Leading Integration: The New Frontier

Primary Health Care Integration Network
Leaping tall buildings is just part of the job description!

Leading Integration: The New Frontier
Leading for Strong Partnerships & Transitions of Care

Primary Health Care Integration Network
Hello!

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Primary Health Care Integration Network
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Hello!

I am Justin Balko
Co-Chair PCN Physician Leads Executive
Before we start...

No financial or other conflicts of interest to report
Impromptu Networking

What are you curious about for this session?
For transformation of the healthcare system to be successful, physicians must play a central role in planning and implementing change... this necessitates COLLABORATIVE and DISTRIBUTIVE LEADERSHIP

Van Aerde & Dickson

What we’ll explore today...

Leaders we’re looking for – finding & fostering

How to support them

Tools for Leading Integration
<table>
<thead>
<tr>
<th>LEADS capabilities*</th>
<th>Skills needed for individual patient care</th>
<th>Skills needed for physician leadership</th>
<th>Skills taught in medical school†</th>
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</thead>
<tbody>
<tr>
<td><strong>Lead self</strong></td>
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<tr>
<td>Be self-aware</td>
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<tr>
<td>Manage yourself</td>
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<td>+++</td>
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<tr>
<td>Develop yourself</td>
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<td>+++</td>
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<tr>
<td>Demonstrate character</td>
<td>+</td>
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<tr>
<td><strong>Engage others</strong></td>
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<tr>
<td>Foster others’ development</td>
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<tr>
<td>Contribute to creating healthy organizations</td>
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<td>+++</td>
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<tr>
<td>Communicate effectively</td>
<td>+++</td>
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<tr>
<td>Build teams</td>
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<tr>
<td><strong>Achieve results</strong></td>
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<tr>
<td>Set direction</td>
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<tr>
<td>Strategically align decisions with vision, values, evidence</td>
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<tr>
<td>Take action to implement decisions</td>
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<tr>
<td>Assess and evaluate</td>
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<tr>
<td><strong>Develop coalitions</strong></td>
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<tr>
<td>Purposefully build partnerships and networks to create results</td>
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<tr>
<td>Demonstrate commitment to customers and service</td>
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<tr>
<td>Mobilize knowledge</td>
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<td></td>
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<tr>
<td>Navigate sociopolitical environments</td>
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<tr>
<td><strong>Systems transformation</strong></td>
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<tr>
<td>Demonstrate systems/critical thinking</td>
<td>++ (critical thinking only)</td>
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<tr>
<td>Encourage and support innovation</td>
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<tr>
<td>Orient yourself strategically to the future</td>
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<tr>
<td>Champion and orchestrate change</td>
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</tbody>
</table>

*This table is based on the five domains of the LEADS framework to describe collaborative leadership capabilities, as it is research validated and it is used to underpin leadership development in the CMA’s Physician Leadership Institute programs, CSLP programs, and in many jurisdictions across Canada.†Because of the introduction of CanMEDS 2015, this column may be different for some medical schools from 2017 onward.
**Hospital to Home Transitions**: Community & Acute main focus areas

Patient arrives at Emergency Department & Receives Care

- Patient Admitted
  - YES: Patient Receives Acute Care & is ready for Discharge
  - NO
    - Community / Specialty
      - PMH

Patient arrives “Home”
1. Transformational Leadership

WHY: emerging and established distributed leaders
Who are we looking for?

- Principal champion for change
- One who resists the status quo when they see there could be a better way
- They do not wait for permission to lead, innovate or strategise
- They name things that others don’t see yet
- Point to new horizons

Source: Lois Kelly, Organizational Radicals, Foghound Study and @petervan
Mindsets

- Empathy
- Show don’t tell
- Experiment

- Mindfulness
- Action oriented
- Collaboration

Source: D.School Standford
What Change Agents (Leaders) do

- Change rules
- Create
- Ask Questions
- Mission-Focused
- Passionate
- Optimistic

- Energy-Generating
- Attract
- Curious
- I Wonder If...
- Believe
- Social

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4 Kinds of Leaders Who Create the Future

- **The Learning Zealot**: Am I learning as fast as the world is changing? 
  - *learn > apply > reflect*

- **The Personal Disruptor**: You can’t invent the future if you cling to out-of-date ideas... 
  - They know when to disrupt themselves

- **The Tough-Minded Optimist**: Future is created by highly motivated enthusiasts who want something very much or believe very much...

- **The Eager Experimenter**: Support a lot of ideas to find a few that work

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*Insights by: Bill Taylor, HBR Sketchnote by: Tanmay Vora | @tnvora | QAspire.com*
Thought Partnering

Change starts with me… where do you want to start?

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2. Supporting Yourself & Others

HOW to be:
• Successful
• Connected
• Resourced
Leaders must wake people out of inertia... get them excited about something they’ve never seen before... does not yet exist

Rosa Beth Moss Kanter
What Transformational Leaders Do

- Build bridges between potentially disconnected groups
  **Action** = Foster Networks

- Activate staff/medical staff and engage them in action and energy for change
  **Action** = Develop Change Agents

- Lead from the edge using new era methodology
  **Action** = Social Movement, Platforms & Crowdsourcing

- Change the story of how we undertake large scale, transformational change
  **Action** = Use Bottom up!

