



ReThink  
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## The Pathway for Transforming Health *and* Leading Change

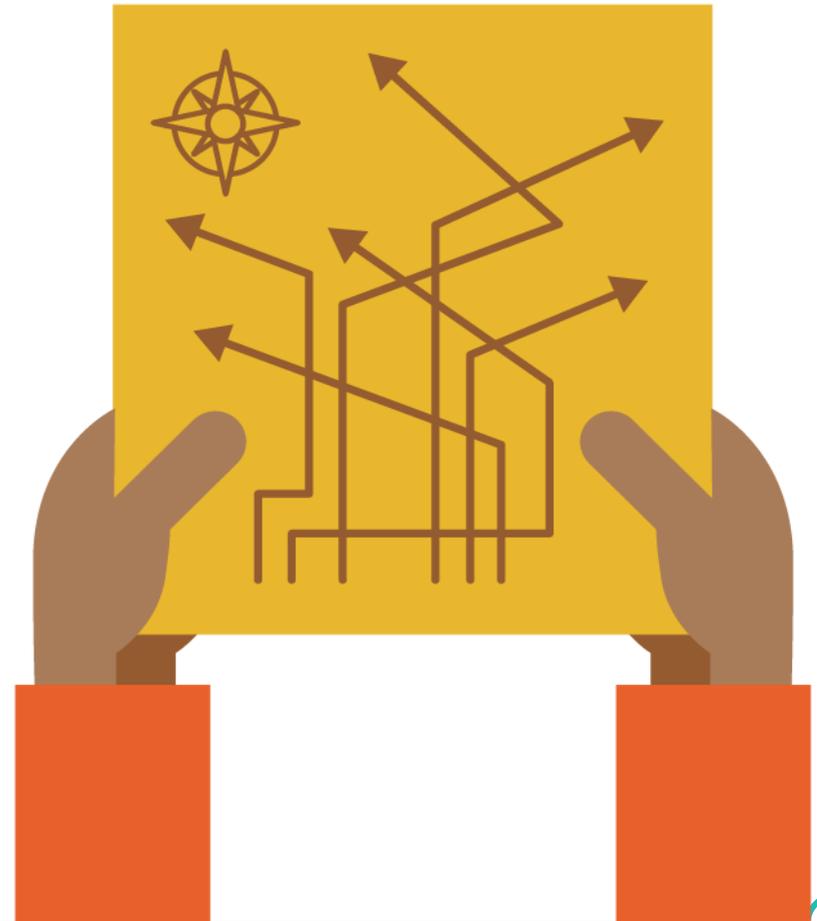
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Communities Joined in Action

October 2, 2015

# Agenda

- Welcome
- What is the Pathway?
- Pathway Self-Diagnostic Tool
- Where are you on the Pathway?
- Leading Change Reflection Tool
- Discussion and Close





# The Pathway for Transforming Regional Health



What are the key lessons learned along the path?

What do the different phases look like?

