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Program Evaluation and Research Unit

Creating and Sustaining Change

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Learning Objectives

By the end of this module, you will be able to do the following:

1. Define **organizational health**
2. Describe the **relationship** between organizational health and change
3. List keys to **sustaining change**
4. Discuss some ways to **improve** organizational health

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What is Organizational Health?

Organizational health is the ability of an organization to “align around a clear vision, strategy, and culture” to innovate effectively and sustainably.

(Pringle et al., 2015)

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Impact on COE Outcomes

- Organizational health is **positively** correlated with several **COE/client outcomes**
- Wait time from **initial contact to SUD admission** was positively correlated with the most organizational health items
- More **significant** correlations for Physical Health COEs than Behavioral Health COEs
- **2:1** ratio of positive to negative associations.

(O'Connor et al., 2020)

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Complex Adaptive Systems (CAS)

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Recent and Upcoming Changes

- MCO **oversight** of COEs
- **Quality** improvement
- Improved **data collection**

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Connecting the Systems Transformation Framework (STF)

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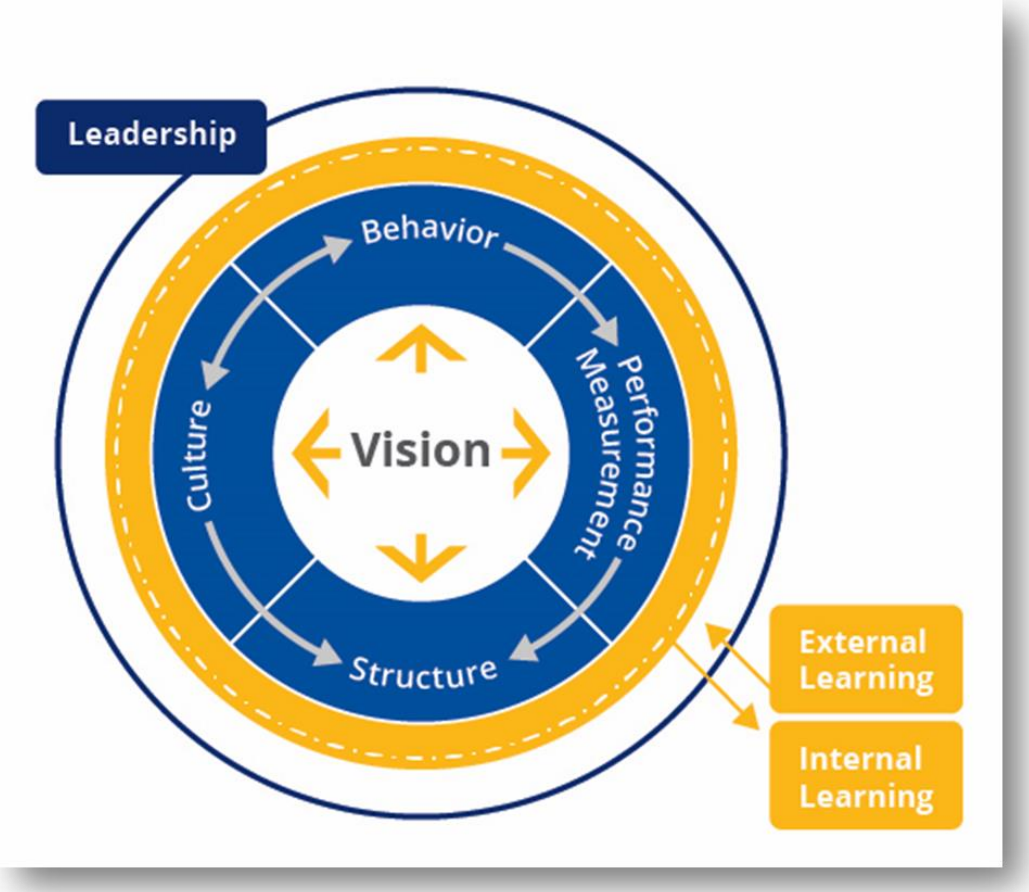
The Systems Transformation Framework



Organizational Health:

- Guides system **transformation** around vision
- Uses **vision** to influence culture, structure, behavior, and performance measures
- Manages through **servant leadership**
- Influences by **learning**

