



Leading through Health System Change:

A Public Health Opportunity

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ANDREW YOUNG SCHOOL
OF POLICY STUDIES



Presenter Disclosures

Glenn M. Landers

The following personal financial relationships with commercial interests relevant to this presentation existed during the past 12 months:

“No relationships to disclose”

Overview

- Project Background
- A Common Understanding of Health Reform:
Health Reform 101
- A New Way to Think about Challenges:
Adaptive Leadership
- A Simple Way to Process our Questions: *5 Steps*
- Experience from the Field

Project Partners

Centers for Disease Control and Prevention's Office of
the Associate Director for Policy

The Georgia Health Policy Center at Georgia State
University

The National Network of Public Health Institutes

Project Background



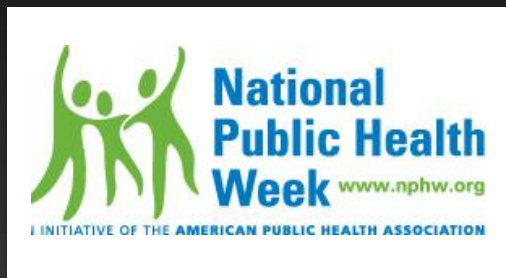
Project Goal

- Help state and local public health leaders prepare for the changes ahead

Developing the Planning Tool

- Integrated Foundation
 - Georgia State University Health Care Reform Work Group
 - Technical Vs. Adaptive Challenges
 - Sustainability Framework
 - Adult Education Expertise
- Tailored Product
 - Literature Review
 - 20 Insight Interviews
 - ASTHO Pilot
 - Webinars and Feedback from CDC, NNPHI Staff and Membership, Trust for America's Health, NACCHO
- State Technical Assistance
 - California
 - Virginia
 - MidAmerica Center for Public Health Practice

