



Aging and Disability
BUSINESS INSTITUTE

Connecting Communities and Health Care



advocacy | action | answers on aging



Leadership and Change Management for Community-Based Organizations

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Part of the Aging and Disability Business Institute Series-
a collaboration of n4a and ASA



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The “Business Institute”

The mission of the Aging and Disability Business Institute (Business Institute) is to successfully build and strengthen partnerships between community-based organizations (CBOs) and the health care system so older adults and people with disabilities will have access to services and supports that will enable them to live with dignity and independence in their homes and communities as long as possible.

www.n4a.org/businessinstitute



Partners and Funders

Partners:

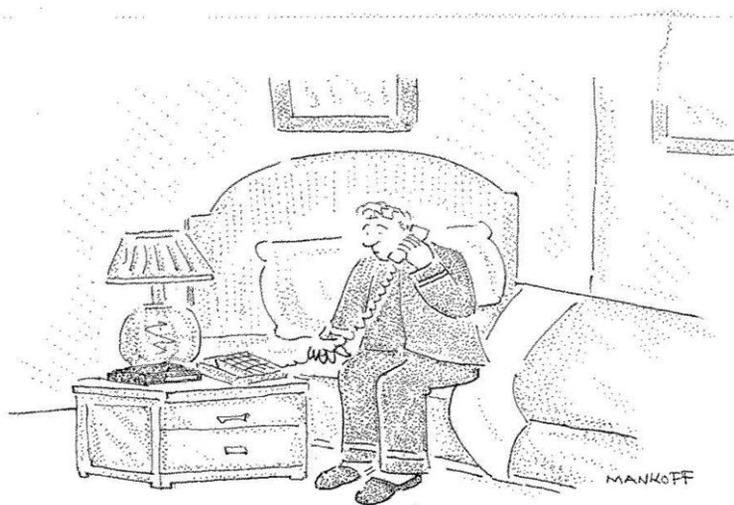
- National Association of Area Agencies on Aging
- Independent Living Research Utilization/National Center for Aging and Disability
- American Society on Aging
- Partners in Care Foundation
- Elder Services of the Merrimack Valley/Healthy Living Center of Excellence

Funders:

- Administration for Community Living
- The John A. Hartford Foundation
- The SCAN Foundation
- The Gary and Mary West Foundation
- The Colorado Health Foundation
- The Marin Community Foundation



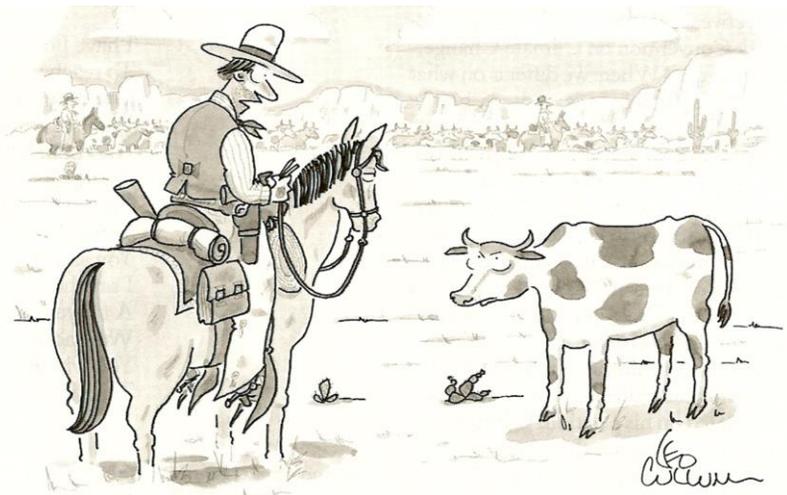
How we wish we could lead ...



"This is your wake-up call—change or die."



How it really is...



"No one is making you do anything you don't want. I'm just saying we're all headed for Dodge City and we think you should come along."



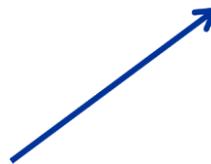
Difference between management and leadership?



Change Means Leadership

Interdependence

- Stable
- Complicated
- The Best
- Policy
- Management



Diversity

- Unfolding
- Complex
- The Good
- Politics
- Leadership



L = Vision X Task X Relationship



Why is Change Hard?



Paradigms

On November 30, 1971, five heavily armed men shot out the glass doors of a New York bank and entered the bank firing automatic weapons, wounding twelve people.

