



# Leading through Health System Change

Glenn M. Landers, ScD

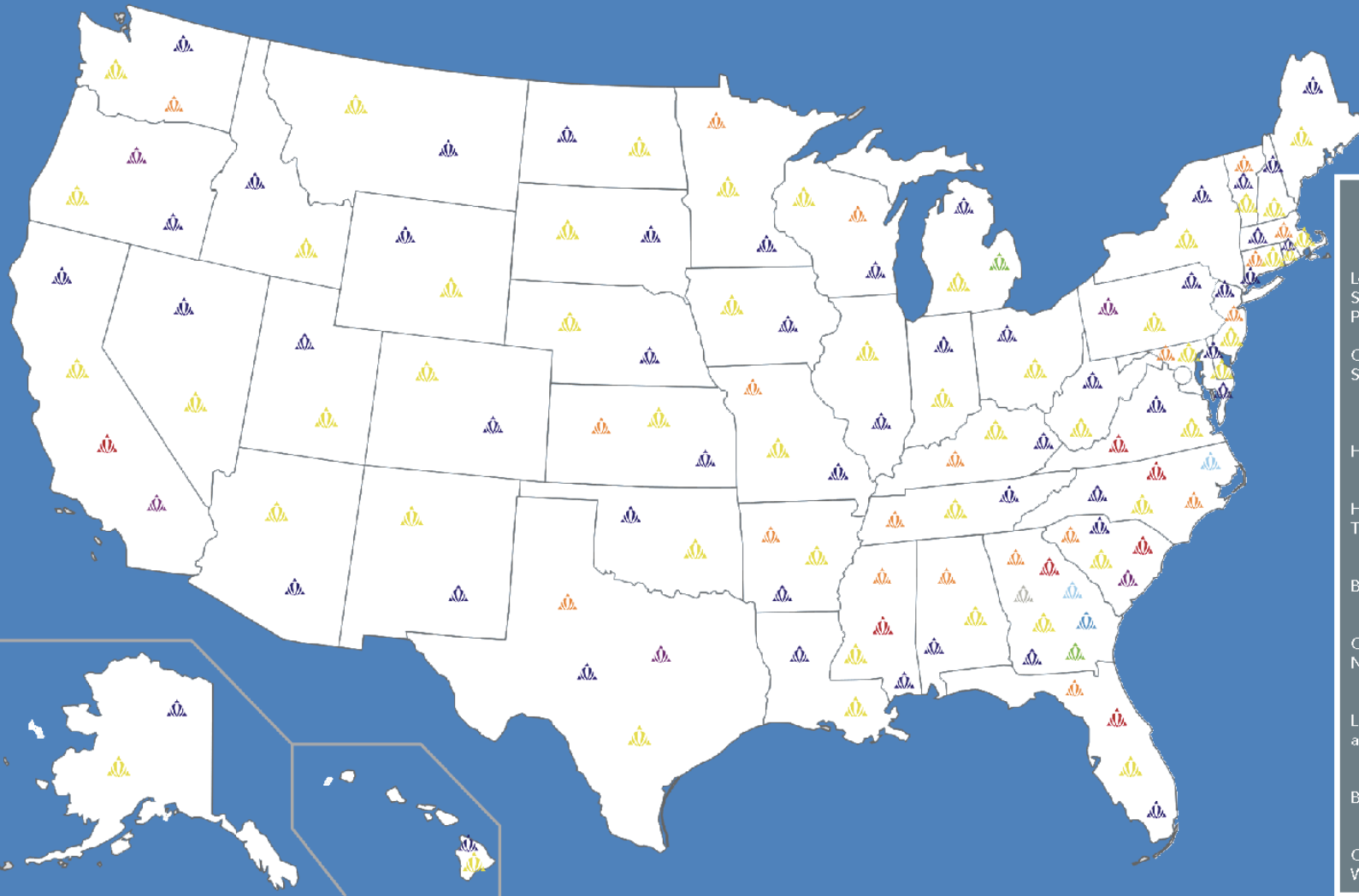


# GHPC MISSION:

*Integrating  
research, policy,  
and programs to  
advance health  
and  
well-being.*



