Leadership Development: Blowing Up Silos and Building Teams

The Need for Collaborative Partnerships in Behavioral Healthcare

MTMSERVICES

NATIONAL COUNCIL
for Mental Wellbeing
PLATINUM
PARTNER

Leadership Competency

- Understanding why leaders must focus on developing and maintaining multidisciplinary/multidivisional approaches in order to be successful

- Identifying and addressing silos within the Behavioral Healthcare System and the barriers that maintain them

- How to redesign systems with fidelity that create successful teams

Organizational Goals

Why we do what we do?

- Meet the Needs of Individuals Served
  - CBHCs are Mission Driven Organization
  - Our mission engages staff who want to make a difference
- Create a workplace where employees feel valued and will thrive
  - Workforce Retention is a top priority for every CBHC
  - Individuals tend to leave a boss … not the mission
- Establish Financial Sustainability
  - Need to keep the doors open to fulfill the mission
  - Employees need to be compensated appropriately for what they do

Driving Care Through Funding

Healthcare Funding Models are Changing

- Grant Driven Implementations – SAMHSA, BJA, State Level Initiatives
- Prospective Payment Systems (PPS) and Value Based Care (VBC)
  - Cover all individuals within a cohort under a single budget
  - Assume liability for the cost and quality of care provided
    - Prevent penetration into higher levels of care through rapid access to routine care
    - Measuring outcomes to demonstrate progress and transition individuals to appropriate level of care
  - Increased revenue stream if done well
- Survival means developing systems that can meet these expectations … **De-siloed, Integrated Care**

CMHCs are Healthcare Systems

Efficient and Effective Healthcare System Requirements

- Mental Health and SUDs are Chronic Disorders of the Brain
  - Interact with other medical conditions
  - Require multiple individuals with different competencies to achieve positive outcomes

- Funders are implementing value-based care with **shared risk**
  - Improved effectiveness, quality and efficiency of care
  - Improved health outcomes
  - **Providers are responsible for their sustainability**

- Creating a True Safety Net is the Expectation … think CCBHC
  - Internally
    - Comprehensive Services – **Co-occurring Competent**, **Trauma Informed with active Care Coordination … De-siloed and Integrated**
    - Multidisciplinary using Care Pathways, LOC Placement, and Episodic Care
    - Alignment of Service Delivery Teams and Administrative Teams
  - Community Partnerships
    - Collaborating with Primary and Specialty Medical Care
    - Engaging with Social Services to Address SDOH

Question 1

How do we play in the sandbox together

How do internally efficient and effective departmental teams function effectively with each other?

We struggle with communication and hierarchy at my organization.

Are you effective and efficient if you aren't working collaboratively with the other departments and divisions to achieve organizational goals? Who is maintaining the barriers … leadership … the teams involved … both …

CMHCs are Group Practices

Efficient and Effective Healthcare System Requirements

- **Group Practices** – not loosely affiliated solo practices and departments
  - Agency Wide Standardization
    - Outcome Driven
    - Harvest Best Practices and Implement System Wide – Build on your Expertise
  - Supports are created and maintained to create effective workflows, maximize revenue and lower costs
- Successful Group Practices implement EBPs - service delivery and business management - with fidelity using CQI principles
  - **Seeking Input from all divisions – administrative, clinical, medical**
    - What services should we be providing – effective, innovative, affordable?
    - How do we sustain it – tools, workflows, realignments?
  - Value the strength that diverse perspectives bring to decision making and implementation

