

Overcoming Stigma & Change Resistance To MAT: The Gaudenzia Case Study

November 30 | 1:00 pm ET

Note: The following text was transcribed using Otter.ai. Any misspellings and typos are a result of that service being used.

0
00:00:03.395 --> 00:00:04.035
Hello everyone.

1
00:00:04.035 --> 00:00:05.195
My name is Corey Thornton.

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00:00:05.195 --> 00:00:06.475
I'm the senior editor with the Open

3
00:00:06.525 --> 00:00:07.835
Minds Market Intelligence Team.

4
00:00:07.835 --> 00:00:10.715
And welcome to today's Circle e Executive Roundtable,

5
00:00:10.925 --> 00:00:11.995
overcoming Stigma

6
00:00:12.095 --> 00:00:14.955
and Change Resistance to MAT, the GIA case study.

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00:00:15.345 --> 00:00:18.035
Today's Roundtable features Dr. Dale Klatt, president

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00:00:18.035 --> 00:00:20.275
and Chief Executive Officer for gia.

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00:00:20.975 --> 00:00:23.395
Before we get started, I have a few housekeeping reminders.

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00:00:23.905 --> 00:00:25.795
Your audio will be muted for today's briefing.

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00:00:25.795 --> 00:00:26.835
However, we encourage you

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00:00:26.835 --> 00:00:29.355
to submit any questions you may have using the question box

13

00:00:29.465 --> 00:00:31.115
located on the right side of your screen.

14

00:00:31.575 --> 00:00:33.235
If there's time at the end, we will address them.

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00:00:33.695 --> 00:00:35.875
And finally, the slides in the recording from today's round

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00:00:35.875 --> 00:00:36.915
table will be archived

17

00:00:36.915 --> 00:00:39.075
and made available for elite members on the Open Minds

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00:00:39.075 --> 00:00:40.195
website starting tomorrow.

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00:00:41.145 --> 00:00:42.395
With that, here's Dr. Kla.

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00:00:43.755 --> 00:00:44.825
Thank you very much, Corey.

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00:00:44.885 --> 00:00:45.985
And, uh, good afternoon

22

00:00:46.085 --> 00:00:47.785
or late morning, depending upon

23

00:00:47.785 --> 00:00:49.145
where you're dialing in from.

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00:00:49.765 --> 00:00:54.705
Uh, I'm gonna talk today about the GIA story, uh,

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00:00:54.765 --> 00:00:56.425
at least in the course of the last five months.

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00:00:56.445 --> 00:00:58.265
But really what I'm gonna be talking about is

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00:00:58.775 --> 00:01:00.545
mastering change management.

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00:01:01.355 --> 00:01:05.005
Um, first a little propaganda

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00:01:05.605 --> 00:01:06.845
a little bit about me.

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00:01:07.525 --> 00:01:10.455
I describe myself as a serial,

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00:01:10.875 --> 00:01:13.455
not non-for-profit behavioral health, CEO.

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00:01:13.635 --> 00:01:16.415
And I've got almost 40 years of experience doing this.

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00:01:17.125 --> 00:01:20.935
I've replaced four CEOs, every one of them, uh,

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00:01:21.005 --> 00:01:22.935
with 20 years or more of service.

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00:01:23.755 --> 00:01:26.055
Uh, at czi, I replaced someone who had been here

36
00:01:26.055 --> 00:01:27.095
for 52 years.

37
00:01:27.845 --> 00:01:29.895
I've been in four different states doing this,

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00:01:30.635 --> 00:01:32.895
and I've also served as chair of, uh,

39
00:01:32.955 --> 00:01:36.415
two separate national behavioral health organizations, uh,

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00:01:37.095 --> 00:01:38.255
national Council being one.

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00:01:38.515 --> 00:01:40.335
My claim to fame was I was the person

42
00:01:40.335 --> 00:01:41.655
that hired Linda Rosenberg.

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00:01:42.395 --> 00:01:45.655
Um, my expertise lies in leading organizations

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00:01:46.125 --> 00:01:50.135
through transitions and the transformational change process.

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00:01:50.755 --> 00:01:53.615
And I was brought to Gaden, uh, almost five years ago

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00:01:54.195 --> 00:01:55.335
as the, uh, president

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00:01:55.335 --> 00:01:56.015
and CEO,

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00:02:00.635 --> 00:02:02.455
So propaganda about gza.

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00:02:02.955 --> 00:02:05.175
We are 55 years old.

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00:02:05.915 --> 00:02:08.375

Uh, we started as a single

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00:02:09.125 --> 00:02:13.255

peer led program in Philly, uh, to one of the largest

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00:02:14.255 --> 00:02:16.815

substance use disorders in co-occurring disorders.

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00:02:16.885 --> 00:02:19.255

Treatment providers treat in the

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00:02:19.255 --> 00:02:20.895

Mid-Atlantic in the Northeast.

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00:02:21.115 --> 00:02:24.735

And, uh, according to nine nineties in the country, uh,

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00:02:24.755 --> 00:02:26.975

we have, uh, 50 different locations,

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00:02:27.135 --> 00:02:30.255

120 different programs in those locations.

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00:02:31.095 --> 00:02:32.315

We are considered to be the largest,

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00:02:32.315 --> 00:02:35.155

not-for-profit treatment community treatment provider in

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00:02:35.155 --> 00:02:36.275

Pennsylvania and Maryland,

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00:02:37.055 --> 00:02:38.915

but we also have programs in Delaware

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00:02:39.175 --> 00:02:41.875

and Washington, DC annually.

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00:02:41.935 --> 00:02:44.875

We serve, uh, over 15,000 individuals.

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00:02:45.495 --> 00:02:48.595

Uh, every level of a SAM is provided by us.

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00:02:49.375 --> 00:02:52.675

Um, operating budgets about 130 million,

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00:02:52.815 --> 00:02:55.995

and we have about 11 to 1200 staff.

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00:02:59.315 --> 00:03:00.525

Here are some of the numbers.

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00:03:01.145 --> 00:03:05.685

Um, you can see again, a pretty diversified array of, uh,

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00:03:06.145 --> 00:03:09.205

of services from, uh, res, a lot

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00:03:09.205 --> 00:03:13.245

of residential halfway houses, uh, 3.1 level halfway houses,

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00:03:13.255 --> 00:03:17.965

3.5 level residential programs, specialized programs

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00:03:17.965 --> 00:03:19.325

for women and women with children.

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00:03:19.905 --> 00:03:21.965

We were one of the first in the country to be doing that

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00:03:22.715 --> 00:03:25.005

overall about over 1200 beds.

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00:03:25.665 --> 00:03:27.965

Uh, in addition, because we know

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00:03:27.965 --> 00:03:31.805

that the social determinants make a big difference, uh,

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00:03:31.865 --> 00:03:36.685

we have developed on our own, uh, over 250 units of housing.

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00:03:37.185 --> 00:03:40.005
We operate currently three different low-income housing

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00:03:40.755 --> 00:03:42.525
complexes, and we're starting our fourth.

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00:03:43.395 --> 00:03:47.895
Um, we are involved in, uh, DOC programs, the Department

81
00:03:47.895 --> 00:03:49.255
of Corrections Justice involved.

82
00:03:49.675 --> 00:03:51.255
We have a couple large programs, one

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00:03:51.255 --> 00:03:52.655
that's a 200 bed program,

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00:03:53.475 --> 00:03:57.055
and we have 24 different outpatient sites

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00:03:57.285 --> 00:04:00.295
through our footprint and, and withdrawal management.

86
00:04:03.845 --> 00:04:08.635
Sorry about that. Oh, going the wrong way.

87
00:04:12.055 --> 00:04:16.915
Okay. So How did I get here?

88
00:04:16.915 --> 00:04:18.595
What are we doing? What's the story?

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00:04:18.785 --> 00:04:21.875
Well, I want to tell you a story about gci.

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00:04:21.955 --> 00:04:25.635
I wanna help you understand how we approached it here.

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00:04:26.705 --> 00:04:29.905
I wanna share with you some of the lessons I've learned, uh,

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00:04:30.525 --> 00:04:32.465

for, I've got the bruises

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00:04:32.465 --> 00:04:34.905

and to show for 'em, um,

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00:04:36.325 --> 00:04:39.185

for organizations in 40 years is a lot.

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00:04:39.645 --> 00:04:41.705

And, uh, no two are the same.

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00:04:42.045 --> 00:04:44.425

But there are themes and patterns that occur

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00:04:44.525 --> 00:04:45.785

as you go through this process.

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00:04:46.985 --> 00:04:49.535

Again, 55 years old Gia.

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00:04:50.195 --> 00:04:52.535

Uh, we celebrate the agency's legacy.

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00:04:53.275 --> 00:04:57.135

It is imperative that we recognize our past in order

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00:04:57.135 --> 00:04:58.335

to know where to go in the future.

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00:04:59.475 --> 00:05:01.335

Um, but we were struggling.

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00:05:01.595 --> 00:05:06.335

Uh, our sustainability, our community wellbeing

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00:05:07.255 --> 00:05:11.375

demanding basically a radical shift in how we operated

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00:05:11.395 --> 00:05:12.775

and what our treatment model was.

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00:05:13.395 --> 00:05:17.455

We were known up till five years ago as one

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00:05:17.455 --> 00:05:20.975

of the largest therapeutic communities in the country,

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00:05:21.675 --> 00:05:25.855

and one that was very committed to,

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00:05:26.635 --> 00:05:31.215

uh, abstinence-based treatment, um, to the point

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00:05:31.305 --> 00:05:35.535

where while we did use Vivitrol in some of our programs,

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00:05:36.155 --> 00:05:39.655

you basically could not get into our services

112

00:05:40.745 --> 00:05:43.405

if you were on MAT services of any sort.

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00:05:44.145 --> 00:05:47.885

Um, and you needed to pledge that you would,

114

00:05:48.515 --> 00:05:52.365

your efforts here through detox on throughout whatever else

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00:05:52.425 --> 00:05:57.005

we provided, would, uh, be directed toward your

116

00:05:57.615 --> 00:05:59.445

successful abstinence.

