GAUDENZIA

Mastering Change Management:

A Leader's Guide to Organizational Transformation

About Dr. Dale Klatzker

o Dr. Klatzker, a self-described "serial non-profit behavioral health CEO," has nearly four decades of leadership experience. Throughout his career, Dr. Klatzker has replaced four CEOs– each with a tenure of 20 or more years– across 4 states and served as the chair of 2 separate national behavioral health organizations. His expertise lies in **leading organizations through transitions and transformational change processes**. In 2019, Dr. Klatzker was brought on as CEO of Gaudenzia, Inc.

About Gaudenzia, Inc.

o Established in 1968, Gaudenzia, Inc. has grown from a single, peer-led program in Philadelphia, Pennsylvania, to one of the largest SUD and COD treatment providers in the Northeast. With over 120 programs at varying ASAM levels of care across **Pennsylvania**, **Maryland**, **Delaware**, and **Washington, D.C.,** Gaudenzia serves over 15,000 individuals annually.

o We provide **all ASAM levels of care** in each of our geographic hubs.
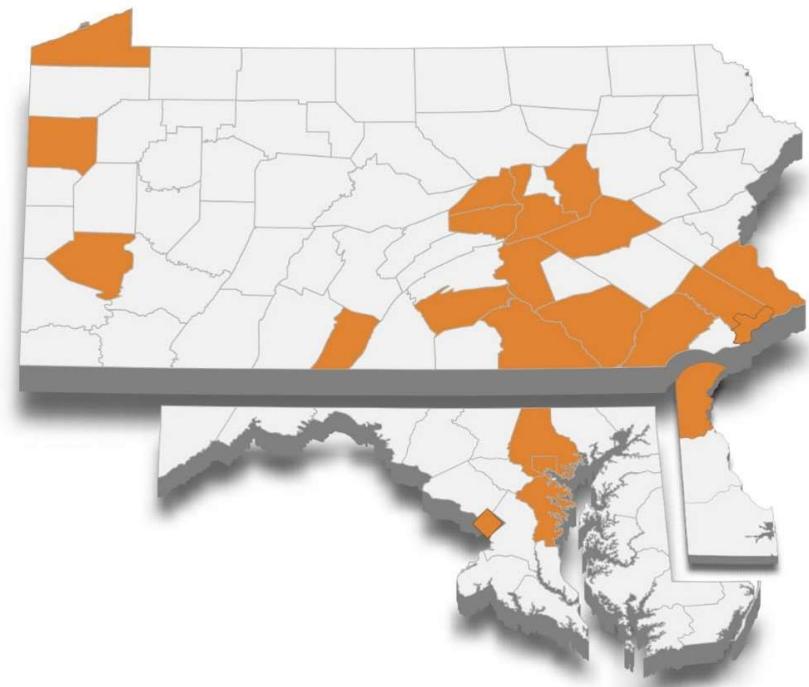
Gaudenzia, Inc. By the Numbers