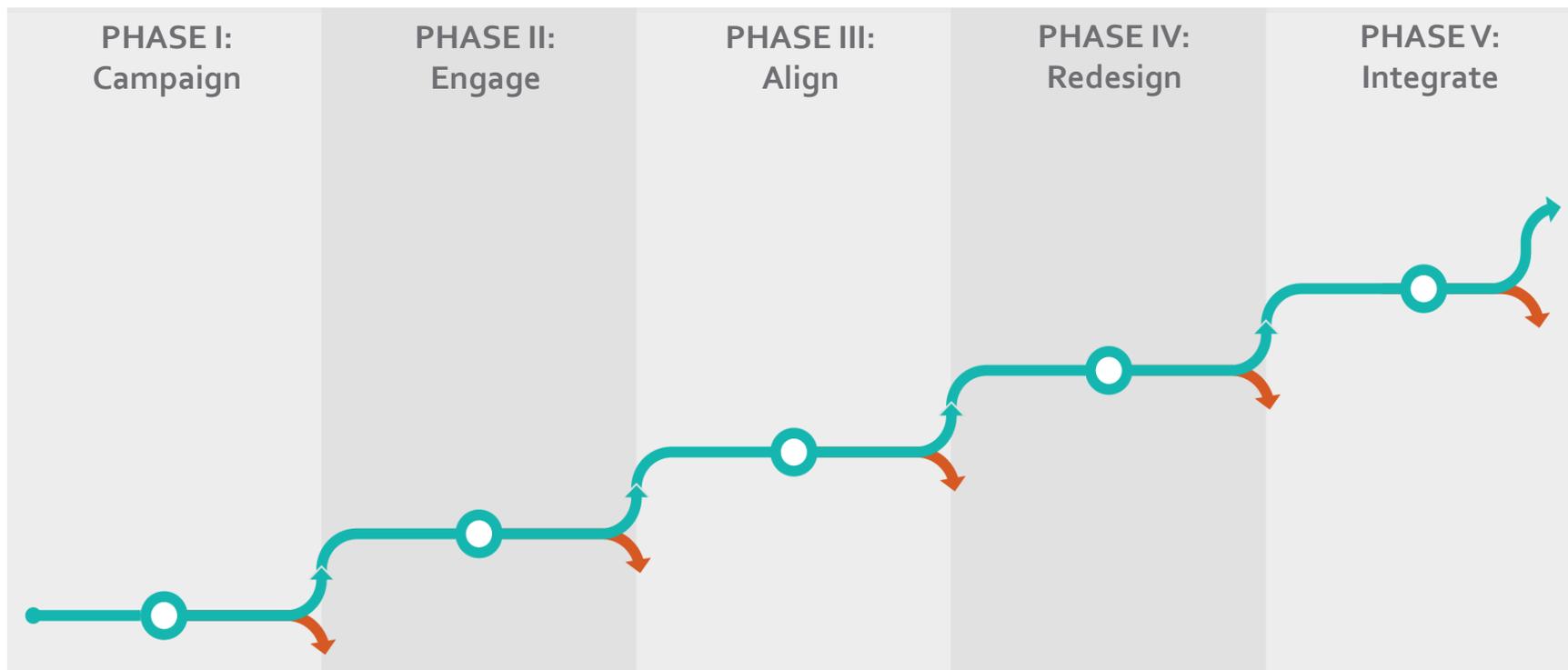
What gets in the way?



How long will it take to see impact?

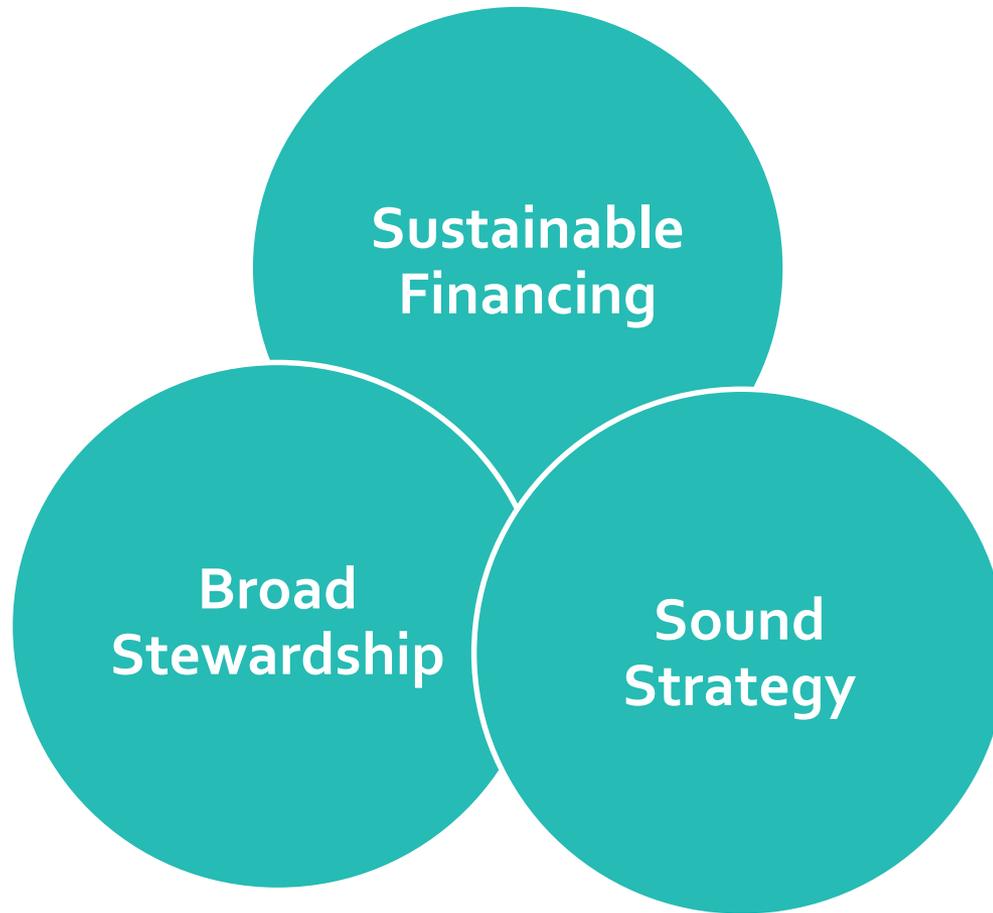
How do I move forward?

