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...

Multi-stakeholder Learning Collaborative

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

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

**Policy makers**
Academic Community

**Other**

**Patients***

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
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**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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- 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