# WHERE WE WORK



## A SAMPLING OF GHPC PROJECTS

Leading Through Health System Change Planning Tool



Community Health Systems Development



Health in All Policies



Health Care Reform Translation



Bridging for Health



Community Health Needs Assessments



Long-Term Services and Supports



Behavioral Health



Child Health and Well-Being



# GHPC 2009 HEALTH REFORM WORK

1. Interdisciplinary Work Group
2. Policy Brief Package, Resources, and Tools
3. Over 100 Presentations
4. State-Level Support
  - Other States
  - State Agencies
5. Health Reform: From Insights to Strategies, *A Variety of Perspectives*

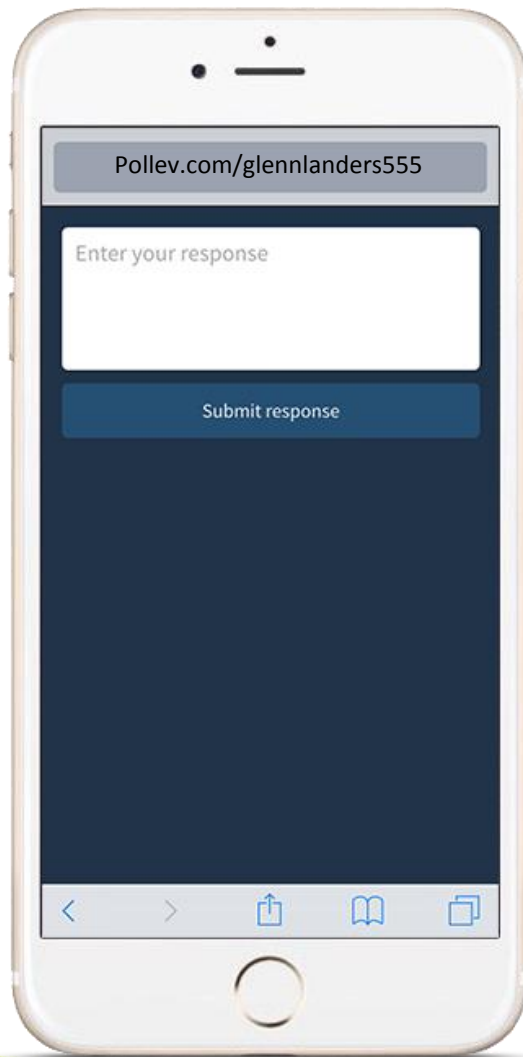
# HEALTH SYSTEM CHANGE 2017

1. Convened Interdisciplinary Work Group
  - Bi-weekly meetings
  - Live tracker
  - Data repository
2. Policy Brief Package, Resources, and Tools
3. Presentations
4. State-Level Support

Health System  
Change  
2017



# Participating with Poll Everywhere



[Pollev.com/ghpc](https://pollev.com/ghpc)

# What's your favorite color?



When poll is active, respond at [PollEv.com/ghpc](https://PollEv.com/ghpc)







Looking at  
health  
system  
change  
through an  
Adaptive  
Lens



# What is Adaptive Leadership?

- Adaptive leaders learn to live with unpredictability. They spend less time fretting about the inability to establish a routine or control the future and focus more on exploiting opportunities.

*Source: Developing Adaptive Leaders: The Crucible Experience of Operation Iraqi Freedom; Dr. Leonard Wong*

- Adaptive leaders go through a continual process of challenge, adaptation, and learning, which readies them for the next challenge.

