Leading through Health System Change:
A Public Health Opportunity

Glenn M. Landers
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)
funding and spending

- Medicare Savings: ~ 1.6 trillion
- Insurance Premium Subsidies: ~ 1.6 trillion
- Fees, Taxes and Penalties
- Medicaid
Changes in Public Coverage

Changes in Private Coverage

Improving Health Care Quality

Improving Health
Coverage Expansions

Individual Mandates Enacted

Additional limits, fees, incentives
Looking at Health Reform through an Adaptive Lens
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?

1. What role will public health play in the provision of clinical services? (39%)
2. What role will public health play in the surveillance and monitoring of health status? (24%)
3. What role will public health play in community health planning? (22%)

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

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