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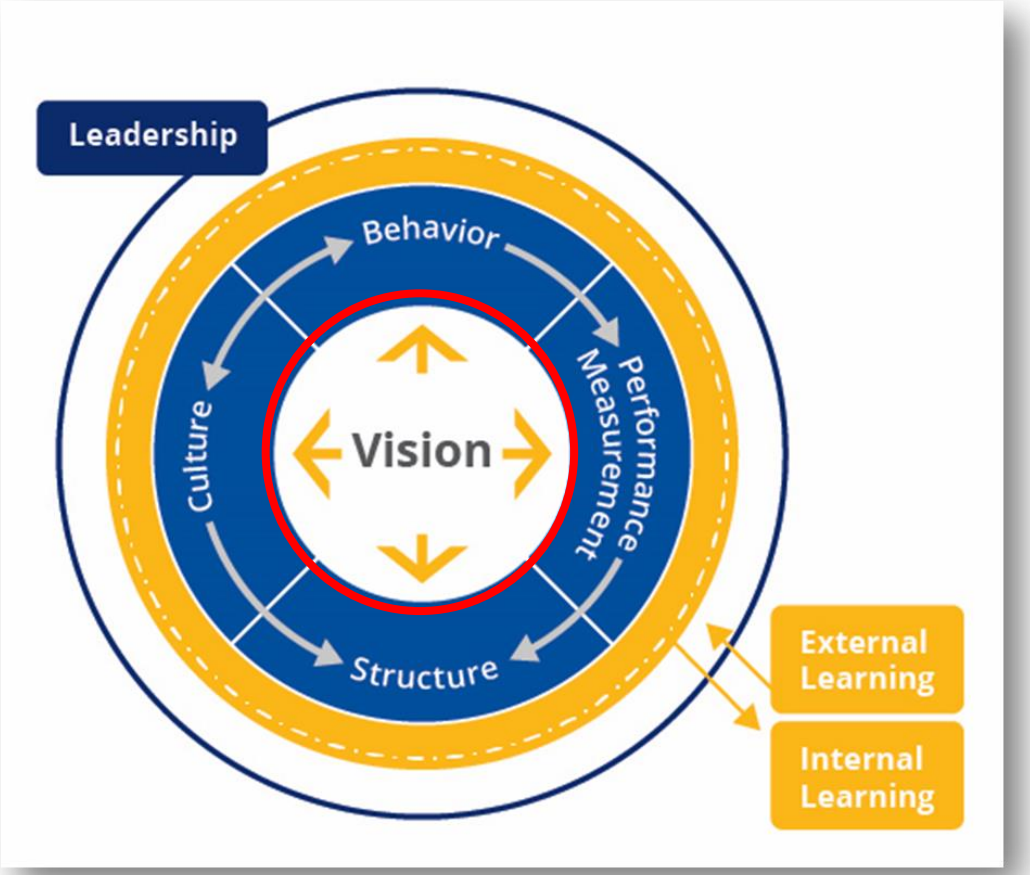
Vision: Shared Understanding and Designated Resources to Goal-Related Processes



Align vision and goals to:

- Make them **consistent** with **resource** allocation and **actions**
- Help **move the work** that an organization does in a consistent direction

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COE Vision

The Pennsylvania Department of Human Services (DHS) defines the vision of the COE as: “ensuring **effective care coordination**, **integrating physical and behavioral health** needs for every patient with an Opioid Use Disorder (OUD), and **increasing access to Medication-Assisted Treatment** (MAT).”

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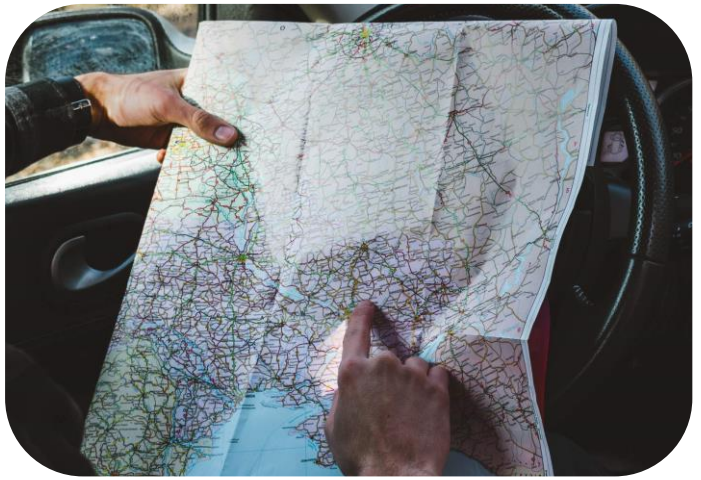
Characteristics of a Strong Vision

Clear, succinct ideal goal

Known and embraced by all



Guides all work in the organization

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Vision: Application

- **Display** the Vision throughout the COE
- Copy the Vision on **COE materials**
  (e.g., email signatures, agendas, etc.)
- State the Vision in meetings when **encountering challenges**
- **Reflect** on the Vision during client-specific case consultations
- Incorporate education on the Vision and its importance into the **onboarding process**