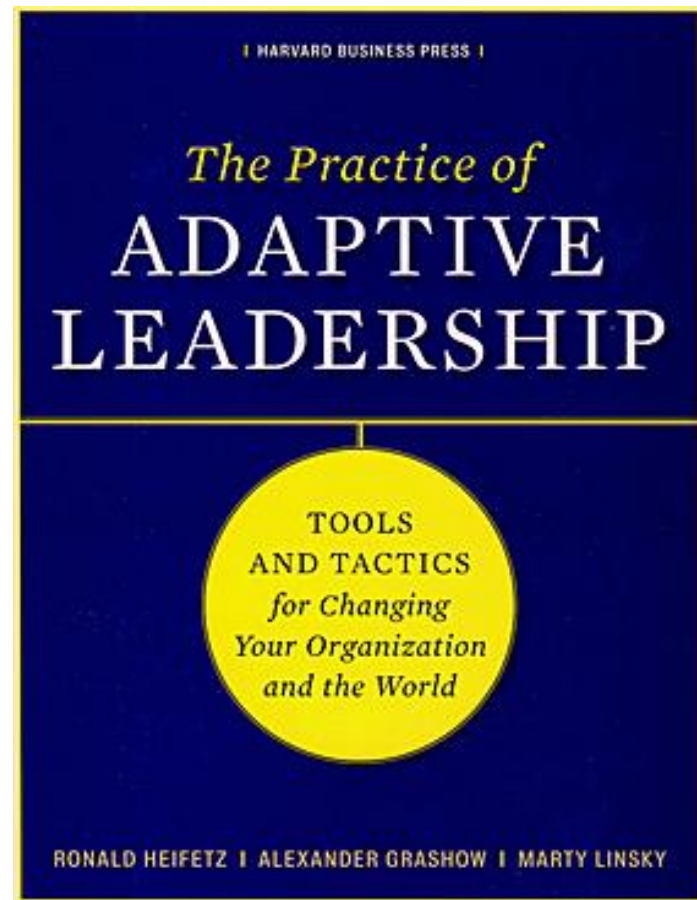
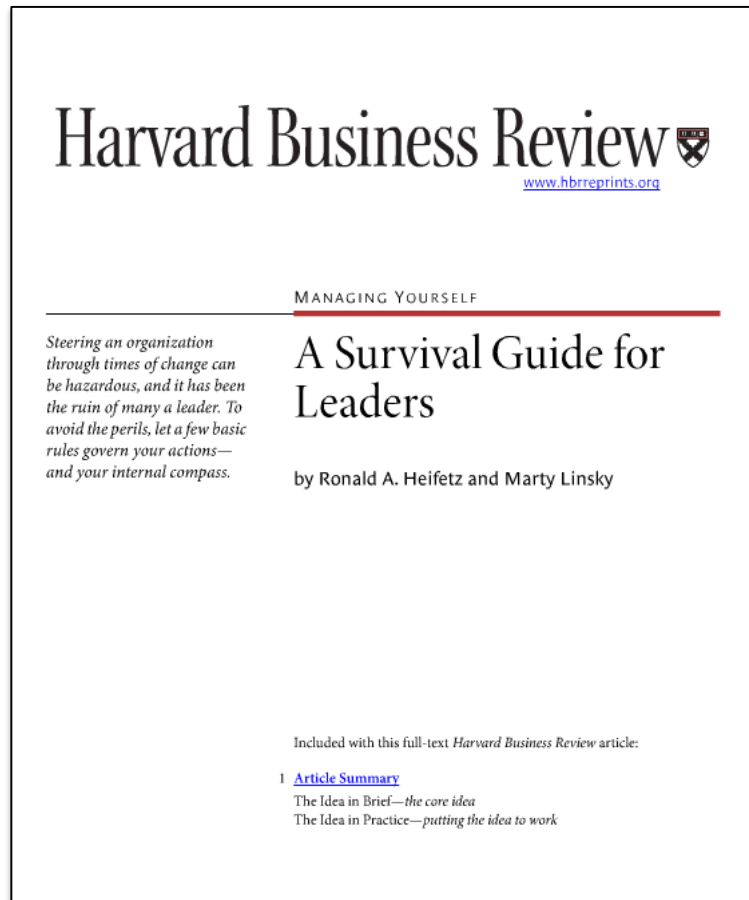
*Source: Characteristics of Adaptive Leaders – Vizen Executive Leadership*

# Adaptive Leadership Definition

- Adaptive leadership is a unique combination of skills, perspective, and guided effort that enable true excellence. Adaptive leadership skills can take a leader at any level to places others cannot go. These skills are what set great leaders apart; they represent the otherwise intangible qualities that great leaders have in common.

