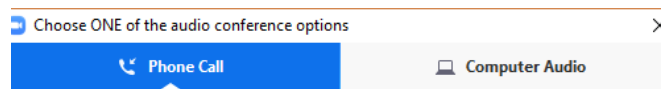# CCBHC-E National Training and Technical Assistance Center

Organizational Change Management Series:
Leading Transformative Change as a CCBHC

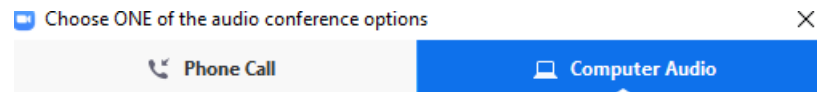February 23, 2022

Zoom Logistics

- Call in on your telephone, or use your computer audio option

- If you are on the phone, remember to enter your Audio PIN so your audio and computer logins are linked

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How to Ask a Question
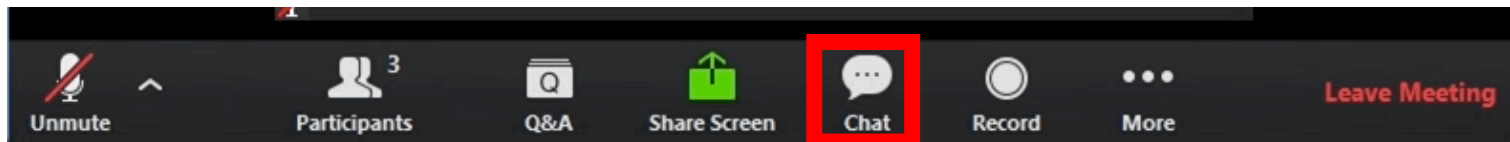
Share questions throughout today's session using the **Chat Feature** on your Zoom toolbar. **We'll answer as many questions as we can throughout today's session.**

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Acknowledgements and Disclaimer

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Today's Presenters

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Agenda

- Discussion: Using the CCBHC-E grant to transform your organization

- Cascading Breakout Group Sessions
    - Round 1: Crafting your vision and communication plan
    - Round 2: Taking learnings into action

- Wrap-up & Next Steps

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The Learning & Action Sessions

- 3-part session on organizational change management

- Each session is designed to expand and advance on the previous event

- Each session will explore and showcase:
  - Factors for effective change management
  - Successful applications for developing and maintaining transformative organizational changes

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The Learning & Action Sessions

	Learning Objectives:
Leading Transformative Change as a CCBHC February 23, 2022	• How to integrate the CCBHC grant into your organization's strategic plan/mission/vision • How to turn the grant implementation into an agency-wide change initiative • How to create productive urgency through an effective communication plan for internal/external stakeholders
The Role & Opportunity of Continuous Quality Improvement March 23, 2022 Register Here	**Learning Objectives:** • Differentiate between workplan and CQI plan • How to integrate a CQI approach to all aspects of your staff's work • Understand the importance of interdisplinary team-based approach to CQI and care provision
Understanding & Operationalizing Team-Based Care April 20, 2022 Register Here	**Learning Objectives:** • Define team-based care • Recognize research supported core elements of effective teams/teamwork • How to conduct a team-based care org. self-assessment and implement a team-based care approach

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CCBHC-E Grant Award

Opportunity for transformation

&

Improve access to quality, culturally competent, whole-person care

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Key Steps

1. Define your vision as a leader, with your leadership team

2. Communicate and socialize the vision to everyone

3. Identify important targets that resonate with values

4. Create an empowered change structure that involves everyone

5. Align the grant funded program elements within the change structure

6. Identify change agents that represent a horizontal and vertical partnership

7. Utilize Continuous Quality Improvement to organize your transformation

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Is this your vision?

If so, how do you get there?

Use the tools and techniques of vision driven transformative change

1. Define your vision as a leader, with your leadership team

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The Opportunity for Transformation

The vision of becoming a CCBHC can mean:

We are becoming an organization where we can put our values into reality.

We are becoming an organization that implements the core components of the CCBHC model to provide comprehensive care to the community

Every process, program, policy, procedure, and practice; every person providing help, with every penny that we have can become about the needs and hopes of the people and community that we serve, and the values that got us into this business in the first place.

1. Define your vision as a leader, with your leadership team

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Have a Communication Plan

Today we will help you get started

| How would your agency identify targets that can involve everyone? | How would your agency empower your change team with your messaging? | How does the CCBHC grant manager fit into the agency wide plan? |

2. Communicate and socialize the vision to everyone

3. Identify important targets that resonate with values

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Identifying Targets

Not too many, not too few (3-4)

Targets should be both value-based and specific:

- Welcoming open access

- Effective crisis response for all

- Reach kids in schools

- Team-based care to help us serve those in need

- Improve co-occurring MH/SUD capability

- Improve integration of health care into our services

3. Identify important targets that resonate with values

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Empowering Staff & Managing the Grant

We need to meet grant requirements, but our most important message to our organization is this:

- *Our new funding provides some capacity to make progress toward our vision*

- *Everyone in the organization can be a partner in change*

- *We address "attestation" to help us to make progress toward our vision*

4. Create an empowered change structure that involves everyone

5. Align the grant funded program elements within the change structure

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What do you want to **transform** about your service delivery system with this grant?

