



Managing Change in Community Behavioral Health Organizations

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About Us

Third Horizon Strategies is a boutique advisory firm focused on shaping a future system that actualizes a sustainable culture of health nationwide. The firm offers a 360° view of complex challenges across three horizons – past, present, and future– to help industry leaders and policymakers interpret signals and trends; design integrated systems; and enact changes so that all communities, families, and individuals can thrive. Learn more at www.thirdhorizonstrategies.com.



Key Takeaways



Effective change management starts with strong communication



There are best practices every organization can adapt and follow



Behavioral health providers have unique skills and competencies that can be applied in new ways to support change management

Effective change management starts with strong communication



Why is Change Hard?

People Don't Feel Ready

The status quo is comfortable

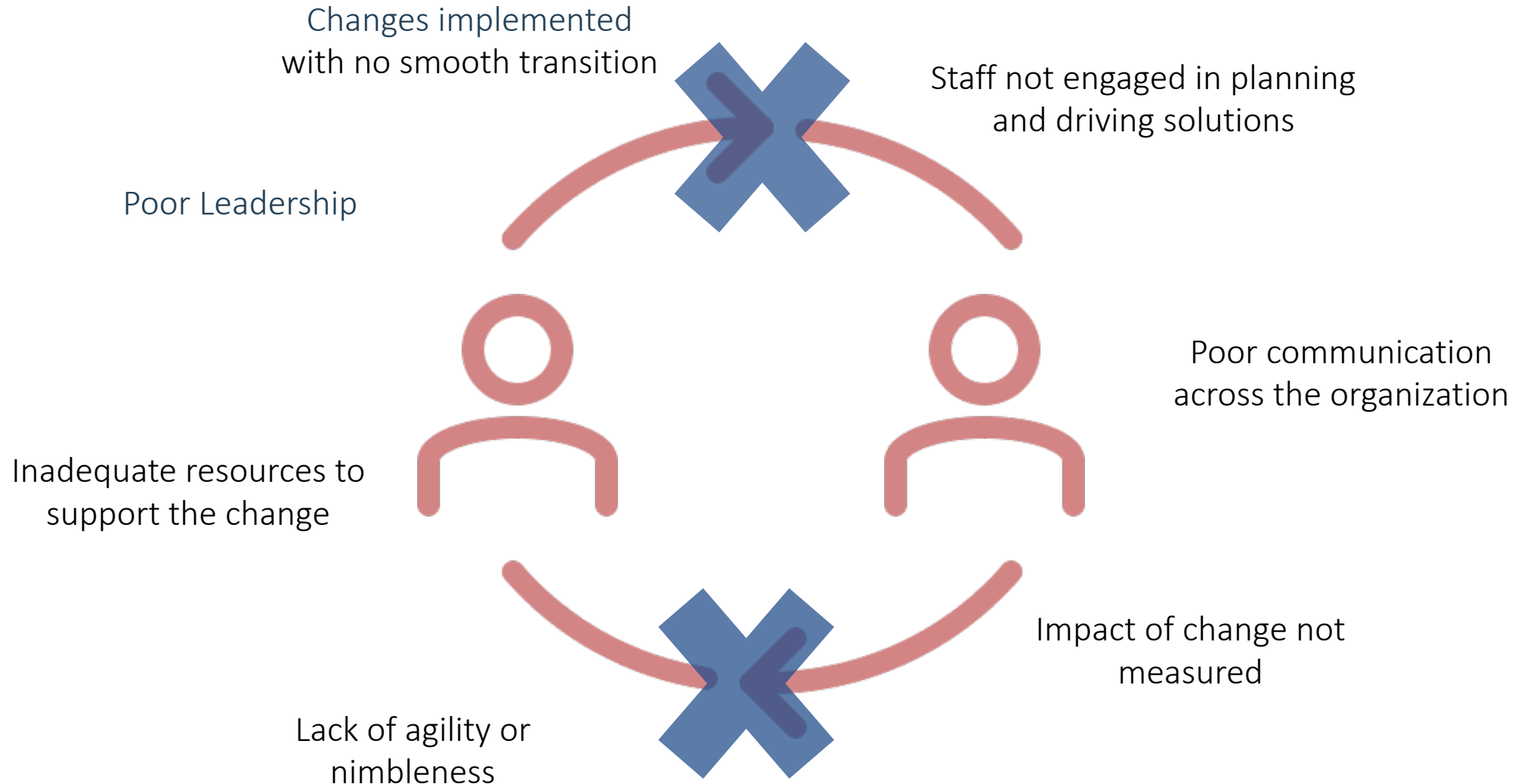
People Don't Understand

The benefits, or risks, leading up to the change may not have been well communicated

People Have Fatigue

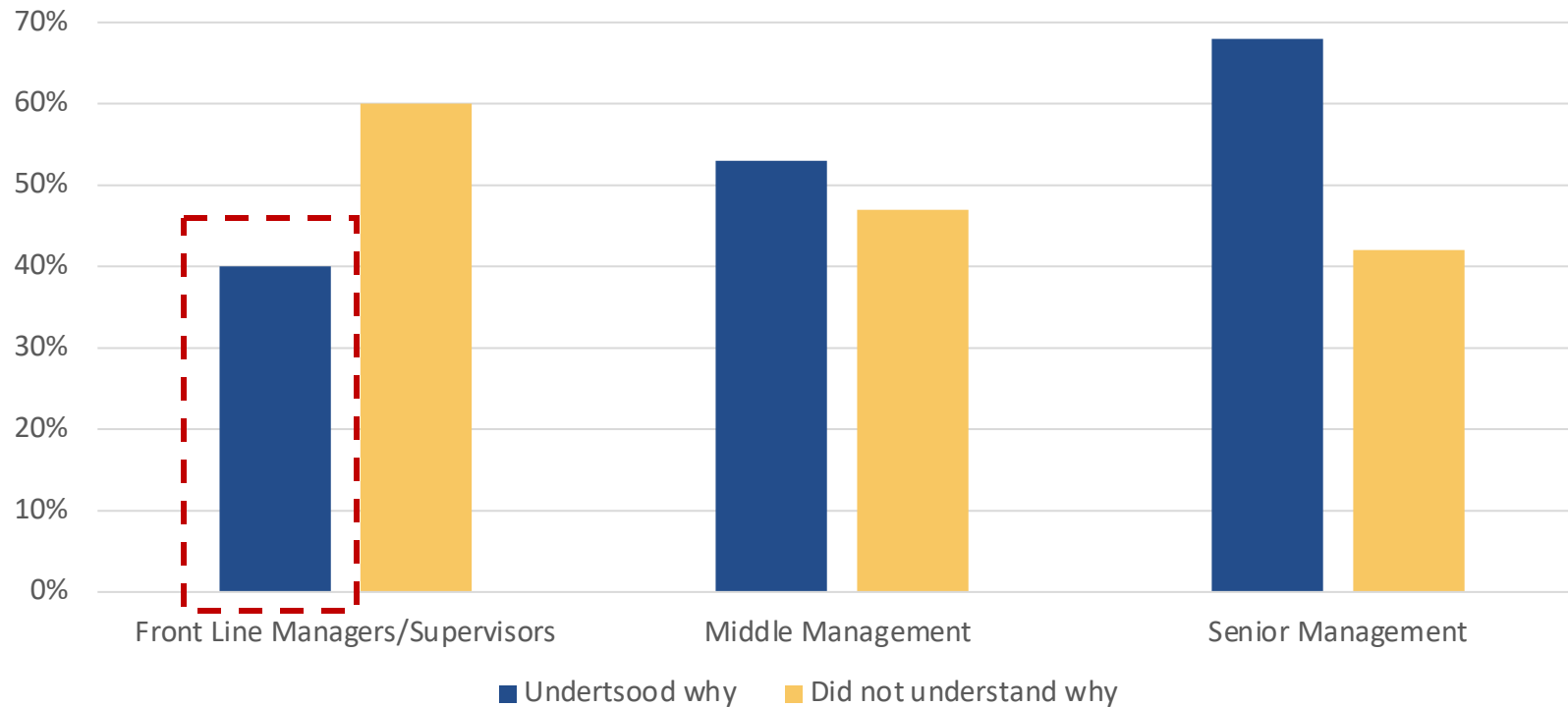
Changing too many things at once, or being required to change by external forces can be exhausting

Why Does Change Management Fail?