Group Practices are De-Siloed Systems of Care

Efficient and Effective Healthcare System Requirements
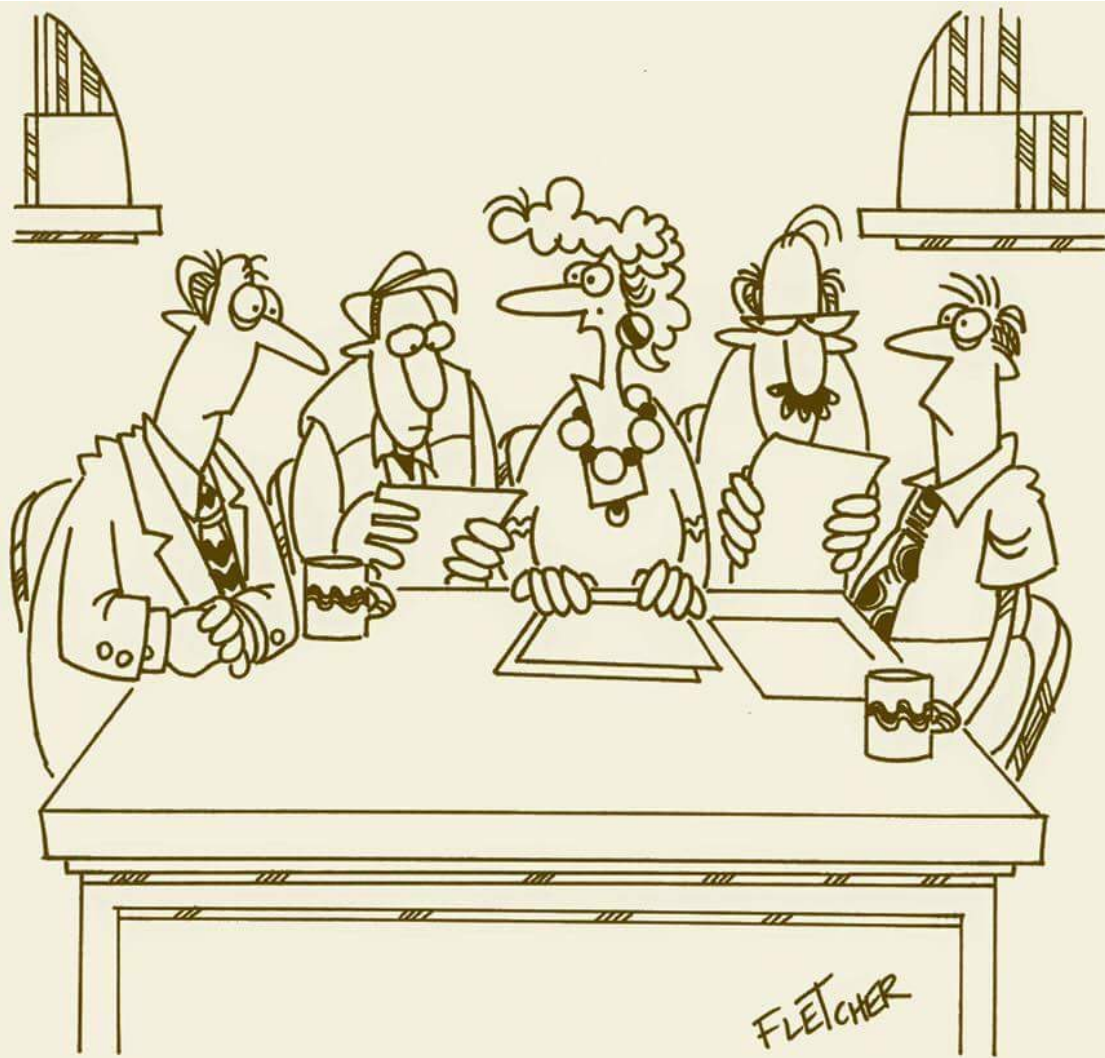
- Team Based
  - Vertical Integration through Stratified Provision of Care
    - Therapist/CM/Peer Supports
    - MD/APRN/PA/RN/LPN/MA
  - Horizontal Integration – **One Treatment Plan**
    - Multidisciplinary Care Pathways
    - Measurement Based Decision Making
- Divisionally integrated – Administrative/Clinical/Medical
  - Service Delivery and Business Practices – do we know what each other does?
  - How do we build a system of care that is effective and fits with the new payor models that are coming our way?
  - Do we value the strength of the team?

