

Sustainability: Leadership through Effective Change

Section C of the Self-Assessment Tool



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Learning Community Working Agenda: Innovation & Creativity

- Overview & Context for the Learning Community Session
- Leveraging the Self-Assessment Tool Section C: Have it nearby
- How does change leadership support sustainability? (C4)
- Tools of engagement: Networks sharing best, promising & wise practices (C5 a/b)
- Boards Supporting Change Leadership: Challenges & Alignment (C6 - 8)
- Announcements and Next Call: Network Board Development, March 19th

Network Learning Community Agreements: Suggestions

- Arrive on Time & End on Time
- Engage in Deep Listening: Avoid Technology Temptations
- Pose Questions: Someone else probably has the same inquiry
- Pose Promising Practices: Every network is unique
- Take on one learning opportunity between sessions
- Leave politics at the door & bring respect into the room

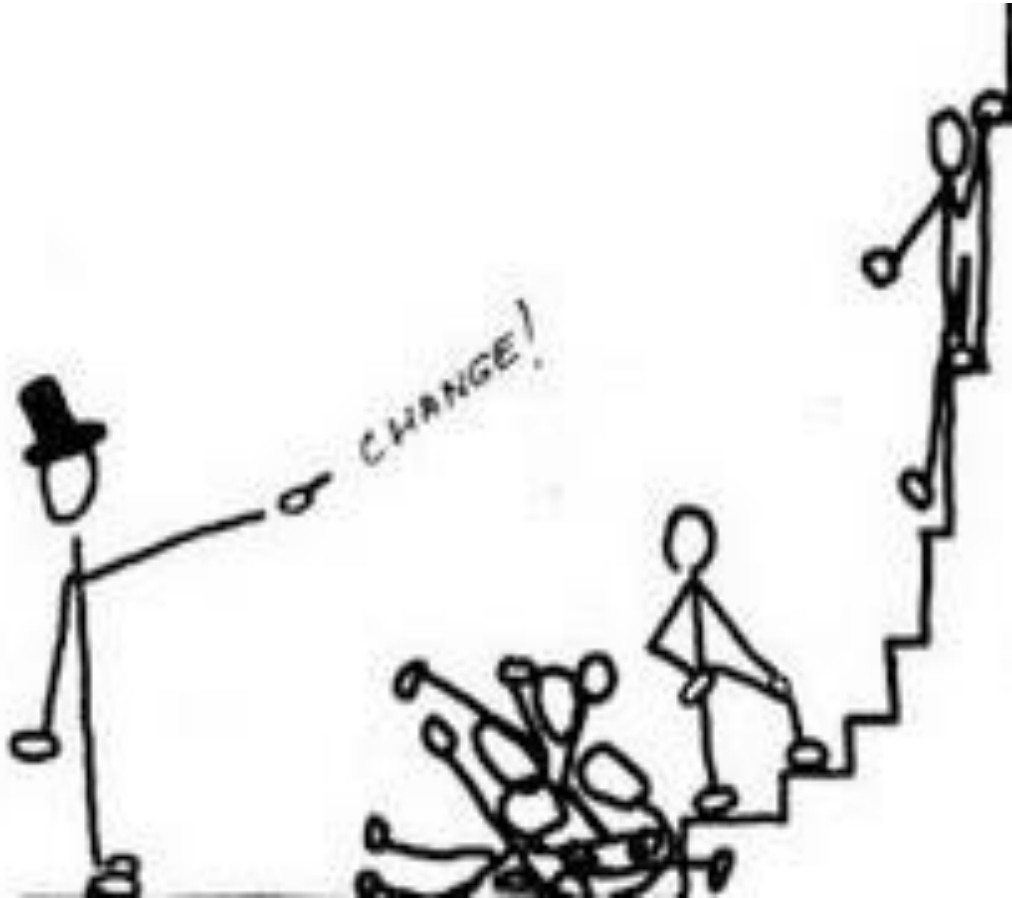
Network Self-Assessment Tool



The Case for Change Leadership: Rural Health Networks

From a national conversational perspective, the first informal meetings of NCHN (National Cooperative of Health Networks) began in the late 1980's. Early **network pioneers** would choose a regional location, and meet for a few days to discuss activities of their networks. The five to seven members represented newly **organized networks, each unique and a visionary** in forging a new approach to **forming relationships among largely competitive institutions and providers to achieve quality, affordable, and sustainable health care**, particularly in rural areas (Adapted from the [NCHN Website](#))

How Do We Provide Leadership for Change?



When You Consider Change, What Emerges?

- **Change** occurs at many levels in your network and in the communities you serve.
- There are multiple individual and organizational **levels of comfort** with change, and you will find that these levels also change over time.
- One essential tool for determining when and how to introduce change in a network is to pose this question: **What is it time for now?**
- Change **varies in intensity** and each individual holds a unique perspective on the intensity level of the proposed or actual change.
- It is **challenging to predict** when a change will be fully implemented. Often multiple change efforts are moving through your network simultaneously.
- As a network leader, you **introduce and integrate** new and innovative concepts, practices, technologies and stakeholders.

