

Creating and Implementing Clinically Sound, Innovative Programs

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Session Objectives

1. Understand the requirements for successful program creation.
2. Identify key threats to program development.
3. Learn the market, operational, clinical and personal factors that enable a successful program rollout.



Alternate Workshop

“How To Appear To
Make Progress
Without Really
Changing Anything.”



Application

Factors that enable a successful program rollout.

- Market
- Clinical
- Operational
- Personal



Market Factors



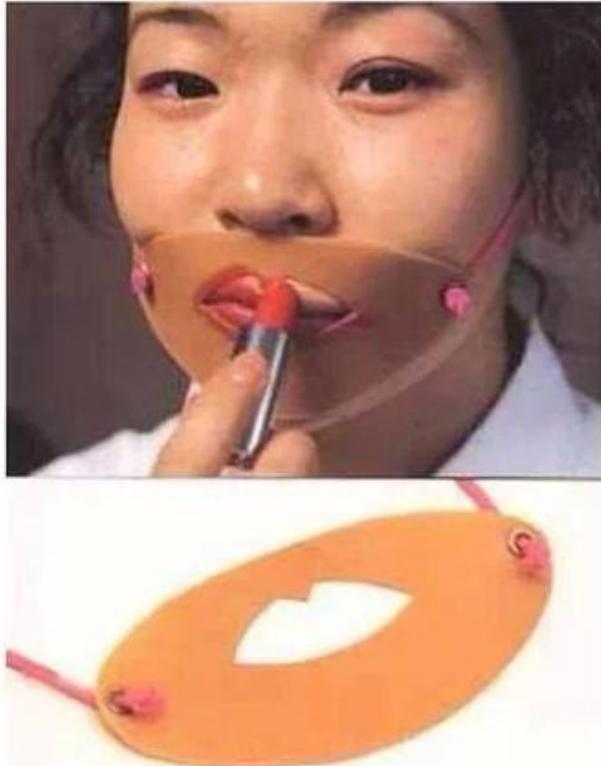
Market



Don't make what you want. Make what your market wants.



Market



Market



Prepare for your pitch

Be Excited

- Draft the dream of the project fulfilled.
- Paint the picture of the benefits of completion.



Prepare for your pitch

Be self-critical

- What is the evidence that your idea is desired?
- How many sources do you have for this evidence?
- Is this a want or a need?
- Who would be willing to pay for it?
- How does it pay for itself?

Answer Criticisms

- Prepare responses in writing. Document evidence.

Find comparable projects/products/services

- Is someone already doing this well in this industry or another industry?
- How will this project be the same or different?



Clinical Factors



Four Foundations

- Evidence-Based
- Research-Informed
- Theory-Informed
- Common Sense



Research needs translation



Operational Factors



Change Anxiety



Legitimate anxiety

- Project will not work
- Project will cause additional problems
- Leadership isn't listening
- Fear of history repeating itself
- Personal challenges with change



Force-field Analysis and the Lewin* Change Model

- Forces for change
 - Driving forces
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- Forces resisting change
 - Restraining forces

Equilibrium = No change

Driving force **MUST** exceed restraining force

Lewin's model

- **Unfreeze** – Shake up stage, focus on developing awareness for need for change, nature of change needed, methods planned, needs of those affected
- **Change** – Define challenges, identify solutions, create and follow project plan to implement change, troubleshoot to find solutions
- **Refreeze** – Lock in changes and stabilize, consolidate, evaluate and support, prevent regression to old ways