Expected Outcomes of a De-Siloed system

Better outcomes demonstrates higher quality care

- Measurable and meaningful
  - Increased Access and Decreased Wait Time
  - Improved Health Indicators including Behavioral Functional Assessment Indicators
  - Decreased utilization of higher levels of care – all cause hospitalizations – lowering cost and improving sustainability
- Stronger Team Engagement, Shared Responsibility and Improved Accountability
- Improved Staff Satisfaction and Retention

How Do We De-Silo our System of Care?

"We're hoping you'll lead us on a journey of transformation without requiring any real changes."

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Question 2

What does it take to build a team?

How do you build a team – let alone divisional collaboration – working in a Hybrid, Telehealth World?

We need to learn each others "language", respect the value everyone brings to the table and utilize communication strategies that promote active engagement and discussion

A House Divided Cannot Survive

How Siloed is your system?

- Medical and Clinical
  - Do you use an integrated treatment plan and does documentation reflect collaboration in helping clients to meet their goals? Is there time for collaborative conversations about client care? Do you have multidisciplinary team meetings?
  - How connected are your Clinical Director and Medical Director?

- Mental Health and Substance Use Disorder
  - Are your staff proficient in co-occurring models of care?
  - Do you use care pathways based on conditions, level of care needs and stage of change assessment?

- Service Delivery and Business Management
  - Do service providers understand what they need to do to sustain revenue and do administrative teams understand the services your organization provides?
  - Is productivity seen as a collaborative tool to address high no show rates and improve inefficient tools and processes that interfere with service delivery or as a weapon or threat?

Are you ready to change?

What Stands in the Way?

Transformational Changes are Disruptive and Uncomfortable

- Multiple, systemic changes are overwhelming
  - Expectations are different and continue to change until desired outcomes are achieved
  - Work routines may be significantly impacted
  - Performance Monitoring is enlightening but can be scary
- Cultural disconnects
  - Are we a culture of service in alignment with our personal and organizational mission and values?
  - **Does the organization and its workforce value lifelong learning and implementing new EBP**?
  - Does the team see the value for **measuring what is important** in order to improve?
  - Do individuals and teams recognize their **role and accountability in providing high quality care**?
  - **Do we communicate** at all levels with respect and the desire to engage as a team?
  - Do we recognize the need to reward each other when we do a great job regardless of the outcome as well as support each other through tough situations?
- Funding
  - Insurers – stagnant rates and expensive utilization review processes
  - State – stabilizing but with constantly changing initiatives and regulations
  - Grants – support implementation … but will not last forever

Becoming Solution Focused

Focus on the future and not on the past

- "Solution-focused therapy… directs patients toward their preferred future and strengths instead of their past problems and failings." Anne Bodimer Lutz, BSN, MD
- Start with a fresh slate
  - Understand Change will happen and must happen for organizational success
    - Addressing client needs – stabilization, growth and change
    - Creating an engaged and satisfied workforce
    - Maintaining organizational sustainability
  - New day … new way … working as a team
- Good Ideas can come from anywhere and anyone … off the wall ideas may move something in a great new direction
- **If you identify a problem, you need to supply three ideas to address it**

Vertical vs. Horizontal Relationships

Crossing Boundaries and Building Connections

- Vertical Relationships
  - Department or "Tribe"
    - Administrative, Clinical, Medical
    - Site Specific
    - Speak the same language
  - Technical Skills, Processes and Workflows

- Horizontal Relationships
  - Group Practice
    - Best Outcomes are the result of teamwork
    - Standardization across the organization will improve effectiveness and efficiency
    - Focus on learning from the experts in the organization
  - Identify Complimentary Expertise
    - Learning from other experts in the organization
    - Staff development and growth
  - Improves Outcomes for clients and the organization
  - Supports innovation and Creates Value
  - Looking beyond the organization – new trends, innovations, opportunities and threats