- **Answer this fundamental question** for your board/community, for all your staff, and for your clinical staff.

- **Determine a strategic reason for grant.** The CCBHC-E grant should align with a significant service gap goal or partnership goal identified in your strategic plan or from survey data or community needs assessment.

- **Identify a Big Audacious Goal (BAG).** It could be wanting to serve more people, but what else? What is your big audacious goal for this grant?

- **Leverage the grant required Community Needs Assessment** to be a driver for staffing, training, cultural/linguistic responsiveness, access, and service array.

1. Define your vision as a leader, with your leadership team

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Some Examples

Partner with primary care or FQHC and begin implementing health measures (e.g., metabolic screenings) for persons with serious mental illnesses.

Begin or expand MAT services to address the opioid use trend in your community.

Bolster relationships with community hospitals – Hospital Liaison or Diversion Program.

Implement an evidence-based program like Zero Suicide or ACT Team to address a community need.

Partner with local schools to begin school-based services including Expressive Therapies.

Partner with local law enforcement for co-responder response (e.g., Oklahoma CCBHC Model).

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For Board/Community, What Does Becoming a CCBHC-E Grantee Mean?

- We are on the cutting edge of a national trend in community mental health.

- Creates new or builds upon an existing community partnership that we have long wanted to create or bolster (e.g., hospitals, primary care/FQHC, schools, health departments, law enforcement)

- Current pandemic and explosion of need for mental health and substance use treatment.

2. Communicate and socialize the vision to everyone

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What Does Becoming a CCBHC-E Grantee Mean?

- Enhanced ability to respond to community needs (cultural, open access, language access, transportation, etc.)

- Increased coordination and integration of care/services

- Enhanced integration of peer support/recovery-oriented services

- Improved capacity and competencies to do population health management and continuous quality improvement

- Evidence-based care provision

2. Communicate and socialize the vision to everyone

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For All Staff, What Does Becoming a CCBHC-E Grantee Mean?

- We are growing in concert with our mission.

- We are living/growing the BAG of serving our community in a greater way.

- We are all in this together – the grant means more/better services but also support (e.g., data analyst, billing, management)

- Creating opportunities for staff growth (recruitment, retention and promotion).

2. Communicate and socialize the vision to everyone

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For Clinical Staff, What Does Becoming a CCBHC-E Grantee Mean?

- Improving our clinical expertise through training and service growth.

- Implementing evidence-based practices, e.g., DBT, MAT, Zero Suicide

- Meeting some of the social determinants of health, e.g., housing, employment.

- Fills a significant service gap we know exists based on internal data and/or community needs assessment data.

- Improvement of clinical quality outcomes through measures, e.g., engagement, follow-up after hospitalization, suicide risk assessment and intervention.

2. Communicate and socialize the vision to everyone

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Implementation & Follow-Through

As the grant begins...

- It's natural to identify successful strategies to address grant requirements (checklist, NOMs), staffing, budgets, reporting, etc.

- Strategic principles must always be there as a baseline or reminder – why did we do this?

The long view...

- CCBHC-E grant is a foundational step toward comprehensive, permanent services delivery change and to future, permanent CCBHC status.

- Establish the foundations to address community gaps and needs, expand access to care, delivering services that improve outcomes and the lives of people served.

- Transformed care focused on integrated and coordinated and person-center care.

3. Identify important targets that resonate with values

4. Create an empowered change structure that involves everyone

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Breakout 1

Format: 3-4 people

Discussion Questions

- *What does CCBHC mean for you and for your organization?*

- *What do you want to transform about your Service Delivery System with this grant?*

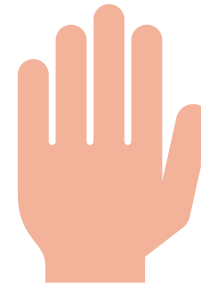- *How would you communicate the transformation vision to the organization?*

Please return ready to report out via chat or opening your microphone!

Welcome Back!

Please share in the chat a few words to describing what the CCBHC-E grant means to your organization.

If you'd rather speak to this raise your hand and we'll open your microphone.

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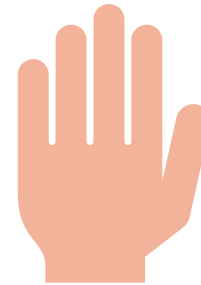
Breakout 2

Discussion Questions

- *Given the findings from your small group, what are the next steps you need to take to make this a reality? "Where do we go from here?"*

Please return ready to report out via chat or opening your microphone!

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Welcome Back!

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Key Steps...Moving Forward!

1. Define your vision as a leader, with your leadership team

2. Communicate and socialize the vision to everyone

3. Identify important targets that resonate with values

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5. Align the grant funded program elements within the change structure

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Wrap-up:
Preparing for Our Next Session

Now that you have taken the time to consider how your organization will be transformed....*next, we'll look at putting it into action!*

Tips
- *Your grant workplan and attestation requirements are great tools for creating a Continuous Quality Improvement Initiative.*

- *Before our next session consider how your team will leverage your grant workplan and the attestation requirements to implement an interdisciplinary CQI initiative.*

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Questions or Looking for Support?

Visit our website and complete the **Request Technical Assistance** form

https://www.thenationalcouncil.org/ccbhc-e-nttac/

Thank You

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post-webinar survey.

It will pop up once the webinar is closed.

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