Managing Complex Change

Source: The Managing Complex Change model was copyrighted by Dr. Mary Lippitt, founder and president of Enterprise Management, Ltd., in 1987. 

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.