

INTEGRATED CARE: Leadership and New Directions

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Objectives:

- Overview of the key ingredients of Integrated Care: Relationships, Common Purpose, Paradigm, Communication, Location of Service, and Business Relationship
- Understand the developmental nature of the “process” of change in service delivery
- Increase understanding of the need for effective leadership of change
- Increase understanding of unique and creative approaches to integrative care

Outline:

- Introductions: presenters and participants
- Key Ingredients for Collaboration:
 A Conceptual Framework
- Developmental events that support successful change
- Key values and skills for effective leadership
- Innovative approaches and creative interventions in Integrative Care
- Participant innovations, successes and/or challenges with integration process

Percepts without
Concepts are blind

Immanuel Kant

Key Ingredients for Collaboration: A Conceptual Framework

- Relationship
- Common Purpose
- Paradigm
- Communication
- Location of Service
- Business Arrangement

Relationship

- Relationship, Relationship, Relationship
- Developmental continuum punctuated by critical events
- Building Trust
- Building Respect
- Good Manners
- Relative Influence and Flexible Hierarchy
- Second Order Collaboration

Common Purpose

- Clear & Explicit
- Clarify Short Term and Clarify Long Term Goals
- Clarify for:
 - Professionals
 - Patients
 - Families

Goals held in common/Goals that are different

Paradigm

- Relationship between Mind & Body
- Biopsychosocialspiritual
- Different is okay as long as not mutually exclusive
- Theory of Change & Locus of Control
- Field of Focus: Micro/Meso/Macro
- Tough to resolve disagreements rooted in different paradigms

Communication

- Language
- Frequency & Duration (time sense)
- Form
- Content
- Confidentiality

Location of Service

- Separate
- Together but Separate
- Together

Business Arrangement

- Umbrella
- Separate
- Carved in/Carved out

Key Ingredients

Relationship

Common Purpose

Paradigm

Communication

Location of Service

Business Arrangement

Initiating the *Process* of Change

- 1) Create urgency
- 2) Form a "change coalition"
- 3) Create a vision
- 4) Communicate vision
- 5) Remove obstacles
- 6) Create achievable targets and successes
- 7) Build on change
- 8) Anchor the change in the culture

- from "*Leading Change*" by John Kotter, PhD Retired Professor at Harvard Business School

MISSION

“If one does not know to which port one is sailing, no wind is favorable.”

~ Seneca, Roman Stoic Philosopher, d. 65

Sense of direction:

Why are we here?

Where are we going?

How do we get there?

What do we stand for?

What do we do tomorrow?

Change

Attachments - prevent us from being free - they hold us back, de-rail progress

- We have attachments to how we do things (fear of failure, incompetence)
- We have attachments to our status (fear of it diminishing, losing our sense of power)

Other ego/attachments:

- Greed
- Pride or arrogance
- Desire to be in control
- Fear of “speaking truth to power”
- Old loyalties...or old enmities
- Willful ignorance

Goals:

- To become free from ego and status obsession
- be free from fear of change

LEADERSHIP

Definition:

“To point out a way, direction or goal...to influence others toward it...and to make good choices...in order to achieve results.”

~ Webster's Dictionary

“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”

~ John Quincy Adams, d. 1848, US President

Leading Change

Goal:

To help people become comfortable
....with being uncomfortable.

In change and complexity good leaders:

- Are *self-aware, authentic*, and committed to *purpose greater than self (heroic)*
- Are ingenious: *free* to make choices and **skilled at decision-making**
- Accept that leadership entails *suffering*, and manifest the *courage* to persevere
- *Reflect daily*, deliver *results*, are *grateful*, treat others with *love*

~ *Heroic Leadership* by Christopher Lowney

“Be the change
you want to see
in the world.”

Mahatma Gandhi, d. 1948



What's New and Exciting?

- Clinical Integrated Care Training for Psychology Interns at the University of Rochester
- Didactic Integrated Care Training for Psychology Interns at the University of Rochester
- Integrated Care Faculty consults at the University of Rochester
- DAAS screenings in health office at Le Moyne College
- New model for MSW and graduate mental health internships (integrative) at Le Moyne College
- Wellness assessment and Wellness Coaching in the health office at Le Moyne College
- Social media and collaborative programming

- What is new and exciting in *your* setting?
- What success have you had in your integrative process?
- What helped?
- What challenges have you faced?
- How have you dealt with those challenges?
- Solutions found?

Never doubt that a small group of thoughtful, concerned citizens can change the world. Indeed it is the only thing that ever has.

Margaret Mead (d. 1978, Anthropologist)