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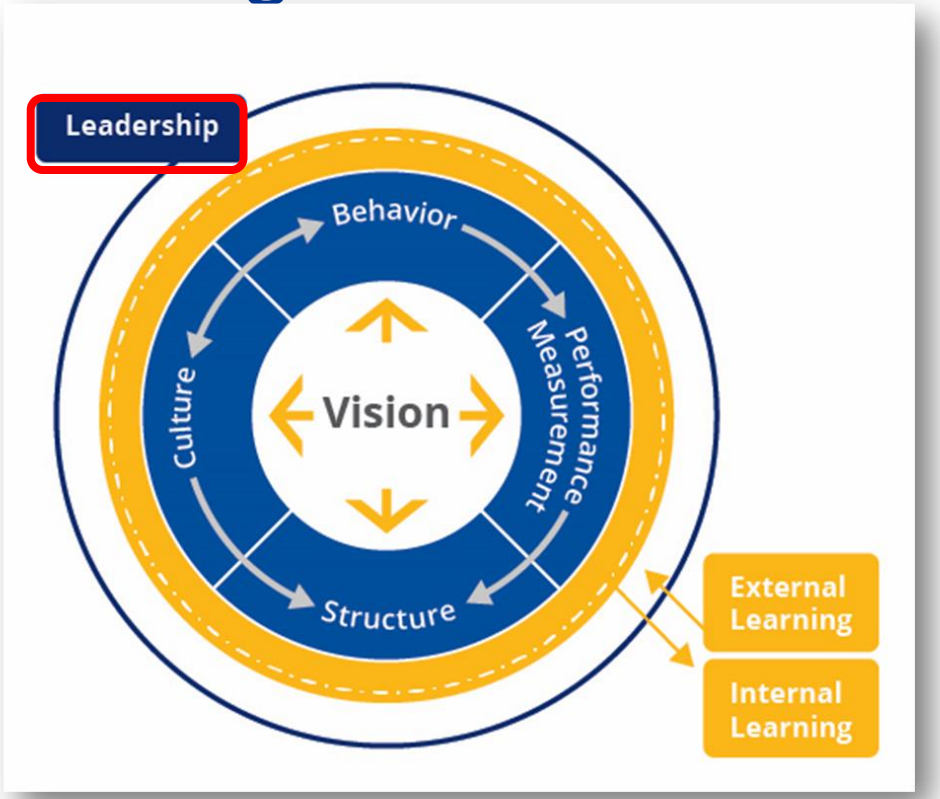
Leadership: Organizational change strategies include identifying champions, creating change teams and forming coalitions



- People who design the system's structural and process changes and the lever that can best drive change in an organization's patterns

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Strong Leaders Realize

- Every team member within the COE intends to do a **good job**
- Every team member should be **recognized** for their performance
- Their role is to **provide** their team with the **tools and resources** to perform optimally

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Seven Leadership Principles

Vision

Empower through delegation

High expectations

Consistent and fair

Effective communication

Continuous improvement

Servant leadership

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Power

Over	For
• May present as **dismissive** • Decision-making without consulting others leads to feelings of being **undervalued and less motivated**	• Toward achieving a **greater purpose** • **Empower** those around the leader • **Advocate** for staff • Make Vision-oriented decisions

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Leadership Starts with YOU

You lead yourself before you lead others.

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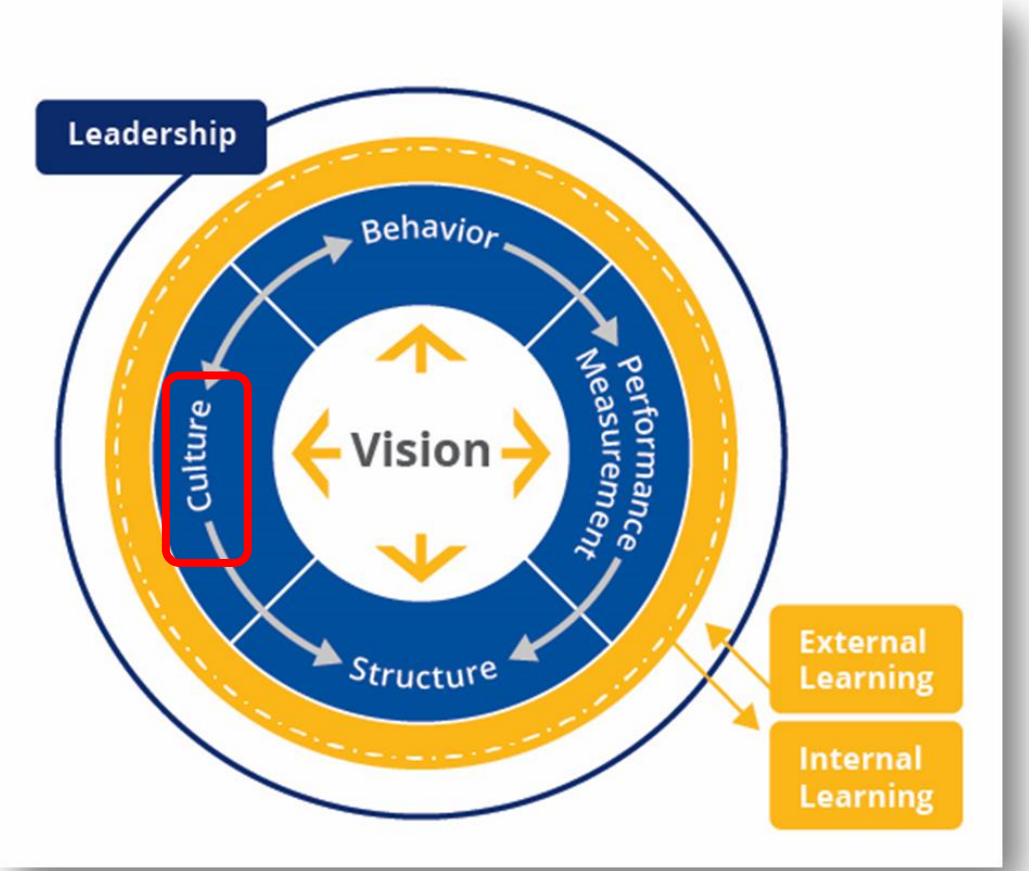
Culture: Organizational Impact of Turnover