8 SITES — Withdrawal Management

14 SITES — Women with Children Programs (including licensed and others)

16 SITES — Residential Programs

8 SITES — Halfway Houses

6 SITES — Mental Health Programs

288 BEDS — Justice-Involved Programs DOC (Department of Corrections)

24 SITES — Outpatient Programs

251 UNITS — Housing

1255 BEDS — Residential Beds
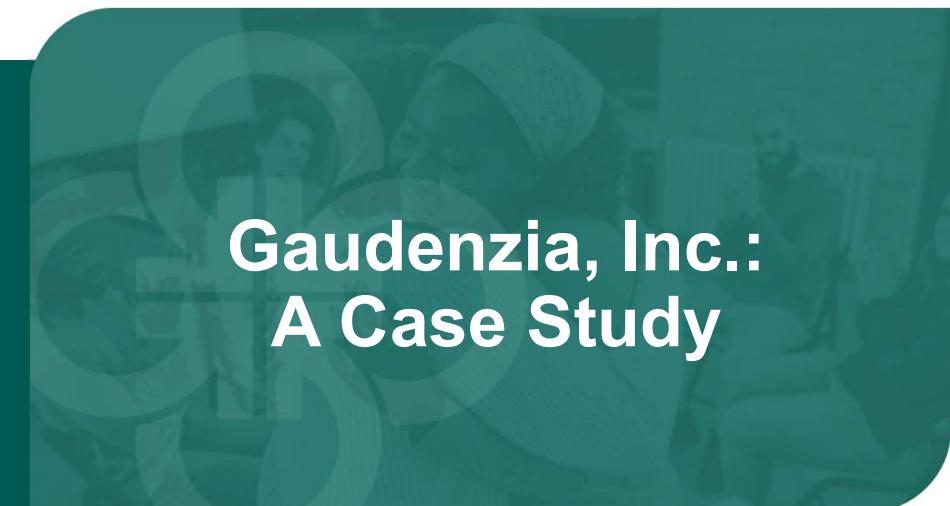
Gaudenzia, Inc.:
A Case Study

Overview

In 2019, Gaudenzia, Inc. faced a critical juncture in its 50-year history. While celebrating the agency's legacy was paramount, the imperative for organizational sustainability and community well-being demanded a **radical shift in leadership and organizational approaches**.

Gaudenzia, Inc. had experienced substantial growth and expansion in previous years, but this success was undermined by **internal obstacles**. Silos within the organization, coupled with a lack of standardization and "tech-phobia", created inefficiencies that hindered overall performance. Notably, the agency's adherence to abstinence-based care stood at odds with the evolving demands of funders, evidence, and industry best practices.

By implementing strategic interventions, Gaudenzia, Inc. has overcome internal obstacles that had previously hindered our advancement with the backdrop of a global pandemic, escalating inflation, and a behavioral health workforce shortage. Importantly, the agency is proud to have transformed our treatment model to **an evidence-based treatment model with MAT services across all levels of care.**

Continuum of SUD Services

No Organization Deliberately Wants to Fail

o No organization sets out to decline. Yet many organizations find themselves in decay and wonder how they got there.

o Organizational inertia, characterized by a **sluggish response to shifts in both internal and external environments**, contributes to the deterioration of organizations.

o All leaders must come to terms with the fact that the skills needed to **build** a successful organization might not be the same skills necessary to **stabilize and grow**.

Weitzel and Jonsson's Model of Organizational Decline
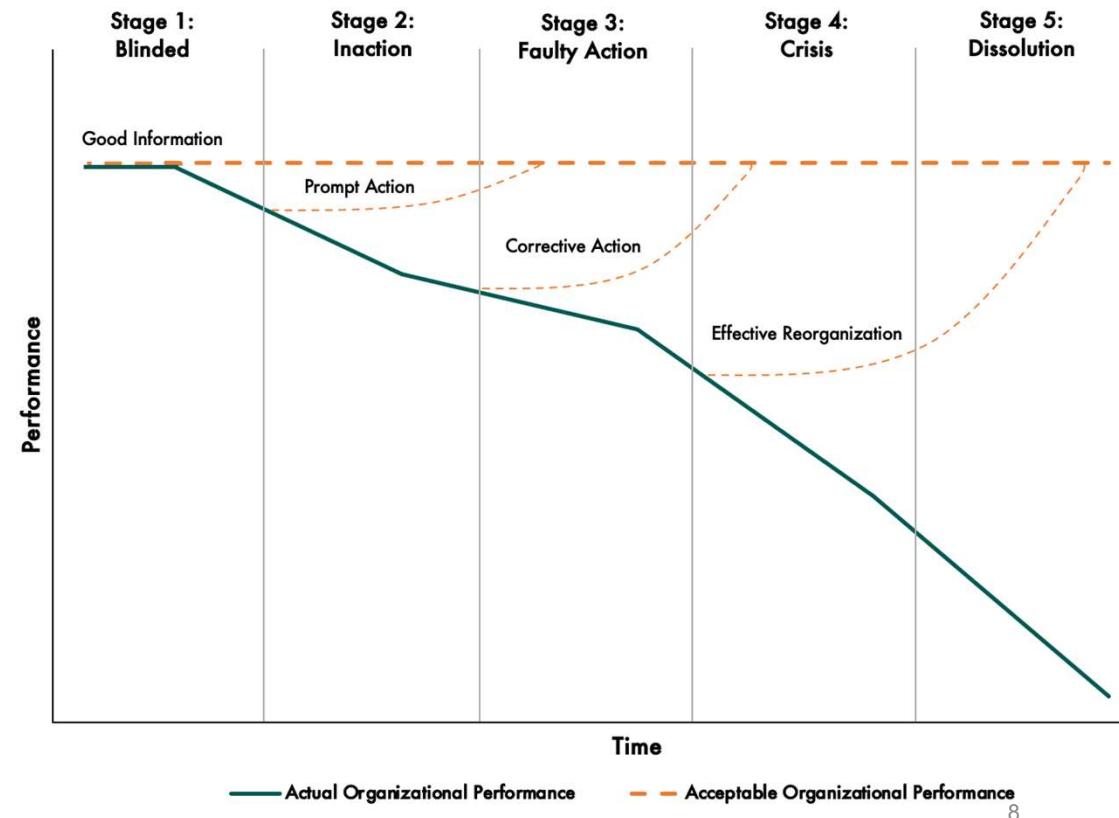
The Role of the Board

