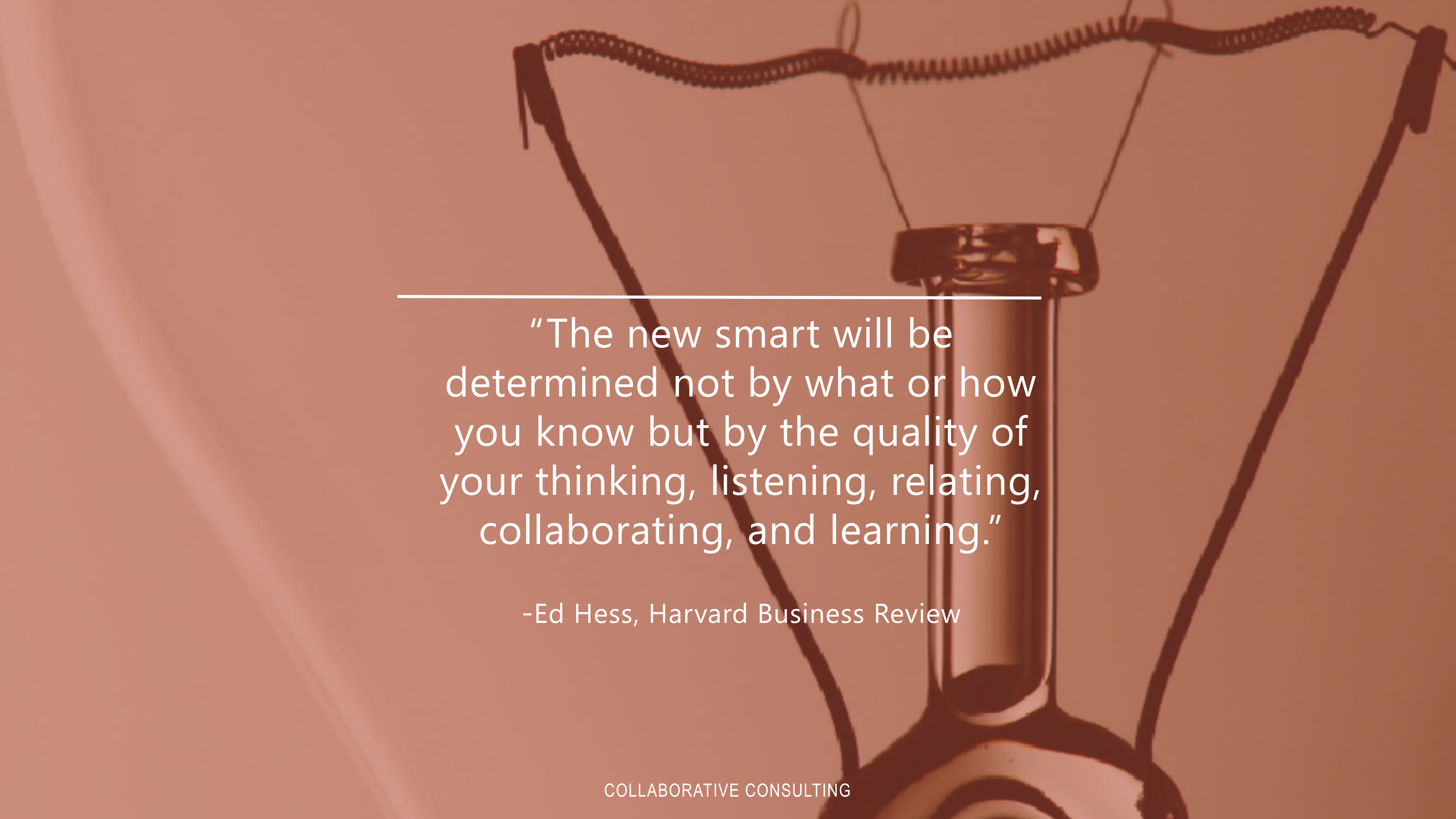
Partnership as a Means, Not the End

- What strategies require partnerships and relationships beyond your organization to reach your aspiration?

- What partners are the most appropriate in helping achieve these strategies?
  - Why?

- How will you engage the potential partners?

- How will you know your partnerships are working?