- High **staff turnover** makes it a challenge to implement training and education necessary for a standard initiative.
- COEs with high turnover tend to have low employee morale

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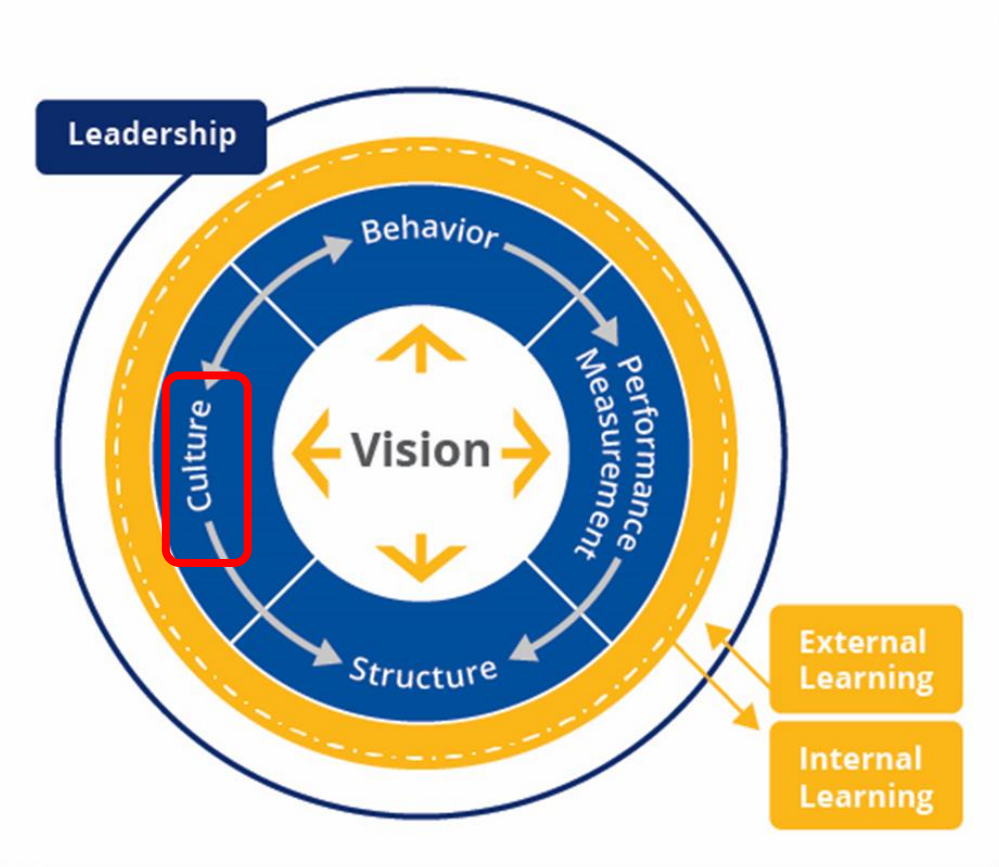
Culture: The Impact of Turnover on Clients



Impact on Patient Care

- Clients stay in treatment longer when they have the same counselor
- Positive relationships between patient and counselor are associated with greater treatment participation

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United Culture

- Increased **understanding** of one another
- Increased **collaboration**
- Increased **respect** for one another's roles

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Culture: Application

- Offering incentives
- Develop and communicate clear career pathways
- Group meetings to process burnout

