

Rural Healthcare Networks

Sustainability: Leadership through Effective Change
Section D of the Network Self-Assessment Tool



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TA Educational Call Working Agenda: Leadership Through Effective Change

- Overview & Context for the TA Webinar
- What emerged? Experiments in Communication Momentum (Section C)
- Leveraging the Self-Assessment Tool – Leadership through Effective Change
Section D: Have it nearby
- How does change leadership support sustainability?
- Tools of engagement:
Networks sharing best, promising & wise practices
- Boards (or, any Advisory Body) Supporting Change Leadership:
Challenges & Alignment
- Announcements and Next TA Educational Call:
Network Innovation & Creativity

Network TA Educational Call Agreements: Suggestions (reminder of a tool)

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

Network Self-Assessment Tool

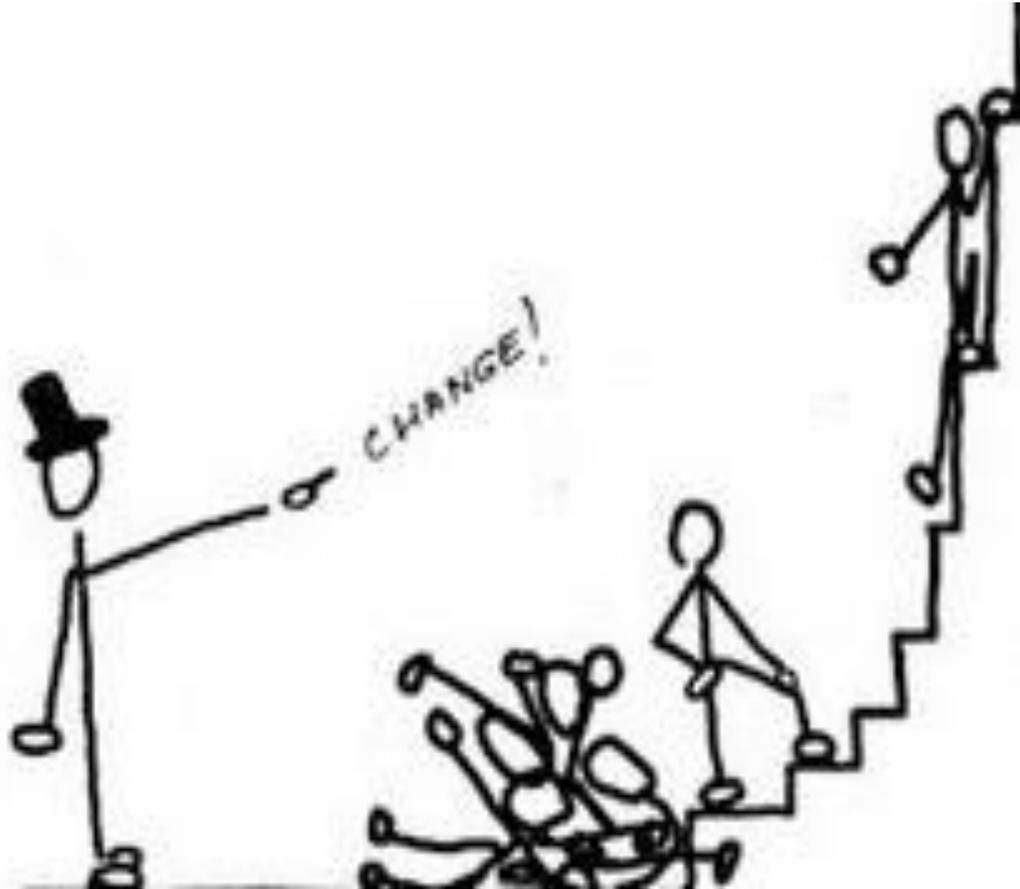


The Case for Change Leadership: Rural Health Networks

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 healthcare**, particularly in rural areas (Adapted from the NCHN Website at www.NCHN.org)

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.