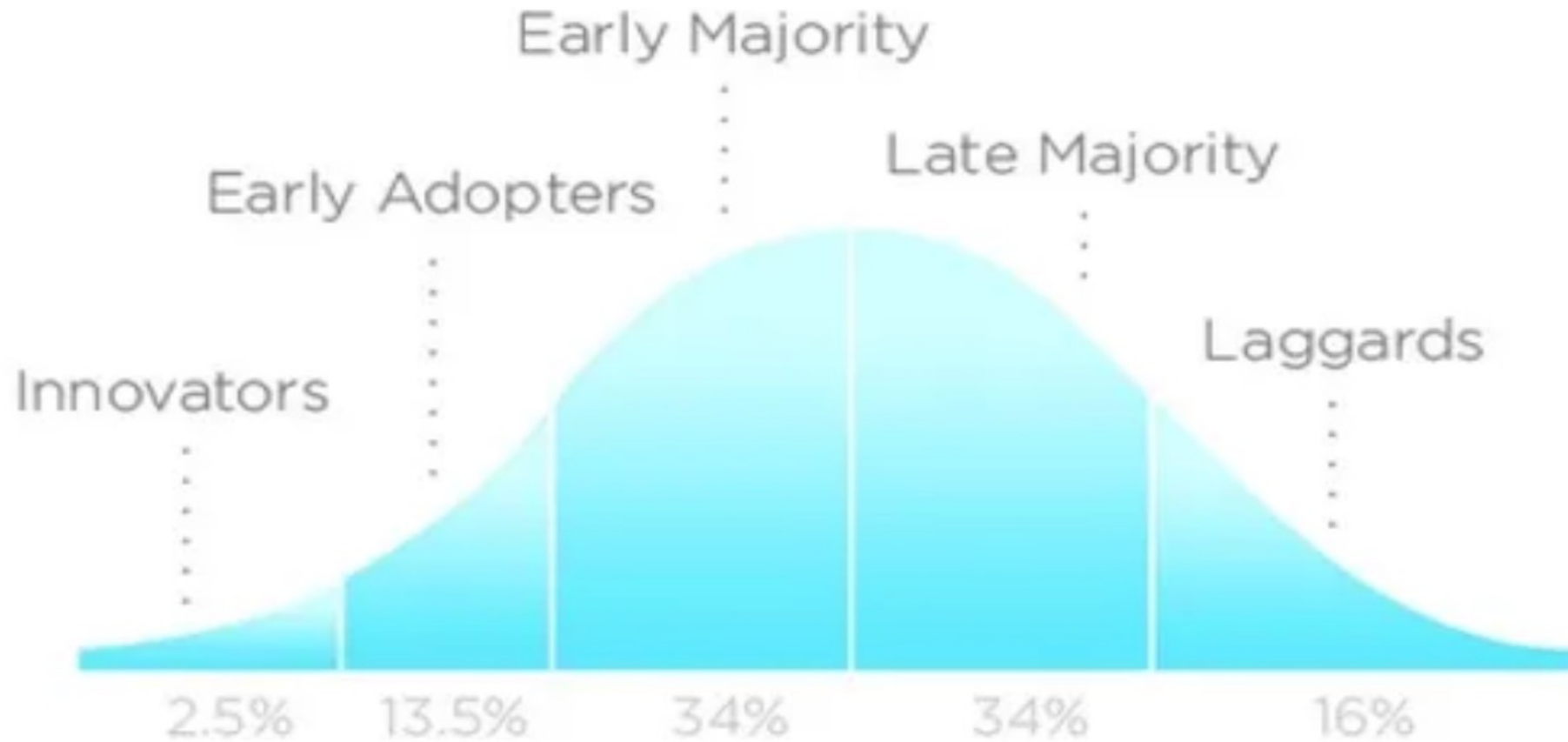


Why Does Change Management Fail?