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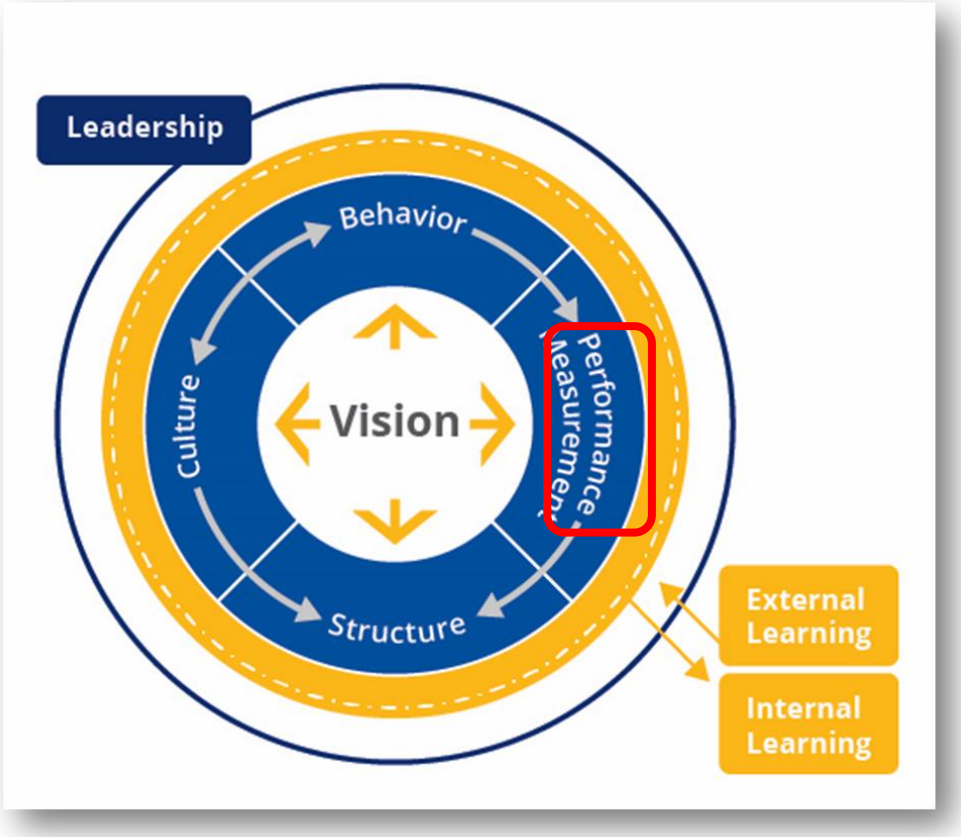
Performance Measurement: Evaluating Progress toward Vision



Encourage accountability for aligning work and using consistent practices

- Real-time
- Meaningful
- Quantifiable metrics
- Catalyst for improvement
  - Inform systems change
  - Support internal learning

1(Lukas et al., 2007)

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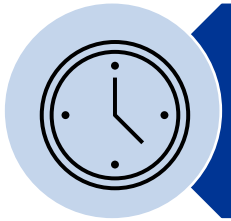
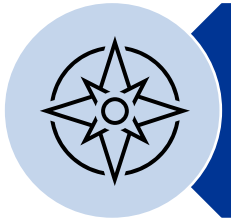
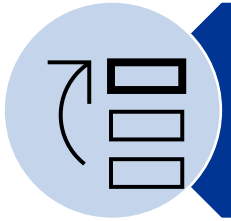
Effectively Utilizing Performance Measurements



Real-time collection



Consistent with Vision



Prioritized and managed

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Potential Challenges at COEs

Challenge

1. **Overwhelmed** by data collection requirements
2. Performance measures used **incorrectly**
3. Generic data reports **do not reflect** COE's performance measures

Recommendation

1. Use **electronic health records** and other software to collect data
2. Ensure staff **understand** how measures are monitored
3. Pilot a system **on paper** first

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Performance Measurement: Applicaion

The **Vision** and an effective **internal learning system** are used to **prioritize** and **manage** performance measurements. When members understand how a performance measure relates to the Vision, they will better understand the measure's value and be **motivated** to **implement** a change that **improves** the measure.