- The best functioning organizations have a healthy **executive-governance balance**, and CEOs understand nothing is gained by "**keeping the Board at bay**."

- Effective Boards are actively involved in **future planning**, **development** (financial and programmatic), and **advocacy**, and should understand the organization's decision-making **processes and protocols**.

- Deliberate decision-making should occur **in partnership** with the CEO, who in turn must have the confidence to **share**, **educate**, and **engage** Board members in advancing the cause.

Board members provide critical checks and balances and should ask:

Are we building value for the long term?

How do we plan to sustain this growth?

What risks are we taking to get there?

Are we being true to our mission and our values?

Stages of the Board Lifecycle

01 Organizing/ Founding Boards

02 The Governing Board

03 The Institutional Board

*Adapted from BoardSource's Three Stages of the Non-Profit Board Lifecycle

10

The Leader as Change Agent

o It is tempting for leaders to believe their job is to **replicate** what it has been created in the past continually and repeatedly. While this may work in the short term, this approach contributes to **stagnation**, **loss of creativity**, and **breeds competition**.

o As a leader, it becomes incumbent upon you to create the **expectation for change in your culture**: A desire to be at the head of change to serve your constituents best.

o Your job is not so much to organize everyone in one direction but to find a way to **align** everyone to the same vision.

> "THE GREATEST DANGER IN TIMES OF TURBULENCE IS NOT THE TURBULENCE - IT IS TO ACT WITH YESTERDAY'S LOGIC."
>
> — Peter Drucker

What Successful Change Leaders Do Differently

o According to the Center for Creative Leadership, successful leaders provide the necessary connection between the **process part of change** and the **people part of change** by doing these three things:

Communicate

- Focus on the "**what**" and "**why**" of change

- Connect change to **organizational values**

- Explain benefits to **create buy-in** and **urgency**

Collaborate

- Bring people **together** for planning and execution

- **Break silos** and discourage **unhealthy competitions**

- Involve **employees in decision-making early on** for stronger commitment

Commit

- Ensure personal beliefs and behavior **align with change**

- Focus on the **big picture**

- Model **resilience, persistence,** and **willingness to step outside of your comfort zone**

A Leader's Roadmap to Strategic Change

1. Initiate

- Understand the need for change.
- Make a compelling case for change.
- Evaluate the business context, develop a clear vision, and create a shared understanding of the common goal.

2. Strategize

- Develop a comprehensive strategy and action plan.
- Define priorities, timelines, tasks, structures, behaviors, and resources.
- Identify what will change and what will remain the same.
- Listen actively to questions and concerns, and define success from the outset.