*Source: Leadership 2.0: Are You An Adaptive Leader? – Travis Bradberry PhD*

# Heifetz and Linsky



Ronald A. Heifetz and Marty Linsky, "A Survival Guide for Leaders," *Harvard Business Review*, June 2002, pp. 65-74.

# Technical vs. Adaptive Challenges

## Technical Challenges

- Ready made solution exists
- Someone has The Answer
- Standard Operating Procedures (SOPs)
- Even if they require intense skills, some expert knows exactly what to do
- Examples
  - Fixing a broken computer
  - Building a hospital
  - Brain surgery

## Adaptive Challenges

- Never solved issue
- Perhaps new, never seen before
- No one's got The Answer
- Must be solved by collaboration
- Examples
  - The I-85 bridge collapse
  - Poverty
  - Health system change

It's  
All  
Quite  
Puzzling!<sup>©</sup>



# It's ALL QUITE PUZZLING!

- Each group has a bag of puzzle pieces.
- The first team to put all the pieces together wins.
- Note the strategies and approaches that you use to complete the task.
- Be aware of your own feelings and interactions with others as work through the puzzle.
- Additional information and directions will be posted here.

**GO!**



# Information Alert!

1. If you would like a picture of your puzzle, come to the front with your bag number.
2. At least one other group has some of your puzzle pieces. Do what you think best to remedy the situation.
3. You have 2 minutes remaining...and, oh by the way, the winning team gets a prize.

# Time's Up – Let's Unpack!

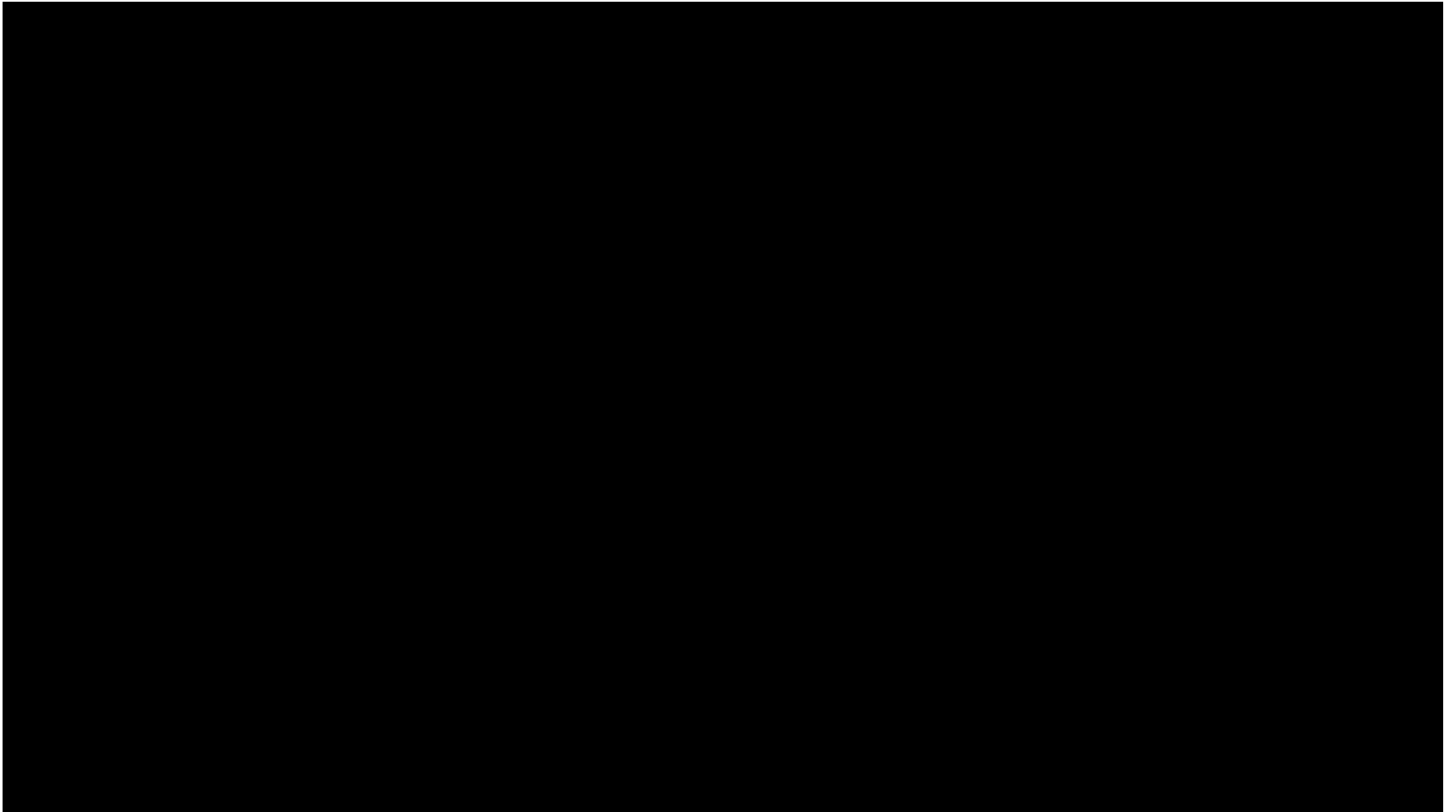
- What did you notice about your own cognitive and emotional responses to the activity and the changes?
- How did your group adjust when the resources, rules and/or rewards changed?
- What do you think you/your group could have done differently in order to complete the assignment?