Research by [Towers Watson](#) found that only 40% of front-line managers understood why organizational changes were happening




Adopter Categories to Change



INNOVATION ADOPTION LIFECYCLE

Communication Best Practices



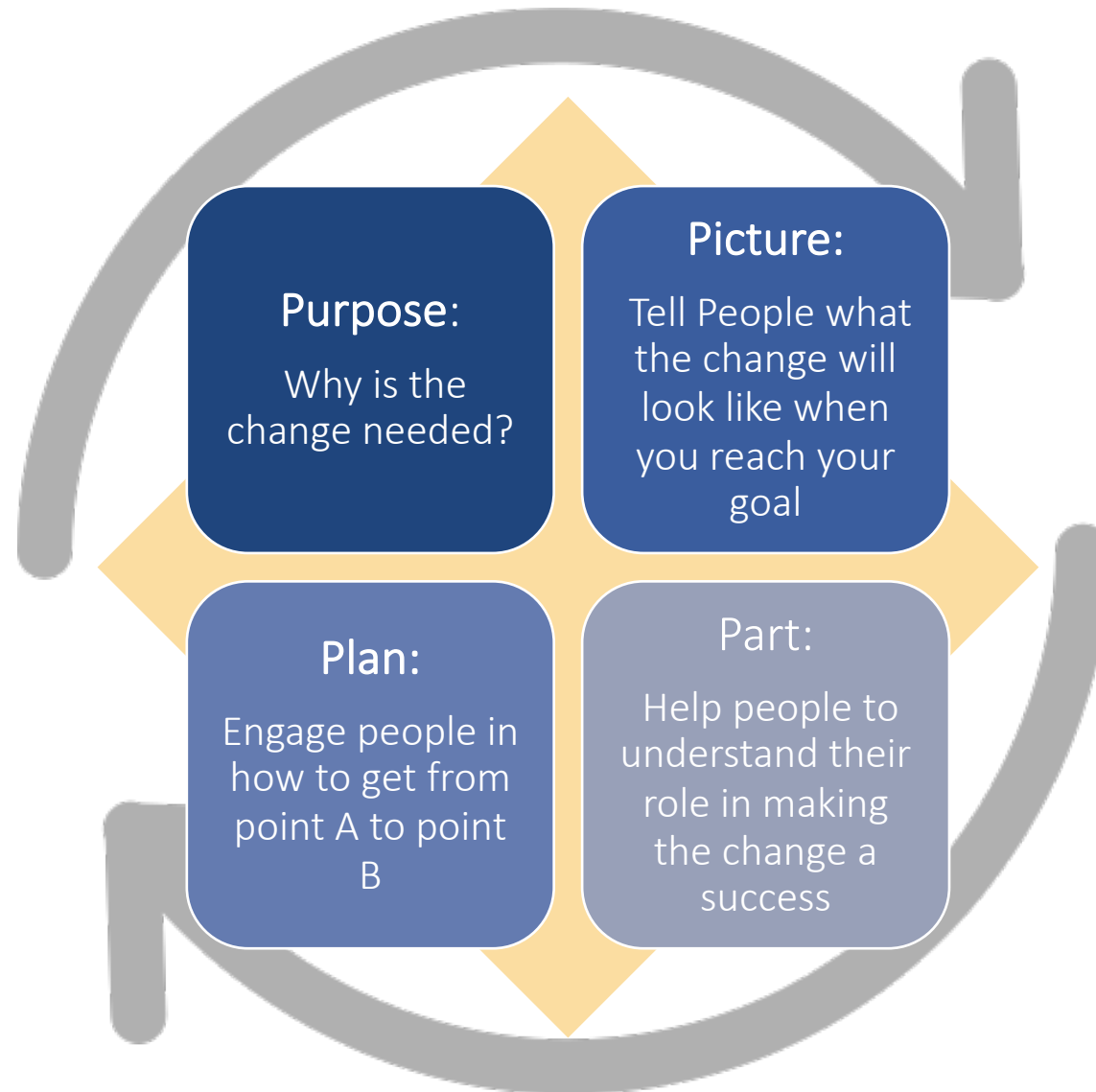
You cannot
over-
communicate

- Communicate consistently, frequently, and through multiple channels
- Share what is known and what is not yet known
- Provide ample time and space for questions and discussion
 - Leaders need to LISTEN

Bottom Line for most staff:

How does this impact **me**? How does this impact **the people we serve**?