Partnership Learning So Far

- **Leadership** (influence, power, relationship capital, systems awareness)

- Financing Mechanism (beyond the grant)

- Partnership / Collaborative Design (integrated structure)

- Partnership Selection

- Capacity Needed Across Sectors and Together

- Results

- Market Conditions
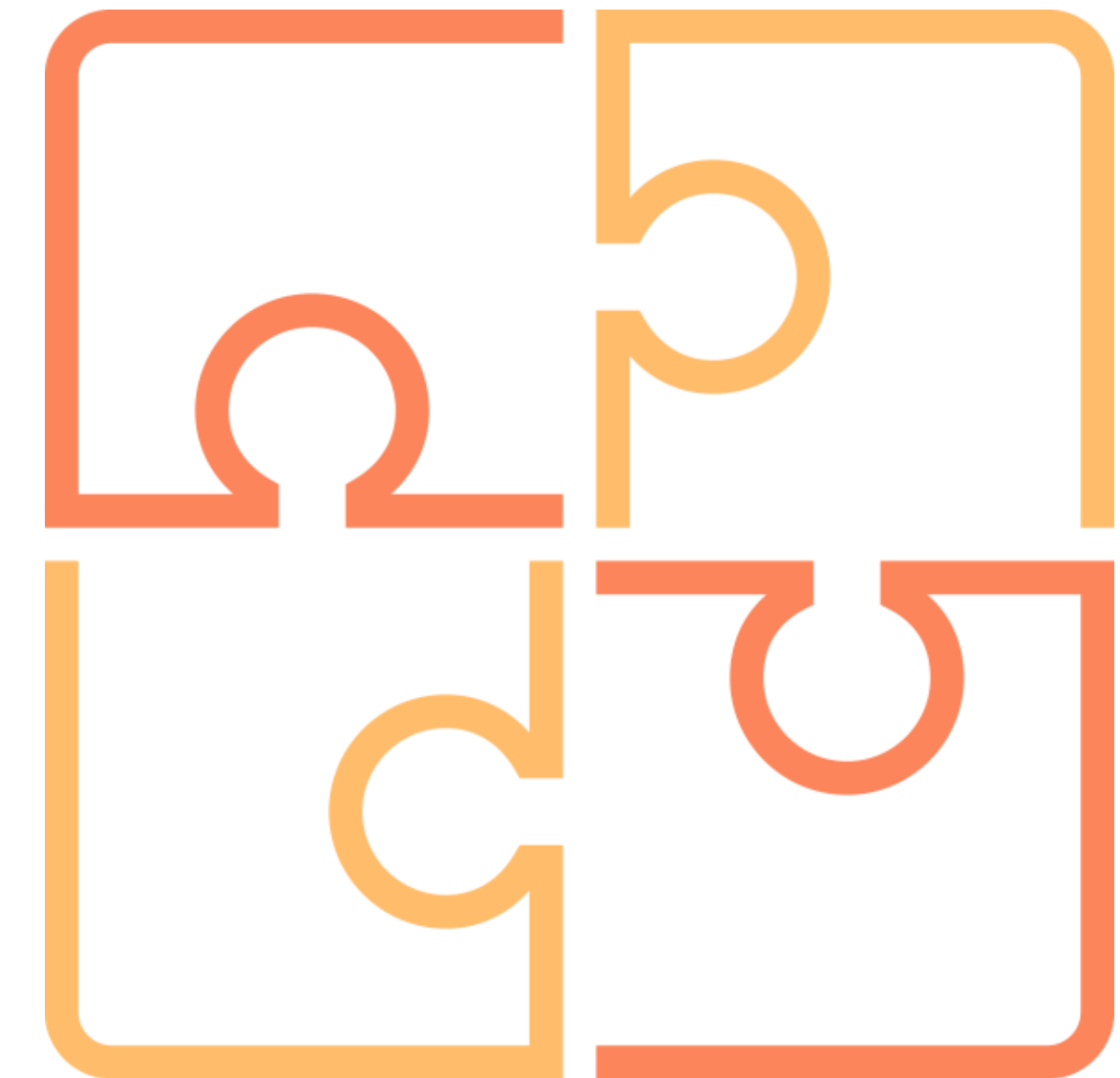
"The new smart will be determined not by what or how you know but by the quality of your thinking, listening, relating, collaborating, and learning."

-Ed Hess, Harvard Business Review

COLLABORATIVE CONSULTING

Leadership

The Dawn of System Leadership

The deep changes necessary to accelerate progress against society's most intractable problems require a unique type of leader—the system leader, a person who catalyzes collective leadership.