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00:06:00.495 --> 00:06:04.195

Um, we grew dramatically in the eighties

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00:06:04.215 --> 00:06:06.955

and the nineties, uh, the beginning of, uh,

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00:06:06.975 --> 00:06:08.315

the two thousands.

120
00:06:08.775 --> 00:06:12.835
Um, but we had lots of, of internal obstacles

121
00:06:12.835 --> 00:06:14.315
that we needed to deal with.

122
00:06:15.345 --> 00:06:16.995
Lots and lots of silos.

123
00:06:17.695 --> 00:06:19.675
Uh, if we had 50 different sites,

124
00:06:19.775 --> 00:06:21.595
we had 50 different intake systems.

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00:06:22.415 --> 00:06:24.635
Um, we were not actively using our

126
00:06:24.965 --> 00:06:26.275
electronic medical record.

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00:06:26.415 --> 00:06:29.555
We had one, it was gathering dust, so there was a lot

128
00:06:29.555 --> 00:06:33.565
of tech phobia here, a very, um,

129
00:06:34.465 --> 00:06:37.885
old school operation, uh, that

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00:06:38.425 --> 00:06:41.565
was successful, that kept on growing,

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00:06:42.815 --> 00:06:46.905
but that, um, kind of had run outta the waves.

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00:06:47.325 --> 00:06:51.225
So, uh, we, we were at odds really, with the demands

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00:06:51.225 --> 00:06:55.605
of our funders of evidence-based practice, of

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00:06:55.605 --> 00:06:57.205
what our competitors were doing.

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00:06:57.225 --> 00:07:01.445
And in Gaia's case, as a large, not-for-profit,

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00:07:02.225 --> 00:07:05.325
almost all of our major competitors are for-profit

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00:07:06.105 --> 00:07:08.965
and venture capital equity owned companies.

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00:07:09.685 --> 00:07:14.065
So we used a, you know, based on a lot of factors,

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00:07:14.965 --> 00:07:17.905
um, we have, uh, worked hard

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00:07:18.525 --> 00:07:22.665
to address the internal obstacles to, uh,

141

00:07:23.285 --> 00:07:28.115
change our culture, change our model, change our worldview,

142

00:07:28.815 --> 00:07:32.875
uh, and become more comprehensive while not ignoring the

143

00:07:32.875 --> 00:07:37.195
great things that we did and the incredible power

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00:07:37.295 --> 00:07:38.835
and commitment of our staff, many

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00:07:38.835 --> 00:07:40.315
of whom were graduates of our program.

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00:07:40.495 --> 00:07:43.675
By the way, probably 50%, 50 to 60%

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00:07:43.675 --> 00:07:46.475
of our employees are graduates of a GZA program.

148

00:07:47.295 --> 00:07:50.105

Um, we had to do more,

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00:07:50.325 --> 00:07:53.665

and we had to do it relatively quickly,

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00:07:53.885 --> 00:07:57.385

and we had to do it in an environment where, uh,

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00:07:57.965 --> 00:08:00.065

the culture was one of abstinence-based

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00:08:00.285 --> 00:08:02.065

and therapeutic community.

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00:08:02.725 --> 00:08:05.905

Um, we did all this during a pandemic

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00:08:06.075 --> 00:08:07.705

where we never shut our doors.

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00:08:08.605 --> 00:08:12.685

We did all this with, uh, escalating, uh, inflation.

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00:08:13.545 --> 00:08:16.605

And we did this with what I would clearly say is the worst,

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00:08:17.145 --> 00:08:20.485

uh, workforce shortage in my 40 years of doing this.

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00:08:21.285 --> 00:08:22.905

Um, we did all this

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00:08:22.905 --> 00:08:26.145

and we transformed ourselves into an evidence-based

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00:08:26.145 --> 00:08:29.905

treatment model with MAT services across all levels.

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00:08:30.985 --> 00:08:34.605

So, one other, uh, sorry,

162

00:08:35.265 --> 00:08:37.085
one other context issue.

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00:08:38.015 --> 00:08:39.995
If you look at the continuum of

164

00:08:40.635 --> 00:08:42.515
substance use disorder services, this is a chart

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00:08:43.195 --> 00:08:47.925
I like a lot because I think it shows you, you know,

166

00:08:48.105 --> 00:08:50.445
not people's, um,

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00:08:51.255 --> 00:08:53.845
entry into SSUD services can be

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00:08:54.045 --> 00:08:55.125
anywhere along this continuum.

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00:08:56.295 --> 00:09:00.715
Um, but as a society, we tend

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00:09:00.715 --> 00:09:05.195
to fund each of these verticals independent of the others.

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00:09:06.335 --> 00:09:09.155
And people in this vertical, or this vertical,

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00:09:09.175 --> 00:09:11.795
or this vertical or this vertical, think that

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00:09:13.035 --> 00:09:15.815
the other verticals aren't as important

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00:09:16.555 --> 00:09:19.055
or, um, you know,

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00:09:19.055 --> 00:09:21.775
the resources should be rallied in one certain area.

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00:09:22.695 --> 00:09:25.115

You'll hear us talk about it a little differently,

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00:09:25.775 --> 00:09:29.155

but gaden a was solidly in these two areas,

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00:09:29.515 --> 00:09:32.605

re residential care, outpatient treatment,

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00:09:33.785 --> 00:09:37.885

we added in the last 10 years, probably this, the detox.

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00:09:38.225 --> 00:09:41.475

So we were in these three verticals, lot

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00:09:41.475 --> 00:09:46.035

of residential properties, a lot of housing, a lot of,

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00:09:46.815 --> 00:09:51.235

uh, scattered small to me, medium, medium sized

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00:09:51.925 --> 00:09:56.455

outpatient facilities, not prescribing MAT

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00:09:57.755 --> 00:10:01.935

we had no real relationships to speak of with harm reduction

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00:10:01.935 --> 00:10:04.775

or prevention or with recovery support organizations.

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00:10:06.715 --> 00:10:11.495

So let me give you a little, uh, background on some

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00:10:11.495 --> 00:10:14.135

of the things that the literature tells us.

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00:10:15.625 --> 00:10:19.345

Um, Wetzel

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00:10:19.345 --> 00:10:23.125

and John Johnson have a model that they've talked about.

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00:10:23.125 --> 00:10:24.285

This is an old model,

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00:10:24.745 --> 00:10:26.965

and it's about what are the stages,

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00:10:27.075 --> 00:10:28.205

what are the potential stages

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00:10:28.265 --> 00:10:31.205

or general stages that an organization goes

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00:10:31.205 --> 00:10:32.445

through if it's declining?

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00:10:33.345 --> 00:10:34.405

So, first of all, first

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00:10:34.405 --> 00:10:36.525

and foremost, having done this four times now,

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00:10:37.305 --> 00:10:39.845

no organization deliberately wants to fail.

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00:10:40.715 --> 00:10:42.975

No organization wakes up in the morning

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00:10:43.035 --> 00:10:45.535

and says, I wanna do the worst job I can,

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00:10:46.035 --> 00:10:49.255

and I want to, uh, you know, uh,

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00:10:50.075 --> 00:10:51.335

be the same forever.

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00:10:52.195 --> 00:10:53.815

Um, they,

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00:10:53.995 --> 00:10:58.545

but somehow people find themselves in trouble

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00:10:59.125 --> 00:11:02.145

in decay, and they really wonder how they got there.

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00:11:02.965 --> 00:11:05.185

So we, we call this,

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00:11:05.185 --> 00:11:08.305

the literature calls this organizational inertia,

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00:11:09.095 --> 00:11:13.595

and it's characterized by a sluggish response

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00:11:13.695 --> 00:11:15.435

to shifts both internally

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00:11:15.535 --> 00:11:20.515

and externally, um, that the organization, depending upon

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00:11:20.515 --> 00:11:23.835

how it wants to react, uh, does

211

00:11:23.975 --> 00:11:25.595

or doesn't survive through that.

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00:11:26.175 --> 00:11:30.875

So, organizational inertia, it's the tendency

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00:11:30.875 --> 00:11:33.275

of an organization to stay

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00:11:34.095 --> 00:11:36.875

and continue on its current trajectory.

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00:11:37.615 --> 00:11:41.275

We were incredibly successful with our model of care

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00:11:42.055 --> 00:11:43.235

in the eighties.

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00:11:43.575 --> 00:11:47.675

In the nineties we grew and we grew, and we grew.

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00:11:48.975 --> 00:11:50.995

We are aren't, aren't alone in

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00:11:50.995 --> 00:11:54.565

that there are many for-profit, not-for-profit, uh,

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00:11:55.845 --> 00:11:56.965

business businesses

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00:11:56.965 --> 00:11:58.845

that did the same thing in the same time.

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00:11:59.605 --> 00:12:03.065

Um, but when's the last time any of us went to a blockbuster

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00:12:04.095 --> 00:12:07.955

or, you know, uh, stood in line in a bank necessarily,

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00:12:08.015 --> 00:12:12.835

as opposed to doing things on the computer or through a ATM.

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00:12:14.845 --> 00:12:18.095

If you have inertia, um, there are tend

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00:12:18.095 --> 00:12:19.455

to be a couple of patterns.

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00:12:19.755 --> 00:12:21.975

You tend to have a lot of rigidity about

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00:12:21.975 --> 00:12:23.255

how you use your resources,

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00:12:24.035 --> 00:12:27.855

and you tend to be very rigid about your routines.

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00:12:28.635 --> 00:12:32.615

So it, there's a lot of, uh, this is worked for us

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00:12:33.035 --> 00:12:35.855

and we've grown, so why not continue to do it?

232
00:12:36.595 --> 00:12:39.815
Uh, if it's not broken, why do we try to do anything else?

233
00:12:40.775 --> 00:12:45.315
So we, we tend to have, if, if you're an inert,

234
00:12:46.055 --> 00:12:48.675
uh, organization, you tend to have a lot of rigidity

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00:12:48.675 --> 00:12:52.115
to change, and you tend not to pay attention

236
00:12:52.215 --> 00:12:57.205
or wanna believe, uh, those underlying dynamics.