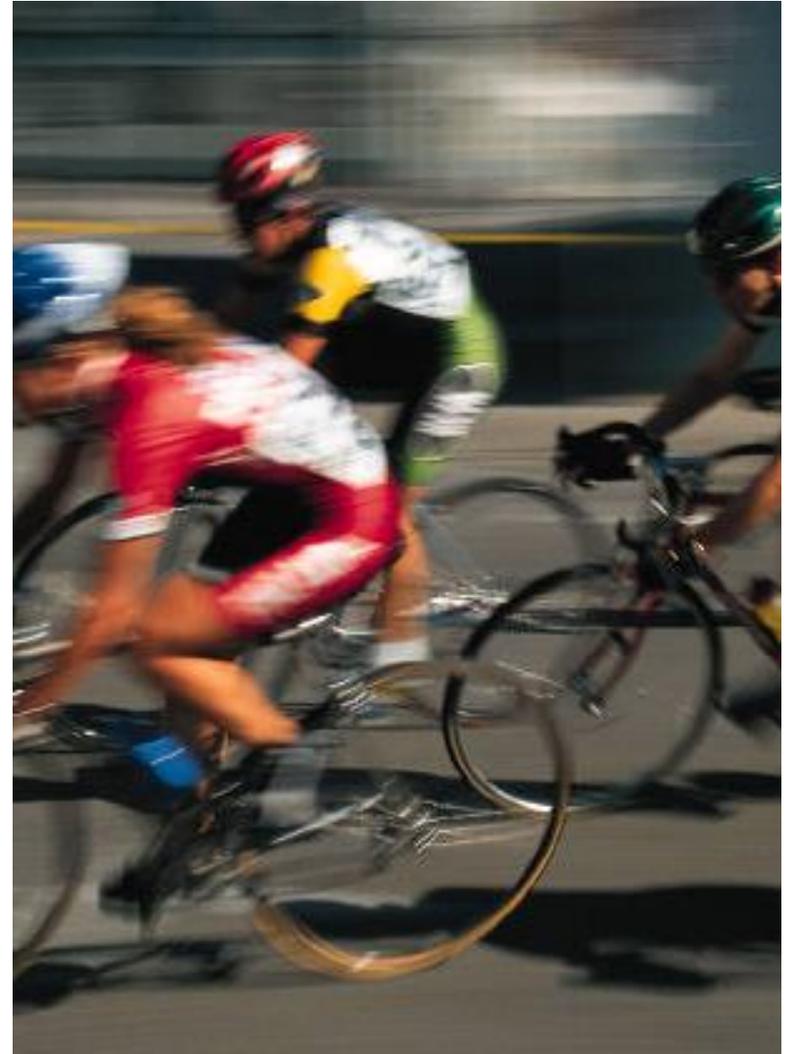
Self-Assessment Tool: Section D

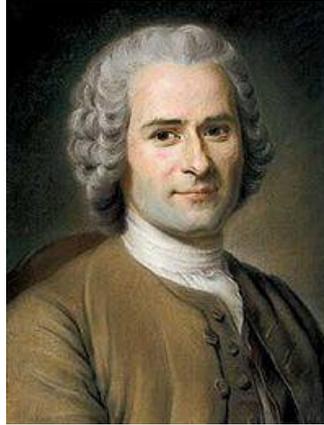
D1. The Network leadership and Board (Advisory body) are constantly identifying resources to discuss promising practices for building and sustaining viable rural health care networks.

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?



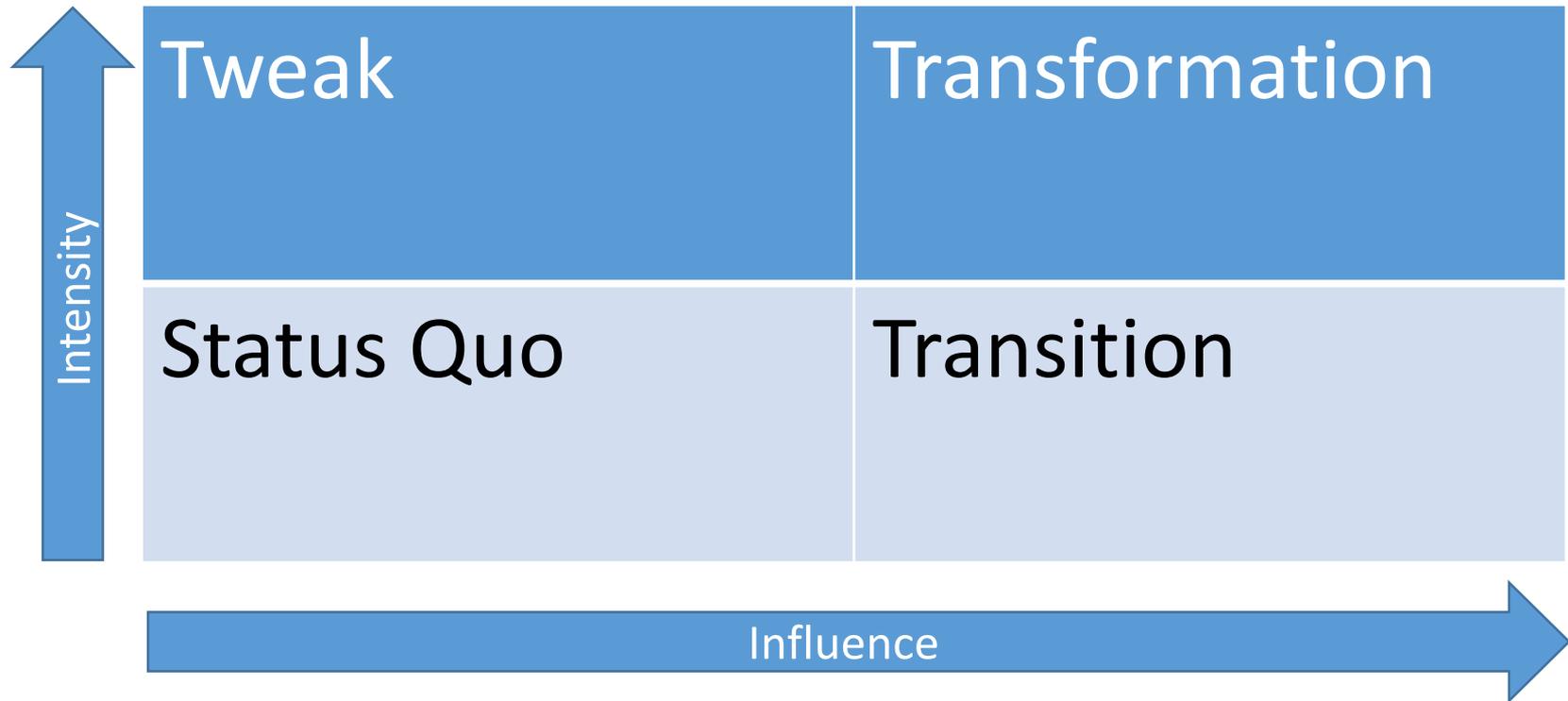
What Are Outcomes of Change Efforts?