SHARE   COMMENT   DOWNLOAD   PRINT   ORDER REPRINTS

By Peter Senge, Hal Hamilton, & John Kania | Winter 2015

Why System Leadership?

Challenges in the domain of Complex v Complicated

Why System Leadership?

Characteristics of a complex system:

- **Adaptability** – independent constituents change their behaviors in reaction to those of others
- **Emergence** – novel patterns arise which are often not predicted by the fundamental properties of the system's constituents
- **Non-linearity** – a change in one property does not necessarily produce a proportional change in another property
- **Phase transitions** – system behavior changes, often suddenly and irreversibly
- **Self-organization** – mutually adapting constituents self-organize with no entity designing or controlling

- Barry Banerjee, Stanford University

Why System Leadership?

- Your clinics are inspired and dedicated to create healthier communities at a time when there are no clear solutions

- Your population faces complex and unique health challenges beyond the capacity of one clinic to solve

- Because you cannot address the social determinants alone, your role as a leader in the system of health requires you to be collaborative

- Creating better care for your population for lower cost necessitates your ability to evoke and utilize diverse perspectives in new ways

Three Dimensions

1. An **individual system leader** is someone who plays a leadership role in his or her organization not only for its own benefit, but for the benefit of the broader system in which it operates.

2. An **institutional system leader** is an organization that pursues its own interests in ways compatible with, and that intentionally contribute to, the health of the system in which it operates.

3. **Interactive system leadership** comes from a special type of organization that mobilizes supports, aligns and coordinates the efforts of individual and institutions across the system to accelerate progress and achieve scale.

- World Economic Forum

COLLABORATIVE CONSULTING

Six Mindsets

1. Impact minded

2. Ability to imagine a different future

3. System minded

4. Urgency minded, but also patient

5. Process minded

6. Facilitative

- Barry Banerjee, Stanford University

Four Capabilities

1. Ability to see the larger system

2. **Understand risk and incentive for multiple partner entities**

3. Foster reflection and dialogue to transform relationships among those that shape the system

4. Activate change through influence v. control
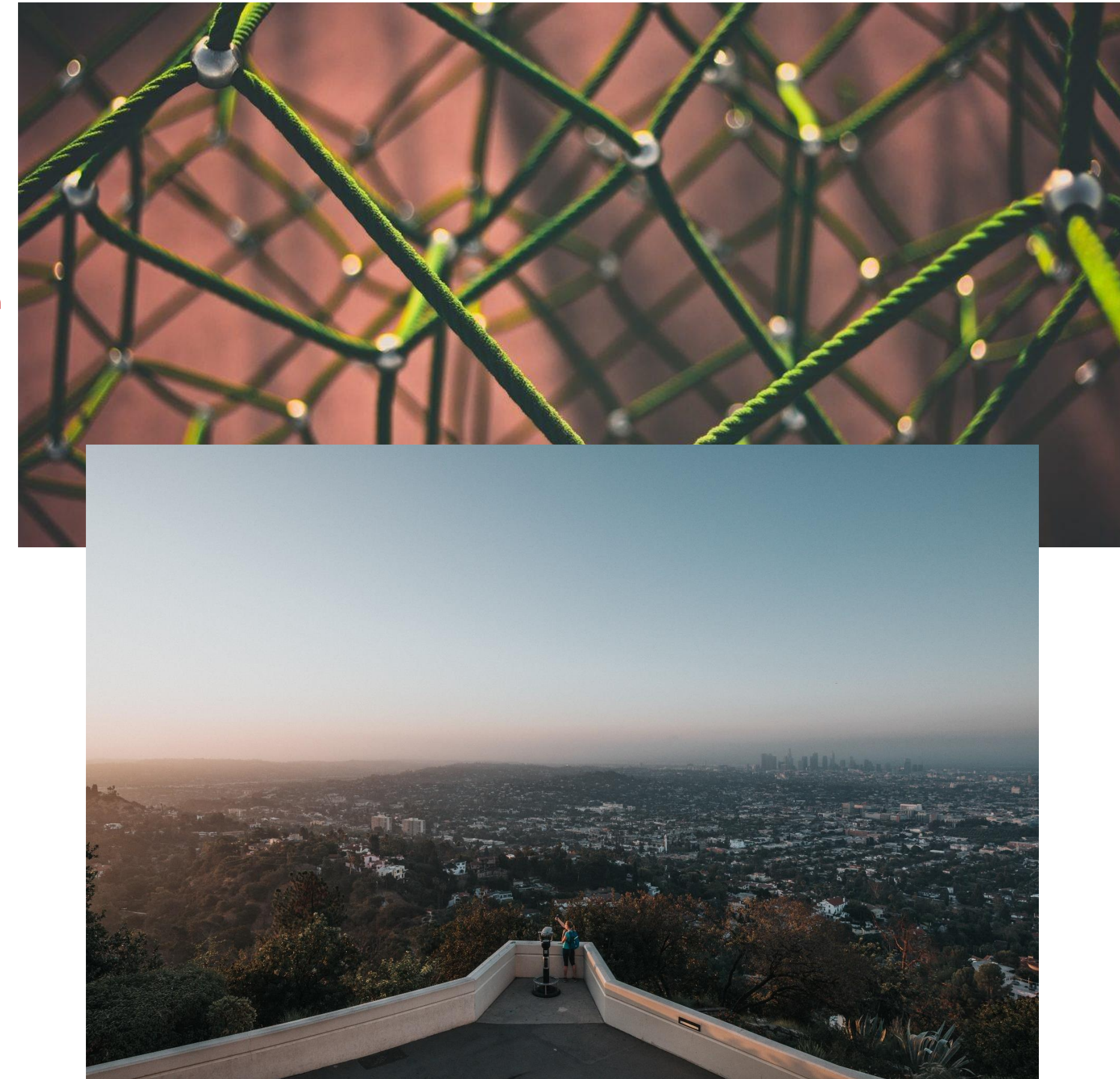
Ability to See the Larger System