Leadership Levels

Building the management structure

- "Supervisor" – reactive, retrospective, **problem solver**
  - Vertically Focused … Transitioning to Horizontally Inclined
  - Processes the Crisis
  - Committed to their "Tribe" – their department, location or division
- "Manager" – dynamic awareness of issues, **proactive solution focused decision making**
  - Horizontally Inclined … Transitioning to Horizontally Focused
  - Project Management
    - Manages Complexity
    - Recognizes the need for different skill sets and approaches to be successful
  - Committed to the Group Practice
- Leader/Coach/Mentor – dynamic awareness, envision possibilities in order to **manage and sustain transformational changes and survival in the marketplace**
  - Horizontally Focused
  - **Driven by Internal and External Realities**

Boundary Spanning Leadership

Leaders must be effective communicators with vision and integrity

- Technical Expertise - Know your **disciplines**, monitor trends and evolving practices, solution focused for sustainable change

- Well Developed Interpersonal and Social Skills
  - Self Awareness … **and Self Correction**
  - Empathy – recognize what others might be thinking and feeling
    - Able to create an environment for open dialogue and support
    - Ability to Listen and Communicate – engage and solicit input
  - Able to motivate and provide effective feedback - promoting employee growth and transition to solution focused thinking, **building the leaders of tomorrow**

- Curiosity and Humility – Lifelong Learners who develop a broader vision throughout their careers
  - Interest in other divisions/disciplines – wanting to understand their role, their approach and their needs
    - Technical Skills, perspective, value proposition and language may be different
    - Solutions usually centered around a similar process
  - Asking the right questions in the right way
    - How did you accomplish that … what do you think might help … how can we collaborate better?
    - Positive Intent - a desire to learn and support the team effort

Culture Brokers

Leaders must be effective communicators with vision and integrity

- Bridge Function
  - Possess Knowledge and Expertise in two or more domains
  - Minimize day-to-day operations within silos by providing cross-silo input
  - Build possibility for connections and relationships
- Adhesive Function
  - Interpreter for cross silo engagements
    - Identify good "consultants" from other teams
    - Provide feedback on how to talk the same language
    - Check in and support
  - Bring Teams together in Multidisciplinary Teams
    - Transition consultations into multidisciplinary teams
    - Tackle bigger projects with successful outcomes

Boundary Spanning Leadership in Action

Leaders must be effective communicators with vision and integrity

- Electronic Health Records – Selection, Implementation and Upgrades
  - Multiple Users with Very Different Needs
    - How effective is the Tool in each domain?
    - How can we discuss this and find the best solutions?
  - How can we collaborate internally to obtain the best customer service from the vendor?
- No Show Management
  - Defining the problem – clients not getting care, clients being denied access, revenue deficits and financial risks
  - Developing a solution – changes in scheduling practices, hours of operation, types of services – individual, groups, stratified service delivery
  - Agency wide impact of the change – same day access, walk in clinics, call in for appointments vs. walking out with one scheduled, backfill processes

Collaborative Reorganization

Leaders must be effective communicators with vision and integrity

- Matrix Management – Piloting?
  - Individuals work at the interface between silos – reporting to two supervisors
  - Requires strong leadership and accountability management
- Cross Over Leadership
  - Nursing Leadership vs. Clinical Leadership
  - CCO vs. CMO leadership
  - Competency, Engagement and Trust Concerns
- Co-Leadership … Regardless of Titles
  - Full collaboration - "Joined at the hip … with no light between"
  - All management levels – top of licensure and skill set
  - Creates a culture of connection and shared expertise

Creating a Business Plan for Success

Organizations need to develop collaborative teamwork to survive and thrive

- **Business Plans are Treatment Plans for the Organization** with the goals of survival, growth and resilience
  - Goals – Objectives – **Strategies** vs. Goals – Objectives - **Interventions**
  - Identify Strengths, Needs, Abilities and Preferences
  - Identify areas where change is needed
  - Create a plan of attack with targets, timelines and accountabilities
- Purposeful and Intentional
  - Description of purpose, needs and impacts **both positive and negative**
  - Development and implement of process to achieve goals
  - Budgeting of all resources to achieve outcomes – people, facilities, tools and capital

Focus on Customer Service

Who is your customer and what do they need?

