Managing Organizational Change During Health Care Reform
Will Your Organization Thrive or Just Survive?

Northeast Business Group on Health
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Who We Are

Pat Drew, Pat Drew & Co., LLC, Leadership Development, Executive Coaching, Team Alignment

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John Tiebout, Independent Organization Development Consultant
Let’s Hear From You

- Name
- Company
- What Brought You Here Today
- Anything Your Organization Is Struggling With?
Agenda

8:30-9:30am. Ground Work
• Introductions
• Background: Key Changes?
• Impact of These Changes on Your People?
• What You Can Do
  Leadership, Team, Communication

9:30-10:30am. Solutions
• Breakout Groups and Problem Solving
• Commitment to Action
Mindset

• Come with an open mind
• Come to share experiences and dilemmas
• Diverse group
• Be Curious
• Be Candid
• Jump in and contribute!
• Give Feedback
Key Drivers Are Influencing the Healthcare System

Healthcare Reform
- Care Delivery
  - PCMH/ACO
- Hospital Readmissions
- Increased Patient Volume

Quality Standards
- Outcomes-Based Performance Programs
- Protocols / Guidelines
- HEDIS
- NCQA

Reimbursement
- Movement toward value-based purchasing
- ACA, CMS Payment Reforms (shared savings, bundled payments)
- Commercial Payers’ (Health Plans, Employers, PBMs)
  - P4P Programs
- Health Insurance Exchanges

Technology
- EMR/ Meaningful Use
- HIEs
- e-Rx
- e-Visits
- Patient Portals
- e-Tools
- Evidence-Based Diagnostics
- Therapeutic Decision Support

Consumers
- Impact of Economy (especially given consumers are carrying more of the financial burden of HC)
- More Informed and Engaged through Technology
- Changing Expectations i.e. retail model
- Utilization of Alternative Medicine

Paradigm Shift in Healthcare

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Examples:

- Employers putting cap on services
- Mt. Sinai latest – consolidation in NY and across the country
  
  The boards of the two hospital systems, Mount Sinai Medical Center and Continuum Health Partners, a network of community-oriented hospitals that includes Beth Israel and the two St. Luke’s-Roosevelt campuses, approved the merger in consecutive votes on Monday and Tuesday. The decision came after a year of courtship and after Mount Sinai, with a last-minute offer, scuttled a deal between Continuum and a competitor, NYU Langone Medical Center, that would have threatened its position.

- The new enterprise would have more than 3,300 beds at seven campuses spread through Manhattan, Brooklyn and Queens, making it the largest hospital system in New York City outside of the public hospital system. It would eclipse the reigning giant, NewYork-Presbyterian Hospital, with 2,600 beds, and would become one of the country’s largest nonprofit systems.

- Mount Sinai and Continuum would join a trend of consolidation among hospitals nationwide, according to a new report from PricewaterhouseCoopers, which noted that higher prices for consumers often follow.
Key Trends:

- Value-Based Purchasing
- Changing Demographics
- Systems Thinking/Continuity of Care
  - Consolidation and partnerships
- Increasing Use of Technology
- Increasing transparency
- Population Community Health Focus
- Decentralization of Healthcare Delivery i.e. Minute Clinics, at home monitoring devices
- Consumerism and patient empowerment

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“The common goal is the well-being of people and the affordability and financial sustainability of the system.”

- Daniel Vasella - Former Chairman of Novartis
Impact of These Changes on Your People
CONTINUUM OF ENGAGEMENT

ANGRY  BORED  CURIOUS  COMMITTED

HOSTILE  DETACHED  NEUTRAL  ENGAGED  LOVE

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HOW TEAMS REACT

Retreat to just getting the job done
Play it safe
Shut out dissenting views
Members regress to traditional roles
Become territorial
Engage in defense mechanisms to reduce anxiety
What is Your Sphere of Influence?

Sphere of Influence

Whom do (or can) you impact?
Everyone is a leader
**HOW YOU AS LEADER CAN HELP YOUR PEOPLE UNDER STRESS**

Remember that the change process is a process, and that people can be helped to move from opposition to engagement over time. (Time takes time)

Seek short-term wins

Reinforce gains

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Tactic #1: Leadership Effectiveness

- Leading Self
- Leading for Results
- Leading Change
- Leading Others
Tactic #2: Team Effectiveness

- Align on goals
- Model candor vs “underground” behaviors/communication
- Encourage optimal Interdependency: everyone in it “together” vs attached to their own personal/parochial goals
- Confront vs avoid conflict
- Achieve role clarity vs blurring of responsibilities
Tactic #3: Communication

- Be Intentional
- Establish a sense of urgency with facts
- Listen—invite expression of resistance
Breakout Groups

What does your team need to succeed?

• What does your team:
  • need to keep doing?
  • need to tighten up, do a little better?
  • need to drastically change?

• What action can you take?
• Select one issue to report out
Report Out and Debrief

Report out
Debrief
Problem Solving
What is one action you will take?
Contact Us

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