237
00:12:59.465 --> 00:13:02.645
We become rigid, we become routine.

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00:13:03.425 --> 00:13:06.325
We don't pay attention to the external changes.

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00:13:06.945 --> 00:13:08.965
We think that they're gonna fail.

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00:13:09.875 --> 00:13:11.225
We've seen that and done that.

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00:13:11.805 --> 00:13:15.955
Um, so this is a pattern.

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00:13:16.975 --> 00:13:20.615
Um, and, you know,

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00:13:20.665 --> 00:13:22.135
there are different things that can happen.

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00:13:22.235 --> 00:13:25.615
You can be blinded, you can have no interaction.

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00:13:25.675 --> 00:13:28.975
You can have faulty actions. You can be in a crisis age.

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00:13:29.435 --> 00:13:31.935

And ultimately, if you fail to address these,

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00:13:32.395 --> 00:13:34.415

you go on this, this curve.

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00:13:35.255 --> 00:13:38.325

Now, if you're blinded, you can get good information.

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00:13:38.345 --> 00:13:43.005

So you're not blinded. If you take inaction, you can try

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00:13:43.005 --> 00:13:44.645

to pivot and be active.

251

00:13:45.105 --> 00:13:48.645

If you have taken bad action, you can correct that.

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00:13:49.435 --> 00:13:52.975

If you are in a crisis, how do you reorganize?

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00:13:53.035 --> 00:13:54.175

How do you address the crisis?

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00:13:54.915 --> 00:13:58.415

But failing in these, uh, domains

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00:13:59.445 --> 00:14:03.745

and not taking action, not changing tends

256

00:14:03.765 --> 00:14:05.185

to lead to this kind of a curve.

257

00:14:05.885 --> 00:14:10.055

So as a leader, you've gotta come to terms with this.

258

00:14:10.075 --> 00:14:11.775

You've gotta build in order

259

00:14:11.775 --> 00:14:13.575

to build a successful organization.

260

00:14:14.565 --> 00:14:18.385

Uh, it's not the same skills necessarily as it is

261

00:14:18.385 --> 00:14:20.625

to stabilize and grow an organization.

262

00:14:23.395 --> 00:14:27.605

Now, in my experience, how you got to where you are

263

00:14:28.895 --> 00:14:32.045

tends to be an equal opportunity situation, namely,

264

00:14:32.585 --> 00:14:34.685

the board of directors has a key role here.

265

00:14:35.535 --> 00:14:38.715

As a leader, you need to not be out ahead of your skis,

266

00:14:39.565 --> 00:14:43.265

but change includes board change as well as

267

00:14:44.405 --> 00:14:46.985

agency leadership and model and culture change.

268

00:14:47.445 --> 00:14:51.605

So this is about alignment, education, transparency,

269

00:14:51.835 --> 00:14:55.805

culture, sometimes returning to basics, having

270

00:14:56.595 --> 00:14:58.205

well articulated principles,

271

00:14:58.205 --> 00:14:59.645

and most of all, being transparent.

272

00:15:01.385 --> 00:15:04.425

I will tell you that I have seen many CEOs

273

00:15:05.045 --> 00:15:07.865

who were very successful for very many years,

274
00:15:08.925 --> 00:15:13.435
who had a leadership management style with their boards

275
00:15:13.815 --> 00:15:18.785
of pretty much keeping them at bay, of not including them,

276
00:15:18.885 --> 00:15:21.105
of not, maybe not lying to them,

277
00:15:21.165 --> 00:15:24.665
but not informing them of everything, not educating them,

278
00:15:25.045 --> 00:15:27.625
not engaging them in the right ways.

279
00:15:28.495 --> 00:15:31.235
So, you know, effective boards have

280
00:15:31.235 --> 00:15:33.195
to be involved in the future planning,

281
00:15:33.295 --> 00:15:35.035
the development, the advocacy.

282
00:15:35.585 --> 00:15:38.755
They need to understand how decisions are made and,

283
00:15:38.895 --> 00:15:40.555
and make sure that the processes

284
00:15:40.555 --> 00:15:43.235
and protocols are, uh, up to speed and,

285
00:15:43.255 --> 00:15:46.955
and, uh, uh, organizationally and situationally correct.

286
00:15:48.275 --> 00:15:50.665
And there needs to be a partnership

287
00:15:50.665 --> 00:15:53.565
between the CEO and the board.

288

00:15:53.625 --> 00:15:57.045

And there needs to be sharing education,

289

00:15:57.415 --> 00:15:59.445

engagement, collaboration.

290

00:15:59.665 --> 00:16:01.805

So, you know, board members are critical.

291

00:16:01.955 --> 00:16:04.605

They are the owners in my mind, of the organization,

292

00:16:05.225 --> 00:16:08.825

and they have to ask and should ask

293

00:16:08.885 --> 00:16:10.385

and should be responded to

294

00:16:11.405 --> 00:16:13.495

when they ask these kinds of questions.

295

00:16:13.525 --> 00:16:15.575

They should be asking these kinds of questions,

296

00:16:16.155 --> 00:16:17.615

and we should be answering them.

297

00:16:18.495 --> 00:16:20.795

And these are things that keep us moving.

298

00:16:24.755 --> 00:16:29.015

Now, boards and organizations aren't static.

299

00:16:30.225 --> 00:16:32.965

So, you know, I have three kids, they're all grownups now,

300

00:16:33.105 --> 00:16:35.445

but, uh, I watched them go

301

00:16:35.445 --> 00:16:37.405

through their own stages of development.

302

00:16:38.125 --> 00:16:40.175

Some of them are still going through their

303

00:16:40.715 --> 00:16:41.935

stages of development.

304

00:16:41.935 --> 00:16:43.695

People don't all develop the same way.

305

00:16:44.115 --> 00:16:46.495

Boards also don't develop the same way.

306

00:16:47.275 --> 00:16:49.735

And there tend to be, uh,

307

00:16:50.235 --> 00:16:51.735

and this is coming from board source.

308

00:16:52.085 --> 00:16:55.215

It's a really good article to look at if you have the time.

309

00:16:55.995 --> 00:16:59.915

Um, three major areas of those of you

310

00:16:59.915 --> 00:17:01.835

who are running organizations will experience

311

00:17:01.835 --> 00:17:05.135

or have experience perhaps, that come at different

312

00:17:05.725 --> 00:17:08.055

developmental points in an organization.

313

00:17:09.075 --> 00:17:11.935

So the first is the kind of the beginning point,

314

00:17:11.955 --> 00:17:14.575

the organizing and founding board.

315

00:17:15.115 --> 00:17:18.535

And, you know, that's, that's the situation where

316

00:17:19.275 --> 00:17:20.815

the board follows the leader.

317

00:17:21.475 --> 00:17:24.415

Um, it tends to be made up of a board members

318

00:17:24.475 --> 00:17:27.695

who are homogeneous, know each other like each other,

319

00:17:28.165 --> 00:17:31.775

have a strong commitment to the vision of the leader

320

00:17:31.795 --> 00:17:32.815

of the organization.

321

00:17:33.725 --> 00:17:38.155

Board me meetings are informal and more operational.

322

00:17:38.455 --> 00:17:40.595

The board is expected to be kind of cheerleaders

323

00:17:41.135 --> 00:17:43.395

and, uh, supporters,

324

00:17:43.495 --> 00:17:48.315

but not inquisitive, not doing a lot, not having a lot

325

00:17:48.315 --> 00:17:53.085

of tasks, um, not having do, doing much

326

00:17:53.085 --> 00:17:55.245

with fundraising, not being expected to do much

327

00:17:55.245 --> 00:17:57.605

with fundraising, the leader is expected to do

328

00:17:57.605 --> 00:17:59.305

that sometimes.

329

00:17:59.845 --> 00:18:04.545

The other starting element of boards is that they,

330
00:18:05.095 --> 00:18:06.985
they, the boards are the leaders

331
00:18:07.005 --> 00:18:08.585
of the organization themselves.

332
00:18:09.055 --> 00:18:10.625
They're work, they're player coaches.

333
00:18:11.325 --> 00:18:14.145
Um, they have a role in creating the organization.

334
00:18:14.535 --> 00:18:17.825
They, uh, act as staff in the organization.

335
00:18:18.405 --> 00:18:20.465
Um, again, similar minded people.

336
00:18:21.125 --> 00:18:23.545
Uh, board meeting meetings are informal.

337
00:18:23.975 --> 00:18:26.505
They tend to do tasks.

338
00:18:27.375 --> 00:18:30.105
They have a very, very strong sense

339
00:18:30.105 --> 00:18:31.825
of ownership of the organization.

340
00:18:32.615 --> 00:18:34.785
They understand that they need to do fundraising,

341
00:18:34.805 --> 00:18:38.745
but it's not long-term sustainable fundraising.

342
00:18:40.265 --> 00:18:42.445
And they have a really hard time.

343
00:18:43.185 --> 00:18:47.125
As organizations grow of moving over

344

00:18:47.865 --> 00:18:50.045

and letting staff in.

345

00:18:50.745 --> 00:18:55.205

Um, they tend to continue to like the roles that they're in.

346

00:18:55.865 --> 00:18:57.565

And staff are threatened by the board.

347

00:18:57.565 --> 00:19:00.565

And board members can be threatened

348

00:19:00.565 --> 00:19:03.995

by the staff over time.

349

00:19:05.635 --> 00:19:09.935

Or for your organizations to be successful in change

350

00:19:10.435 --> 00:19:12.575

and leadership and management.

351

00:19:13.555 --> 00:19:16.525

Um, you, you need to make the transition

352

00:19:17.225 --> 00:19:21.725

and the transition incur, incurs a bunch of things.

353

00:19:22.335 --> 00:19:25.605

Board members begin to be asked to do more.

354

00:19:26.355 --> 00:19:30.165

They need to get more involved in fundraising, in

355

00:19:30.775 --> 00:19:34.805

committees, in planning and overseeing and asking questions.

356

00:19:35.935 --> 00:19:40.575

The CEO or founder needs to recognize that he

357

00:19:40.575 --> 00:19:44.215

or she needs to you engage the board differently.

