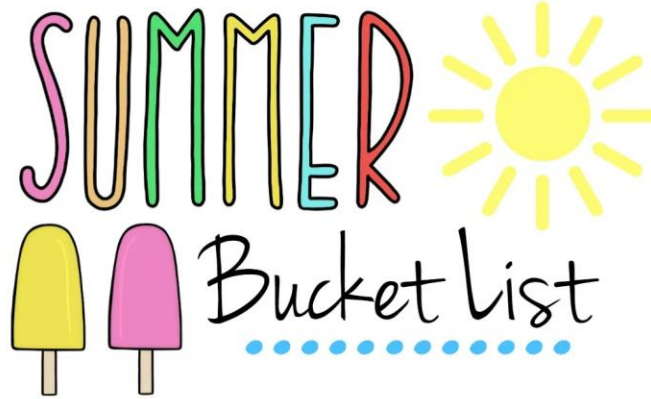


**Welcome!! Please chat
your name and
organization. As summer
is here, what do you
hope to accomplish this
summer?**



- ☐ Have a picnic in the park.
- ☐ Sleep in a tent.
- ☐ Make homemade ice cream.
- ☐ Build a sand castle.
- ☐ Go on a road trip.
- ☐ Make a new recipe.
- ☐ Do a good deed.
- ☐ Make s'mores.
- ☐ Go hiking.
- ☐ Eat a snow cone.
- ☐ Visit a museum.
- ☐ Go bowling.
- ☐ Make slime.
- ☐ Go fishing.
- ☐ Play with water balloons.
- ☐ Read outside in a hammock.
- ☐ Pick berries or wildflowers.
- ☐ Watch a movie outside.
- ☐ Float in the swimming pool.
- ☐ Do a science experiment.
- ☐ Craft tie-dye shirts.
- ☐ Have a family game night.
- ☐ Draw with sidewalk chalk.
- ☐ Go to a farmer's market.
- ☐ Watch fireworks.
- ☐ Have a lemonade stand.
- ☐ Run through the sprinklers.





Tuesday, June 10, 2025, 11 a.m. – 12 p.m. PT

Adaptive Leadership in BHI

CalHIVE BHI Commons



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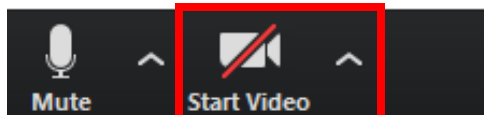
Tech Tips



Welcome!

Add your organization to
your name

Turn on video if possible



Engaging Today

- Share questions in the chat or come off mute
- Engage in breakout rooms



Need help?

Direct message
Anna Baer
if you have any technical
issues

Welcome!



**CHINESE
HOSPITAL
& CLINICS**



Riverside Family Physicians



San Francisco
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH



perlmanclinic++



 **Scripps**




POMONA VALLEY HOSPITAL
MEDICAL CENTER



SHARP



Our Objective

Today, we'll:



Analyze key adaptive leadership concepts and challenges impacting BHI sustainability