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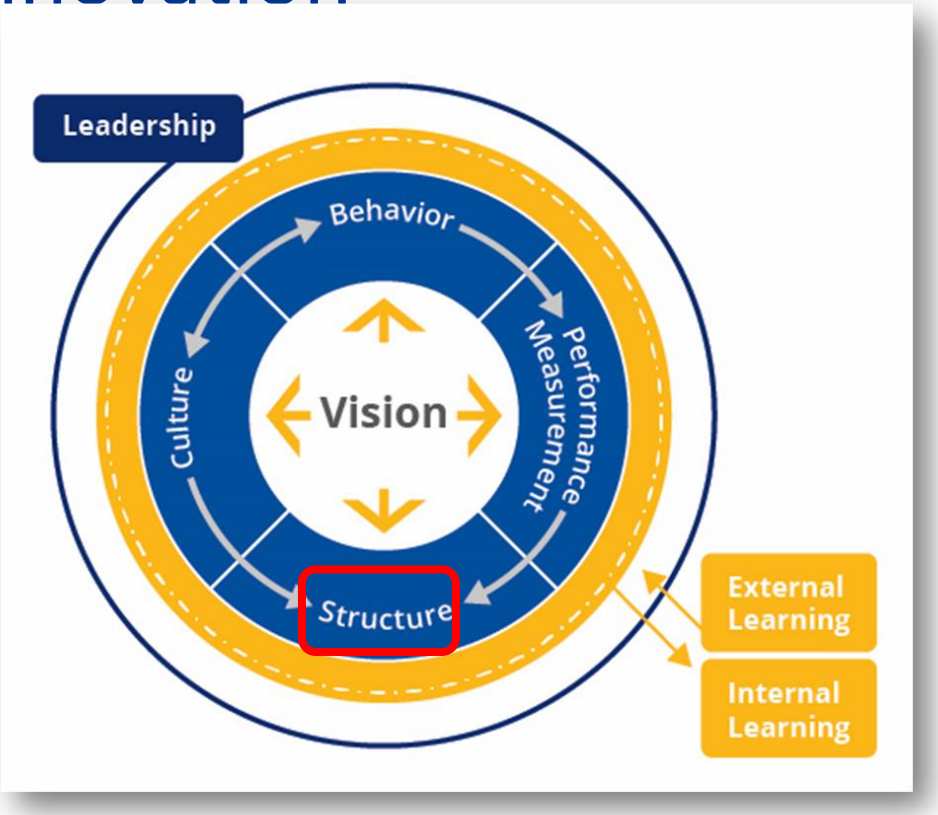
Structure: Enabling optimal communication and innovation



- **Communication** and common **language** are important **drivers** of quality care
- Supervision specific to COE

(Institute of Medicine, 2001)

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Clarity of Structure

- Vital for healthy behavior and leadership
- Essential for **implementing** new initiatives, changes, and the **decision-making** process

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Structure: Application

When the structure is **unclear,** it is easy for **miscommunication** to occur resulting in waste and poor outcomes, especially when implementing an innovation or making difficult decisions.

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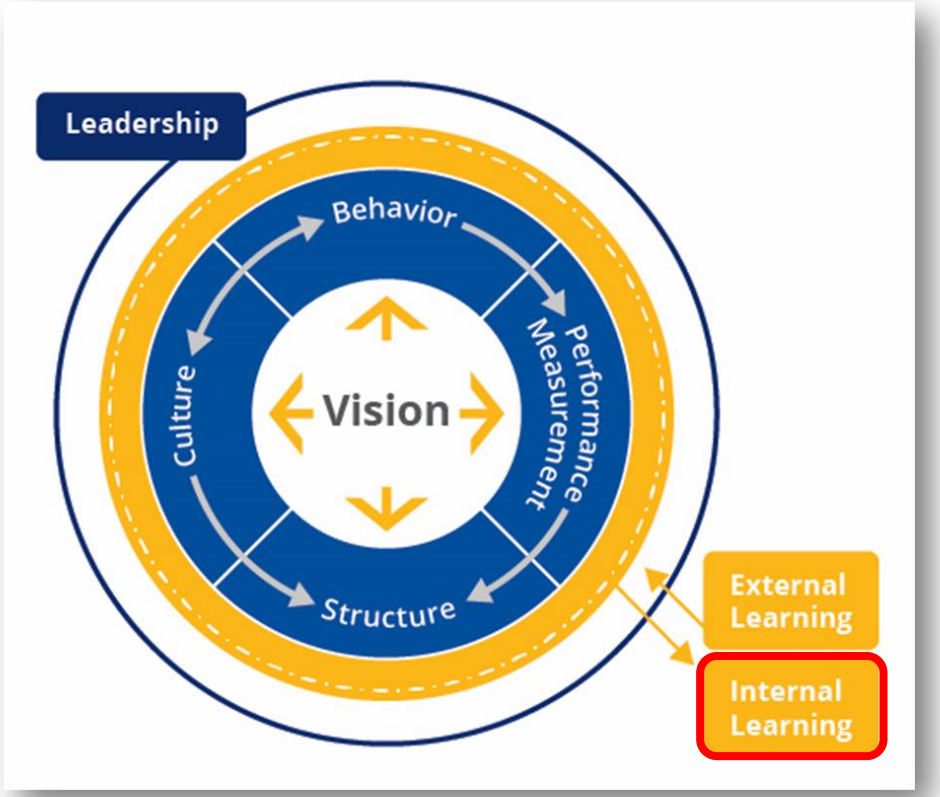
Internal Learning: Well-designed care processes result in better quality



Recommendations for Client Care:

- Clients should receive care when they need it, in a variety of forms
- Clients should be given information and autonomy regarding their care
- Patients should receive consistent, evidence-based care across providers