To better identify and develop partnerships that are right for you and those you serve

1. Develop keen awareness of incentives and challenges of

   a) Current and future clients
   b) Your organization
   c) Other players and partners

2. Consider the variables in your system and how they shift and interrelate
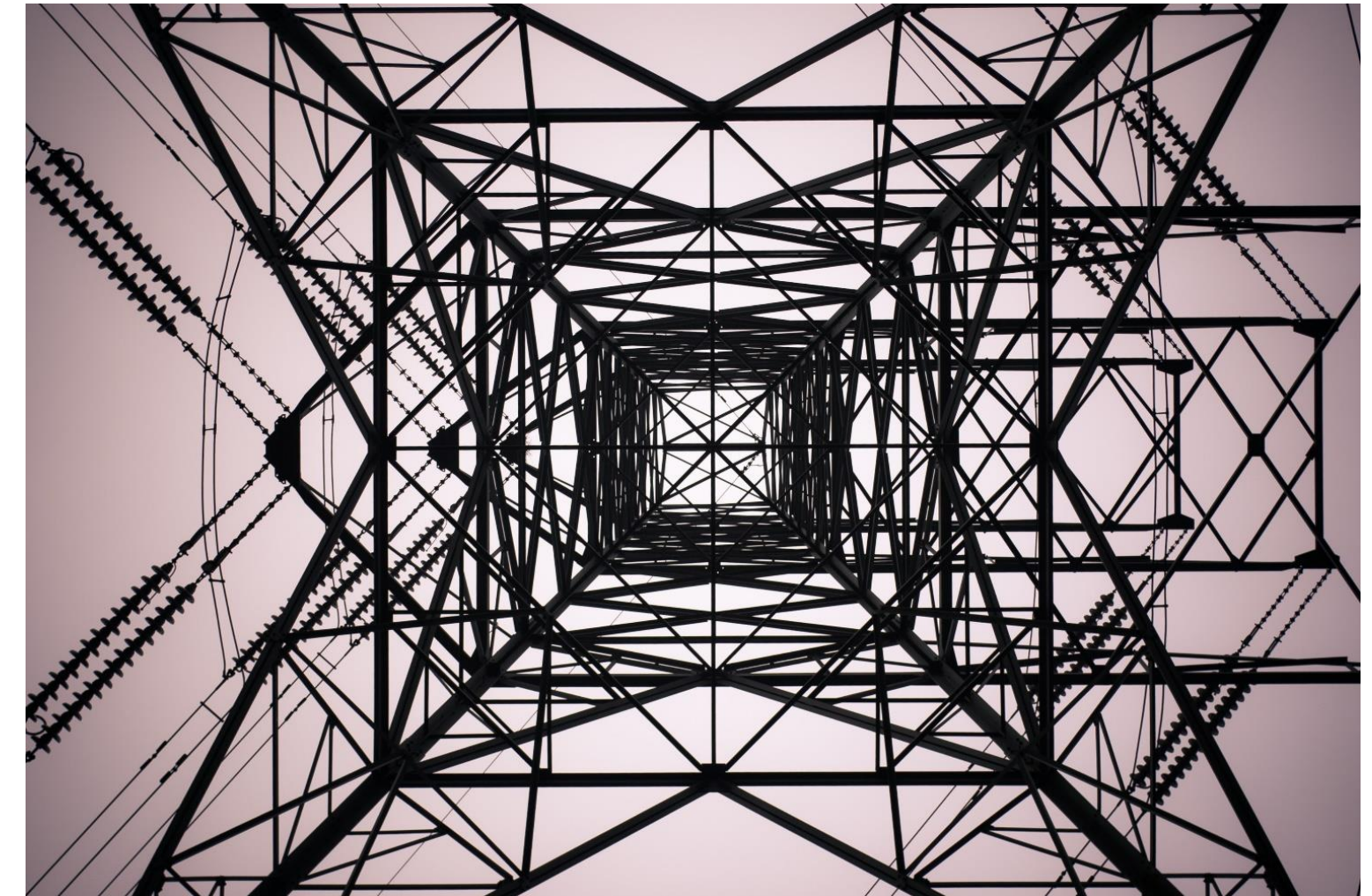
Foster Reflection and Dialogue to Shape the System