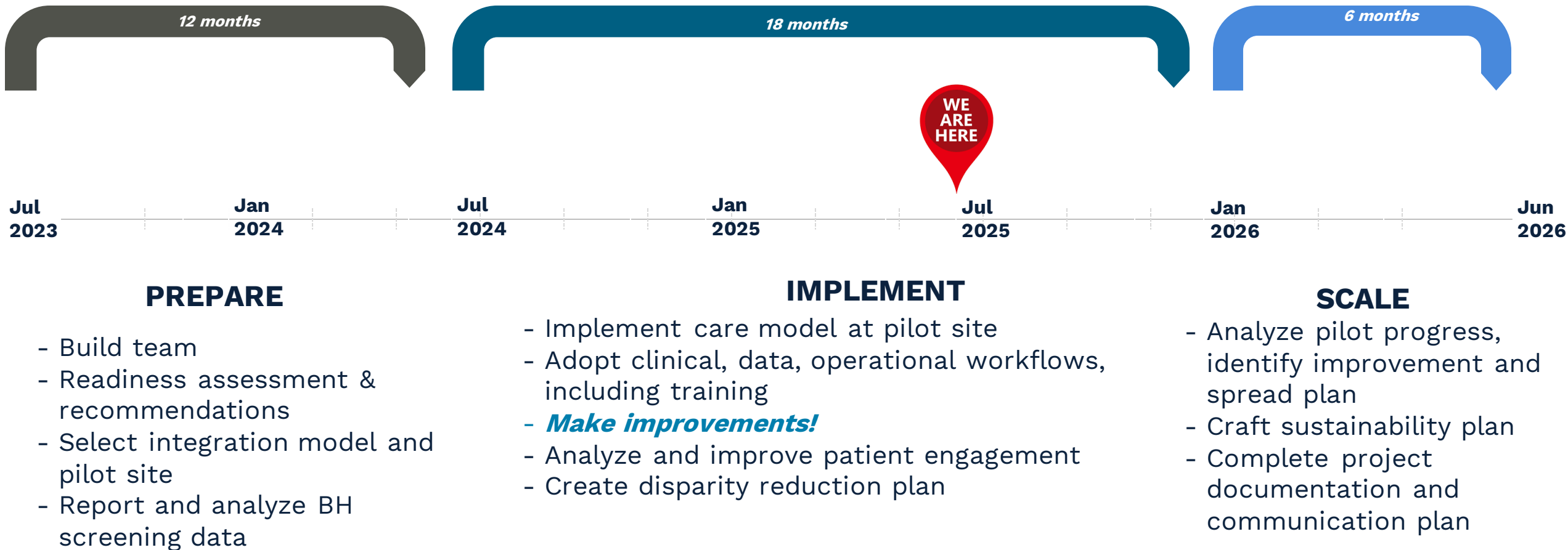


Evaluate motivation strategies for leadership and staff to enhance long-term success, particularly around physician engagement and buy-in



Engage in a reflective activity to identify the elements valued most in physician buy-in and discuss factors contributing to physician resistance

CalHIVE BHI Program Implement and Sustain



Adapting to Challenge



Can you share a time when you had to adapt to a challenge?
What motivated you to adapt?



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Adaptive Leadership

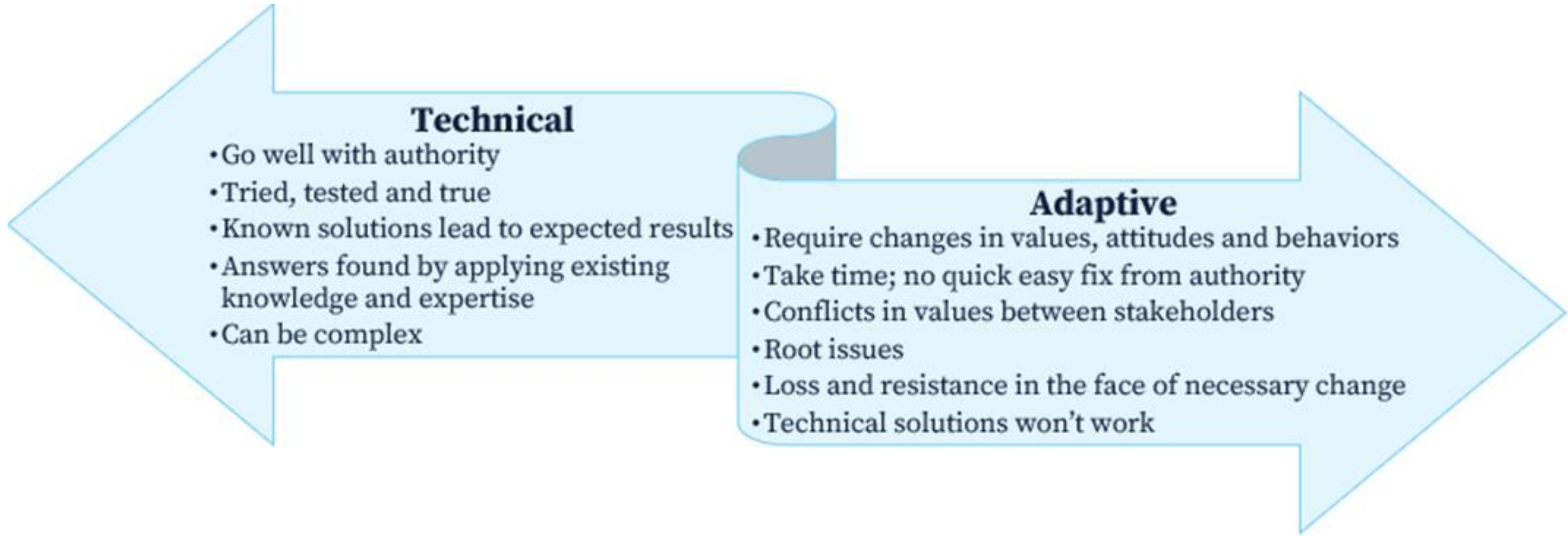
Authority vs. Leadership

| Authority | Leadership |
|---|--|
| <ul style="list-style-type: none">• Direction• Protection• Order• Preserves what works• Maintains the status quo• Follows a known path• Sets expectations to ensure success• Can be given and taken away | <ul style="list-style-type: none">• Activity or practice• Something you do• Anyone can take up leadership• Discards what doesn't work• Challenges the status quo• Pushes the boundaries of authority• Requires purpose• Never given, always taken |

“Adaptive leadership is the practice of mobilizing people to tackle tough challenges and thrive.”