The 4 Ps of Change Communications



SHG Communication Examples

Modalities

- Thursday morning update calls
- Paycor, payroll system, announcement ribbon
- Monthly Newsletters
- Multiple FB sites for different departments Instagram
- Podcasts
- Staff Surveys and timely reporting of results

Audiences and Influencer Groups

- SHG Volunteer Crew
- Positivity Crew
- All Staff Event Committee
- Staff Experience Committee
- Clinical Leaders Retreats
- Provider Retreats
- Executive Leadership Retreat
- Provider Lunch and Learns
- Justice, Equity, and Inclusion Group

There are best practices every organization can adapt and follow



Servant Leadership Supports Change



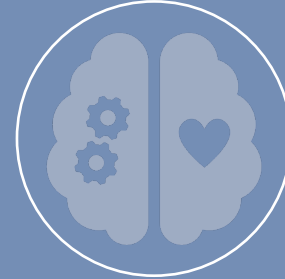
Kotter's Change Principles



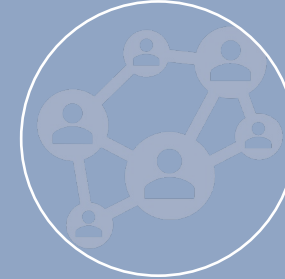
Select few +
diverse many



Have to +
want to



Head + heart

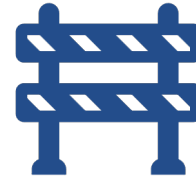


Management
+ leadership

Kotter's Eight Steps



Create a sense of urgency



Enable and remove barriers



Build a coalition



Generate short term wins



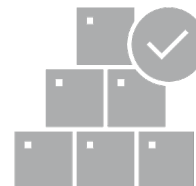
Form a strategic vision



Sustain acceleration



Enlist volunteers



Institutionalize change

Create a Sense of Urgency



- Help others to understand the need to act quickly to create the needed change(s)
- Communicate the opportunity through bold, aspirational statements

Build a Coalition



- Engage staff from various departments of levels of the organization
- Align efforts and energy
- Intentionally carve out time and space for the effort

Form a Strategic Vision



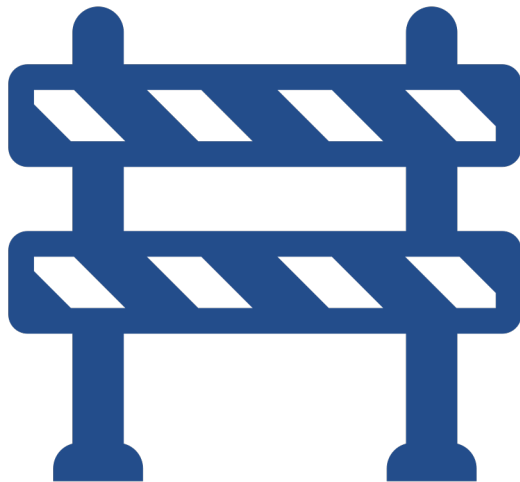
- Develop a guiding vision that helps stakeholders see how the future will be different from the past and how you can make that future a reality

Enlist Volunteers



- Bring in more stakeholders to create buy-in
- Design implementation tactics
- Keep things moving in the same direction

Enable Action and Remove Barriers



- Identify inefficiencies
- Break down silos
- Allow innovation and experimentation
 - Plan, Do, Study, Act

Generate Short Term Wins



- Track progress against incremental benchmarks
- Recognize, communicate and celebrate early successes