1. Periodically stand back from operations

2. Dissect market opportunities

3. Assess key relationships with potential to seize market opportunities

4. Consider how key relationships might be transformed

Activate Change Through Influence v. Control

1. Balance advocacy and inquiry in partner relationships to clarify value and expectations

2. Develop agreements and hold discussions for mutual accountability and authority

3. Establish regular reflections, including feedback mechanisms, to optimize adaptability

Understanding Risk and Incentive for Partners

1. ROOTS cohort organizations grappling to secure desired partnerships using current outreach efforts

2. Leaders express uncertainty about how to better engage existing partners

3. Demonstrating value requires deep awareness of and speaking to what matters to partners

Understanding Risk and Incentive for Partners

Identify a potential partner (or a network of partners) to profile and address the following questions:

- What does this partner organization value?
- If you are working with an individual within the partner organization, what does he or she value?
- What is this organization's readiness for change?
- What are the reasons that are potentially strong enough to inspire movement and/or change?
- What might be the reasons to maintain the current state?
- How might this organization perceive the problems?
- What might influence this organization to engage?
- What might influence the individual(s) to engage?
- What process and/or approach might they respond to in thinking about a cross-sector initiative / partnership?
- What are the other relationships and/or power dynamics to understand?
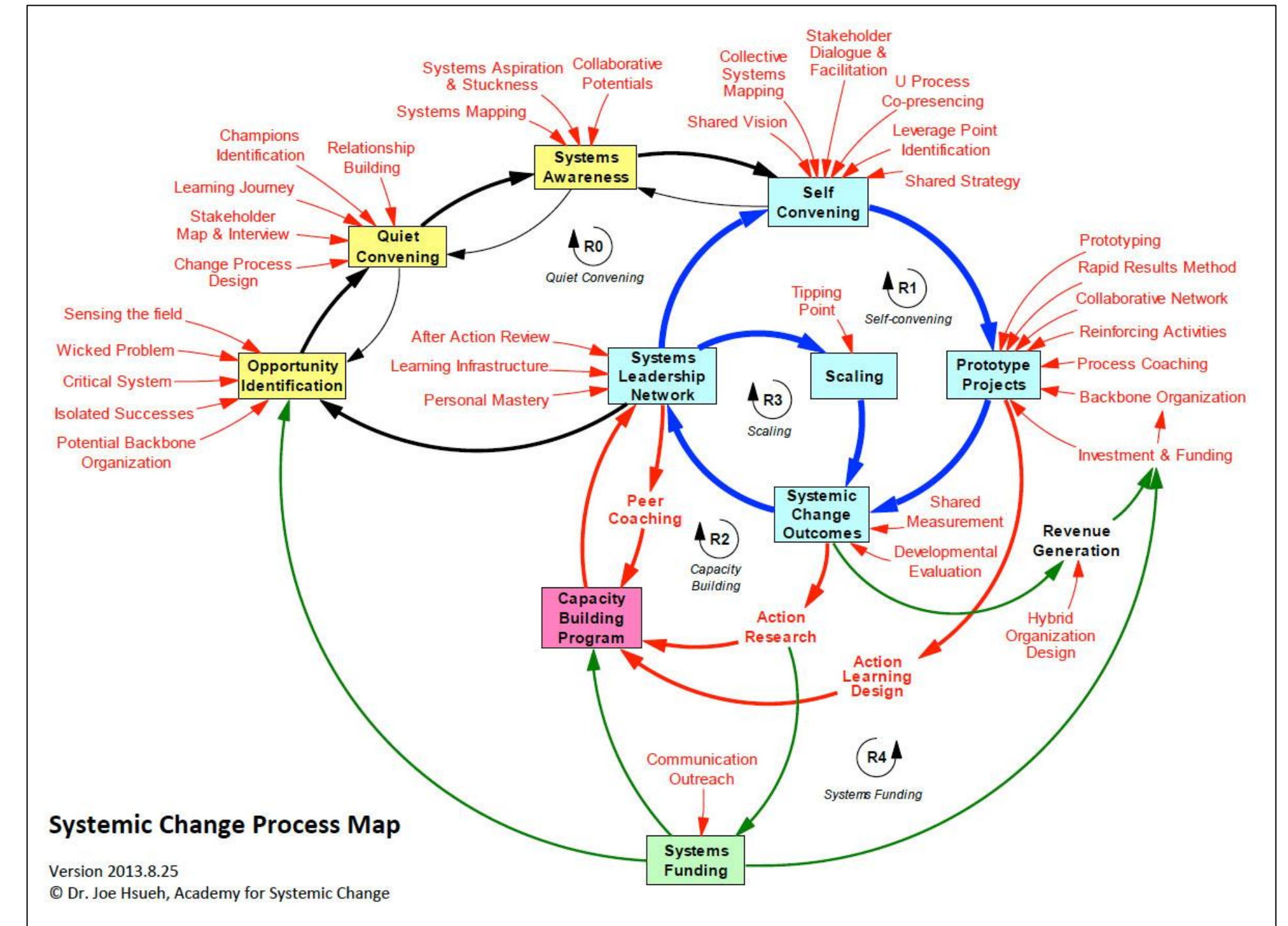
Additional Tools