358

00:19:45.405 --> 00:19:47.345

Um, again, these are healthy patterns.

359

00:19:47.845 --> 00:19:51.745

Um, in organizations that don't progress

360

00:19:52.405 --> 00:19:56.225

or that struggle, you often get stuck in one of these areas

361

00:19:56.645 --> 00:19:59.225

or never move from one to the next.

362

00:20:00.135 --> 00:20:04.195

Um, so you know, these organizations,

363

00:20:05.095 --> 00:20:09.635

uh, you know, they, they're reluctant to change their roles.

364

00:20:10.215 --> 00:20:14.915

But as time goes on, the complexity

365

00:20:14.935 --> 00:20:16.755

of operating becomes so great

366

00:20:17.465 --> 00:20:19.155

that these boards do need to change.

367

00:20:19.265 --> 00:20:21.195

That the, that board members realize

368

00:20:21.305 --> 00:20:22.675

they, they're volunteers.

369

00:20:22.675 --> 00:20:23.715

They don't have the time

370

00:20:23.775 --> 00:20:25.435

and energy, uh,

371

00:20:25.695 --> 00:20:29.195

to actively participate in every aspect of operating.

372

00:20:29.385 --> 00:20:33.395

They need to support, engage the hired hands,

373

00:20:33.575 --> 00:20:34.715

the CEO and others.

374

00:20:35.225 --> 00:20:37.235

They need to hold people accountable

375

00:20:37.855 --> 00:20:39.155

in the appropriate ways.

376

00:20:39.925 --> 00:20:42.495

They need to lead in the appropriate ways.

377

00:20:43.695 --> 00:20:48.030

And this is a transition for many, many organizations.

378

00:20:48.585 --> 00:20:51.045

It becomes, uh, critical,

379

00:20:51.045 --> 00:20:54.445

however, for the health of the organization that you go

380

00:20:54.445 --> 00:20:56.365

through this kind of a process.

381

00:20:57.105 --> 00:21:02.015

So instead of acting like staff now, things are done by, uh,

382

00:21:02.015 --> 00:21:05.015

the board is focused on executing the organization's

383

00:21:05.335 --> 00:21:07.255

organization mission and its tasks.

384

00:21:08.115 --> 00:21:11.375

The board is responsible for getting the right resources.

385

00:21:12.195 --> 00:21:13.975

Um, you know, they, they,

386

00:21:13.975 --> 00:21:16.375

there's a much more balanced relationship.

387

00:21:16.985 --> 00:21:19.655

Committees are active and involved,

388

00:21:20.695 --> 00:21:24.675

and you know it from this stage to this stage.

389

00:21:24.785 --> 00:21:28.045

When you're here, the research would indicate

390

00:21:28.045 --> 00:21:32.155

that this is about a three, four year process

391

00:21:33.105 --> 00:21:37.195

from that initial transition to when you can honestly say

392

00:21:37.975 --> 00:21:40.075

you have a governing board in place.

393

00:21:41.325 --> 00:21:45.265

As organizations continue to grow, mature,

394

00:21:46.835 --> 00:21:50.745

often, they will then transition into a third stage,

395

00:21:51.155 --> 00:21:53.585

which is becoming more of an institutional board.

396

00:21:53.965 --> 00:21:55.105

And these are the boards

397

00:21:55.105 --> 00:21:59.465

that the boundaries are pretty clear that the CEO

398

00:21:59.565 --> 00:22:03.065

and board have a very strong relationship.

399

00:22:03.335 --> 00:22:05.545

Partnership governance is very important.

400
00:22:06.665 --> 00:22:10.525
Um, board, these boards tend to be larger, not smaller.

401
00:22:10.535 --> 00:22:11.845
These are smaller boards.

402
00:22:12.535 --> 00:22:16.925
These boards tend to understand their role of, of, uh,

403
00:22:17.285 --> 00:22:19.685
advising, uh, and fundraising and,

404
00:22:19.865 --> 00:22:23.565
and creating a future, at least in part,

405
00:22:23.565 --> 00:22:27.925
through sustainability of endowments and major gifts

406
00:22:28.105 --> 00:22:29.165
and things of that nature.

407
00:22:30.025 --> 00:22:33.245
Um, they become more diverse in this stage.

408
00:22:34.025 --> 00:22:38.405
Um, they pay real attention to the fiscal

409
00:22:38.925 --> 00:22:43.005
situation of a board, to the operations of the board,

410
00:22:43.345 --> 00:22:46.205
to the, whether the, whether the CEO

411
00:22:46.665 --> 00:22:48.405
and in turn, the organization is

412
00:22:48.405 --> 00:22:49.925
doing what it should be doing.

413
00:22:52.145 --> 00:22:56.535
So you're a leader and you're a change agent.

414

00:22:58.575 --> 00:23:00.175

I love this quote from Peter Drucker.

415

00:23:00.255 --> 00:23:02.215

I know Open minds uses this a lot.

416

00:23:02.715 --> 00:23:05.495

Um, but the greatest danger in times of turbulence

417

00:23:06.105 --> 00:23:07.175

isn't the turbulence.

418

00:23:07.925 --> 00:23:10.455

It's to act with yesterday's logic.

419

00:23:11.795 --> 00:23:14.855

So you can't, you know, some leaders,

420

00:23:15.005 --> 00:23:18.815

many leaders believe their job is simply to replicate

421

00:23:19.325 --> 00:23:20.575

what they've done in the past.

422

00:23:21.625 --> 00:23:24.005

And while this can work in the short term,

423

00:23:25.235 --> 00:23:28.005

this approach can also contribute to stagnation,

424

00:23:29.375 --> 00:23:30.625

loss of creativity.

425

00:23:31.605 --> 00:23:33.865

And in fact, it breeds competition.

426

00:23:34.805 --> 00:23:39.115

Um, you can stand still and others will blow by you.

427

00:23:39.655 --> 00:23:41.635

And they'll use, they'll be,

428

00:23:41.635 --> 00:23:43.555
they'll use disruptive interventions.

429

00:23:43.585 --> 00:23:46.285
They'll, uh, innovative ways that you can't,

430

00:23:46.285 --> 00:23:48.565
they'll do a better job at a lower cost.

431

00:23:48.835 --> 00:23:52.125
They'll be able to demonstrate through data their, their,

432

00:23:52.345 --> 00:23:53.845
uh, uh, outcomes.

433

00:23:54.745 --> 00:23:57.565
One of the things that, just as an aside, is interesting,

434

00:23:57.985 --> 00:24:01.525
and not to offend any of you who fit this category,

435

00:24:02.265 --> 00:24:05.765
but in our, our educational system, you know,

436

00:24:05.875 --> 00:24:08.325
I've been doing this long enough that a lot of us,

437

00:24:08.355 --> 00:24:11.995
when we started, we started because we were social workers

438

00:24:12.495 --> 00:24:13.675
or we were clinicians,

439

00:24:14.215 --> 00:24:17.635
and we learned administration over time.

440

00:24:18.815 --> 00:24:22.845
Um, but what that gave us

441

00:24:23.385 --> 00:24:26.965
was an understanding of, first of all, the social movement

442

00:24:26.965 --> 00:24:29.005

that we all are involved in.

443

00:24:30.035 --> 00:24:34.935

But secondly, that our skills needed to not just be

444

00:24:35.995 --> 00:24:39.145

discipline based, not just looking at strategy

445

00:24:39.685 --> 00:24:41.305

or financial analysis.

446

00:24:41.765 --> 00:24:43.865

That's what MBA programs teach you.

447

00:24:44.635 --> 00:24:46.495

And increasingly, I think we have more

448

00:24:46.515 --> 00:24:49.455

and more administrators as CEOs.

449

00:24:50.075 --> 00:24:53.215

And that's not to say, uh, MBAs

450

00:24:53.215 --> 00:24:56.855

or administrators can't understand the people part.

451

00:24:58.015 --> 00:25:02.035

But what fails to happen in educational systems is

452

00:25:02.035 --> 00:25:04.995

that in order to really make change, you have

453

00:25:04.995 --> 00:25:06.955

to understand both parts.

454

00:25:07.865 --> 00:25:10.835

It's not just having the right skills,

455

00:25:11.925 --> 00:25:15.825

but it's also understanding how relationships

456
00:25:16.285 --> 00:25:19.665
and communications and effectual relationships

457
00:25:19.925 --> 00:25:21.465
and skills make a difference.

458
00:25:22.045 --> 00:25:24.585
So you need, as a leader

459
00:25:26.375 --> 00:25:29.155
to create an expectation of change.

460
00:25:30.125 --> 00:25:34.165
Um, your desire to be at the head of change

461
00:25:35.125 --> 00:25:37.535
will serve your constituents best.

462
00:25:38.795 --> 00:25:42.815
And when you come into an organization that is

463
00:25:43.505 --> 00:25:46.615
doing the same thing in the same way over

464
00:25:46.635 --> 00:25:49.375
and over again, you tend to have a culture

465
00:25:49.375 --> 00:25:51.535
that is not a change ready culture.

466
00:25:52.385 --> 00:25:55.645
And you tend to have leadership that is in change ready,

467
00:25:56.025 --> 00:26:00.315
and you tend to have a board that is satisfied

468
00:26:01.505 --> 00:26:05.385
or believes that where the organization is at

469
00:26:05.385 --> 00:26:06.905
that point in time is where it should be.

470
00:26:07.875 --> 00:26:11.755
However, you know, in my mind, your job isn't so much

471
00:26:11.815 --> 00:26:12.955
to organize everyone,

472
00:26:13.615 --> 00:26:18.365
but it's the final way of aligning everyone to the realities

473
00:26:18.365 --> 00:26:22.195
of the environment that you're in to ways of

474
00:26:23.095 --> 00:26:25.385
both, um, supporting

475
00:26:25.445 --> 00:26:30.185
and sustaining your mission so that you are taking

476
00:26:30.575 --> 00:26:34.545
what you've done and ensuring that it stays,

477
00:26:35.685 --> 00:26:38.745
uh, relevant, vibrant, and current.