# The Pathway for Transforming Regional Health



Guidance that helps users navigate the pitfalls and momentum builders on the road to health system transformation.

# Core Pillars of the Pathway



# Purposes of This Pathway



Help leaders see where they are on the journey



Provide guidance from learnings



Show the ongoing process of regional health transformation



Identify rough phases in the process and key milestones



Demonstrate how both success and problems can be controlled



The path starts when leaders step outside organizational boundaries to work collaboratively with others

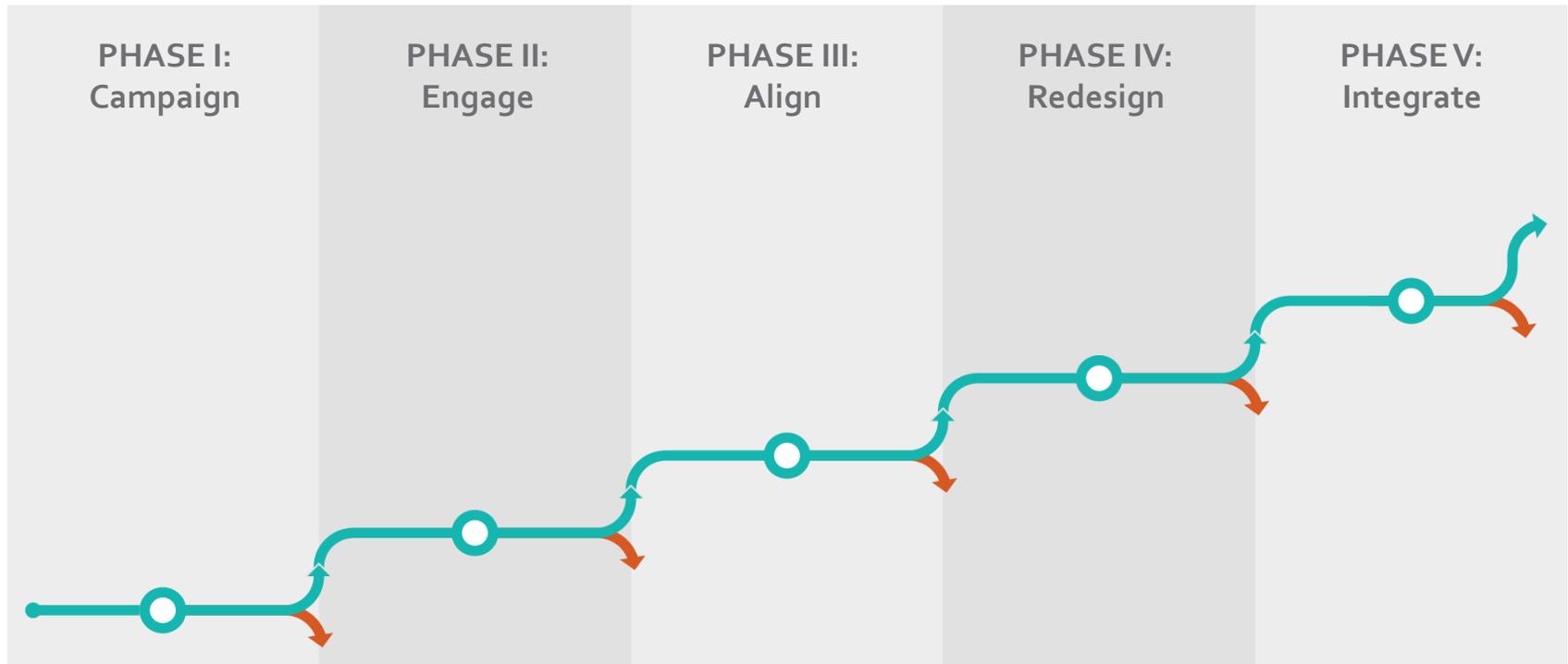
# The End Point of the Pathway: Where Are We Headed?

