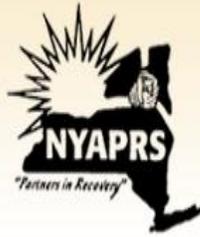


NYS Care Management
Training Initiative



New York State
Council for Community
Behavioral Healthcare



Managing Complex Change

Source: *The Managing Complex Change model was copyrighted by Dr. Mary Lippitt, founder and president of Enterprise Management, Ltd., in 1987.*
https://www.prevention.org/inc/Publications/documents/Forum_Winter_04_Managing.pdf

Vision + Skill + Incentives + Resources + Action Plan = Successful Change

- ❖ Each of these elements is necessary for successful change.
- ❖ If any element is missing, it produces a flaw or negative symptom in the change process including:
 - If vision is missing, there can be confusion.
 - If skills are missing, there can be anxiety.
 - If incentives are missing, there can be a reduction of speed and stalling of the change process.
 - If resources are missing there will be frustration.
 - If an action plan is missing, there will be false starts.
- ❖ How do Supervisors Make Complex Change Happen?
 1. Communicate the purpose, vision, goal of health home services.
 - Make it as concrete as possible and include as many details as possible.
 - Keep focus on the person receiving services.
 - Align all policies, procedures and priorities with the vision.
 - Match your actions with your words – practice what you preach.
 2. Develop specific skills necessary to health home care management.
 - Identify existing knowledge and skills staff have that will be essential for health home care management. Identify ways people can apply their existing skills to their new roles.
 - Support staff with developing additional knowledge and skills necessary for health home care management. Have staff identify goals for themselves.
 - Be creative and have fun with learning activities. Identify leaders to share their expertise with others.
 3. Clarify incentives
 - Identify monetary and non-monetary incentives for change.
 - Consider incentives at all levels: community, organization and personal.
 4. Utilize resources available
 - Read literature about care management, health homes, health care reform, etc.
 - Seek out senior leaders for help, support, and advice.
 - Network with others.
 - Reinforce learning produced by the NYS Care Management Training Initiative.
 5. Create and implement action plans that are coordinated and communicated with others.