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Success Factors of Distributed Leadership

**ACTIONS**
Focus on ACTIONS rather than simply processes or structures.

**REFLECT**
Design a REFLECTIVE process to scaffold action through cycles of change as new issues and ideas emerge.

**HYBRID LEADERS**
Recognize HYBRID nature of distributed leadership that values working alongside, rather than replacing, formal leaders.

**ENABLE**
Development of a dynamic process to ENABLE distributed leadership that goes beyond evaluation.

Source: [https://emedia.rmit.edu.au/distributedleadership/node/75](https://emedia.rmit.edu.au/distributedleadership/node/75) #PHCIN
Challenging the Status Quo

1. Create the environment
   ○ where people can suspend judgment and stop ignoring disruptive facts and realities. Look and really see what is going on.

2. Silence cynics
   ○ who sow distrust and suspicion in disruptive people and ideas. Alliances, collaboration and leaps of faith are all required to innovate and exploit disruptive opportunities.

3. Create conditions
   ○ that inspire courage in words, ideas and deeds. Constructive cultures turn us all into superheroes.

Source: https://www.linkedin.com/pulse/disruptive-leadership-challenge-status-quo-skip-bowman
Get Support: PHC Integration Network

- Helping you connect across the system

Our core functions:

<table>
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<th>Function</th>
<th>Description</th>
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<tr>
<td>Actively broker connections</td>
<td>Champion innovative solutions to enhance care coordination and improve transitions</td>
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<td>Advance integration initiatives</td>
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<td>Participate in PCN Evolution and other planning projects</td>
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<td>Coordinate the reporting of progress and impact</td>
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PHCIN Additional Supports

- Coordination
- Facilitation
- Training for New Skills
- Data and Measurement
- Strategic Linkages
- Spread
  - Design Sprints & Co-Design Sessions
  - Physician Leaders’ Network
  - Change Agents
  - Conferences and Events
- Build networks for better transitions
- Dyad supports for physicians
Finding your tribe

Who do you need to join you to be successful?
Engaging Others on the Journey

- Who have you seen doing something great / showing passion for what you are working on in transitions of care?
- How might you engage or involve them in the work?
- What are you hoping they can bring to your efforts?
- What actions can you achieve together that you could not alone?
3.

Tools for Leading Integration

WHAT: Leaders who #GSD
What is the best way to spread new knowledge?

Social CONNECTION/discussion is **14 times** more effective than written word/best practice databases/toolkits etc.

Source of data: Nick Milton
http://www.nickmilton.com/2014/10/why-knowledge-transfer-through.html

Source of image: www.happiness-one-quote-time.blogspot.com
The usual way of leading change

Convene executives and policy makers

Make new programs interventions

Unleash on people that use a service

Leading Integration for People by People

People First! Check multiple perspectives

What could trigger change?

What is deeply needed?

Prototype and Test intervention Small bets before big bets

Scale out, scale up, scale deep

Policy change/champions along for the ride the whole way

Source: https://www.slideshare.net/BenWeinlickMA/design-thinking-and-public-sector-innovation
Behaviours To Role Model & Foster in Others

- Facilitate **sense-making**
  If people don’t understand the **Why**, then the **How**, and finally the **What** they won’t join your cause

- Allow design to be tailored to **local contexts**
  People support what they help create!
  Use this to your advantage and truly co-design; reinforce existing relationships and foster new ones

- Encourage **experimentation**
  Provide abundant opportunities for reflection and conversation
  Collectively learn, iterate and adapt in a safe to try culture

H.J. Lanham et al., How complexity science can inform scale-up and spread in health care:
Understanding the role of self-organization in variation across local contexts. Social Science & Medicine (2012)
“You can’t impose anything on anyone and expect them to be committed to it”

Edgar Schein, Professor Emeritus
MIT Sloan School
Zone Expedition

#4 What are the solutions you want to test?

#5 Do your solutions work?

#6 How will you build up (and build out) your successes?

Planning

#1 Are you ready to work together?

#2 What are your pain points?

#3 How will you work together to develop solutions?
Creating Your Call to Action!

- Recruit a broad tribe and create a sense of “us” rather than “us and them”
- Mobilize through a compelling story
- Build many leaders for integration (the kind we discussed today!)
- Establish relational commitment
- Create commitment to take specific actions
- Seek to utilize resources to shift power and achieve outcomes

Source: https://www.slideshare.net/HelenBevan/the-power-of-one-the-power-of-many-applying-social-movement-principles-to-healthcare-improvement #PHCIN
Hospital to Home Transitions

Bold Next Steps

Within a week I will commit to...
Success

what people think it looks like

Success

what it really looks like
Want to learn more or need some help?

Chris Roach, Manager – PHCIN
Chris.roach@ahs.ca
(403) 471-4312

Picture Source: https://thegamesrack.wordpress.com/2013/01/25/who-you-gonna-call/