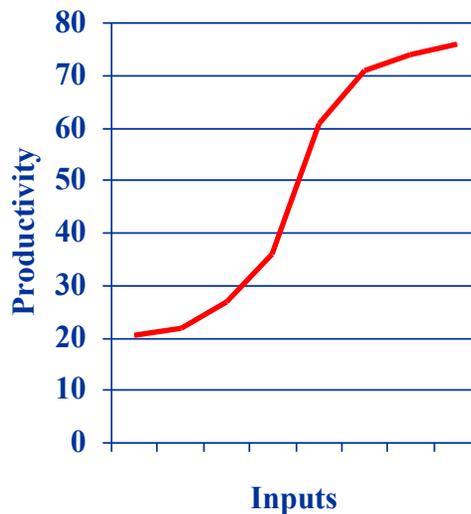
One of the bank tellers ran from the robbers and made it to an upstairs women's restroom.

One gunman chased her, but he stopped at the door to the ladies room shouting at her to come out. When she refused, he went downstairs to help his colleagues finish robbing the bank. (New York Post, 12/5/1971)



Paradigms

- Effective tools
- Make things work
- Provide coherence
- Eventually, limit what we think we can do
- Eventually stops working



What are your paradigms?



Leading Change: Rosa's Big Change

Rosa Maldonado, RN, CNS, MSN is the Manager of ICU/CCU at Novidian a large regional medical center formed from the merger of three hospitals a decade ago. Since she was a little girl growing up on a small farm outside of town, listening to her mother talk about her work as a LVN in the local clinic, Rosa has wanted to be a nurse. She went straight through the four year program at Dominican and won top honors every year. Her entire career has been at Novidian. She started in a med-surg unit, but quickly moved to the ICU when the opportunity arose.

She is a quiet and hard working person, but is well liked by co-workers, patients and families because of her warm and open style. She was asked to take a charge role less than a year in the ICU. This prompted her to go back to school and complete a CNS in critical care and stay on to complete a Master's degree. She took an evening shift so she could focus her full attention on her school work.

Rosa has always been interested in the culture of critical care and did her thesis on family and patients and professional experience in the ICU. The consumers assumed that the care was fine, but were troubled by the lack of information, lack of access to their loved one, tension between the doctors and nurses and the noise and confusion that seemed to be characteristic of "all the carts crashing about". The clinical staff didn't seem to have many things to say, concluding that it was a "highly professional service".

Rosa published her study in JONA and has been interested in building a patient/family friendly ICU. Since becoming Manager of the service she found a grateful family that gave Novidian \$5 million to build Rosa's dream. She had the ideas already and involved families and staff in the design of this model unit. The nursing staff was not nearly as engaged as the community members, but Rosa knew she had their trust and that they would come along once they all saw how beautiful it was.

And it is, it came on line six months ago and the stream of visitors from around the world to see and learn about the unit has steadily grown. She has struggled to keep the new units identity separate from the efforts to "re-brand" the hospital as a research and service provider as it doesn't seem to fit with the ambience she is trying to create. The unit decorated in soft tones, the equipment is folded into the walls, there is a family education center and soft music wafts through out the unit. It feels nothing like the hard core tertiary care image that Novidian is pushing out.

Rosa has just finished her analysis of the outcomes for the first quarter. The length of stay has dropped by almost half a day and the readmission rate in seven of ten critical areas has dropped significantly. Families and patients are very satisfied. But there is one big negative she did not anticipate. She has lost almost 30% of her nursing staff some to other units at Novidian and worse the majority to other ICUs and competitor hospitals. While the hospitalist group had been supportive, even pledging \$10,000 for the unit, they are now starting to grumble that it doesn't work as well for them as the usual way of doing this.

She forwarded a summary report of these exciting outcomes to the executive committee this morning. As she opened her email after lunch, she sees a message from the CFO, she always reads his first. He has asked to see her this afternoon. There is no mention of the great outcomes for the unit. He points out that every nurse Novidian loses costs \$100,000 to replace and he wants to know what her plan is to stop the hemorrhage that the new unit has created.



Questions About the Case

- What things did Rosa do correctly in this change process?
- Where did she make a few missteps?
- What would you do differently?
- What will you do differently next time you do change work?



Influencing Essentials for Change Work

1. Self-awareness
2. Needs of others
3. Common ground
4. Relationship capital
5. Reciprocity and exchange
6. Follow through



When does Change Occur?

Change = Status Quo < A x B x C

A = pain of maintaining status quo

B = vision of a different world

C = small steps to achieve the vision



Framing Change

- Vision Frame
- Separation Frame
- Direction Frame
- Beyond the Frames



Vision Frame

- **“Where there is no vision, the people will perish”**
- - *Proverbs 29:18*



Vision Frame



"I don't know if this is such a wise thing to do, George."



