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Wellbeing

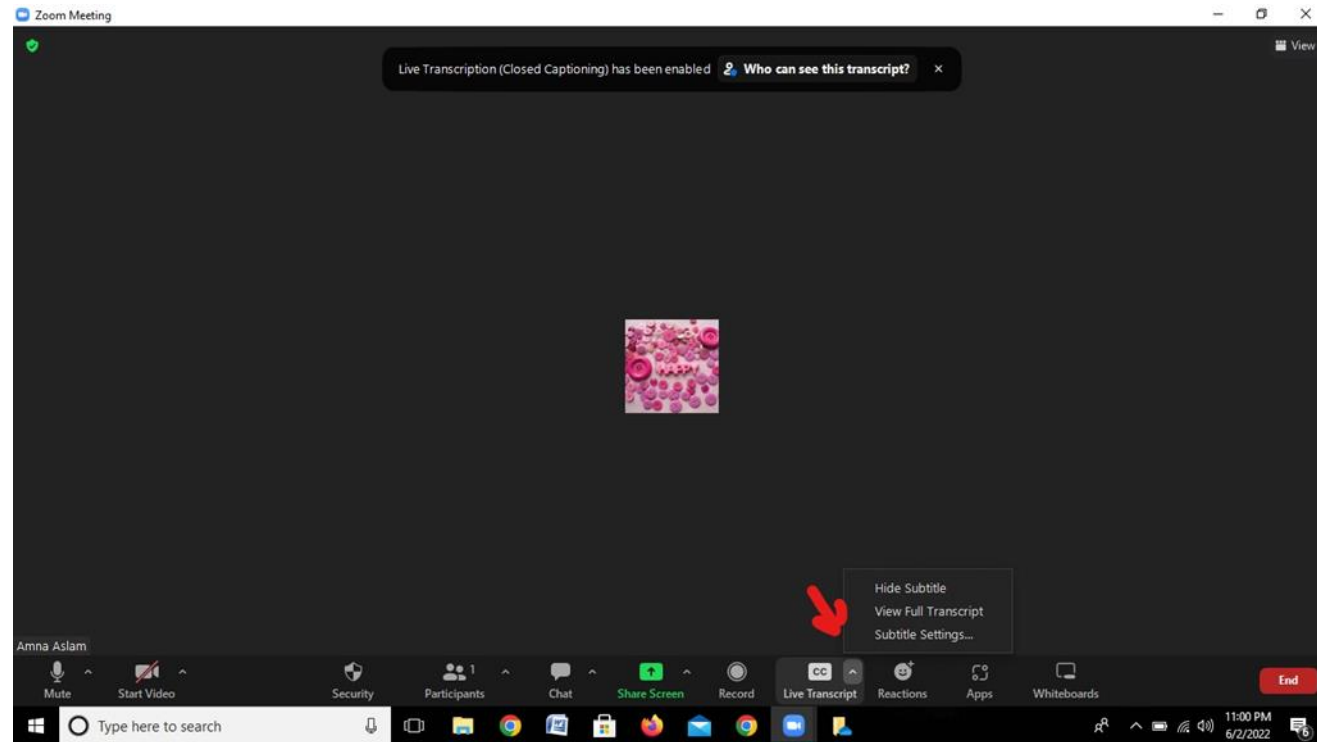
HEALTHY MINDS
STRONG COMMUNITIES

New Demo Learning Series: Change Management

November 7, 2024

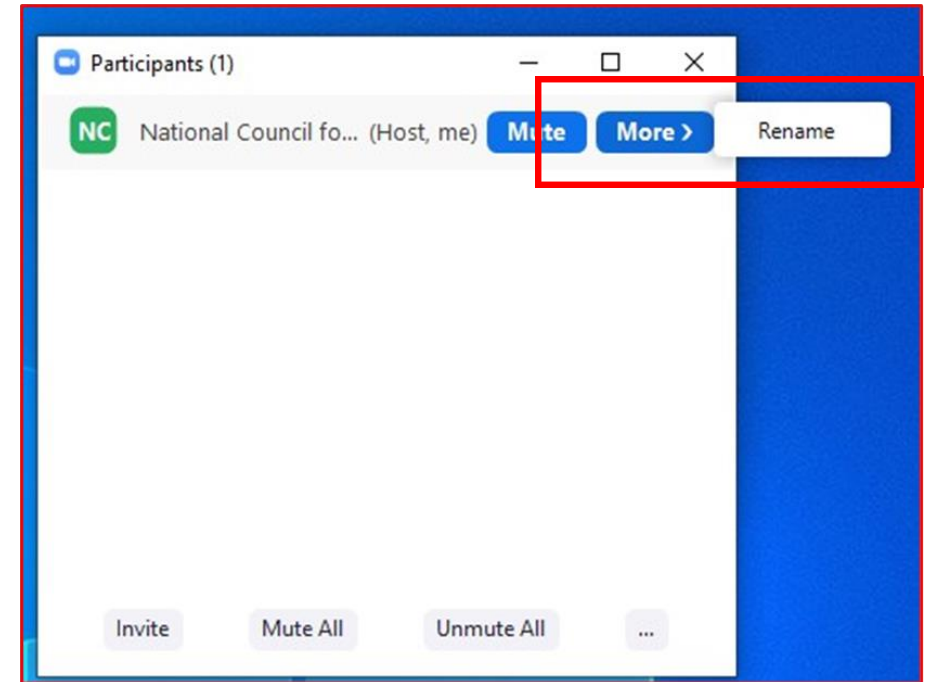
How to Enable Closed Captions (Live Transcript)

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Logistics

- Please join by video if you are able!
- Please rename yourself so your name includes your organization.
 - For example:
 - Zachary Prezotti, National Council
 - To rename yourself:
 - Click on the **Participants** icon at the bottom of the screen
 - Find your name and hover your mouse over it
 - Click **Rename**
- If you are having any issues, please send a Zoom chat message to **Zachary Prezotti, National Council**



Today's Session: Slides and Recording

Slides and the session recording link will be available on the [CCBHC Success Center website](#) under “Past Events” within 2 business days.

Calendar of Events

CCBHC Success Center

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Today's Presenters



Brian Mallow, MSW