3. Execute

- Translate strategy into action.
- Place key individuals strategically.
- Break down large projects into manageable wins for early victories and develop metrics and monitoring systems for progress and transparency.
- Embrace "both/ and": Stability and change can coexist!

Execute

Strategize

Initiate

03

02

01
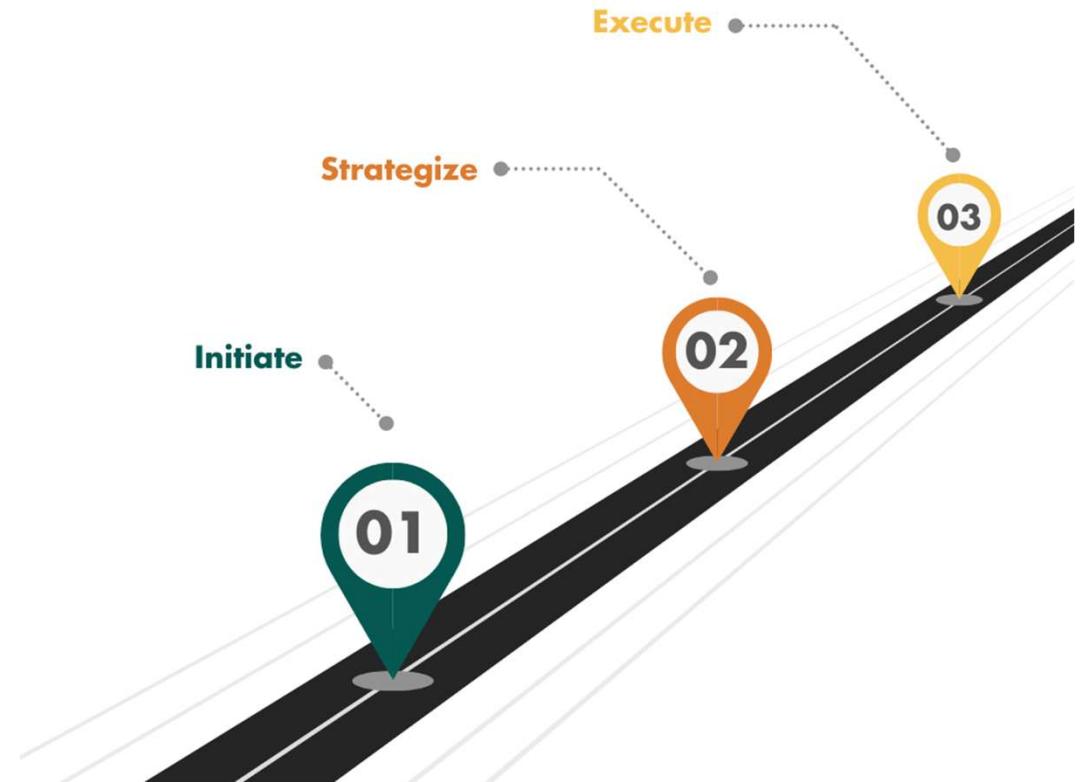
The People Part of Change

o Successful change leaders focus on **engaging everyone in the change process**, understanding the need for time to adapt. Three crucial qualities for **leading people through change** include:

Support

- Remove **barriers** to employee success, both personal and professional

- Avoid focusing solely on results: People need **support** and **psychological safety** for change to occur

Sway

- Influence is not just about compliance, but **gaining commitment** for driving change.

- Identify key stakeholders, communicate vision, and define buy-in criteria for success

Learn & Adjust

- Embrace **continuous learning**

- Ask questions, and **make continual adjustments during change** in response to formal and informal feedback

- Continue **reducing internal barriers to the vision**, including through staffing adjustments

Case Study: Evolution from Abstinence-Only to Evidence-Based

Gaudenzia, Inc.: A Case Study

Approaches

- Create Urgency
- Assemble a Team and Develop Vision and Strategies
- Communicate Change Vision
- Set Short-Term Goals and Remove Obstacles
- Continue Momentum

Create Urgency

- External pressures, from an **escalating opioid overdose crisis** to **funders' expectations**, demanded we reconsider our organization's stance on MAT.