Sustain Acceleration



- Build from the short-term wins
- Invest in continued change efforts
- Keep your “eyes on the prize”

Institutionalize Change



- Formalize policies and procedures in writing
- Articulate the connections between changes and organizational success

Behavioral health providers have unique skills and competencies that can be applied in new ways to support change management

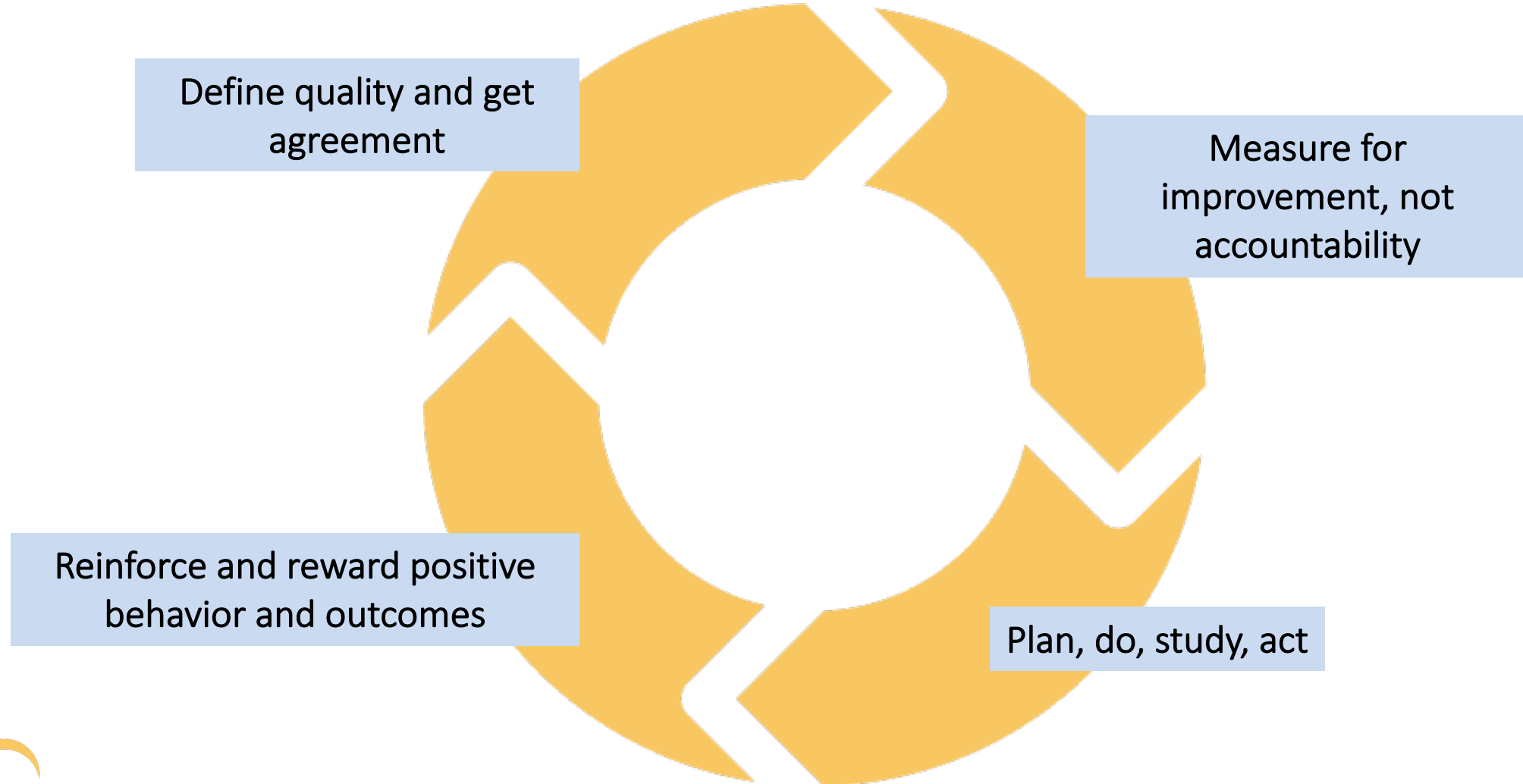


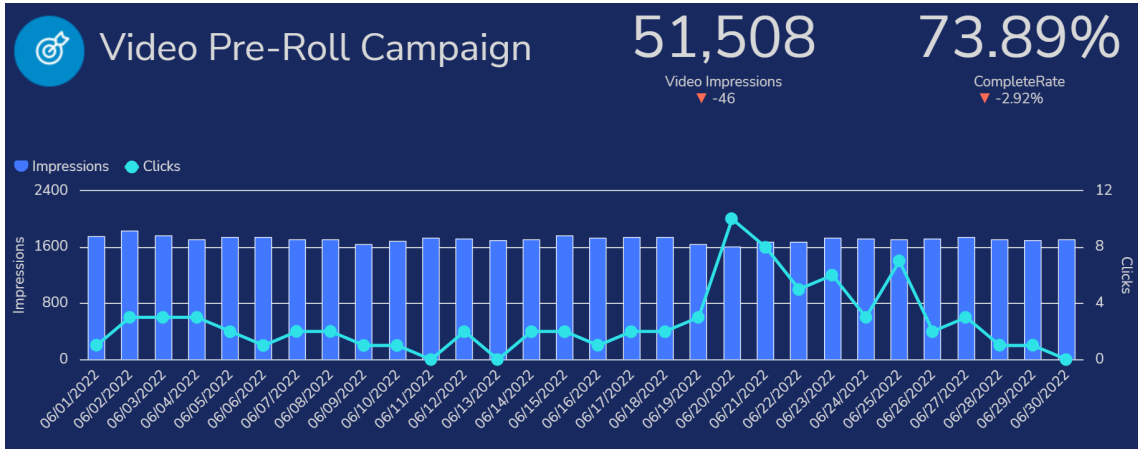
Applying Motivational Interviewing to Organizational Change Management



- Identify stages of readiness/stages of change
- Discover individual motivations
- Foster not only staff willingness to change, but **their confidence that change is possible**, and the outcome beneficial

Continuous Quality Improvement Principles to Sustaining Change





MONTHLY 2022 KKTV 11 News

| Television | Days | Time Frame | Program | # of Spots/week | Length | Weeks per Month |
|--------------------|------|-------------------|--|----------------------------|-----------|-----------------|
| KKTV | M-F | 9a-10a | 11 News @ 9am | 3x | :30 | 3 weeks |
| KKTV | M-F | 4p-5p | 11 News @ 4pm :10 Billboard | 5x | :10 | 4 weeks |
| KKTV | Sun | 10p-11p | 11 News @ 10p Sun | 1x | :30 | 3 weeks |
