

Managing Change at MassHealth

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Change Management Fundamentals

People and organizations *resist change* for a number of reasons:

- **Threat to power** – Groups and people may be afraid they will lose the power they currently hold.
- **Threat to resources** – Changes in structure and power may lead to a redistribution of resources.
- **Threat to identity** – Changes in roles may cause people to wonder, “Who am I now?” and “Where do I belong?” in the new organization.
- **Basic inertia** – Change of habit or routine may be difficult because people become accustomed to and comfortable with the familiar.

A *successful change process* requires the following elements:

- **Leadership champions** – having leaders on board from the beginning who are willing to advocate for the change
- **Stakeholder engagement** – finding meaningful ways to engage those who are affected by the change, and thereby bring them on board with the change
- **Communication strategy** – a thoughtful planning process about who will need to know about the change, how, what, and when
- **Impact analysis** – being prepared to adjust to the full impact the change will have on resources, policies, and processes
- **A sustained commitment to reinforce the change** – change will not “stick” unless there are continued efforts to reinforce and sustain the change over the long term

Change Equation

$$D \times V \times F > R$$

Dissatisfaction x Vision x First Steps > Resistance to Change

D = Dissatisfaction with the status quo

V = A vision for a more attractive future state

F = Achievable first steps

The sum of these three factors must be greater than Resistance to Change (R) in order for change to take place.

If any of the factors are equal to 0, Resistance will prevent successful change.

MassHealth's Mission Statement



To improve the health outcomes of our diverse members, their families and their communities, by providing access to integrated health care services that sustainably promote health, well-being, independence, and quality of life.

Strategic Goals and Top Ten Strategic Initiatives



Members



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Maintain our commitment to careful stewardship of public resources through innovative program integrity initiatives

- Program Integrity Optimization

1

Deliver a seamless, streamlined, and accessible member experience

- Operations and Customer Service Enhancement
- Integrated Eligibility System/ Health Insurance Exchange
- ACA Expansion

2

Promote integrated care systems that share accountability for better health, better care, and lower costs

- Duals Demonstration
- Delivery System Transformation
- Primary Care Payment Reform
- Health Information Exchange/Technology

3

Shift the balance toward preventative, patient-centered primary care, and community-based services and supports

- PCC/ Behavioral Health Integration
- Money Follows the Person

5

Create a dynamic internal culture and infrastructure that supports our ability to meet the evolving needs of our members and partners

- Live our mission and meet members where they are
- Focus on stewardship and fiscal responsibility
- Be data driven
- Model a team-based approach

What does change look like at MassHealth?

Key Drivers of Change:

- ACA
- State payment reform efforts
 - Transition to ACOs
 - Shifts around managed care
- State budget pressures

The nature and kinds of changes Medicaid leaders face pose some unique challenges.

Nature of Changes:

- Complex, multi-faceted, virtually continuous
- Require both incremental and sweeping shifts
- Accountable to multiple stakeholders
- Tight timelines, requires rapid responsiveness
- High-impact stakes/outcomes

Change Phases



Sources of Stress

**Limited
Bandwidth**

**Competing
Priorities**

**Relationships
with other
state and
federal
agencies**



**Keeping the
Lights On**

**Staffing
issues**

**Stakeholder
Pressures**

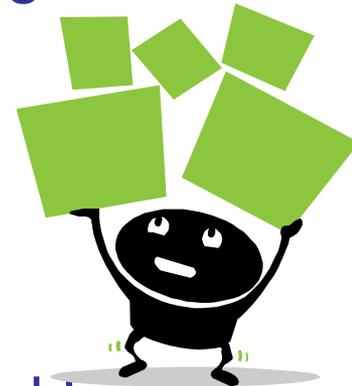
Surviving Rapid Change

The key to surviving rapid change starts with a clear vision.

- Prioritize
- Communicate prioritizes clearly and frequently to internal and external stakeholders
- Engage stakeholders
- Say no
- Protect your staff
- Acknowledge tension between rolling out new initiatives and keeping the trains running on time
- Learn from others – *in policy, plagiarism is the greatest form of flattery*
- Recruit top talent
- Celebrate wins

Personal Change Management Strategies

- Prioritize
- Having a personal “vision” that aligns with the organization – *why I get up in the morning*
- Living my work consistent with my personal values
- Being resourceful, flexible, readjusting plans and expectations when needed
- Ability to acknowledge and celebrate personal accomplishments
- Knowing when to delegate, collaborate and or buckle down on my own
- Seek counsel from other Medicaid Directors & fellow Commissioners in your state
- Sense of humor
- Have fun!!!



Questions?