- The customer is not always right – our job is to kindly and respectfully offer them what they need based on our expertise and assessment
- Clients and their support systems
  - Comprehensive, strength-based evaluation and problem identification
  - Evidence based treatment recommendations, expert care delivery and measurement-based monitoring
- Colleagues and other departments
  - Collaborative engagement with shared accountability for positive outcomes and maintaining improved processes
  - Group practice – shared expertise and access to internal consultation
  - Technical supports and workflows that remove barriers and support service delivery
- Community Stakeholders, Funders and Auditor
  - Solution focused collaboration to address the whole health needs of those we serve
  - Delivery of appropriate and well documented LOC services
  - **Establishing bidirectional boundaries, responsibilities and expectations – our role as client and behavioral health care advocates in establishing parity and access to care**

Question 3

Effective collaboration involves Clients, the CBHC and the Community

What are two things than can be done to Improve integration with Community Partners?

Determine who are the power brokers in your community

Develop or participate in Mental Health/Substance Use/CJS/Public Safety Task Force initiatives

Develop or engage with existing Prevention and Early Intervention Programs

Work closely with your Trade Organizations to advocate for the needs of those with MH and SUDs

Communication is a Team Sport!

If you don't control the message … the miscommunication will control you!

- Dueling Interests – those focusing on change, those who want things to stay the same and those who don't want to have to make a choice … better known as **resistance**.
  - Staff members
  - Clients
  - Community Partners

- What you say and how you say it matters!
  - **"But we have always done it this way" … but it isn't working anymore**
  - **"I am sorry we are making you do it this way – I don't like it either" … change is necessary for survival**
  - **"People in administration don't even know what we do" … what have you done to teach them and what have you done to learn?**
  - **Don't these doctors and therapists understand we are a business and need to make money" … what have you done to teach them and what have you done to learn?**

Communication is a Team Sport, and Everyone has a Positive Role to Play

How can everyone be on the winning side?

"WE at _____ are Making Changes to Better Meet the Needs of the Clients WE Serve"

Leadership Competency

Learning Objectives

- Understanding why leaders must focus on developing and maintaining multidisciplinary/multidivisional approaches in order to be successful

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Final Thoughts

Making positive change is hard but the outcome is worth the effort

Transformational Change is Disruptive Change so Focus on the Desired Outcomes Driving the Change

Disruptive changes requires Engagement and Acceptance to succeed

Engagement requires honest communication and Team Building

Team Building requires commitment to creating a system of excellence, valuing different perspectives ... but accepting that data needs to drive decision making

Resources

Learning more to develop leaders and create a system of excellence

Hardwiring Excellence: Purpose Worthwhile Work Making a Difference – Quint Studer

The Calling: Why Healthcare is So Special – Quint Studer

HBR Resources

Cross-Silo Leadership – May/June 2019. Reprint R1903J

The Feedback Fallacy – March/April 2019. Reprint R1902G

The C-Suite Skills that Matter Most – July/August 2022. Reprint S22041

Is It Time to Consider Co-CEOs? – July/August 2022. Reprint S22042

SAMHSA National Center for Excellence in Integrated Care

SAMHSA-HRSA Center for Integrated Health Solutions (CIHS)

CCBHC Success Center- National Council for Mental Wellbeing

Agency for Healthcare Research and Quality (AHRQ) – www.ahrq.gov

Questions

Where should you start to de-silo your system?

Questions?

Feedback?

Next Steps?

valerie.westhead@mtmservices.org