Self-Assessment Tool: Section E

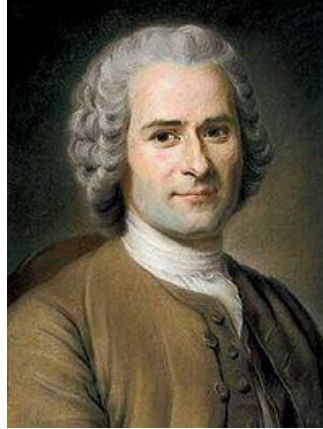
4. The Network leadership and Board are constantly identifying resources to discuss promising practices for building and sustaining viable rural healthcare networks?

☐ Yes

☐ No

☐ Maybe





“There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success than to take the lead in the introduction of a new order of things.”

Jean-Jacques Rousseau

Forms of Change: What is Needed Now?



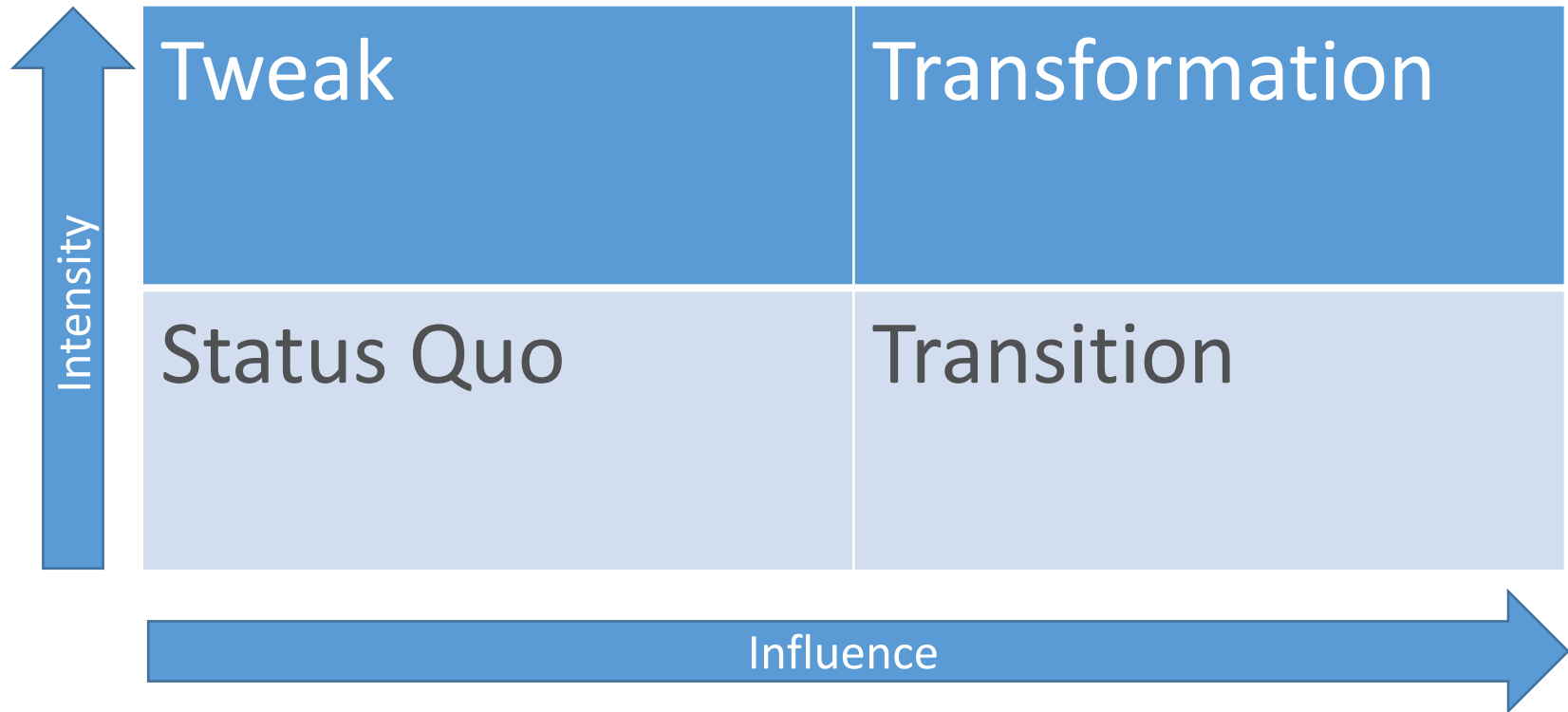
What Is the Outcome of Change Efforts?

We hear about many change efforts that fail to meet the expectations of stakeholders.

We talked about the process of stakeholder engagement leveraged by the Network as the key tool to support innovation & creativity – this is one form of change.

Why, then, do we have such a high failure rate?