CCBHC Senior Advisor



Samantha Holcombe, MPH
Senior Director



Today's Learning Objectives

- Recognize CCBHC as a mechanism for organizational transformation
- Understand considerations for change management and practice transformation in CCBHC adoption
- Identify strategies to integrate and align CCBHC with your organization's culture and strategic vision
- Discuss change management strategies and tactics for CCBHC implementation



Quick Poll

- What is your CCBHC status?
- What is your role at your organization?
- How would you rank your level of CCBHC knowledge?



CCBHC: Not “Business as Usual”

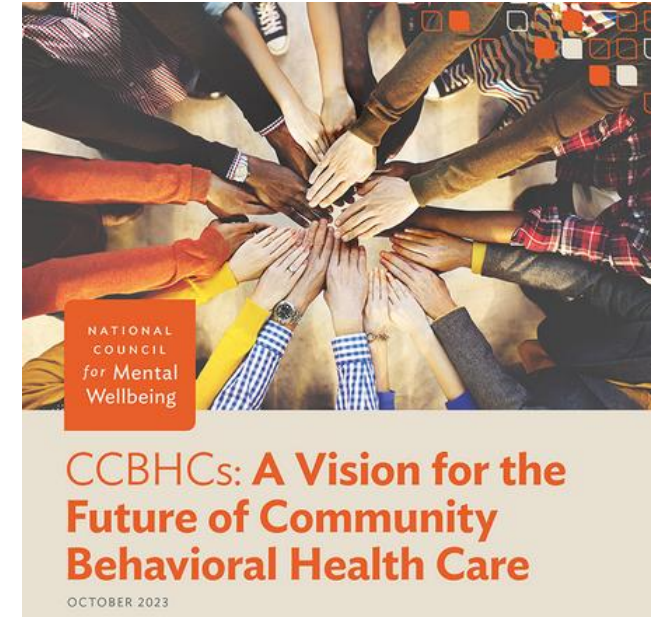
Opportunity for:



Organizational transformation: Flexibility to innovate, work differently to meet the needs of staff and those within your community



Improving the experience and wellbeing of those you serve: Enhancing access, quality, and whole-person care



<https://www.thenationalcouncil.org/resources/ccbhcs-a-vision-for-the-future/>



Leading Change towards CCBHC

Change leadership/management is both a process and a competency.