- ✓ Healthy residents
- ✓ Costs under control
- ✓ Superb care
- ✓ Investments in wellbeing
- ✓ Productive economy

# The Pathway for Transforming Regional Health

## Key Elements:

Momentum builders: critical leadership actions that can enable transition to the next phase



# Phase I: Campaign



## Key Characteristics

- ✓ Time bound
- ✓ Goal focused
- ✓ Well-resourced
- ✓ High energy

**Pitfall:** Collaboration stays temporary and bounded

**Momentum builder:** Campaign as a springboard to more permanent collaboration



# Phase II: Engage



## Key Characteristics

- ✓ Ongoing engagement
- ✓ Coordinating resources
- ✓ Diverse activities
- ✓ Collective action

**Pitfall:** Focus on early wins with narrow impact

**Momentum builder:** A real leadership team with a bold vision begins to build capacity for more



# Phase III: Align



## Key Characteristics

- ✓ Clearly articulated shared values
- ✓ Enhanced relationships and collaboration
- ✓ Growing community engagement
- ✓ Growing system orientation
- ✓ New funders

**Pitfall:** Low hanging fruit is harvested

**Momentum builder:** Leadership ups the ante: links short term action to long-term strategy



# Phase IV: Redesign



## Key Characteristics

- ✓ Redesign of core structures and processes
- ✓ Capacity for joint decision making
- ✓ Recognition of potential synergies
- ✓ Experimentation grows to focus on scaling in place
- ✓ Coordination and co-dependence

**Pitfall:** Competing agendas, resistance

**Momentum builder:** Recruit new supporters, showcase innovation and successes to energize



# Phase V: Integrate



## Key Characteristics

- ✓ Legitimacy of governance
- ✓ Broad and active engagement strategy
- ✓ Long-term system vision and targeted goals
- ✓ Continuous performance improvement
- ✓ Sustainable investment and financial strategy

**Pitfall:** Complacency and distraction

**Momentum builder:** Renewal of stewardship, capacity, and aspiration



# Where Are You on the Journey?

In which phase do you think your regional effort sits now?

What pitfalls might get in your way?

What momentum builders have you put in place?

What is your role in leading change in your region?