One Tool: Determine the Required Change Intensity



Invite Change & Rank the Intensity of the Opportunity

5. The Network is building relationships with other Networks to benchmark and gather promising practices:

- ☐ Completely
- ☐ In large part
- ☐ Somewhat
- ☐ Minimally
- ☐ Not at all

Benchmarking Opportunities (list):

- Other Networks
- National Meetings
- Informational Calls

Think about Your Own Influence of Change...



Take this Time To Assess....

Reflect on a major change initiative that was extremely successful.

What was the change? _____

- What conditions contributed to this success?

- Describe the outcome(s): _____
How did the Board respond? _____
How did key community stakeholders respond?

- What did you contribute? _____

And Now, this Assessment:

Now, reflect on a major change initiative that was an all around failure.

What was the change? _____

- What conditions contributed to the outcome?

- Describe the outcome(s): _____

- How did the Board respond? _____

- How did key community stakeholders respond?

- What did you contribute? _____

What Worked? What Didn't? What Can You Learn for the Next Pilot?

6. Going forward, the Network members are feeling:

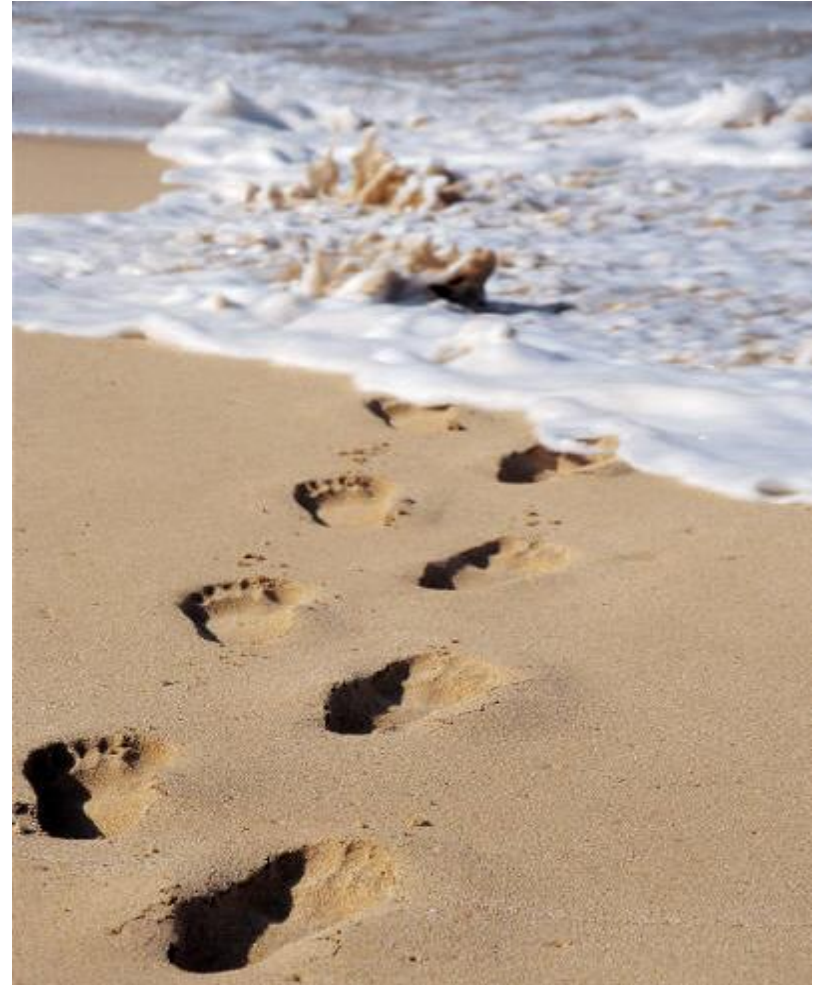
- ☐ Completely Confident
- ☐ Pretty Good
- ☐ Okay
- ☐ Could be better
- ☐ Nervous/uncertain

7. What challenges does the Network face and what advantages does the Network have?

Network Start-up Demands:
Challenges
Advantages
Key Stakeholder(s)

2nd Tool: New Supporting Structures

- Determine the **Intensity** of the Change.
- Consider the **Number & Intensity** of Change Initiatives.
- Consider the required **Supporting Structures**.



Where You Need to Consider Additional Structure:

8. On what issues does your Network seem to have significant understanding?

- **Topics with aligned understanding**

Membership Consensus: Yes or No

Structure: Continued Discussion/Benchmarks

- **Topics with a lack of understanding**

Membership Consensus: Yes or No

Structure: Time & Board/Community Advocates

- **What additional research would be beneficial?**

Structure: Board & Community Input (Dropbox)

Next... Where Will I Examine Change over the Next Month and Consider Options:

Target for Change:

- _____
- _____
- _____
- _____

Level of Intensity:

- _____
- _____
- _____
- _____



Next Meeting:
Thursday, March 19th
Network Board Development