The **process** refers to a distinct methodology and set of tools to move people through change.

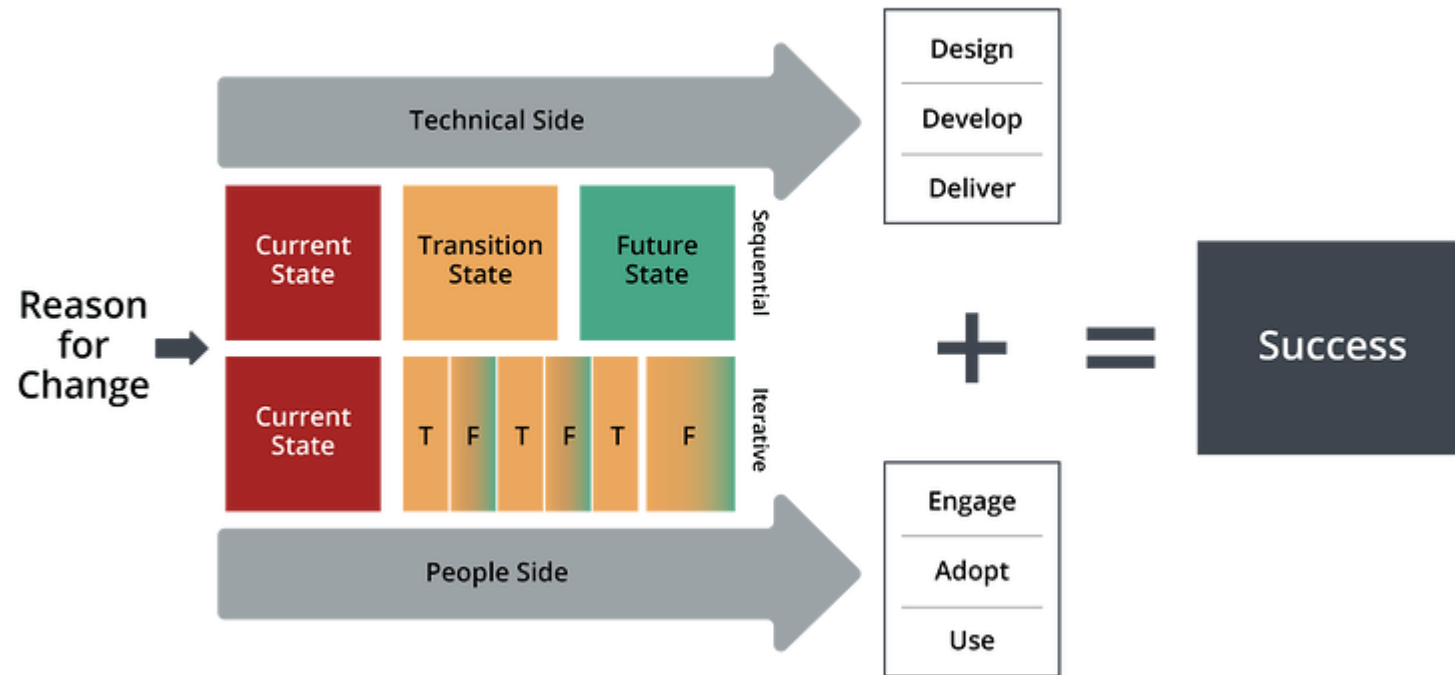
Competency is the leader's ability to lead and inspire others through change.

“Leader” does not solely refer to those in leadership. Although their engagement and buy-in is critical to successful organizational change. You should now consider yourself a change leader – regardless of your title.

“The number one obstacle to success for major change projects is resistance and the ineffective management of the people-side of change.”



Looking Through Both Lenses



- Technical – more process oriented
- People – more competency oriented
- Those driving change management need to integrate both lenses into implementation.

Potential Changes as a CCBHC

Demo sites new to CCBHC

Enhancing
access to care

Expanding
service array

Optimizing HIT
for data-driven
decision making

Centering voices
of lived and
living experience

Transition from grant to demo

Developing and
managing PPS

Leveraging PPS for
transformation and
innovation

Aligning with state
efforts – including
reporting and state-
specific requirements

Scaling or adapting
current service array



Change Management vs. Practice Transformation

Change management is the organized identification and implementation of required changes within a system

Focus is on executing a well-defined shift in the way things work.

