INTEGRATED CARE: Leadership and New Directions

NYSCHA Annual Meeting 2014  Syracuse, New York

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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
Perceptrs 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)