Heifetz, R., Grashow, A., & Linsky, M. (2009). The practice of adaptive leadership: Tools and tactics for changing your organization and the world. Harvard Business Press.

Challenges: Technical & Adaptive



Heifetz, R., Grashow, A., & Linsky, M. (2009). The practice of adaptive leadership: Tools and tactics for changing your organization and the world. Harvard Business Press.

Sustaining Change

- Sustaining progress is one of the most difficult parts of change because we encounter newer, more pressing changes daily
- When things get stressful, it's easy to fall back into the “old” way of doing things
 - Think about your New Year’s Resolution - how many years in a row have you repeated the same resolution because you were unable to sustain the work you started in the prior year?



Addressing Change

❑ People are the Heart of Change

- Address what they are looking for

CONTROL

- Ways to establish a person's sense of control

UNDERSTANDING

- How it will work during and after
- What's in it for them

SUPPORT

- Acknowledge impact
- Specific actions to help them

PURPOSE

- Reiterate work has meaning and purpose (even if it changes)

❑ Resistance is Expected

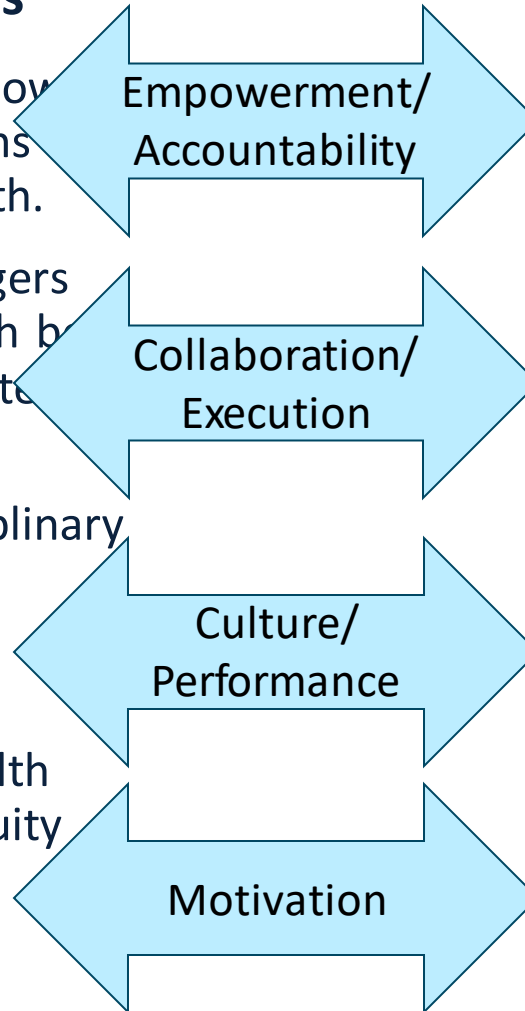
Why?

- 1) Structural – Perceived lack of skills and/or resources
- 2) Personal - Change can threaten a level of comfort and/or expertise
- 3) Physiological – Change takes more energy!

Two Sides of the Same Coin: Change

Leadership from Department Leads

- **Control:** Leaders establish clear workflow, allocate resources, and empower teams to implement integrated behavioral health.
- **Understanding:** Executives and managers provide education on behavioral health best practices, ensuring alignment with system goals.
- **Support:** Leadership fosters interdisciplinary collaboration, securing funding and advocating for sustainable integration efforts.
- **Purpose:** Leaders align behavioral health initiatives with broader healthcare equity and accessibility goals.



Leadership from the Team Members

- **Control:** Frontline providers take ownership of patient care, applying and ensuring adherence to integrated workflows.
- **Understanding:** Behavioral health specialists and primary care teams engage in continuous learning to improve service delivery.
- **Support:** Staff collaborates across disciplines, sharing insights and refining processes to enhance patient outcomes.
- **Purpose:** Clinicians and care coordinators focus on holistic, patient-centered approaches that address both mental and physical health needs.