Practice transformation aims to reinvent the organization based on a vision for the future

Focus is on a portfolio of initiatives, which are interdependent or intersecting, making it more iterative and experimental.



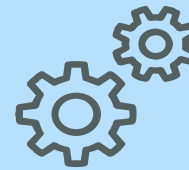
“Green Flags” in Change Management for Transformation



Leadership and vision for shared awareness and understanding



Stakeholder (particularly staff) engagement and support



Technical clarity and implementation



Strong, consistent communication

Change management models vary in their approach. CCBHC’s should choose an approach (or blend of approaches) that **best meets their needs**. Popular change management approaches include: Senge, Kotter, Lencioni, Heifetz, ADKAR/Prosci, and Bridges’ Transition Model.



Strategies: Leadership and vision for shared awareness and understanding

- Establish urgency
 - Leverage community needs assessment to demonstrate need
 - Align CCBHC opportunity with felt needs of staff and current org challenges
- Form a guiding coalition
 - Leverage an interdisciplinary team with levels of representation to guide transformation – consider mix of knowledge and skills needed
 - Establish charter and authorities
- Create a vision
 - Communicate the strategic reason for CCBHC
 - Clarify what path it leads your organization to, appeal to felt needs



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.

Questions to Ask:

- Who are we as an organization?
- What's our purpose or Why do we exist?
- How does CCBHC complement or enhance our "why"?



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

- **Answer this fundamental question** for your board/community, for all your staff, and for your clinical staff.
- **Determine a strategic reason for CCBHC.** 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?
- **Leverage the required Community Needs Assessment** to be a driver for staffing, training, cultural/linguistic responsiveness, access, and service array.



Strategies: Strong, Consistent Communication

If you feel like you are saying the same thing over and over, you are just starting to say it enough

- Tailor vision for multiple stakeholders (community, people served, staff)
- Establish a communication plan
 - Ensure it includes clear, frequent, consistent communication at all stages of change
 - Leverage regular huddles, staff meetings, weekly cascading messages
- Educate staff on CCBHC
- Other strategies
 - Add CCBHC implementation to overall strategic plan or service plans
 - Promote CCBHC on social media platforms and website
 - Review CCBHC progress at board meetings and community coalitions



Sample Messaging: What Does Becoming a CCBHC Mean?

- For Board/Community

- 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
- Enhanced ability to respond to community needs

- For Clinical Staff

- Improving our clinical expertise through training and service growth.
- Expanded ability to implement evidence-based practices, e.g., DBT, MAT, Zero Suicide
- Fills a significant service gap we know exists based on internal data and/or community needs assessment data.



Sample Messaging: What Does Becoming a CCBHC Mean?

- For All Staff
 - We are living/growing the Big Goal of serving our community in a greater way.
 - We are all in this together – the model means more/better services but also more non-clinical support (e.g., data analyst, billing, front desk, quality management).
 - Creating opportunities for staff growth (recruitment, retention and promotion).
- For Individuals Served
 - Better access – ability to receive services more quickly; more flexibility in where and how you receive supports in the community, at home, virtually
 - Putting you and lived experience at the center – Greater focus on working collaboratively to determine treatment approaches; expanded peer support and connection; involvement of people with lived experience in organizational governance and strategy



Strategies: Stakeholder Engagement and Support

- Identify and support designated change agents to champion the cause
 - Observe which staff are naturally inclined to adapt, get behind new things, skilled at bringing others along to new ways of thinking and find ways to have them champion the change
- Include staff as early and often as possible
 - Create opportunities for staff to contribute to design of new workflows
 - Leverage staff insights to build training plan
 - Hold listening sessions at various stages (design, implementation, post-implementation)
- Center voices of lived and living experience
 - Engage peers, persons served and others in the community to inform access, service models, communication plans



Strategies: Technical Clarity and Implementation

- Document changes – clearly define system and process changes and ensure staff understand what is expected of them.
- “Unleash change” - leverage workgroups or change agents to lead various system and process changes
 - Give authority to drive change with oversight by guiding coalition
 - Recognize and reward employees involved in the improvements
- Set timelines and targets and communicate progress
 - Allow for flexibility and plan for setbacks, but continue to communicate
- Identify a smaller changes/easy wins to build momentum early on
- Communicate connections between technical changes and progress towards vision



