Leading Change in Behavioral Health Integration

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Experts in the room

• Participate
• Share expertise
• Consider, try some on
• You choice
• Take what works for you
• Assume positive intent
Who are we...

Payers
Commercial (Medical & BH), MCO, NH Medicaid

Providers
FQHC, RHC, CMHC, CHC, Hospital-owned groups

Patients*

Policy makers
Academic
Community

Other

Multi-stakeholder
Learning Collaborative

Shared data, shared knowledge and shared mission
Leaders in the room...

• Levels of L in Leader
• Some have Big L
• Capital L
• Small L

All have a role to lead change for Integration
Integration will mean change
Leader role

• Set the vision
• Guide & support
• Translate information
• Assure quality
• Remove barriers
• Provide resources
• Listen, listen, & listen
Leader role for Change

**Leading**
- Set the vision
- Guide & support
- Translate information
- Assure quality
- Remove barriers
- Provide resources
- Listen, listen, & listen

**Change agent**
- Reason
- Results
- Route
- Role
Leader role for Change in BH Integration

**Leading**
- Set the vision
- Guide & support
- Translate information
- Assure quality
- Remove barriers
- Provide resources

**Change Agent**
- Reason
- Results
- Route
- Role
  - Champion of BH Integration
Your Vision of Integrated Behavioral Health

• What is your dream...
• No limits, no boundaries

• Stand up & find some with whom you usually do not interact
• Spend 2 minutes each describing your vision
Activity: Future State of Integrated BH System

- Find 2 more pairs
- Form a group of 6
- 7 minutes
- Choose a reporter
- Share your visions
- Choose or combine into one vision Report out to larger group (30 seconds or less)
Values, standards...
Triple Aim

• Better care for individuals, better health for populations, and lower per capita costs.

• Others...?
Action item

• Check Alignment with Values
• Refine your vision
• Develop your Elevator speech
• Clear, Concise, Consistent
• Write it
All People described by different words

Who do we serve

Payers
Customer, Insured, Employers

Providers
Patient, Client, Family, Caretaker

Student, Community
Academic

Public, Constituent
Policy makers
Community

Persons & Care Partners
Why different language?

• Masters of our crafts...
• Diverse disciplines
• Fields of study required specific talents & skills perfected over time & became ”The Best”
• Shared standards, experiences & language formed strongly identified group/culture
Positive results of Mastery

Activity:
• Work as Group
• 2 minutes
• Discuss and list positives
• Choose one
• Report out one from each group
Positives of Mastery

- Efficiency/Time resource
- Quality Outcomes & Products
- Safety/Error rates
- Satisfaction/Engagement
- Reputation, Status, Recognition
- Aligns with BHI LC goals
- Quality Improvement work
- Aligns IHI & Triple Aim
Unintended consequences?

• Silos, Exclusivity
• Resistance to change
• Miscommunication externally
• Resistance to Integration?
Why is integration difficult when...

- Experts
- Models for integration
  - Coordinated
  - Co-located
  - Integrated
- Research supports value
Necessary for Change & Integration

• Leaders; all types
• Vision
• Consistent language
• Communication
• Listening, acknowledging
• Reassurance, safety
• Problem solving
• Communication
Leader role for Change in BH Integration

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**Change Agent**
- Reason
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- Role
- Champion of BH Integration
Don’t think about giraffes
Sandy Blount suggests...

Change your language to engage with and activate your patient

<table>
<thead>
<tr>
<th>Negative/Passive Words</th>
<th>Positive/Active Words</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suffers from</td>
<td>Struggles with</td>
</tr>
<tr>
<td>Refused to take</td>
<td>Decided against</td>
</tr>
<tr>
<td>Didn’t keep appointment</td>
<td>Was unable to be here</td>
</tr>
<tr>
<td>Was noncompliant with</td>
<td>Has not seen value of</td>
</tr>
<tr>
<td>Arrived late</td>
<td>Was determined not to miss</td>
</tr>
</tbody>
</table>
Leaders: Use the Power of Language for Change

• Employees listens closely, very closely
  • Use positive statements
  • People remember how you made them feel

<table>
<thead>
<tr>
<th>I cannot stand when primary care does...</th>
<th>Let’s try to find out why primary does...</th>
</tr>
</thead>
<tbody>
<tr>
<td>You did a good job but...</td>
<td>You did a good job and...</td>
</tr>
<tr>
<td>Insurance never pays for BH services</td>
<td>How we can work with insurers to cover more BH services</td>
</tr>
</tbody>
</table>
Leaders as Translators

• Help others translate your craft into terms they can understand & use to explain to their team.
• Leaders as translators, removing barriers for your team to succeed
Activity - Describe your functional role

- Work in Group
- Choose recorder
- Report out at Debrief
- Hand in one form per team
- Describe what YOU (functional role) do to support Behavioral Health Integration
- Be specific
- Use plain language
- Translate jargon, acronyms
BHI Journey
Use Positive Change/Integration Language

- Be genuine
- Learn about your partners
- Support them to your team
- Learn & use Quality Improvement skills & tools
- Do your job
- Do your job better
Actions

• Commit to your vision
• Communicate 3 times more than you think necessary
• Encourage more leaders no matter the “L”
• Be multi-lingual leader
• Speak quality, practice, payer, policy and person-centered
• Listen
• Practice
Think about giraffes
Thank you for Joining BHI LC

• For being a leader in Behavioral Health Integration