Aligning Leadership and Physician Buy-In

- **Shared Decision-Making:** Involving staff in planning ensures buy-in and reduces resistance to change.
- **Continuous Communication and Education:** Training and open communication keep both groups informed and adaptable.
- **Intrinsic & Extrinsic Motivation:** Leaders and staff should examine external and internal motivators that drive adoption and sustain integrated care models.



Motivation is Key for Sustaining Change

Motivation to change and to sustain change comes from both external and internal sources.



- Extrinsic Motivation

- Motivation based on meeting external goals (requirements, approval, awards)
- CalHIVE BHI program deliverables / HEDIS requirements

- Intrinsic Motivation

- Motivation from internal factors (growth, sense of purpose, commitment to the vision)
- Intrinsically motivated employees go above and beyond, cultivate an improvement mindset, support their co-workers, and channel their creativity to help their teams innovate.
- Channeling your 'WHY'



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Evaluate Motivators and Barriers

Breakout Group Activity: Motivators & Barriers

We will break into small groups of **4–5** for **20 minutes** to explore solutions to the following scenario:

Scenario: Your physician champion left **six months ago**, and you're struggling to find a replacement to lead the **BHI program**. Without strong physician advocacy, sustaining momentum and engagement becomes more challenging.

Consider:

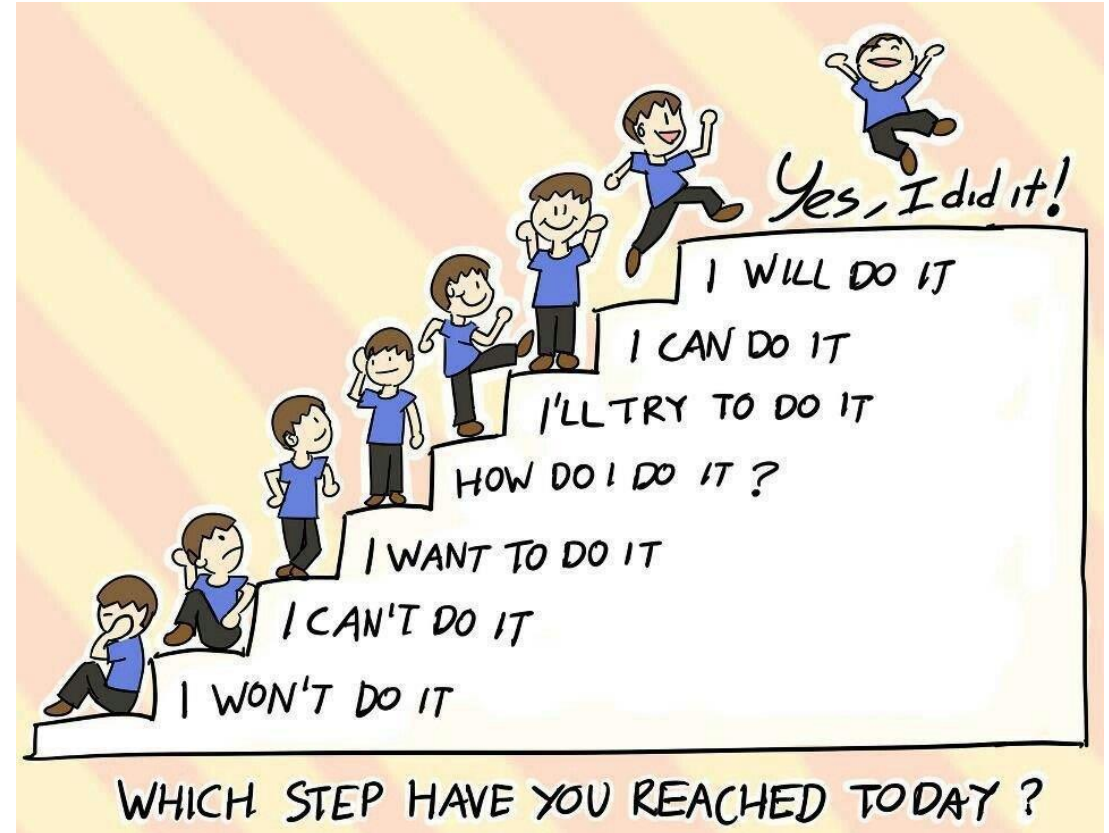
- **Motivators:** What could encourage a new physician to champion BHI?
- **Barriers:** What might prevent physicians from stepping into this role?
- **Strategies:** How can you maintain continuity and minimize disruption when physician leadership changes?