Lessons from the field

- Leaders inspire action and build coalitions
- Establishing and maintaining buy-in
- CCBHC affects everyone so everyone should be involved
 - Board, staff at all levels, individuals served, and their family
- Enable/Empower others
- Generate and celebrate quick wins
- Create momentum and sustain it

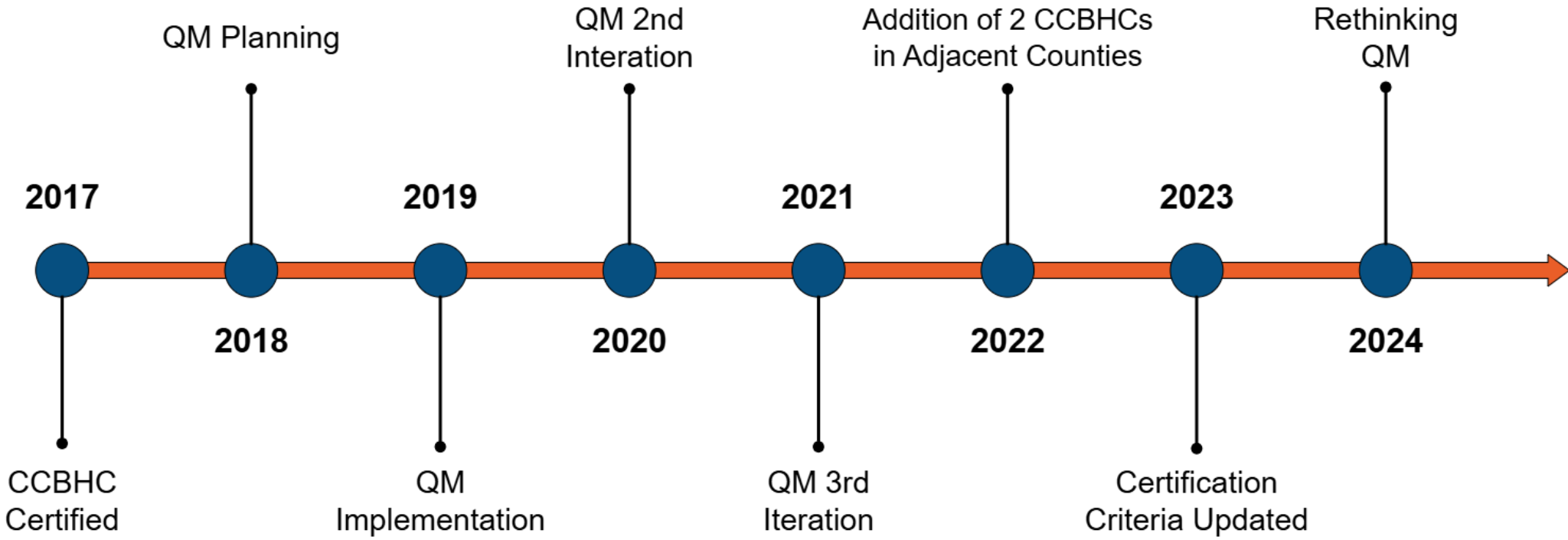


Scenario

- You have been given the responsibility of leading the planning, development, and implementation of the CCBHC Clinic-Collected Quality Measures. Senior leadership is eager to get going on it and is pushing for the implementation of the project. You have experienced failed change efforts in the past and want to be successful this time.
 - What are the pitfalls you want to avoid?
 - What are the strategies and approaches you want to employ for successful implementation?
 - Who is part of your change management team and/or quality measures subcommittee?
 - What is being considered when developing screening, intervention, documentation, and reporting processes and workflows?



Clinic-Collected QM Implementation



Examples of Managing Change: Clinic-Collected Quality Measures

- Quality Measures Subcommittee:
 - Operations Staff:
 - Medical Directors
 - Senior Executive Directors and Executive Directors
 - Program Directors (e.g., outpatient services, community-based)
 - CCBHC/CQI/Integrated Care Directors
 - Quality and Compliance/Quality Improvement Department
 - Executive Director
 - Managers
 - QI Specialists
 - Training department
 - Director
 - Information Technology Department
 - EHR Director
 - Applications Development Director
 - Senior Data Analysts and Application Development Specialists
 - External Stakeholders, e.g., EHR Staff



Examples of Managing Change: Clinic-Collected Quality Measures

- Task Groups:
 - Clinical Task Group
 - Developing screening, documentation, and follow-up workflows
 - Information Technology Task Groups
 - EHR: Measures collection and documentation buildout
 - App/Dev and Evaluation: Data reports and widgets buildout
 - Training Task Group
 - Develop and implement trainings for clinicians and supervisors/managers





Discussion



Want to Learn More?