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

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

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

Tool One: Determine the Required Change Intensity



Invite Change & Rank the Intensity of the Opportunity

D2. 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 on Change...



Take this Time To Assess....

Reflect on a major change initiative that was extremely successful in your Network.

What was the change? _____

- What conditions contributed to this success?

- Describe the outcome(s): _____

How did the Board/Advisors 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 in the Network.

What was the change? _____

- What conditions contributed to the outcome?

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

- What did you contribute? _____

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

D3. Regarding sustaining a viable rural health network, the Network members are feeling:

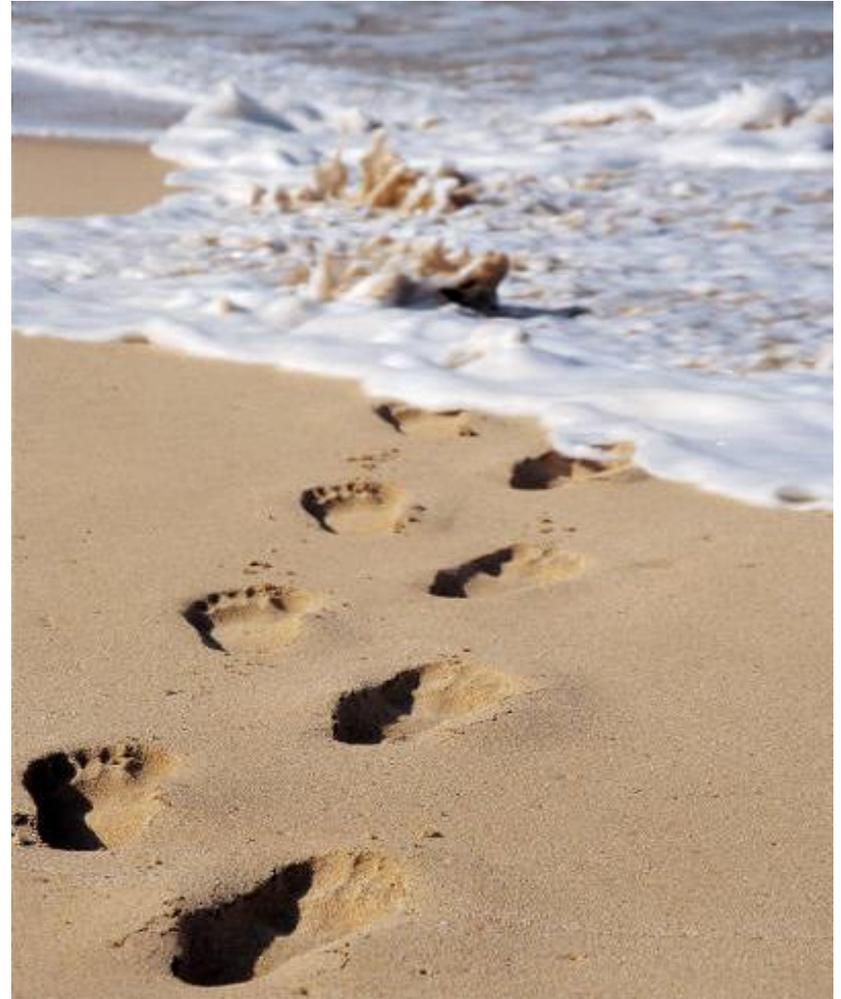
- Completely Confident
- Pretty Good
- Okay
- Could be better
- Nervous/uncertain

D4. What challenges does the Network face and what advantages does the Network have related to sustaining their efforts?

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:

D5. On what issues or goals does your Network seem to have significant understanding?

- **Topics with aligned understanding**

Membership Consensus: Yes or No

- **Topics with a lack of understanding**

Membership Consensus: Yes or No

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

Structure: Board/Advisors & Community Input through Research (Dropbox). Opportunity for wide engagement around possibilities.

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

Opportunity for Change:

- _____
- _____
- _____
- _____

Level of Intensity:

- _____
- _____
- _____
- _____



Next Meeting:
Check in on your Pilots & Experiments with Change
Network Innovation & Creativity

Network TA Resources

Available in our Resource Library:

[“Engaging Stakeholders During Times of Change and Transition”](#)