478
00:26:42.715 --> 00:26:46.615
There are some skills you need, um, to do this.

479
00:26:47.455 --> 00:26:49.595
The Center for Creative Leadership has some really good

480
00:26:49.875 --> 00:26:53.355
materials about this, but basically the people part is

481
00:26:53.355 --> 00:26:54.835
what I always think is missing.

482
00:26:55.815 --> 00:27:00.515
Um, I learned a long time ago that if you do a,

483
00:27:00.615 --> 00:27:03.395
uh, a morale survey or a staff survey

484
00:27:04.175 --> 00:27:07.035
and you ask about communications in your organization,

485
00:27:07.655 --> 00:27:12.035
it will always rank as a need and be,

486
00:27:12.095 --> 00:27:14.915
and come out lower than many other things.

487
00:27:16.005 --> 00:27:19.265
And to me, what that translates into, you need

488
00:27:19.265 --> 00:27:22.265
to communicate and then you need to communicate.

489
00:27:22.765 --> 00:27:25.505
And then when you've done that, you need to understand

490
00:27:25.505 --> 00:27:26.625
that you need to communicate.

491
00:27:26.675 --> 00:27:30.065
Again. You can never communicate where you're going,

492
00:27:30.095 --> 00:27:32.425
what you're doing fast enough.

493
00:27:33.275 --> 00:27:36.935
Um, you need to make the changes that you're about to do,

494
00:27:37.645 --> 00:27:41.135
connect them to the organizational values.

495
00:27:42.185 --> 00:27:44.925
You need to talk about the what and the why of the changes.

496
00:27:46.025 --> 00:27:50.405
And you need to create, buy-in and a sense of urgency.

497
00:27:50.865 --> 00:27:53.645
Uh, well, I think it was Winston Churchill who said,

498

00:27:53.645 --> 00:27:54.885

you know, don't waste a good crisis.

499

00:27:55.665 --> 00:27:58.165

Um, you need to collaborate.

500

00:27:58.265 --> 00:28:00.445

You need to bring people together.

501

00:28:01.105 --> 00:28:04.485

Top down is not a particularly good model leadership model

502

00:28:04.665 --> 00:28:06.125

in change management.

503

00:28:07.025 --> 00:28:10.205

If you've got silos, you need to disrupt the silos.

504

00:28:10.425 --> 00:28:13.285

You need to un hinge some of the things

505

00:28:13.475 --> 00:28:15.405

that have been in place for years and years and years.

506

00:28:16.145 --> 00:28:18.235

But you also need to empower people.

507

00:28:18.695 --> 00:28:22.155

You need to give them some decision making that

508

00:28:22.885 --> 00:28:25.235

helps you in your change motive.

509

00:28:25.735 --> 00:28:30.195

And you personally need to align yourself with change.

510

00:28:31.175 --> 00:28:34.675

You as the leader, need to set a big picture, a vision,

511

00:28:35.135 --> 00:28:36.955

and you need to believe in the vision.

512
00:28:37.775 --> 00:28:41.075
You need to be, uh, willing to articulate it

513
00:28:41.215 --> 00:28:43.195
and stand by it, not rigidly.

514
00:28:43.435 --> 00:28:45.315
'cause if people can add in

515
00:28:45.375 --> 00:28:47.395
and improve your vision, that's great.

516
00:28:48.255 --> 00:28:50.955
But it doesn't mean that in the face of pushback

517
00:28:50.975 --> 00:28:53.875
or opposition or whatever you change

518
00:28:54.175 --> 00:28:57.635
or you don't change, it means you have

519
00:28:57.635 --> 00:28:59.435
to stick to your vision.

520
00:29:00.175 --> 00:29:03.835
And you have to model resilience and persistence.

521
00:29:04.675 --> 00:29:08.535
And often it's about also a willingness to step

522
00:29:08.535 --> 00:29:09.895
outside of your own comfort zone.

523
00:29:14.345 --> 00:29:17.625
Now, before you can do those things,

524
00:29:19.335 --> 00:29:22.795
you have to sit back as the leader with the people

525
00:29:22.895 --> 00:29:26.035
around you who hopefully get your vision

526

00:29:26.295 --> 00:29:30.095
and, um, will participate with you.

527

00:29:30.785 --> 00:29:34.495
So, as an aside, often when you come into an organization

528

00:29:35.125 --> 00:29:38.515
that is, uh, stagnant

529

00:29:39.355 --> 00:29:42.935
and stuck, the people that are in leadership roles

530

00:29:44.255 --> 00:29:46.715
are often stagnant and stuck too.

531

00:29:48.105 --> 00:29:52.355
They have to want and be willing to make changes.

532

00:29:53.465 --> 00:29:56.485
And one of the brutal realities is often

533

00:29:57.485 --> 00:29:58.655
some of those people can't.

534

00:29:59.515 --> 00:30:03.175
And when they can't, they really aren't the right fit for

535

00:30:03.175 --> 00:30:04.175
what you're trying to do.

536

00:30:05.265 --> 00:30:07.325
But when you get the right fit

537

00:30:07.465 --> 00:30:09.885
of people coming into your organization,

538

00:30:10.915 --> 00:30:12.765
they become your champions.

539

00:30:13.115 --> 00:30:16.725
They become your, uh, you know, the leaders

540
00:30:16.905 --> 00:30:18.245
of this process.

541
00:30:18.825 --> 00:30:22.085
So you need to figure out that change needs to happen.

542
00:30:22.585 --> 00:30:24.605
You need to make a compelling case for it.

543
00:30:25.325 --> 00:30:27.785
You need to understand the vision of it

544
00:30:27.805 --> 00:30:29.945
and have a con set a common goal

545
00:30:30.405 --> 00:30:32.305
and understand the business context.

546
00:30:33.455 --> 00:30:37.065
It's not enough to say, well,

547
00:30:37.595 --> 00:30:38.745
we're better than everybody else,

548
00:30:39.045 --> 00:30:40.825
or what we've done has worked for 30 years.

549
00:30:40.885 --> 00:30:43.985
So we're not changing when everything else is changing.

550
00:30:45.085 --> 00:30:48.865
Um, you have to be competitive in a way

551
00:30:48.865 --> 00:30:51.245
that keeps you alive, and

552
00:30:51.245 --> 00:30:53.645
therefore you need to develop a strategy and a plan.

553
00:30:54.105 --> 00:30:57.205
You need to define, define the priorities that you have,

554

00:30:57.385 --> 00:30:59.885

and you need to identify that.

555

00:31:00.945 --> 00:31:03.445

Um, some things are gonna change immediately.

556

00:31:03.915 --> 00:31:05.725

Some things are gonna change with time.

557

00:31:06.735 --> 00:31:08.715

You need to answer all questions,

558

00:31:09.295 --> 00:31:11.795

and you need to define what success is gonna look like.

559

00:31:12.685 --> 00:31:16.225

And then you need to execute. It's about execution.

560

00:31:16.845 --> 00:31:20.265

You need to translate that strategy into actions.

561

00:31:21.005 --> 00:31:23.625

You need to place key people strategically.

562

00:31:24.125 --> 00:31:28.305

You need to break down large, big projects

563

00:31:28.325 --> 00:31:31.825

and thoughts into manageable short-term wins.

564

00:31:32.155 --> 00:31:35.105

Short-term wins will lead to long-term success.

565

00:31:36.735 --> 00:31:40.905

Embrace the both and concept, stability

566

00:31:41.445 --> 00:31:44.665

and change can both coexist

567

00:31:45.045 --> 00:31:47.185

and in fact are essential.

568

00:31:48.265 --> 00:31:51.335

If you're gonna, if you're gonna be successful, the

569

00:31:51.435 --> 00:31:55.215

and the both and replaces the either or.

570

00:31:58.035 --> 00:31:59.895

So the people part of change,

571

00:32:01.215 --> 00:32:04.715

you gotta remove whatever barriers there exist between

572

00:32:05.235 --> 00:32:07.585

employee success, personal growth

573

00:32:07.605 --> 00:32:11.505

and success, professionalism of yourself, your organization.

574

00:32:12.325 --> 00:32:16.865

You want people to want to be working there for you.

575

00:32:17.285 --> 00:32:20.265

You want people to want to be change agents.

576

00:32:20.845 --> 00:32:25.625

You want people to be as informed and educated

577

00:32:25.925 --> 00:32:28.025

and supported as they possibly can.

578

00:32:29.735 --> 00:32:33.835

You need to avoid focusing solely on results.

579

00:32:33.945 --> 00:32:34.995

Results are important.

580

00:32:35.425 --> 00:32:36.555

Measurement is important,

581

00:32:37.215 --> 00:32:40.915

but people need the support, the empathy,

582
00:32:41.655 --> 00:32:45.155
the psychological safety necessary for change to occur.

583
00:32:46.475 --> 00:32:49.005
Influence isn't about compliance.

584
00:32:50.035 --> 00:32:53.005
It's about gaining commitment to change.

585
00:32:54.115 --> 00:32:56.495
So you need to find your internal champions.

586
00:32:56.795 --> 00:32:58.495
You need to communicate the vision.

587
00:32:58.955 --> 00:33:01.935
You need to find, buy-in for criteria for success.

588
00:33:02.515 --> 00:33:05.375
You need to communicate, communicate community.

589
00:33:05.635 --> 00:33:07.295
You need to continuously learn.

590
00:33:07.915 --> 00:33:11.305
Try something, try it again, doesn't work.

591
00:33:11.605 --> 00:33:14.145
Try something different. But don't stop the process

592
00:33:14.925 --> 00:33:18.945
and let, encourage, ask questions, make adjustments.

593
00:33:20.095 --> 00:33:24.555
Um, reduce as many internal barriers

594
00:33:25.615 --> 00:33:27.475
as you can identify

595
00:33:27.575 --> 00:33:31.355
or are identified for you, um, to your vision.

596

00:33:31.855 --> 00:33:34.275

And that includes staffing adjustments.

597

00:33:34.815 --> 00:33:37.995

So a lot of background education.