Check out these resources

- From the National Council
 - [New Grantee Learning community Session 5 recording](#)
 - [CCBHC Communications Toolkit](#)
- From others in the field
 - [5 Critical Steps in the Change Management Process](#)
 - [Choosing Strategies for Change](#)
 - [Ten Tips For Effective Change Management That Puts Your Team First](#)
 - [Kotter's Leading Change Methodology](#)



NEW! Office Hours for CCBHC Demo Sites

Have Questions? We've Got Answers!

Drop by our monthly office hours for an open, friendly space to ask anything about this month's topic, next month's focus, or general inquiries. Plus, learn from peers facing similar challenges!

Upcoming Office Hours: December 13, 2024, at 1-2 pm E.T

- Cadence: Every second Friday from 1-2 pm E.T (*except for January and July 2025 due to Holidays).

[Register here.](#)



CCBHC Success Center Support

CCBHC Success Center News and Events
Subscription Link:

<https://www.thenationalcouncil.org/program/ccbhc-success-center/implementation-support/#subscribe-form>.

Questions? Contact us at:

CCBHC@TheNationalCouncil.org

Visit our Success Center website at:

<https://www.thenationalcouncil.org/program/cbhc-success-center/>

The screenshot shows the website for the CCBHC Success Center. At the top, there is a navigation bar with links for Home, Our Work, and Programs & Initiatives. The main header features the CCBHC logo (Certified Community Behavioral Health Clinic) and the title "CCBHC Success Center". Below the header, there is a navigation menu on the left with links for "What Is a CCBHC?", "Take Action", "Implementation Support", "Find a CCBHC", "Events", and "Contact Us". The main content area contains a welcome message: "Welcome to the National Council for Mental Wellbeing's Certified Community Behavioral Health Clinic (CCBHC) Success Center, a hub for data, implementation support and advocacy to support the Certified Community Behavioral Health Clinic initiative. Start here with our CCBHC 101 video and our testimonial video, then use the menu bar on the left to navigate through more information and resources." Below the text is a small image showing hands holding a smartphone.



Thank You!

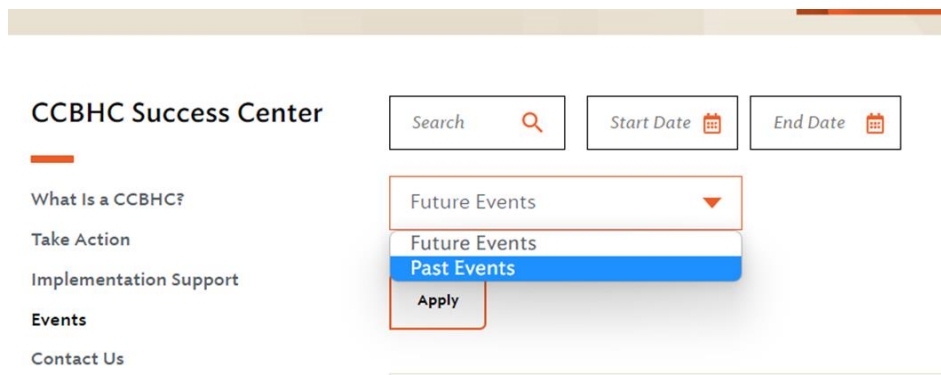
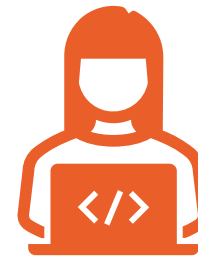
Thank you for attending today's webinar.

Slides and the session recording link will be available on the CCBHC Success Center website under "Events" > "Past Events" within 2 business days.

Your feedback is important to us!

Please complete the brief event [survey](#) that will open in a new browser window at the end of this meeting.

You may also scan the QR code (below) to fill out the survey!



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