Vision Frame as Coherence



Leadership is Reframing

- *The challenge of leadership has always been to provide coherence, structure and, ultimately, meaning in times of great change and dislocation.*



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Vision Defines

- ✓ *Puts today's challenges in context*
- ✓ *Provides image of what the future holds*
- ✓ *Explains the transition from here to there in the future*
- ✓ *Balances metaphorical and practical*



Vision Inspires

- ✓ *Provides motivation for action*
- ✓ *Connects to inner core or values*
- ✓ *Should provide a stretch, which is achievable*
- ✓ *Links back to past stories of success*
- ✓ *Links forward to future victories*



Vision Aligns

- ✓ *Provides a context for future work*
- ✓ *Informs particular actions of specific individuals*
- ✓ *Guides the strategic, goal setting and budgeting processes*
- ✓ *Connects teams, units and divisions in a manner to carry out supportive work*
- ✓ *Messages stakeholders, partners and potential collaborators of direction*



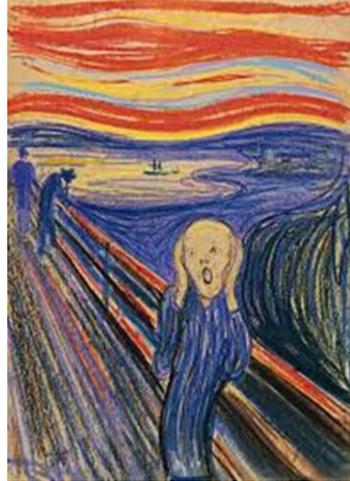
Separation Frame

- How do you get enough focus, motivation and energy to separate your team, organization or stakeholders from the status quo?



Separation Frame

- Separation is about existential trauma
- You have to make the case that our existence is in jeopardy



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Separation Frame: The Disruption Case

Disruption case – there is a better way to do this. Disruptive innovation- anything that creates a new market, value pathway or value network.



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Separation Frame: The New value case

Whither the Medical Home

Which is more likely to:

- Meet a price point
- Automate with a vengeance
- Use the data to continuously improve
- Understand consumer preference
- Substitute professionals
- Cross sell products and services
- Integrate into the home and community



OR



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Separation Frame: The Values Dissonance case



- Exploits the tension between what we say we value and what we actually do.

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Separation Frame- Urgency

You must establish the
“fierce urgency of now”





Separation Frame – Pain and Hope

- Too much pain, constantly delivered will be defeating.
- Balance with hints of the way out:
 - Direction- strategic
 - Process
 - Values
- Time and context



Separation Frame - Elements

- Disruption case
- Alternative value case
- Value dissonance case
- Balance pain and hope
- But, they have to feel the pain



Direction Frame

- How do you provide enough guidance so that your team, organization and relevant stakeholders can engage the mission and work?

Direction Frame

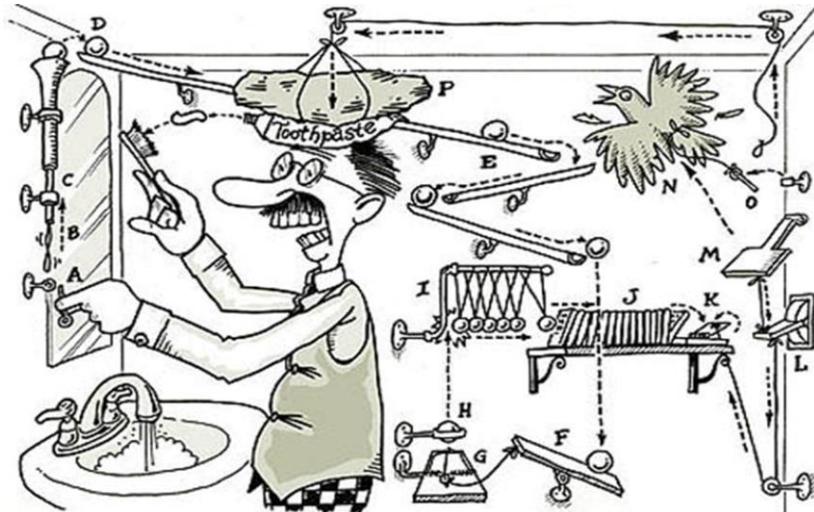
Do we need direction?



"No, I don't think our marriage would benefit from a mission statement."



Direction Frame: Inviting?