598

00:33:38.625 --> 00:33:40.595

What happened at gia?

599

00:33:40.785 --> 00:33:42.315

Well, as I said

600

00:33:42.315 --> 00:33:46.515

before, we were known as aine based

601

00:33:47.475 --> 00:33:49.765

therapeutic community treatment provider.

602

00:33:50.985 --> 00:33:54.925

Um, and we firmly believed in that,

603

00:33:57.235 --> 00:34:01.135

are I, when I got in here, I had

604

00:34:01.135 --> 00:34:02.935

to make some personnel changes.

605

00:34:04.015 --> 00:34:08.095

I had to build some champions and find some champions.

606

00:34:08.715 --> 00:34:12.055

And I had to, to be very intentional

607

00:34:12.675 --> 00:34:16.495

and deliberate in, in what I thought we needed

608

00:34:16.495 --> 00:34:17.615

to do in order for us

609

00:34:17.675 --> 00:34:20.055

to survive the environment that we were in.

610
00:34:21.225 --> 00:34:23.775
First and foremost, you know, there were plenty

611
00:34:23.795 --> 00:34:25.335
of external pressures on us.

612
00:34:25.835 --> 00:34:29.775
Um, the, you know, the states I work in have some

613
00:34:29.775 --> 00:34:33.375
of the worst, highest overdose death rates in the country.

614
00:34:34.545 --> 00:34:38.895
Uh, they're all in the top 10, um, funders

615
00:34:40.395 --> 00:34:44.165
were insisting that we provide

616
00:34:44.305 --> 00:34:47.045
or broker MAT services for our clients,

617
00:34:47.185 --> 00:34:48.725
or they wouldn't contract with us.

618
00:34:50.155 --> 00:34:54.425
Now, that's a pretty strong, um,

619
00:34:55.095 --> 00:34:57.385
incentive to begin

620
00:34:57.385 --> 00:34:59.185
to look at your model a little differently.

621
00:34:59.745 --> 00:35:04.265
'cause you can't turn off all of your funders, um,

622
00:35:04.615 --> 00:35:06.385
when, uh, you know, there,

623
00:35:06.385 --> 00:35:09.425
there aren't alternatives when you are a, not-for-profit,

624

00:35:10.065 --> 00:35:12.865

Medicaid state funded, uh,

625

00:35:13.075 --> 00:35:15.065

grant funded kind of organization.

626

00:35:16.015 --> 00:35:20.675

So, you know, we, we started by trying to gauge,

627

00:35:22.015 --> 00:35:25.835

um, people's willingness for change, their understanding.

628

00:35:26.575 --> 00:35:31.355

Um, even more importantly, the board had to agree to this.

629

00:35:31.455 --> 00:35:33.235

The board had to buy in.

630

00:35:33.615 --> 00:35:36.555

The board needed support education.

631

00:35:37.315 --> 00:35:42.045

They needed to see that we hadn't kept up with

632

00:35:42.075 --> 00:35:43.645

what others were doing.

633

00:35:44.435 --> 00:35:46.415

So we spent a fair amount of time.

634

00:35:46.595 --> 00:35:49.815

And within the first nine months I was here,

635

00:35:50.845 --> 00:35:53.585

we created a, basically an MAT summit.

636

00:35:54.515 --> 00:35:57.845

And in that summit we brought in science.

637

00:35:58.785 --> 00:36:03.325

We had internal leadership that talked about MAT.

638

00:36:04.905 --> 00:36:08.165

We, uh, had all board members who wanted

639

00:36:08.165 --> 00:36:10.865

to attend there from, we have a foundation board

640

00:36:10.865 --> 00:36:12.425

and operating company bolt boards.

641

00:36:13.045 --> 00:36:15.515

We brought in all agency leadership,

642

00:36:15.655 --> 00:36:17.235

we brought in key staff.

643

00:36:18.055 --> 00:36:21.995

We wanted to combat the stigma that existed with MAT.

644

00:36:22.655 --> 00:36:24.875

We wanted to share the research

645

00:36:25.485 --> 00:36:28.195

supporting the efficacy of MAT.

646

00:36:28.575 --> 00:36:31.805

We wanted to lay out the, um,

647

00:36:33.425 --> 00:36:35.865

fiscal prerogatives.

648

00:36:36.565 --> 00:36:39.225

We knew we had to bring people along.

649

00:36:40.385 --> 00:36:42.465

Probably the most meaningful thing I did,

650

00:36:42.705 --> 00:36:47.335

'cause again, I was still within my first year at DEN

651

00:36:48.595 --> 00:36:51.495

and my predecessor was still there helping me

652

00:36:51.495 --> 00:36:54.795
through this transition, um,

653

00:36:56.445 --> 00:37:00.265
was to ask an organization

654

00:37:00.335 --> 00:37:02.785
that believes very much in lived experience.

655

00:37:03.745 --> 00:37:06.395
Many of our staff, including our leadership staff,

656

00:37:06.745 --> 00:37:07.875
were people in recovery.

657

00:37:08.455 --> 00:37:11.235
And many of them were people who graduated from Gaza.

658

00:37:11.335 --> 00:37:16.075
So believe firmly in a TC model and an absence based model.

659

00:37:16.835 --> 00:37:20.765
But as I, as I talked to people,

660

00:37:21.105 --> 00:37:22.485
as we brought out more

661

00:37:22.485 --> 00:37:26.295
and more material education, um,

662

00:37:27.605 --> 00:37:31.475
I found that some of those people actually

663

00:37:32.425 --> 00:37:35.195
thought that MAT was not a bad thing to do.

664

00:37:36.175 --> 00:37:39.465
That they themselves might have had experience with it

665

00:37:40.125 --> 00:37:41.905
in their own journey.

666
00:37:42.655 --> 00:37:45.905
That their loved ones had benefited from MAT,

667
00:37:46.375 --> 00:37:48.465
that it wasn't an either or.

668
00:37:49.175 --> 00:37:53.915
That, that there was a way through this of,

669
00:37:54.375 --> 00:37:58.675
of really pivoting, not losing our soul,

670
00:37:59.255 --> 00:38:01.915
not changing our, our fundamentals,

671
00:38:03.195 --> 00:38:06.255
but adding additive

672
00:38:07.015 --> 00:38:09.535
b different in a different way.

673
00:38:10.415 --> 00:38:14.755
And so, I can't tell you this was easy. It certainly wasn't.

674
00:38:15.515 --> 00:38:19.315
I can tell you it consumed almost all of the first year,

675
00:38:19.345 --> 00:38:23.085
year and a half I was here, but very intentionally

676
00:38:24.425 --> 00:38:25.565
and very publicly.

677
00:38:26.425 --> 00:38:28.245
We began to shift

678
00:38:28.625 --> 00:38:31.985
and we didn't, we didn't stop.

679
00:38:33.095 --> 00:38:34.495
I assembled the team internally.

680

00:38:35.165 --> 00:38:37.525

I have a fantastic chief of staff, Dr.

681

00:38:37.585 --> 00:38:40.245

Pat McKernan, who is like a dog

682

00:38:40.245 --> 00:38:41.845

with a bone when it comes to this stuff.

683

00:38:42.805 --> 00:38:46.185

And she headed a strategy

684

00:38:46.815 --> 00:38:51.605

that really took our mission, forged a shared understanding

685

00:38:52.555 --> 00:38:56.725

that we needed to embellish our treatment model

686

00:38:56.865 --> 00:38:59.645

to grow differently, to expand

687

00:39:00.825 --> 00:39:04.645

and offer MAT services if people

688

00:39:05.025 --> 00:39:06.045

so chose.

689

00:39:07.295 --> 00:39:11.835

So Pat and her team, you know, developed the strategies

690

00:39:11.935 --> 00:39:14.835

and the systems and the processes that,

691

00:39:15.055 --> 00:39:19.545

and we identified the champions, we

692

00:39:20.345 --> 00:39:21.425

communicated the changes.

693

00:39:22.305 --> 00:39:26.325

We were consistent in sharing our change vision across

694

00:39:27.245 --> 00:39:29.485

multiple, multiple forms, board meetings,

695

00:39:30.155 --> 00:39:34.045

monthly executive meetings, agency-wide town halls,

696

00:39:35.265 --> 00:39:36.425

regional management meetings.

697

00:39:36.805 --> 00:39:38.745

And we provided lots of feedback.

698

00:39:39.095 --> 00:39:41.065

That was the key to overcoming some

699

00:39:41.065 --> 00:39:42.665

of the silos that we had here.

700

00:39:43.325 --> 00:39:47.425

We worked really, really hard to

701

00:39:48.095 --> 00:39:52.075

engage, support, encourage,

702

00:39:52.735 --> 00:39:57.475

but not back down from this need.

703

00:39:58.905 --> 00:40:00.285

We changed the treatment model.

704

00:40:00.505 --> 00:40:04.325

We involved our board heavily in the treatment model.

705

00:40:05.185 --> 00:40:09.845

Um, that the, that the expansion of MAT, we

706

00:40:10.395 --> 00:40:13.035

had to address that also in terms of our processes,

707

00:40:13.555 --> 00:40:15.915

policies, procedures, so that we could begin

708

00:40:15.915 --> 00:40:17.355
to institutionalize them.

709

00:40:17.855 --> 00:40:22.175
And frankly, many of our processes, policies

710

00:40:22.175 --> 00:40:24.455
and procedures hadn't been looked at in a long time.

711

00:40:25.535 --> 00:40:28.955
So they needed refreshing anyway, so this was an opportunity

712

00:40:29.015 --> 00:40:31.915
to kind of do a couple things all at once.

713

00:40:33.505 --> 00:40:35.725
We set some short-term goals,

714

00:40:36.645 --> 00:40:38.665
and we did a lot to remove obstacles.

715

00:40:38.725 --> 00:40:43.225
So again, Peter Drucker can't measure it, can't manage it.

716

00:40:44.425 --> 00:40:49.085
We were managing here by anecdotal evidence, but not data.

717

00:40:50.285 --> 00:40:54.345
So we adopted performance measure, uh, metrics

718

00:40:54.605 --> 00:40:57.515
around MAT, uh, and measured.