| KKTV.com | M-Su | 24 hours | Value Added Display banner ads | 50,000 monthly impressions | All sizes | All weeks |
| Audience Targeting | M-Su | 24 hours | Geographically and Behaviorally Targeted Video ads | 50,000 monthly impressions | All sizes | 4 weeks |
| Premion OTT | M-Su | 24 hours/targeted | Geographically and family Targeted | 25,000 impressions | :30 | 4 weeks |

79
Direct Ad Clicks
▲ 14

0.15%
CTR*
▲ 0.03%

21
View Through Conversions
▼ -2

View Through Conversions are people who have viewed your ad, did not click your ad, but later visited a conversion page on your website.

| Campaign Name | Impressions | Clicks | CTR |
|---|---------------|-----------|--------------|
| Southeast Health Group (Video) Search/Keyword Targeting | 40,092 | 39 | 0.10% |
| Southeast Health Group (Video) Mobile Geo-Optimized | 11,416 | 40 | 0.35% |
| Total | 51,508 | 79 | 0.15% |

Resources

John Kotter [“Strategies for Managing Change”](#)

Interaction Design Foundation
[“Understanding Early Adopters”](#)

Relias [“Leading Through Change”](#)

National Council for Mental Well-Being
[“Create the Conditions for Change”](#)








THANK YOU

Questions? Discussion!

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