Launching the Planning Tool



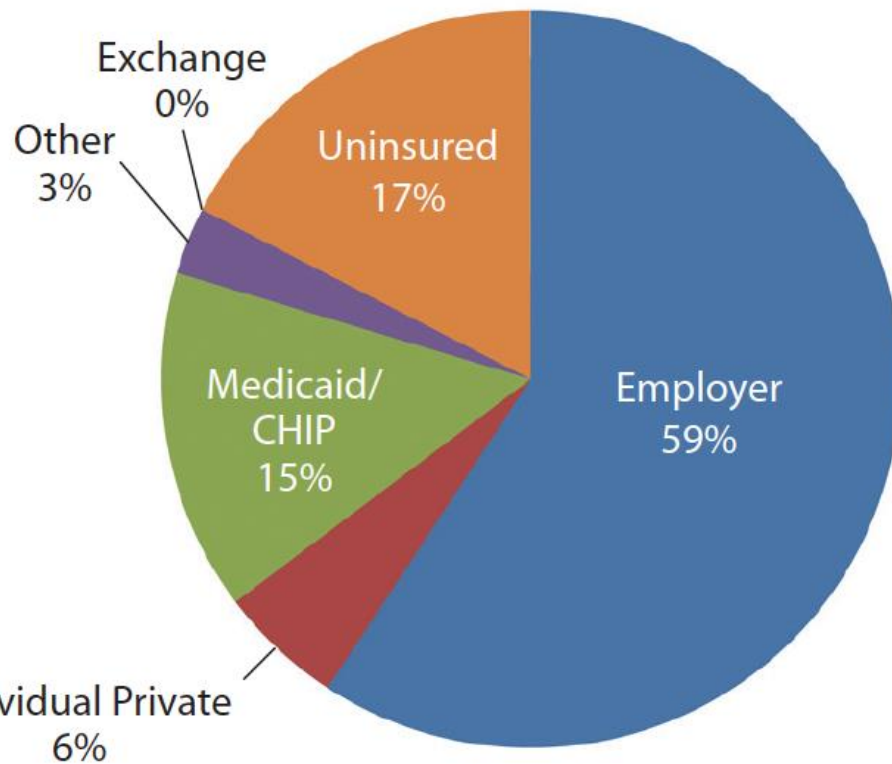
Health Reform 101



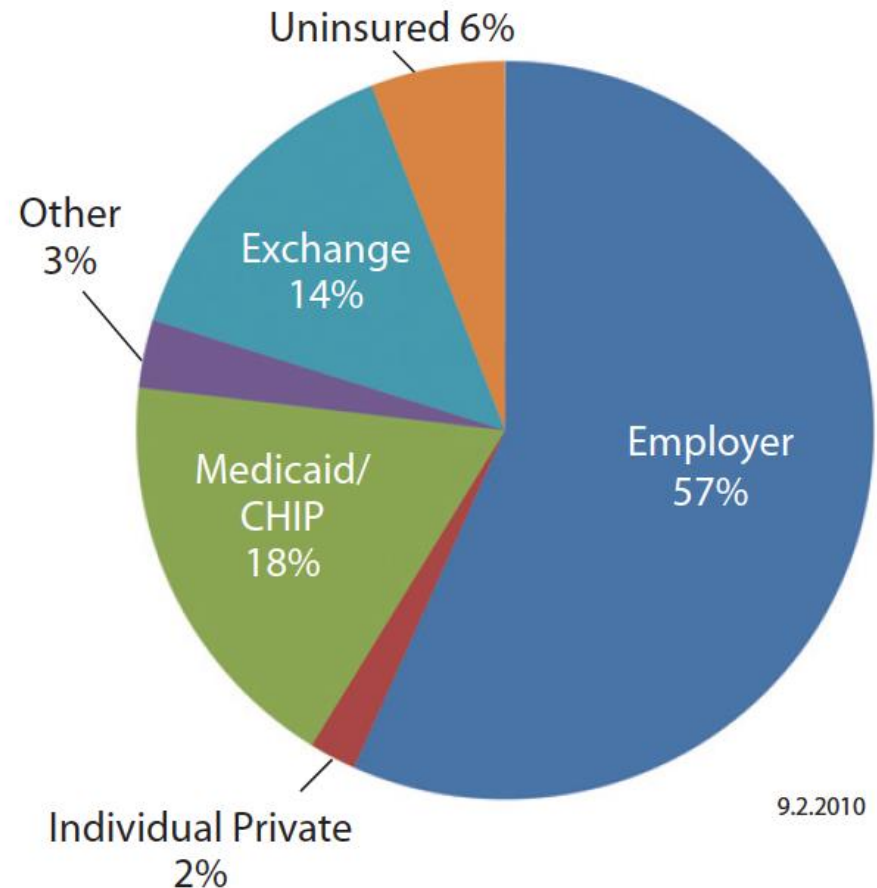
more Americans with health insurance coverage

(non-elderly)