719

00:40:58.375 --> 00:40:59.915
We wanted people to be educated.

720

00:41:01.015 --> 00:41:05.195
We wanted people to be able to access, uh, you know, uh,

721

00:41:05.195 --> 00:41:07.995
naltrexone if they needed it, uh,

722

00:41:07.995 --> 00:41:09.675
and naloxone if they needed it.

723

00:41:10.455 --> 00:41:14.645
And we reviewed all the data monthly, quarterly,

724

00:41:14.725 --> 00:41:17.125
annually in all sorts of forms.

725

00:41:18.885 --> 00:41:21.825
We opened discussion about performance by opening

726

00:41:21.825 --> 00:41:23.185
that discussion about performance.

727

00:41:23.935 --> 00:41:26.435
We, that enabled us to create some short-term wins.

728

00:41:27.555 --> 00:41:29.575
And it also helped us to identify

729

00:41:30.355 --> 00:41:34.035
and address obstacles that

730

00:41:34.895 --> 00:41:36.355
we frankly didn't know,

731

00:41:37.515 --> 00:41:41.935
but were proven to be ones that impeded the change process.

732

00:41:44.535 --> 00:41:46.235
How do you continue that momentum?

733

00:41:47.035 --> 00:41:50.405
Well, we worked on implementing a new treatment model,

734

00:41:50.465 --> 00:41:54.485
and I have been working on it and expanding MAT access.

735

00:41:55.395 --> 00:41:56.765
It's far from over for us.

736

00:41:57.675 --> 00:41:59.895

But we continue to evaluate the systems

737

00:42:00.555 --> 00:42:03.815

and the processes to reinforce our norms.

738

00:42:05.085 --> 00:42:09.345

We constantly, constantly look to identify

739

00:42:09.405 --> 00:42:12.465

and address interior barriers,

740

00:42:13.915 --> 00:42:16.485

because that's the only way we're gonna evolve

741

00:42:16.905 --> 00:42:18.125

and continue our momentum.

742

00:42:20.245 --> 00:42:23.265

And we have added to our vision,

743

00:42:24.305 --> 00:42:25.925

um, the safety net.

744

00:42:27.595 --> 00:42:29.895

The, we don't want people to fall through the cracks.

745

00:42:30.515 --> 00:42:35.005

Um, we want to be a responsive

746

00:42:35.555 --> 00:42:40.495

partner with others to be a low barrier,

747

00:42:41.385 --> 00:42:43.215

accessible entity.

748

00:42:44.425 --> 00:42:46.565

And it's not that we have to do everything,

749

00:42:47.625 --> 00:42:49.325

but this is our new vision.

750
00:42:50.025 --> 00:42:53.725
So instead of just being here,

751
00:42:55.815 --> 00:42:59.315
we are now broadening what we do, either

752
00:42:59.345 --> 00:43:00.555
through partnerships,

753
00:43:01.655 --> 00:43:04.365
that's generally the preferred venue.

754
00:43:04.465 --> 00:43:05.925
But if that's not possible,

755
00:43:05.925 --> 00:43:08.125
because there's a lot of suspicion

756
00:43:08.185 --> 00:43:12.375
and distrust between these verticals, we believe that really

757
00:43:12.375 --> 00:43:15.015
as a system and as a future model,

758
00:43:16.005 --> 00:43:18.985
it shouldn't be verticals, it should be partnerships,

759
00:43:19.125 --> 00:43:21.465
it should be alignment, it should be support.

760
00:43:21.845 --> 00:43:23.865
You know, if you look at what we do,

761
00:43:26.485 --> 00:43:29.625
we can't, in detox, residential treatment, outpatient,

762
00:43:29.885 --> 00:43:31.465
you can't serve somebody who's dead.

763
00:43:33.225 --> 00:43:36.285
So harm reduction keeps people alive

764

00:43:37.205 --> 00:43:38.905

and we have to embrace it,

765

00:43:39.565 --> 00:43:44.145

and we have to be there the second that somebody is ready

766

00:43:44.765 --> 00:43:47.535

to seek the care that we can provide.

767

00:43:48.075 --> 00:43:50.255

And that doesn't happen by being siloed

768

00:43:50.765 --> 00:43:54.485

from people when they want to come into care.

769

00:43:55.585 --> 00:43:58.685

We have some very large, excellent, uh,

770

00:43:58.685 --> 00:44:00.925

harm reduction organizations, uh,

771

00:44:01.025 --> 00:44:03.525

in the geography we work in in Philadelphia.

772

00:44:03.735 --> 00:44:06.085

We're developing strong partnerships.

773

00:44:06.665 --> 00:44:09.005

And, you know, in one conversation a few years ago

774

00:44:09.315 --> 00:44:13.685

with the head of one of those organizations, um, we asked,

775

00:44:13.705 --> 00:44:17.085

you know, at any point in time how, what percent of your,

776

00:44:17.345 --> 00:44:19.645

uh, clients do you think would take advantage

777

00:44:19.705 --> 00:44:22.165

of treatment if it was easy for them to get in?

778
00:44:22.705 --> 00:44:26.295
And this is an organization that served literally thousands

779
00:44:26.295 --> 00:44:31.105
of clients, and they said easily 10 to 15%.

780
00:44:32.425 --> 00:44:35.645
So for us to make it hard for that 10 to 15%

781
00:44:36.105 --> 00:44:38.165
to come in makes no sense.

782
00:44:39.185 --> 00:44:40.685
We have been building this out.

783
00:44:41.905 --> 00:44:45.165
We now offer five out of these six components.

784
00:44:46.065 --> 00:44:50.125
And most recently we built out our harm reduction efforts in

785
00:44:50.325 --> 00:44:51.725
Maryland to become

786
00:44:52.405 --> 00:44:54.645
a state designated syringe service

787
00:44:55.045 --> 00:44:57.265
provider in Baltimore County.

788
00:44:57.685 --> 00:45:00.665
We are the only SUD treatment provider in the state

789
00:45:01.165 --> 00:45:02.425
to hold that designation.

790
00:45:03.125 --> 00:45:07.265
We were just awarded A-C-C-B-H-C, uh,

791
00:45:07.355 --> 00:45:08.905
grant from samhsa.

792

00:45:09.645 --> 00:45:13.175

And holistic care is gonna be another component.

793

00:45:14.185 --> 00:45:17.085

But if you look at what we're talking about here,

794

00:45:17.175 --> 00:45:18.685

we've talked to NIDA about this

795

00:45:19.025 --> 00:45:22.125

and they are fascinated by what we're doing.

796

00:45:22.785 --> 00:45:25.125

We have MAT now

797

00:45:26.175 --> 00:45:28.625

available in every level of care.

798

00:45:29.285 --> 00:45:31.105

And there was a lot of hesitation to that.

799

00:45:31.485 --> 00:45:33.305

But you know what? It works.

800

00:45:34.095 --> 00:45:38.075

People are engaged and, and they can and will

801

00:45:38.135 --> 00:45:42.115

and do get better because we've made it doable.

802

00:45:43.285 --> 00:45:45.025

Um, this is just one,

803

00:45:45.495 --> 00:45:50.195

however, uh, part of change management,

804

00:45:50.815 --> 00:45:54.235

and I've begun to think that, well,

805

00:45:54.465 --> 00:45:56.875

I've spent 40 years being a change manager.

806

00:45:58.725 --> 00:46:02.135

This is really a, a continuous iterative process.

807

00:46:03.175 --> 00:46:06.195

And I've begun to try to reframe this a little bit.

808

00:46:06.835 --> 00:46:08.835

'cause I think it's, yes, it's change,

809

00:46:09.955 --> 00:46:13.335

but it's alignment as much as it is change.

810

00:46:14.305 --> 00:46:18.725

So as you evolve, as organizations evolve, their ability

811

00:46:18.725 --> 00:46:21.275

to foster alignment should be

812

00:46:21.275 --> 00:46:22.875

and becomes a strategic imperative.

813

00:46:23.495 --> 00:46:27.275

It demands ongoing communication, again, engagement

814

00:46:27.975 --> 00:46:29.715

and a deep understanding of

815

00:46:29.715 --> 00:46:33.915

how each element within the organization contributes to

816

00:46:34.255 --> 00:46:35.755

or obstructs the change process.

817

00:46:37.405 --> 00:46:40.925

I believe we believe that as a leader, you're responsible

818

00:46:40.925 --> 00:46:44.945

for ensuring that every facet of the organization is

819

00:46:45.465 --> 00:46:47.545

synchronized with the overall goals

820

00:46:47.605 --> 00:46:49.425

and objectives of change.

821

00:46:50.135 --> 00:46:54.425

It's alignment that I like to think about as part of change.

822

00:46:55.665 --> 00:46:57.125

What's the impact Been briefly,

823

00:46:57.895 --> 00:47:01.135

early 2019 as we move forward.

824

00:47:01.235 --> 00:47:03.935

We were inconsistent, but about half

825

00:47:03.935 --> 00:47:06.735

of our a hundred programs offered naltrexone

826

00:47:06.995 --> 00:47:08.735

as the only MAT option.

827

00:47:10.355 --> 00:47:13.525

Here we are in 2023, MAT education is

828

00:47:13.725 --> 00:47:17.605

provided at all program locations, at intake,

829

00:47:18.145 --> 00:47:19.285

and at every other level

830

00:47:20.065 --> 00:47:23.005

and eligible individuals where it's medically appropriate.

831

00:47:24.235 --> 00:47:28.285

They have the option to receive all FDA approved MAT

832

00:47:28.805 --> 00:47:30.645

services based on their preference

833

00:47:30.645 --> 00:47:31.965

and the clinical appropriateness.

834
00:47:32.545 --> 00:47:36.035
Clients are educated on overdose signs and risk factors.

835
00:47:37.195 --> 00:47:39.995
Everyone's provided naloxone at discharge.

836
00:47:41.665 --> 00:47:45.195
Building on that momentum, we have been embracing

837
00:47:45.195 --> 00:47:48.435
and exploring innovative care delivery models for MAT.