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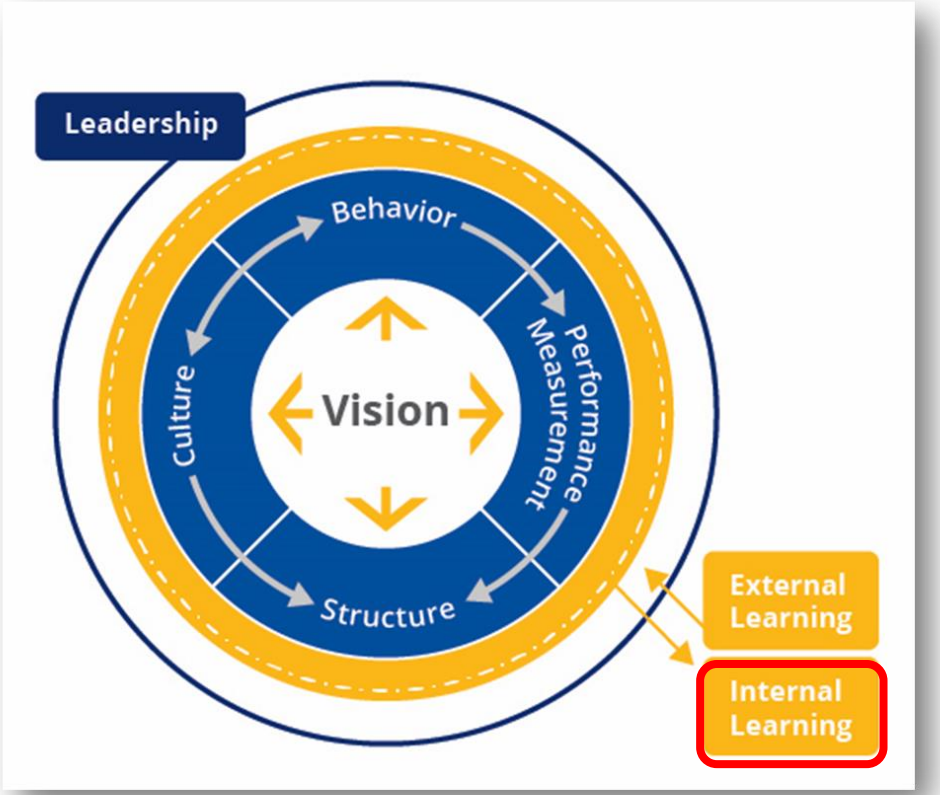
Internal Learning: Well-designed care processes result in better quality cont.



Recommendations for COEs:

- COEs should cooperate to ensure coordinated care and information exchange
- COEs should collect and use data to inform their Processes

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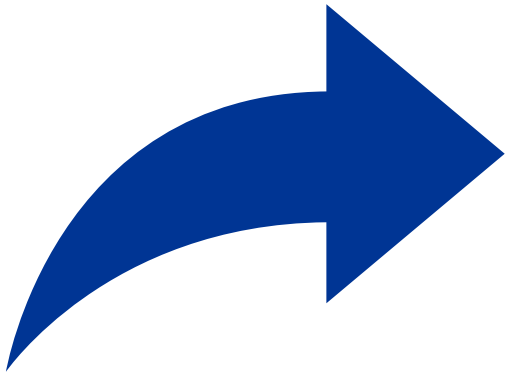
Internal Learning Ideal

Consistent use of the COE's identified internal learning system to learn how to **improve** all activities and functions to **achieve its Vision**



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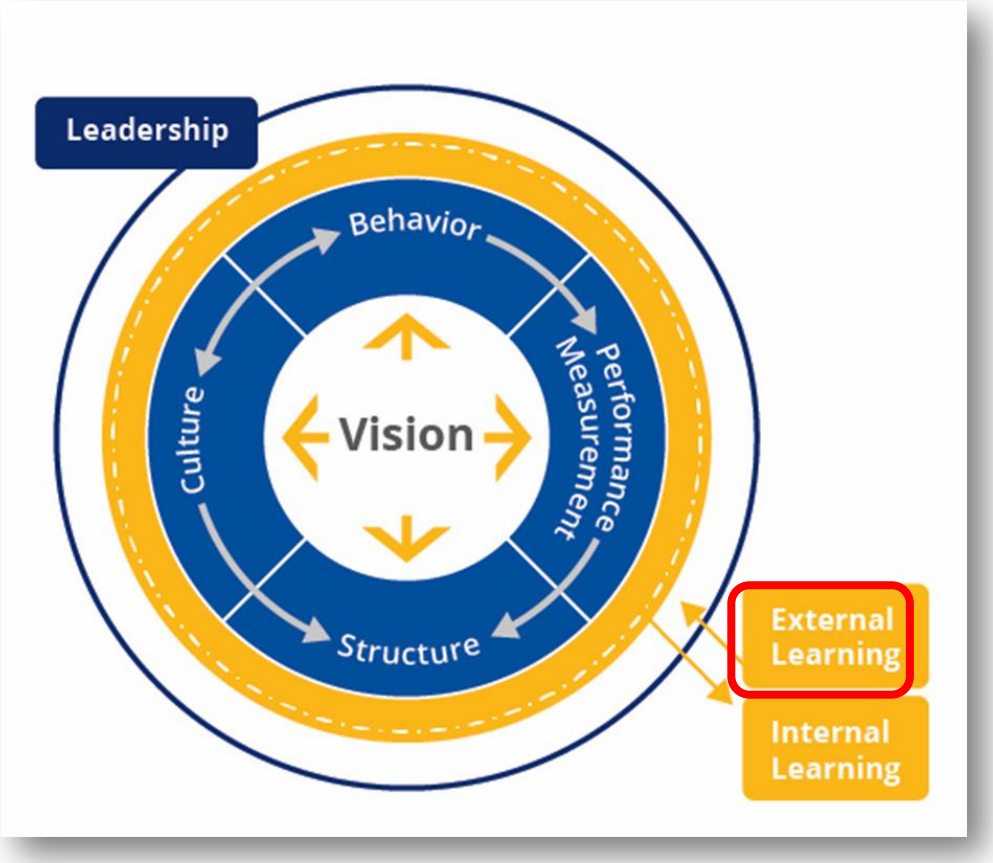
External Learning: Knowledge and Skills to Overcome Obstacles to Achieving Vision