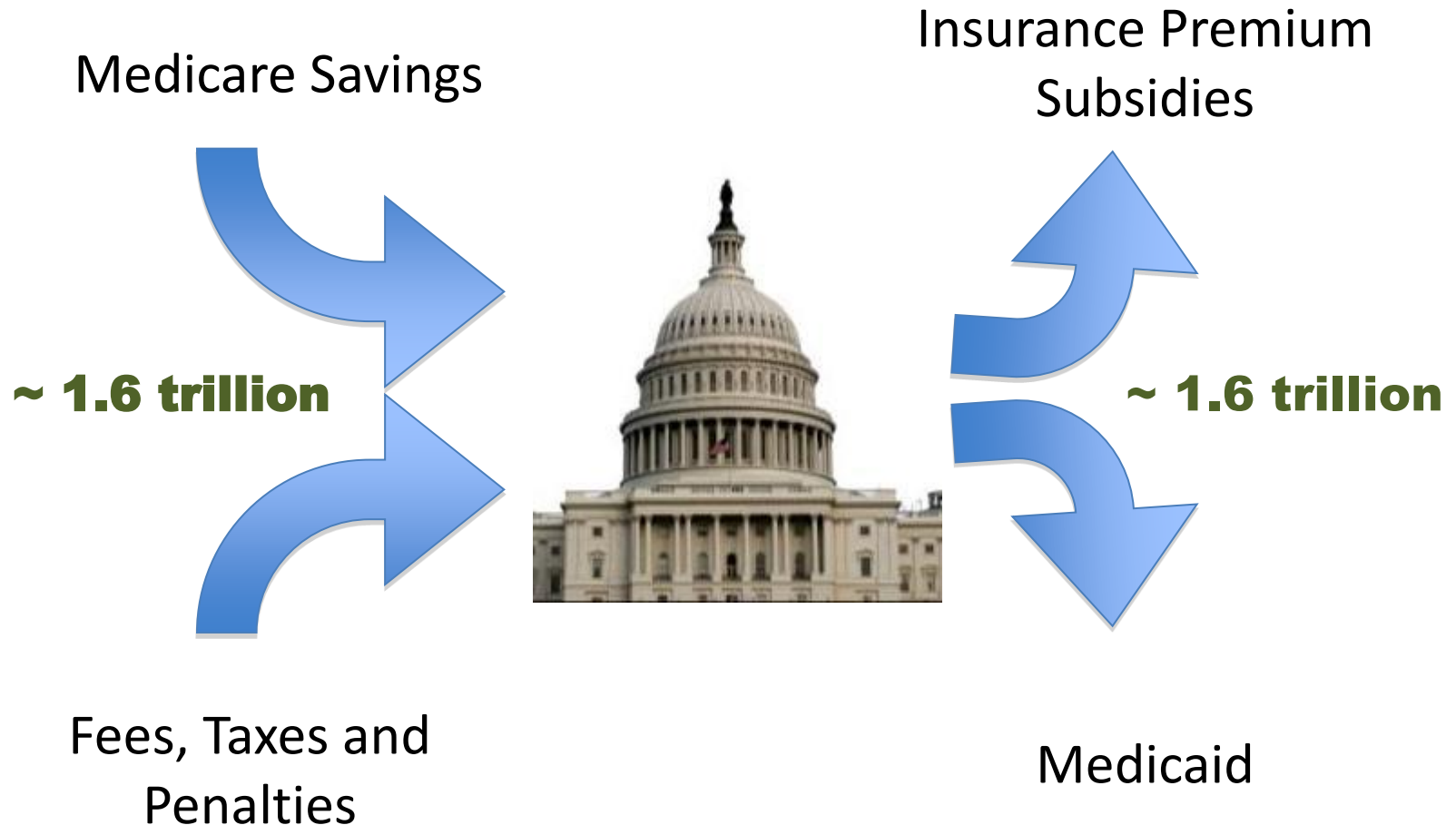
Current Law



New Law



funding and spending



Changes in
Public
Coverage

Changes in
Private
Coverage

Improving
Health Care
Quality

Improving
Health

Coverage Expansions

Individual Mandates Enacted

Additional limits, fees,
incentives

2010

2011

2012

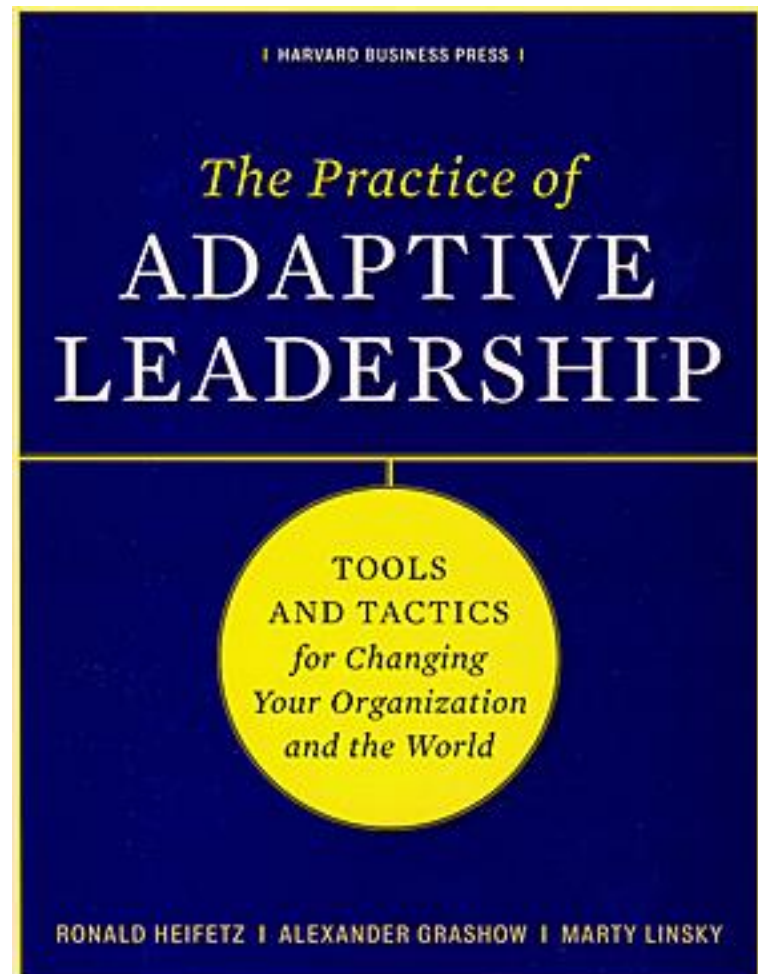
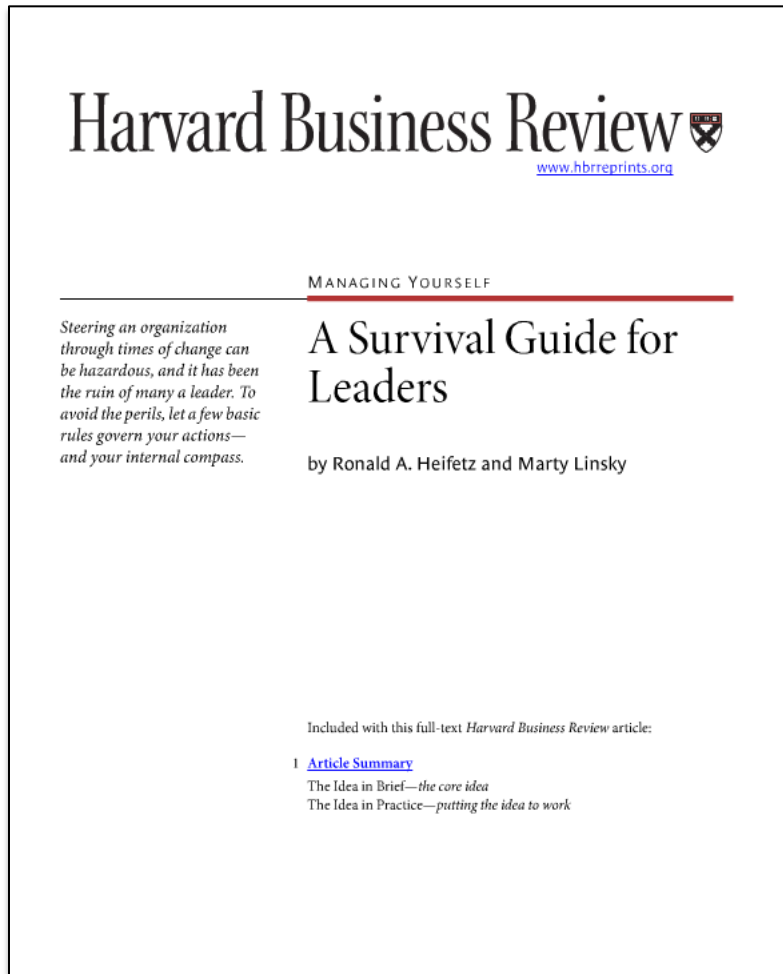
2013

2014

Looking at
Health
Reform
through an
Adaptive
Lens



Heifetz and Linsky



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

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

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
 - Building a hospital
 - Fixing a broken computer
 - Brain surgery

Adaptive Challenges

- Never solved issue
- Perhaps new, never seen before
- No one's got *The Answer*
- Must be solved by collaboration
- Examples
 - Poverty
 - Reforming public education
 - Health reform