1. System mapping

2. Peer shadowing
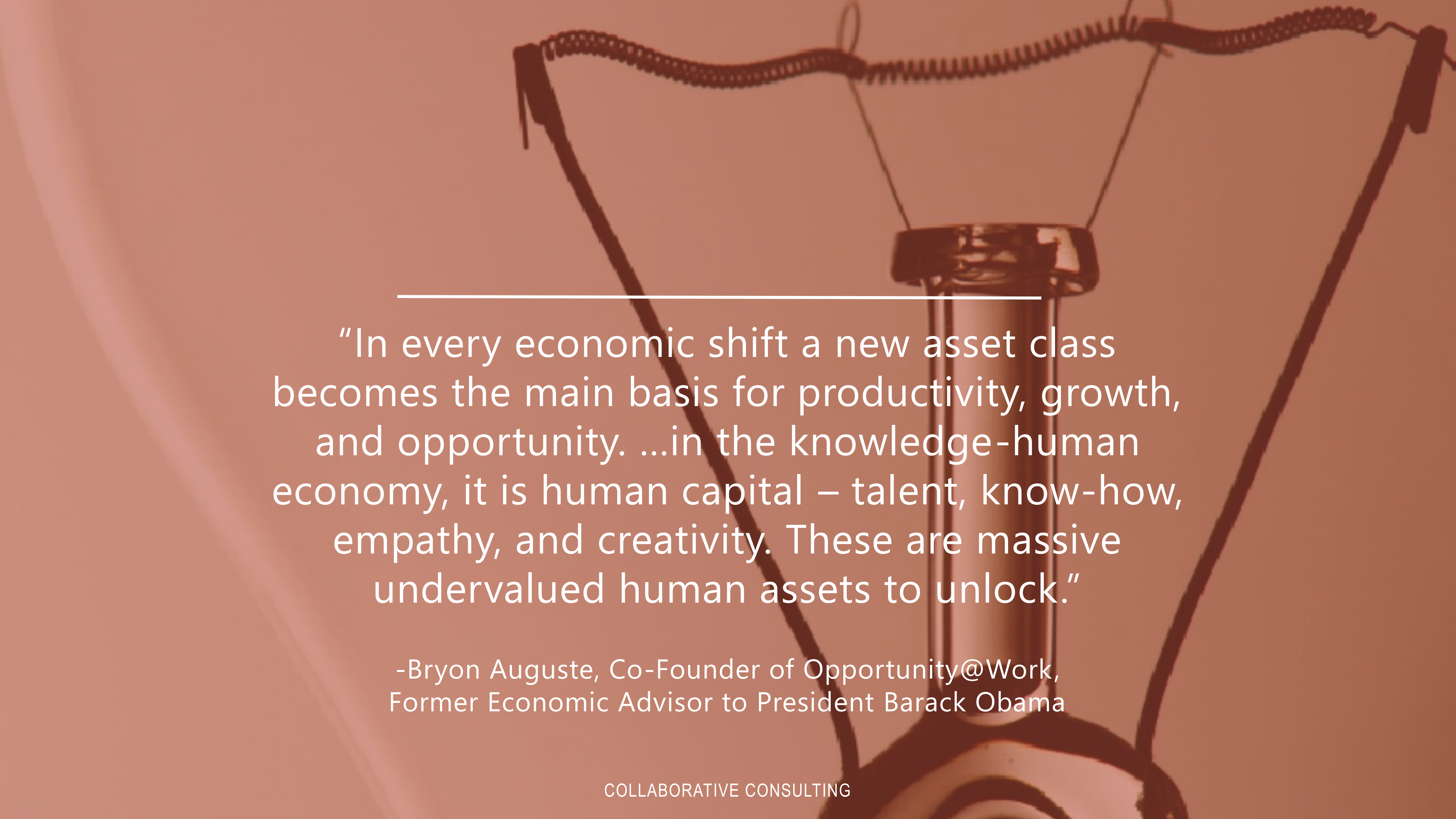
3. Relentless pursuit of two questions

   a) What do we want to create?

   b) What exists today?

   c) And, use the gap between the two to generate energy and

   inspire engagement

Systemic Change Process Map

Version 2013.8.25
© Dr. Joe Hsueh, Academy for Systemic Change

"In every economic shift a new asset class becomes the main basis for productivity, growth, and opportunity. ...in the knowledge-human economy, it is human capital – talent, know-how, empathy, and creativity. These are massive undervalued human assets to unlock."

-Bryon Auguste, Co-Founder of Opportunity@Work,
Former Economic Advisor to President Barack Obama

COLLABORATIVE CONSULTING

Resources

- [The Dawn of Systems Leadership](#)
- [The SCAN Foundation Linkage Lab 1 Case Studies](#)
- [The SCAN Foundation Linkage Lab 2 Case Studies](#)
- [The SCAN Foundation Innovation In Health Care Award Case Summaries](#)
- [20/20 Foresight](#)
- [The Community Cure for Health Care](#)
- [Why the Healthcare Sector Needs Systems Leaders](#)
- [Multi-Sector Partnerships Have the Potential to Transform Health, But Most Aren't There Yet](#)
- [Multi-Sector Partnerships Need Further Development to Fulfill Aspirations for Transforming Regional Health and Well-Being](#)
- [Beyond Health Care: The Role of Social Determinants in Promoting Health and Health Equity](#)
- [Creating a "Wellness Pathway" Between Health Care Providers and Community-Based Organizations to Improve the Health of Older Adults](#)
- [Defining the Health Care System's Role in Addressing Social Determinants and Population Health](#)
- [Health Care That Targets Unmet Social Needs](#)
- [Integrating Medical and Social Services: A Pressing Priority for Health Systems and Payers](#)
- [Why Big Health Systems Are Investing in Community Health](#)
- [The Social Determinants of Health Are More Than Just Poverty](#)
- [The Rise of the Anchor Institution: Setting Standards for Success](#)
- [Committed Leadership Trumps Healthcare Uncertainty](#)
- [Aspen Ideas Festival: Systems Leadership, Tackling Complexity and Scale](#)

COLLABORATIVE CONSULTING

Final Thoughts

CONTACT

866-332-3923

lori@collaborativeconsulting.net

Collaborative Consulting
Where Ideas Evolve Into Action