Career Development Opportunities

- Can be used to reduce turnover that affects an COE's ability to sustain change

(Eby et al., 2010)

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External Learning Ideal

Staff have received the **necessary training at the right time** to be **successful** in their work every time

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Examples of External Learning Opportunities

- Trainings
- Workshops
- Conferences
- Presentations from external personnel

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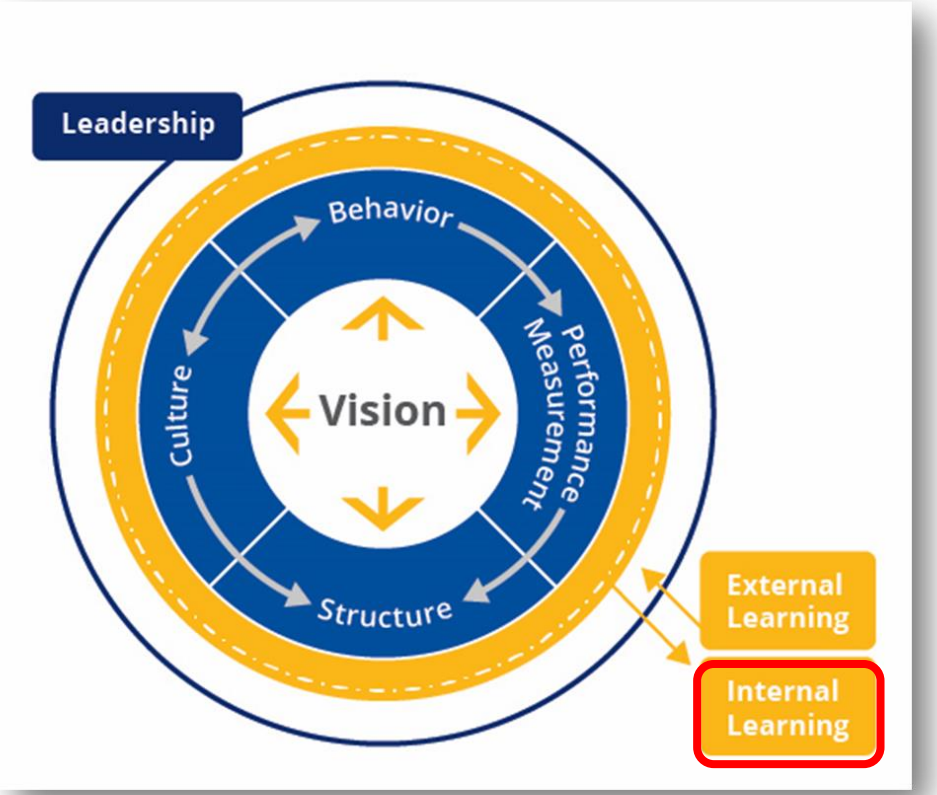
Behavior: Well-designed care processes result in better quality cont.



Recommendations include:

- Providers and institutions should cooperate to ensure coordinated care and information exchange
- Patients should receive consistent, evidence-based care across providers

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Relationships

Strong relationships require:

- Mutual and professional **respect**
- Deep **understanding**
- **Collaborative** action
- Common goals and values

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Psychological Safety

"A **shared belief** among individuals as to whether it is safe to engage in **interpersonal risk-taking** in the workplace"

(Edmonson, 1999)

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Strengthen Psychological Safety

- **Supportive** leadership
- Employees have a strong sense of **agency**
- **Rewarding** coworker relationships
- High levels of **interaction**
- Social **support** and **social capital** that influences individual learning

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Behavior: Application

Good organizational behavior is one of the most important reasons good people STAY within an COE.

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Mentimeter: Question 1

What components would the ideal COE include?

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Mentimeter: Question 2

What could your COE do to help you feel more psychologically safe?

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Mentimeter: Question 3

What are the critical components of good, role-specific supervision?

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