Health System Change Challenges

Technical Challenges

- Who is eligible for Medicaid?
- Who is eligible for subsidies?
- Changes to Medicare provider payment
- How data systems look & function

Adaptive Challenges

- Planning in times of uncertainty
- Building partnerships
- Staying informed as information unfolds
- Building capacity

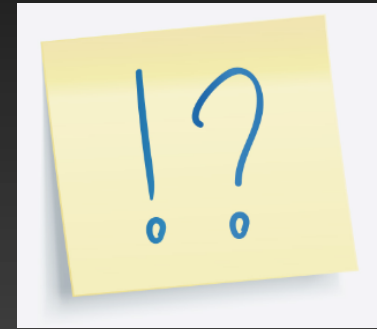
Adaptive Actions



Influence decisions



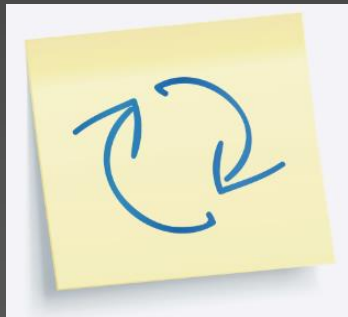
Educate others



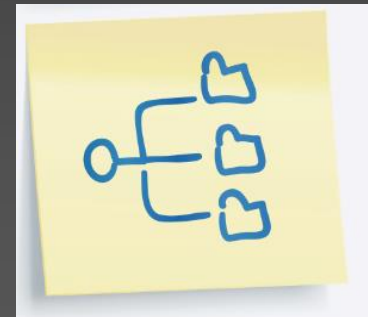
*Strategically plan
under uncertainty*



*Stay abreast of new
information that emerges*



Create new partnerships



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

Five-Step Planning Process



Five-Step Planning Process



1. Define the Question.



2. Collect information about the question related to the Affordable Care Act.



3. Think about feasible options and select one to begin the analysis.



4. Apply adaptive actions related to the question.



5. Create a simplified implementation plan for how to address the question and chosen solution.

Introductory Video



Leading Through Health System Change:
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Planning Tool Participants

1,280 users in 50 states



Types of Organizations



- 64% Government
- 16% Individuals or other
- 9% Non-profit
- 7% Academic institutions
- 4% Private

Government User Breakdown

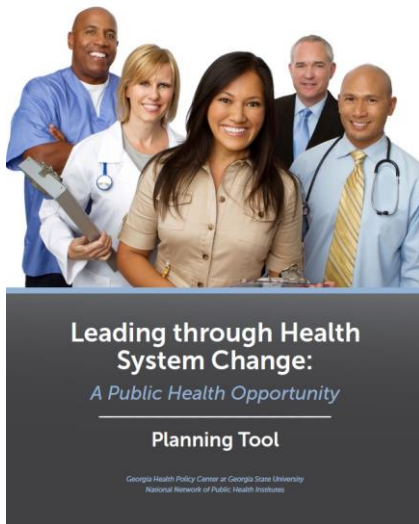


■ Federal

■ State

■ Local

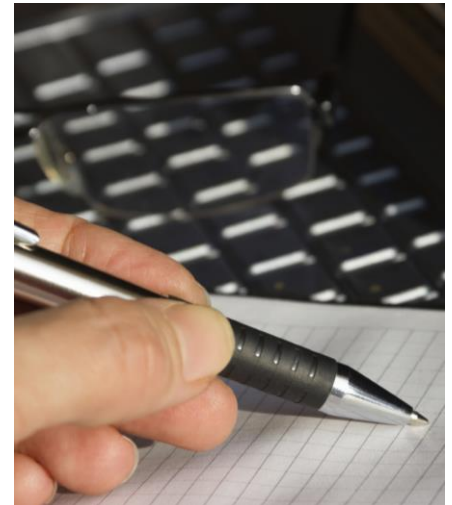
How Are People Using It?



