Center for Care Innovations
ROOTS Program
Convening Session: Systems Leadership
Momentum

From **More** is Better to **Better** is Better

From **Organizational** Incentive to **System** Incentive

From **My Patient** to **Our Population**

From a Leadership Style of **Control** to **Influence**
Not New News

Behaviors, Social Factors & the Environment
Sources: Feeding America (2016), Map the Meal Gap (2014), and Hunger in America (2014)
Housing and Health

- Majority of adults experiencing homelessness have more than 1 health issue
  - Over 30% have a serious mental illness
  - Over 65% have a chronic condition or a substance abuse disorder
- Homeless individuals use the emergency room almost 4 times more than other low-incomes residents

Source: Economic Roundtable (2009)
Drastic Misalignment

- 88% of national healthcare expenditures spent on medical care
- 70% of overall health is attributed to environmental and behavioral factors directly impacted by socio-economics

Where and how do you start addressing the 70%?

Sources: Bipartisan Policy Center; Dakotafire Media; Root Cause Coalition
Your Aspiration for Addressing the 70%?

• What is your aspiration (as it relates to the ROOTS initiative)?

• Why is this aspiration important to your clinic and those you serve?

• How will you know if you are achieving your aspiration?

• What are your strategies to achieve that aspiration?

• What strategies can be accomplished on your own?

• What strategies require partnerships/relationships beyond your organization?
Attributes of the Challenges

- Complex
- Urgent
- Non-Linear
- Integrated (can't separate them out)
- Critical
- Insidious

Source: Barry Banerjee, Stanford University
Cross-Sector Partnership / Collaboration

Addressing today’s most pressing challenges requires developing the capacity to lead collaboratively and to effectively work across sectors.

By Jeanine Becker & David B. Smith Winter 2018, SSIR

With the rise in complex, interdependent, and emergent challenges, effective change to secure a brighter future will require transformative, collaborative leaders who can effectively lead cross-sector collaborations.
How Health Care And Community-Based Human Services Organizations Are Partnering For Better Health Outcomes

Quiana Lewis

June 29, 2017

Brief communication
Creating a “Wellness Pathway” between health care providers and community-based organizations to improve the health of older adults

Maria A. Han MD, MSHPM; M. R. J. Ivy Kwon MPH; Carmen E. Reyes; T. G. D. J. Laura Trepis MSG, MFA; June Simmons; Catherine Sankarian MD, MSHPM;

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Abstract
To effectively manage the health of older high-risk patients, health care organizations need to adopt strategies that go beyond the doctor’s office and into patients’ homes.
## Social and Operational Impact

<table>
<thead>
<tr>
<th>Case Study</th>
<th>Impact Achieved</th>
<th>Details</th>
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<tbody>
<tr>
<td>A hospital implemented a community care network and achieved:</td>
<td>.8 Day Reduction in Average Length of Stay for SNF Patients</td>
<td>Over $2.2 Million in Savings from Initial LOS Reduction Alone</td>
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<td></td>
<td>Improved Efficiency in Door-to-Bed Times for Admitted Patients</td>
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<tr>
<td>A hospital partnered with a CBO and FQHC on a short-term respite program to achieve:</td>
<td>85% Readmission Reduction for Respite Participants</td>
<td>2 Week Reduction in Average Length of Stay for Participants</td>
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<td>Serving over 200 Homeless Patients Annually</td>
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<td>A health plan engaged a CBO to create a community care settings program achieving:</td>
<td>50% Reduction in Total Cost of Care per Member per Month</td>
<td>60% Reduction in Hospital Average Length of Stay</td>
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<td></td>
<td>95% Retention Rate in Community Placement at 6 Months</td>
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Partnership Evolution Requires System Thinking-Leading
Partnership as a Means, Not the End

• What strategies require partnerships and relationships beyond your organization to reach your aspiration?
  
• What partners are the most appropriate in helping achieve these strategies?
  • Why?

• How will you engage the potential partners?

• How will you know your partnerships are working?
Partnership Learning So Far

• **Leadership** (influence, power, relationship capital, systems awareness)

• Financing Mechanism (beyond the grant)

• Partnership / Collaborative Design (integrated structure)

• Partnership Selection

• Capacity Needed Across Sectors and Together

• Results

• Market Conditions
“The new smart will be determined not by what or how you know but by the quality of your thinking, listening, relating, collaborating, and learning.”

-Ed Hess, Harvard Business Review
The Dawn of System Leadership

The deep changes necessary to accelerate progress against society’s most intractable problems require a unique type of leader—the system leader, a person who catalyzes collective leadership.

By Peter Senge, Hal Hamilton, & John Kania | Winter 2015
Why System Leadership?

Challenges in the domain of Complex v Complicated
Why System Leadership?