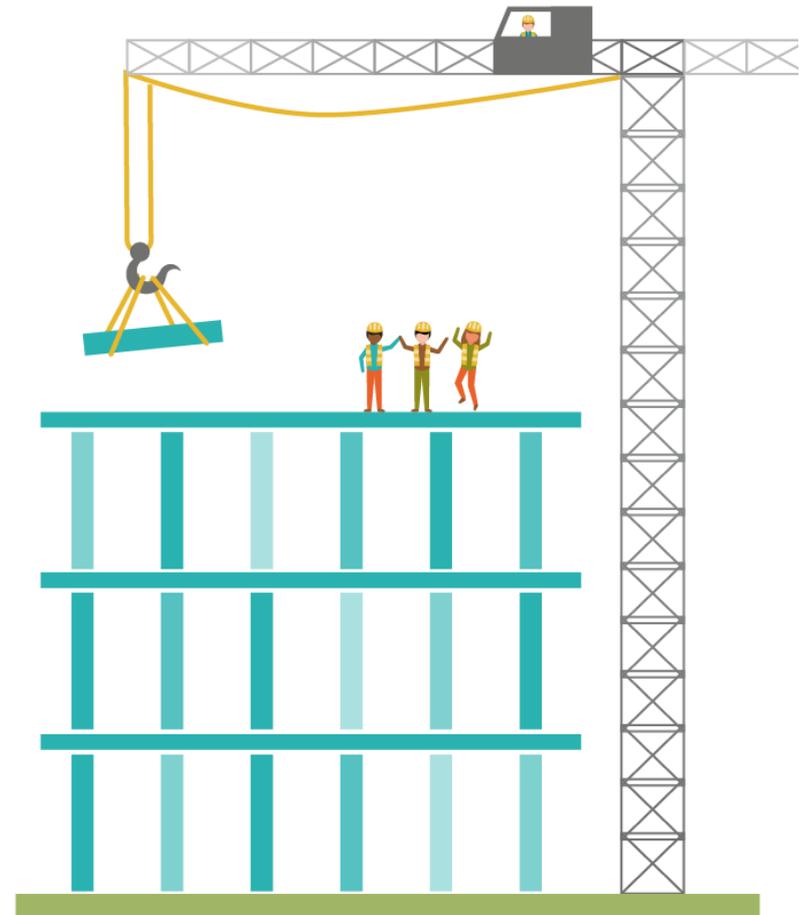
## TOOLS

**“Where Are You on the Pathway for Transforming Regional Health?”**

**“Leading Change Reflection Tool”**

# The Pathway Self-Diagnostic Tool

- Where do I believe our region is on the Pathway?
- What pitfalls have we (successfully) navigated so far?
- What pitfalls do we anticipate?
- What momentum builders are well established, and where might we focus our work next?

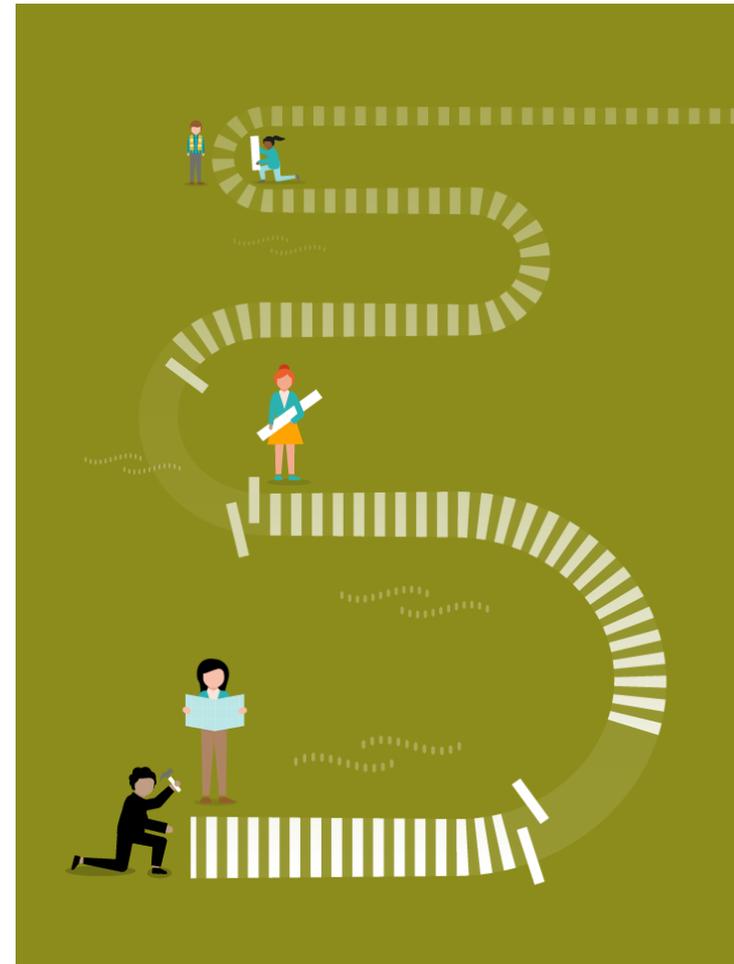


# Where Are You on the Pathway?



# Leading Change Reflection Tool

- What is your vision for change?
- Where do you see your role in the change effort of your region?
  - Organizational Leader
  - Facilitator
  - Steward
  - Innovator
- What are your personal aspirations for impact?



# Organizational Leader

- I want to lead change primarily to make the future brighter for my organization and those it serves
- I collaborate mainly with peers within my organization
- I have a vision for the future of my organization
- I see my main role as to deliver results for my organization and its constituents



# Facilitator

- One of my main strengths is enabling other leaders to work together effectively
- I see myself creating conditions for others to be effective in leading this effort
- I engage others in imagining a better future
- I can see myself working to create a strategic leadership structure to make change happen



# Steward

- I aspire to call other leaders to be their better selves
- I have a long time-horizon for my aspirations
- I think I can and should influence more than just my own organization
- I want to work with leaders outside of my sector
- I see myself as a steward, a leader who takes responsibility for moving the whole system



# Innovator

- I respond well to others' calls to be part of something larger
- I love getting things done
- I am good at connecting with others who are working on similar things and aligning our work
- I am energized by innovative experiments and learning from them