Lewin Force Model



Forces for change

Opportunities →

Grant \$\$\$ →

Competition →

Proposed Change

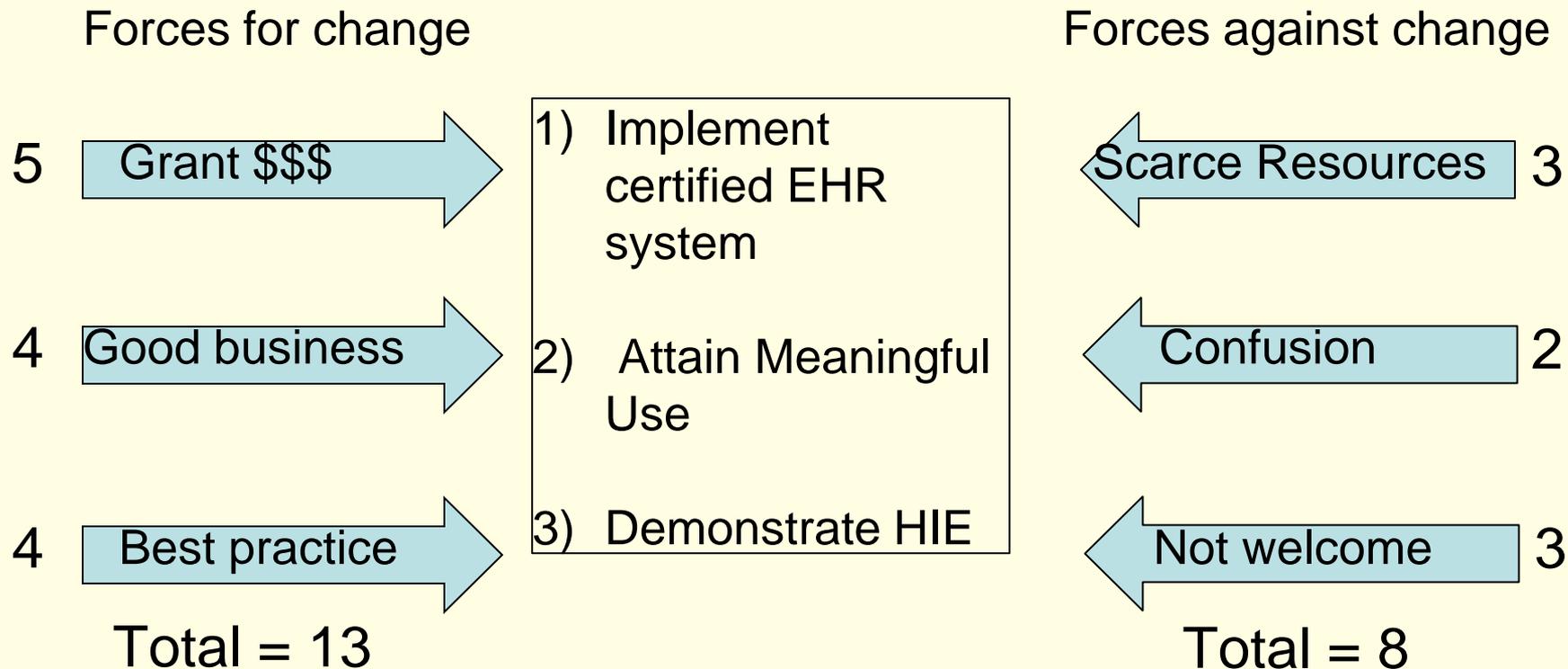
Forces against change

← Scarce Resources

← Confusion

← Not welcome

Post- Intervention Force Field Analysis Scoring



Unfreeze

Proposals

Mini - Proposal

Draft - Proposal

Final - Proposal



Highlight Dissatisfaction



- **Create a shared vision**
 - Increase awareness about the new health care marketplace
 - Underscore role new project will have in meeting new demands
 - Link to organizational mission and management priorities
- **Create individual motivation**
 - Why exchange current status quo for new reality?
 - What are the underlying best practice principles?
 - How will individual staff person benefit personally?
 - Acknowledge difficulties and recruit their assistance overcoming barriers.
 - Highlight better future reality.



Who Should Be included?



Plan

- Make a Change Plan
- Communicate the Change Plan
- Make and Use a Change Management Plan



Change

Pilot





Change Management

- Projects make changes to processes, systems, tools, job roles and even organizational structures
 - Require individuals to change how they do their jobs
- Change management is the application of the “set of tools, processes, skill and principles for managing the people side of change to achieve the required outcomes...”
- Goal is to support individuals through the required changes – not impose change

(Prosci, Inc. 1996. Retrieved February 2012 from www.change-management.com)

Change Management Removes Barriers

- Pressure about developing new skills
- Fear of looking stupid or incompetent in these new skill sets
- Fear of losing professional status
- Pressure re: management expectations for improved performance and effectiveness
- Pressure connected with a perception of more control by management resulting in an expectation of fewer errors
- Fear of job loss due to the new technology, changing roles

Ongoing Change Management and Workflow Analysis

- **Process**

- **Identify** the need for change in the current state
- **Summarize** need and vision in change request
- **Log** the change request (name, date, brief description, any additional follow up for clarification)
- **Evaluate** - Project Manager evaluates the change impact on project schedule (time, cost and scope), includes in request
- **Submit** change request internal change control board/group
- **Decide** - Obtain decision
- **Implement** change or document reason for no change in log



Intervene to Strengthen Forces for Change Implement and “Freeze” (Stabilize) Change

- “Change” Interventions
 - What will their job look like when the project is fully implemented?
 - What workflows will be affected?
 - How will the change be monitored and controlled?
 - Staff involved in the planning?

Refreeze



“Freeze” (Stabilize) Intervention

- Reward skill development, active project support
- Set a cut-off date for doing things “the old way” and 100% transition to the “new way”
- Implement training plan

Market Factors
Clinical Factors
Operational Factors



Personal Factors





Creation
is fun for
some
and
scary
for
others.

**Be considerate of those
who don't like change.**

**Help them understand
the necessity and
inevitability of change.**

Make a plan with them.

**Help them save-face and
not be embarrassed.**

Threats to program development



- Blindness to market forces or criticism
- Poor planning
- misalignment with principles
- Misalignment with workflow and funding streams
- Underfunded
- Lack of leadership buy-in
- Lack of staff buy-in
- Poor execution
- No or poor monitoring of pilot or implementation
- Creation of larger problems as a result

Summary



- Sustainable products and services are rooted in market drivers and clinical evidence.
- Invite criticism. Consideration should be given to opposing ideas.
- Stakeholder consideration is valued during all stages of the project
- Staff are informed, engaged and included in development and refinement
- Consideration given to what will motivate stakeholders to make the transition
- Staff involvement is critical in workflow analysis and redesign
- Lack of buy-in at all levels will harm the project.
- Consider those for whom change is difficult and plan with them.

Thank You!



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