This discussion will help identify actionable approaches to sustaining physician engagement in BHI.



Reflect

- What one key action can you take in your role to foster physician buy-in?
- How can leadership sustain long-term engagement and reduce resistance?



Feedback please!

1. Today's webinar was useful for me and my work *[select one]*

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree



2. Of the topics we covered today, what was especially helpful? *[select multiple]*

- Analyze key adaptive leadership concepts and challenges impacting BHI sustainability
- Evaluate motivation strategies for leadership and staff to enhance long-term success, particularly around physician engagement and buy-in
- Engage in a reflective activity to identify the elements valued most in physician buy-in and discuss factors contributing to physician resistance

Regional Site Visit Survey

The CalHIVE BHI team is requesting your team's feedback on a possible fall 2025 regional learning event for CalHIVE BHI teams to foster collaboration and knowledge-sharing.

Please complete [this survey](#) by Friday, June 20th.



Q2 2025 Sprint

APRIL

Improvement Advising

- Conduct In-Person Improvement Advising Site Visit (Jan to April 2025)
- Conduct IMAT 3 of 4

Tues. 4/1 (11-12)

CalHIVE BHI Commons – Making Your EHR Support BHI: The Nuts and Bolts

- Identify areas for BHI optimization and workflow improvements

Thurs. 4/3 (12-12:45) – Data Office Hours Cycle 4

- Open Q&A for upcoming data cycle submission

Fri. 4/11– Cycle 4 Data due

MAY

Improvement Advising

- Conduct IMAT 3 of 4

By Fri. 5/2

Behavioral Health Equity Improvement Plan - Draft & Convening Pre-Work Due

- Submit draft to Improvement Advisor
- Finalize pre-work for May in-person convening

Tuesday, May 13

CalHIVE BHI Convening 2025: Successes, Systems and Sustainability

- Review progress on BH Health Equity Improvement Plan
- Plan for BHI sustainability

By Fri. 5/31

Implementation Milestone Tool (#3 of 4) Final scores documented

JUNE

Improvement Advising

- Prepare for Payment 3

Tues. 6/10 (11-12)

CalHIVE BHI Commons – Adaptive Leadership for BHI

- Identify opportunities to improve patient self-management in BHI

Thurs. 6/12 (12-1) – Data Webinar Cycle 5

- Review process and requirements for upcoming data cycle submission

Wed. 6/25 (12 - 1)

[OPT] Cal – IN Peer Group Meeting

- Connect and learn from integrated peers

Thurs. 6/26 (12-12:45) – Data BeeHIVE

- Open Q&A for upcoming data cycle submission

Improvement Advising

Webinars

In Person Events

Data / Reporting

Assignments

Thank you!

Program Advisor



Peter Robertson
Senior Director,
Practice Transformation

probertson@pbgh.org

Improvement Advisors



Kristina Mody
CalHIVE BHI Director
Director,
Practice Transformation

kmody@pbgh.org

Program Administration



Michael Au
Senior Manager,
Care Transformation

mau@pbgh.org

Clinical Advisor



Dr. Brian Sandoval
Clinical Advisor, BH
Integration



**Daniela Vela
Hernandez**
CFHA Technical Assistance
Associate

dvhernandez@cfha.net



Anna Baer
Program Coordinator,
Care Transformation

abaer@pbgh.org

Data Reporting



Jose Ordonez
Manager,
Data Analytics

jordonez@pbgh.org



Mary Nickel-Nguy
Senior Manager, Behavioral
Health Integration

mnickelnguy@pbgh.org



Erika Lind
Manager,
Care Transformation Events
and Learning

elind@pbgh.org



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Appendix

Factors that Influence Employee Motivation

- **Engaged Leadership**
 - Express gratitude and optimism, maintain a positive vibe about the challenge, make process fun!
- **Organizational Culture**
 - Embed QI activities into everyday work (processes, templates, new hire training)
 - Establish ways to evaluate whether the new processes are being followed (accountability)
- **Recognition**
 - Find creative ways to celebrate and reward staff engagement
 - For pod with highest depression screening and follow up rate, they receive a pizza party quarterly!
 - Nominate monthly 'PDSA Champions'
- **Meaningful Work**
 - Ask practice staff about their 'WHY'
 - Utilize storytelling to convey the value of your improvement work