Direction Frame - Coherence



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Direction Frame – Full set

- Program
- Finance
- Technology
- Regulatory



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Direction Frame - Deliberate and Emergent

Deliberate



- Plans for the future
- Think, then act
- Strategies are formulated
- What do we intend?
- Can be realized or unrealized
- Smart = devising better strategies

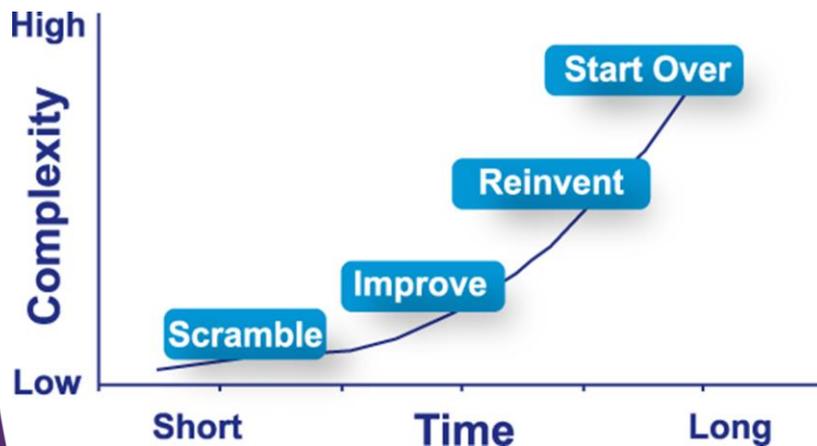
Emergent



- Patterns from the past, present and future
- Action, then reflection
- Strategies form
- What is on the ground?
- Can become deliberate
- Smart = noticing patterns and legitimating



Direction Frame- Complexity and Time

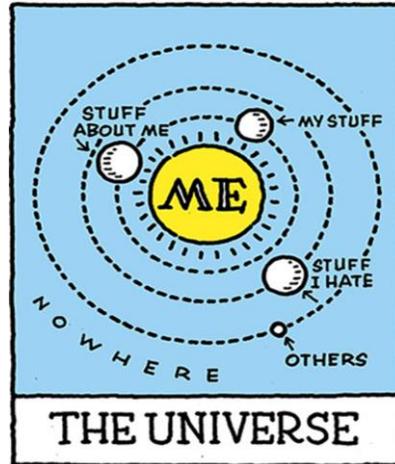


Source: O'Neil E, Kimball B. Health Care's Human Crisis: Nursing. (Princeton: Robert Wood Johnson Foundation, 2002)



Direction Frame: Involving Others

How they see it:



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Direction Frame - Stakeholders

The key is balancing participation
with direction.



What do you need?

- Understanding
- Buy-in
- Help

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Framing Change

- Vision Frame
- Separation Frame
- Direction Frame
- **Beyond the Frames**



One Step at a Time



- Gain and use power
- Be politically savvy
- Improve networks; seed innovation
- Move from vision to action
- Communicate
- Stay balanced

Be Savvy



“There is nothing more difficult to carry out, nor more doubtful of success, nor more dangerous to undertake than to initiate a new order of things.”

*Machiavelli,
The Prince, 1513*

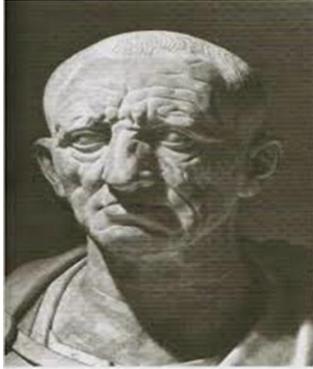


Vision to Action

- Go for easy, quick wins
- Approach difficult conversations with empathy
- Address problems head on and solve them
- Avoid personality wars
- Don't be afraid to focus, adjust or redirect



Communication, Communication, Communication...



Carthago Delenda Est

- Consistent
- Focused
- Continuous
- Attached to other work



Change Review

The Set

- Understand it yourself – doubts included
- Discover their motivation
- Combine fear and lust
- Combine stories and data
- Fit to what they value and know
- Fit to overall strategy and changing world
- Make context and action coherent



Change Review

The Politics

- Grasp resistance/support – market segments
- Weight with importance and plan accordingly
- Have a clear overall rationale
- Make specific requests of people
- Make it easy



Change Review

The Problems

- Go for easy, quick wins- no ocean boiling
- Approach difficult conversations with curiosity and empathy
- Address problems head on and solve them
- Avoid personality wars
- Don't be afraid to focus, adjust or redirect



Change Review

The Reward

- Point out learning from easy wins and apply
- Recognize and reward
- Remind them of progress to date
- Tee up the next challenge



Leading Change

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Questions & Answers: Please Submit Using the “Questions” Box



Please join us for future webinars
in the Aging and Disability
Business Institute Series

**Is My Organization Ready? Assessing CBO
Capacity to Partner with Health Care Entities –
Dec. 13**

Learn more and pre-register here:

<http://www.asaging.org/series/109/aging-and-disability-business-institute-series>



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