# Principles of Adaptive Leadership

- Get on the balcony
- Identify the adaptive challenge
- Regulate distress
- Maintain disciplined attention
- Give the work back to the people
- Protect voices of leadership from below

Leading through Health System Change

[www.acaplanningtool.com](http://www.acaplanningtool.com)



# Putting Adaptive Leadership into Action through Adaptive Actions

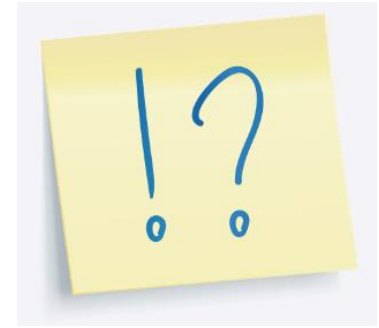
# Adaptive Actions



*Influence decisions*



*Educate others*



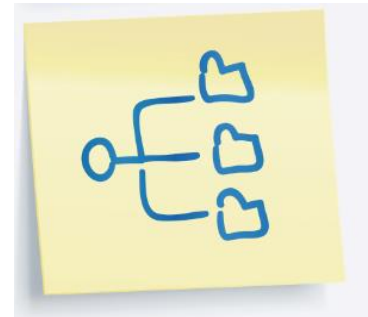
*Strategically plan under uncertainty*



*Stay abreast of new information*



*Create new partnerships*



*Build capacity: workforce, information technology, and care coordination*

# Adaptive Action Examples

- Influence decisions
  - What tables do you need to be at to have input on states' plans for Medicaid?
- Create new partnerships
  - Who do you not typically work with who can help you achieve your goals?
- Strategically plan under uncertainty
  - What are two likely scenarios based on the best information you have now?

# Adaptive Action Examples

- Stay abreast of new information
  - What health reform information sources do you subscribe to?
- Educate others
  - Who needs to know how proposed changes will impact your work? What do you need to say?
- Build capacity
  - Based on what you know, what capacities might you need to invest in?



# Your Turn!

# Thank you!

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