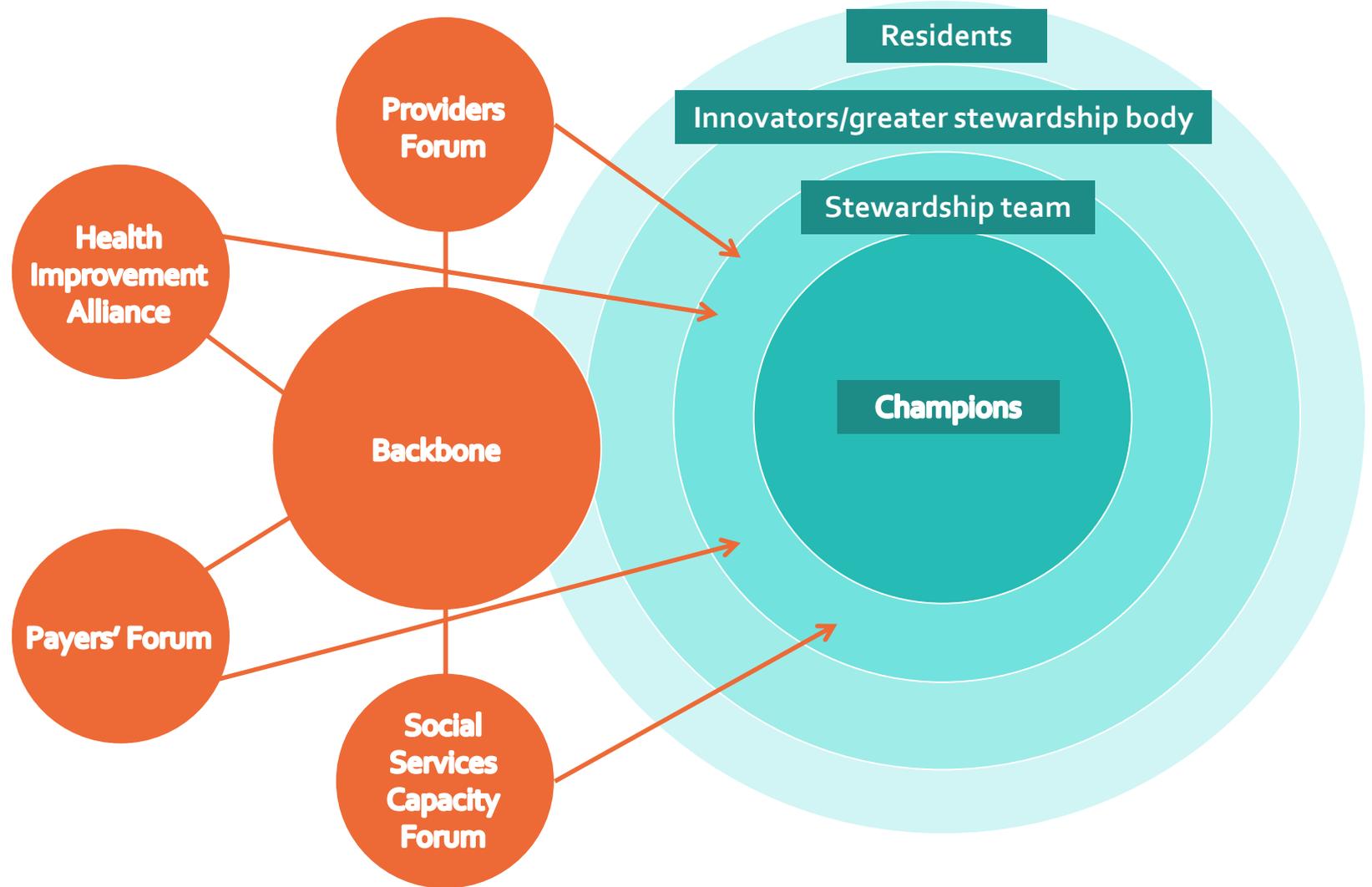


# Leading Change Reflection Tool Discussion

- Key elements of your vision about which you feel most committed to act.
- How you see your role in bringing about change in your region.
- What 3 or 4 questions you most want to address as you explore your leadership work. In what aspects of the work do you feel most vulnerable? What kind of support do you need?



# Circles of Stewardship





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