49% PDF

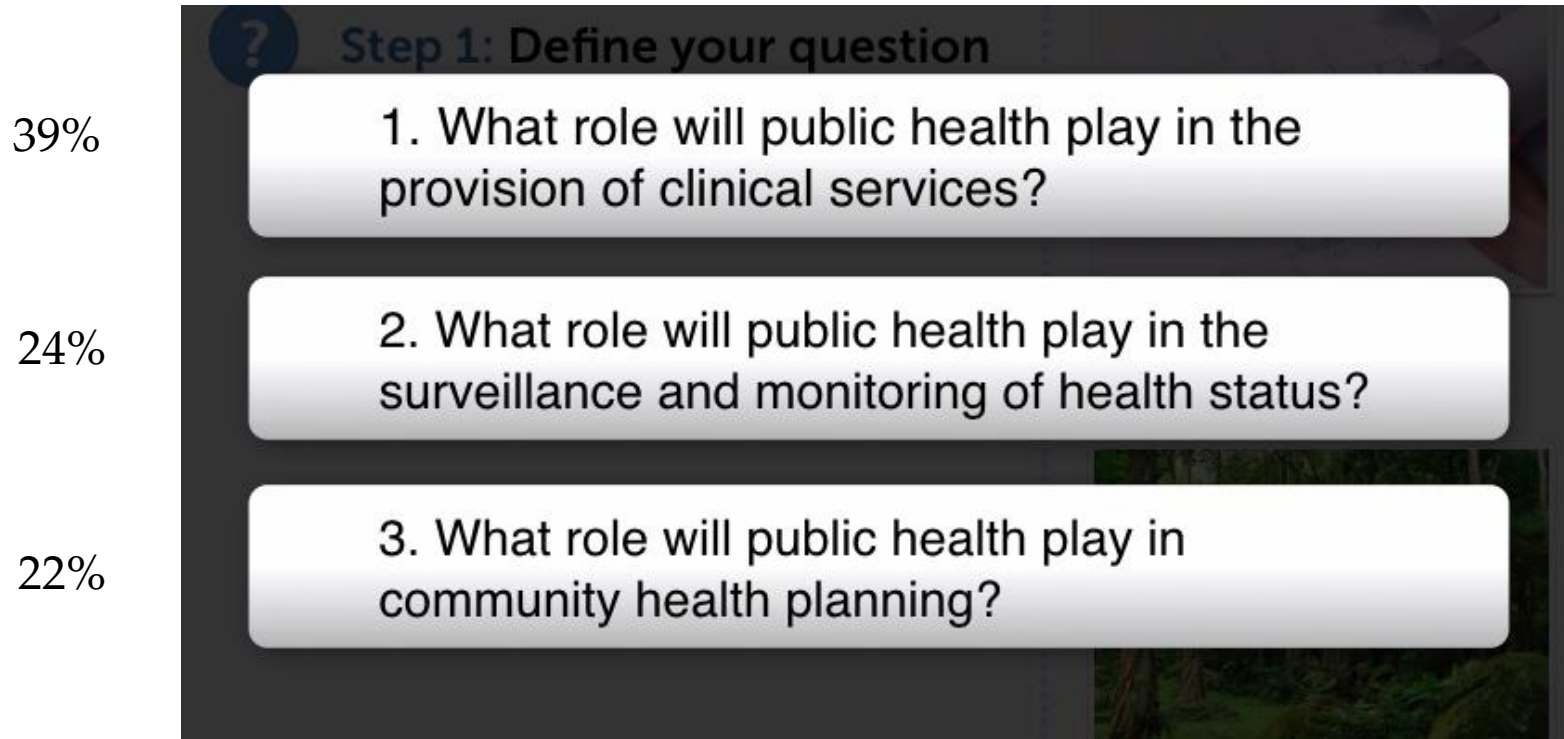


41% ONLINE PORTAL



10% MS WORD
AND/OR PEN AND
PAPER

What Questions Are They Selecting?



15% of users created their own question and several selected more than one guided practice.

On Leadership

Leaders are called to stand in that lonely place between the no longer and the not yet and intentionally make decisions that will bind, forge, move and create history.

We are not called to be popular, we are not called to be safe, we are not called to follow.

We are the ones called to take risks, we are the ones called to change attitudes, to risk displeasures. We are the ones called to gamble our lives for a better world

Mary Lou Anderson

Contact

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