Characteristics of a complex system:

- **Adaptability** – independent constituents change their behaviors in reaction to those of others
- **Emergence** – novel patterns arise which are often not predicted by the fundamental properties of the system’s constituents
- **Non-linearity** – a change in one property does not necessarily produce a proportional change in another property
- **Phase transitions** – system behavior changes, often suddenly and irreversibly
- **Self-organization** – mutually adapting constituents self-organize with no entity designing or controlling

- Barry Banerjee, Stanford University
Why System Leadership?

- Your clinics are inspired and dedicated to create healthier communities at a time when there are no clear solutions.
- Your population faces complex and unique health challenges beyond the capacity of one clinic to solve.
- Because you cannot address the social determinants alone, your role as a leader in the system of health requires you to be collaborative.
- Creating better care for your population for lower cost necessitates your ability to evoke and utilize diverse perspectives in new ways.
Three Dimensions

1. An **individual system leader** is someone who plays a leadership role in his or her organization not only for its own benefit, but for the benefit of the broader system in which it operates.

2. An **institutional system leader** is an organization that pursues its own interests in ways compatible with, and that intentionally contribute to, the health of the system in which it operates.

3. **Interactive system leadership** comes from a special type of organization that mobilizes supports, aligns and coordinates the efforts of individual and institutions across the system to accelerate progress and achieve scale.

- World Economic Forum
Six Mindsets

1. Impact minded
2. Ability to imagine a different future
3. System minded
4. Urgency minded, but also patient
5. Process minded
6. Facilitative

- Barry Banerjee, Stanford University
Four Capabilities

1. Ability to see the larger system

2. Understand risk and incentive for multiple partner entities

3. Foster reflection and dialogue to transform relationships among those that shape the system

4. Activate change through influence v. control
Ability to See the Larger System

To better identify and develop partnerships that are right for you and those you serve

1. Develop keen awareness of incentives and challenges of
   
   a) Current and future clients
   b) Your organization
   c) Other players and partners

2. Consider the variables in your system and how they shift and interrelate
Foster Reflection and Dialogue to Shape the System

1. Periodically stand back from operations

2. Dissect market opportunities

3. Assess key relationships with potential to seize market opportunities

4. Consider how key relationships might be transformed
Activate Change Through Influence v. Control

1. Balance advocacy and inquiry in partner relationships to clarify value and expectations

2. Develop agreements and hold discussions for mutual accountability and authority

3. Establish regular reflections, including feedback mechanisms, to optimize adaptability
Understanding Risk and Incentive for Partners

1. ROOTS cohort organizations grappling to secure desired partnerships using current outreach efforts

2. Leaders express uncertainty about how to better engage existing partners

3. Demonstrating value requires deep awareness of and speaking to what matters to partners
Understanding Risk and Incentive for Partners

Identify a potential partner (or a network of partners) to profile and address the following questions:

- What does this partner organization value?
- If you are working with an individual within the partner organization, what does he or she value?
- What is this organization’s readiness for change?
- What are the reasons that are potentially strong enough to inspire movement and/or change?
- What might be the reasons to maintain the current state?
- How might this organization perceive the problems?
- What might influence this organization to engage?
- What might influence the individual(s) to engage?
- What process and/or approach might they respond to in thinking about a cross-sector initiative / partnership?
- What are the other relationships and/or power dynamics to understand?
1. System mapping

2. Peer shadowing

3. Relentless pursuit of two questions
   a) What do we want to create?
   b) What exists today?
   c) And, use the gap between the two to generate energy and inspire engagement
“In every economic shift a new asset class becomes the main basis for productivity, growth, and opportunity. ...in the knowledge-human economy, it is human capital – talent, know-how, empathy, and creativity. These are massive undervalued human assets to unlock.”

-Bryon Auguste, Co-Founder of Opportunity@Work, Former Economic Advisor to President Barack Obama
Resources

- The Dawn of Systems Leadership
- The SCAN Foundation Linkage Lab 1 Case Studies
- The SCAN Foundation Linkage Lab 2 Case Studies
- The SCAN Foundation Innovation In Health Care Award Case Summaries
- 20/20 Foresight
- The Community Cure for Health Care
- Why the Healthcare Sector Needs Systems Leaders
- Multi-Sector Partnerships Have the Potential to Transform Health, But Most Aren’t There Yet
- Multi-Sector Partnerships Need Further Development to Fulfill Aspirations for Transforming Regional Health and Well-Being
- Beyond Health Care: The Role of Social Determinants in Promoting Health and Health Equity
- Creating a “Wellness Pathway” Between Health Care Providers and Community-Based Organizations to Improve the Health of Older Adults
- Defining the Health Care System’s Role in Addressing Social Determinants and Population Health
- Health Care That Targets Unmet Social Needs
- Integrating Medical and Social Services: A Pressing Priority for Health Systems and Payers
- Why Big Health Systems Are Investing in Community Health
- The Social Determinants of Health Are More Than Just Poverty
- The Rise of the Anchor Institution: Setting Standards for Success
- Committed Leadership Trumps Healthcare Uncertainty
- Aspen Ideas Festival: Systems Leadership, Tackling Complexity and Scale
Final Thoughts
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