838
00:47:48.975 --> 00:47:53.315
So we received a grant last year that we are soon to, um,

839
00:47:53.925 --> 00:47:57.975
start, which, uh, from samhsa, which allows us

840
00:47:58.035 --> 00:48:02.495
to have a, uh, a mobile MAT program

841
00:48:02.885 --> 00:48:04.615
that will function in rural pa.

842
00:48:05.155 --> 00:48:08.455
You know, Cadenza's footprint is urban and rural.

843
00:48:08.455 --> 00:48:10.815
We've got dc, we've got Baltimore, we've got Philly,

844
00:48:10.815 --> 00:48:13.655
we've got, uh, Harrisburg, we've got Erie,

845
00:48:13.915 --> 00:48:18.265
but we also have cities, towns, counties

846
00:48:18.455 --> 00:48:21.105
that there are probably more trees than there are people.

847
00:48:22.215 --> 00:48:26.145
This van, by the way, will be the first van in the state

848
00:48:26.145 --> 00:48:31.025
of Pennsylvania to be licensed by the State Authority ddap

849
00:48:31.805 --> 00:48:34.825
by DEA and by samhsa.

850
00:48:35.125 --> 00:48:39.545
And it will also offer MAT services such as methadone,

851
00:48:39.645 --> 00:48:41.745
not just the other drugs.

852
00:48:42.365 --> 00:48:45.105
We continue our to expand our vision.

853
00:48:45.325 --> 00:48:48.945
So we've gotten some grants to expand our harm reduction.

854
00:48:49.485 --> 00:48:51.825
We are, we've done harm reduction outreach

855
00:48:52.525 --> 00:48:55.185
to over 3000 residents in Maryland.

856
00:48:55.725 --> 00:48:59.705
And that includes naloxone, uh, fentanyl testing strips,

857
00:48:59.705 --> 00:49:04.225
wound care kits, safe use supplies, syringe services.

858
00:49:05.545 --> 00:49:06.935
We're involved in research.

859
00:49:08.345 --> 00:49:09.705
I won't dwell on that,

860
00:49:10.045 --> 00:49:12.825
but MAT isn't the only thing out there

861
00:49:13.055 --> 00:49:14.145
that might have impact.

862
00:49:14.555 --> 00:49:17.665
Maybe it's mindfulness, maybe it's another approach.

863
00:49:19.155 --> 00:49:22.125
So what have we learned as a leader,

864
00:49:23.175 --> 00:49:26.635
you must resist the comfort of staying the same

865
00:49:28.145 --> 00:49:30.765
and create the expectation for change

866
00:49:31.465 --> 00:49:32.845
in your agency's culture.

867
00:49:33.925 --> 00:49:37.185
And you need to also instill a desire

868
00:49:38.005 --> 00:49:39.465
to be at the head of the change.

869
00:49:40.325 --> 00:49:43.065
And that's the way to serve your constituents best,

870
00:49:44.795 --> 00:49:46.395
consistently identify

871
00:49:46.695 --> 00:49:50.755
and address barriers, internal barriers, external barriers.

872
00:49:51.535 --> 00:49:55.075
That's a key to continuing the momentum of your change.

873
00:49:56.855 --> 00:49:58.135
I am a firm

874
00:49:58.835 --> 00:50:02.855
and longtime believer in finding any

875
00:50:03.655 --> 00:50:07.295
possible technology you can that can make people's jobs

876

00:50:07.875 --> 00:50:10.135

easier, faster, better.

877

00:50:11.395 --> 00:50:12.825

There is so much paperwork.

878

00:50:12.845 --> 00:50:15.705

We all deal with so much bureaucracy

879

00:50:16.485 --> 00:50:18.785

and some of that much of that has no value.

880

00:50:19.325 --> 00:50:21.065

And you know, you're asked the same question

881

00:50:22.045 --> 00:50:24.905

by a thousand different people in a thousand different ways.

882

00:50:24.975 --> 00:50:27.165

There's no consistency

883

00:50:27.225 --> 00:50:29.125

and there's no funding for that generally.

884

00:50:29.995 --> 00:50:32.295

But technology is your friend.

885

00:50:32.685 --> 00:50:37.575

It's one of the few things I know you can use to

886

00:50:38.585 --> 00:50:41.695

allow people to do their, what they were trained to do

887

00:50:42.315 --> 00:50:46.655

and not have to spend an awful lot of time doing, uh,

888

00:50:47.125 --> 00:50:49.755

what they, uh, what machines can do

889

00:50:49.775 --> 00:50:52.075

or what artificial intelligence can do.

890

00:50:52.175 --> 00:50:55.635

We are a, an early, uh, adopter of Ilios,

891

00:50:56.175 --> 00:50:57.235

but they're not

892

00:50:57.295 --> 00:50:59.835

by any means the only party out there doing this.

893

00:51:00.535 --> 00:51:03.355

Um, so as an organization

894

00:51:04.775 --> 00:51:07.915

that's traditionally been Devi defined by abstinence,

895

00:51:09.005 --> 00:51:11.825

we had a need at cadenza for patience,

896

00:51:12.895 --> 00:51:16.435

for persistence, for ongoing education

897

00:51:16.435 --> 00:51:18.555

and training to our board members.

898

00:51:19.965 --> 00:51:22.025

Our agency leadership needed that training.

899

00:51:22.485 --> 00:51:24.545

Our employees needed that training.

900

00:51:25.605 --> 00:51:28.985

We have a medical director who is an expert

901

00:51:29.405 --> 00:51:30.625

and he preaches this.

902

00:51:31.535 --> 00:51:33.715

So MAT efficacy exists

903

00:51:34.555 --> 00:51:37.135

and the need to offer more inclusive pathways

904

00:51:37.155 --> 00:51:39.015

to recovery exists.

905

00:51:39.715 --> 00:51:43.655

We are, again, going back to my continuum graphic,

906

00:51:44.765 --> 00:51:47.265

we are invested in helping

907

00:51:47.805 --> 00:51:49.785

people along that continuum.

908

00:51:50.235 --> 00:51:54.505

There should be no wrong place to go and you shouldn't be

909

00:51:54.505 --> 00:51:58.155

therefore only served in that vertical.

910

00:51:58.535 --> 00:52:00.355

You should be able to move anywhere you can.

911

00:52:00.695 --> 00:52:02.395

The funding needs to come with that.

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00:52:02.655 --> 00:52:06.795

That's why value-based, true value-based funding,

913

00:52:07.135 --> 00:52:10.115

global funding makes sense to us.

914

00:52:10.455 --> 00:52:13.075

And we're pushing for that with all of our funders.

915

00:52:14.605 --> 00:52:17.215

Some with a little more success than others.

916

00:52:17.755 --> 00:52:19.415

But that is our goal.

917

00:52:19.875 --> 00:52:24.155

And our goal is to open up our tent in ways

918

00:52:24.155 --> 00:52:25.515

that we haven't in the past.

919

00:52:26.575 --> 00:52:31.325

And, you know, I'm thankful that, uh, our board

920

00:52:32.585 --> 00:52:34.325

has engaged in this.

921

00:52:34.725 --> 00:52:38.285

I now get articles from people, um, on my board

922

00:52:38.625 --> 00:52:41.445

who see something somewhere about the success of MAT,

923

00:52:42.955 --> 00:52:45.095

but we believe that there's also a lot

924

00:52:45.095 --> 00:52:47.855

of value in the traditional things that we provided.

925

00:52:48.195 --> 00:52:53.175

So it's not an either or. I am.

926

00:52:53.835 --> 00:52:57.555

That's pretty much my presentation.

927

00:52:58.375 --> 00:53:01.755

Um, don't know if I have any questions or not.

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00:53:03.925 --> 00:53:05.475

Thank you very much, Dr. Klatt.

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00:53:05.655 --> 00:53:07.715

Um, I have some wrap up information here,

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00:53:07.715 --> 00:53:09.515

but everybody in the audience, while I'm doing that,

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00:53:09.535 --> 00:53:11.675

if a question comes to mind, we would love to field it.

932

00:53:11.675 --> 00:53:12.875

We do have a couple minutes here

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00:53:13.575 --> 00:53:15.395

or we can give you back the rest of your afternoon.

934

00:53:15.555 --> 00:53:17.155

I wanna thank everybody who joined us

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00:53:17.375 --> 00:53:19.115

and I wanna remind everybody that the slides

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00:53:19.115 --> 00:53:21.275

and the recording for this will be made available on the

937

00:53:21.275 --> 00:53:22.875

Open Minds website starting tomorrow.

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00:53:23.335 --> 00:53:24.435

And I would like you to join us

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00:53:24.455 --> 00:53:26.085

for our next round table next week,

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00:53:26.445 --> 00:53:29.245

December 7th at 1:00 PM Eastern Transitioning Children

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00:53:29.275 --> 00:53:30.605

with Medical Complexity,

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00:53:30.985 --> 00:53:32.965

the Maryville Hospital Home case study.

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00:53:33.465 --> 00:53:35.365

And for a full list of upcoming roundtables

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00:53:35.365 --> 00:53:36.525

or to register for that event,

945

00:53:36.545 --> 00:53:39.125

you can visit our executive roundtables page under the

946
00:53:39.125 --> 00:53:42.485
events tab@www.open minds.com.

947
00:53:44.165 --> 00:53:46.335
And, uh, Dr.

948
00:53:46.385 --> 00:53:49.215
Klatt, I got a feedback here that just says, thank you.

949
00:53:49.475 --> 00:53:51.975
So I think we're gonna take this as a huge success.

950
00:53:52.095 --> 00:53:53.695
I want to thank you very much. That was a

951
00:53:53.805 --> 00:53:55.055
wonderful presentation.

952
00:53:55.595 --> 00:53:56.895
If anybody has any questions,

953
00:53:56.895 --> 00:54:00.175
they can email us at Open minds@openminds.com.

954
00:54:00.915 --> 00:54:02.055
Dr. Klatt, thank you.

955
00:54:03.155 --> 00:54:04.955
Thank you. Take care.

956
00:54:05.715 --> 00:54:06.205
Bye-Bye.