- Staff were **surveyed at all organizational levels** and numerous discussions were had with executive and regional leadership to promote buy-in, identify barriers, and determine the best approach for introducing MAT.

- In 2019, we hosted an internal MAT Summit– widely attended by board members, agency leadership, and staff— to **combat stigma** and **share research supporting the efficacy of MAT**.

Assemble Team & Develop Vision & Strategies

- A **senior guiding team** comprised of agency leadership and managed by Chief of Staff, Dr. Pat McKernan, was established.

- With a focus on the agency's mission, the team forged a **shared understanding** of the need for a new treatment model and expanded MAT services.

- Team developed **strategies, systems, and processes**, including the identification of champions at the regional level.

17

Communicate Change Vision

- Team was consistent in **sharing change vision across multiple forums** (e.g., board meetings, monthly executive, agency-wide town halls, monthly regional management meetings) and **providing opportunities for feedback**. Key to overcome silos.

- Change to the treatment model, and expansion of MAT was also reflected in **new processes, policies, and procedures,** which helped institutionalize them.

Set Short-Term Goals & Remove Obstacles

- *"If you can't measure it, you can't manage it!"* Peter Drucker

- Team **adopted performance metrics** around MAT education and access and Naloxone distribution and **reviewed** data monthly, quarterly, and annually in multiple forums.

- Open discussion around performance enabled the agency to **celebrate short-term wins** and **identify and address obstacles** impeding the change process.

Continue Momentum

- Our work implementing a new treatment model and expanding MAT access is far from over, but we **continue to evaluate systems and processes to reinforce our new norms**.

- The need to consistently identify and address internal barriers to evolution is key to continuing momentum.

- Momentum includes **expanding the vision** to develop a safety net that doesn't let people fall through the cracks.

Gaudenzia 2.0

Expand Vision: Full Continuum of SUD Services

Prevention | Harm Reduction | Acute Treatment (detox) | Residential Treatment | Outpatient Treatment | Recovery Support

- As of November 2023 we offer five of the six pieces of this continuum
- Most recently, we built upon our harm reductions efforts in Maryland to become a state-designated Syringe Service Program (SSP) in Baltimore County– the **only SUD treatment provider in the state** to hold this designation.

Shifting Focus: From Change Management to Alignment

o Change is going to be a constant iterative process. **Alignment serves as the glue** that unifies the organization's approach.

o As organizations evolve, the ability to foster alignment becomes a strategic imperative. It demands ongoing communication, engagement, and a deep understanding of how **each element** within the organization **contributes to** or **hinders** the change process.

o As a leader, you will be responsible for ensuring that every facet of the organization is **synchronized with the overarching goals and objectives** of the change initiative.

Impact

o In early-2019, MAT education and access were inconsistent, with **approximately half** of over 100 programs offering **naltrexone** as the only MAT option available to individuals in residential and outpatient levels of care.

o In 2023, MAT education is provided at **all program locations** at intake, and eligible individuals have the option to receive **all FDA-approved MAT** based on preference and clinical appropriateness. Clients are also educated on overdose signs and risk factors and provided naloxone at discharge.

o Building upon the momentum, we've embraced **more innovative care delivery models for MAT**, including a SAMHSA-funded mobile MAT program in rural PA.

o Continuing to expand our vision, we have added Maryland Department of Health and Baltimore County grants to **expand harm reduction** to provide harm reduction outreach to over 3,000 Maryland residents in FY 23, including naloxone, fentanyl test strips, wound care kits and safe use supplies. Syringe services began in October 2023.

o **Expanding our research:** Collaborated with SPARK Biomedical for an NIH-FDA trial: *Delivering Transcutaneous Auricular Neurostimulation to Improve Relapse Prevention in OUD*.

o **Expanding our research:** Collaborated with West Chester University for an NIH-NIDA study: Mindful MAT Adherence: Mindfulness-Based Relapse Prevention (MBRP) to improve MAT adherence and drug-use outcomes for OUD

Lessons Learned

o As a leader, you must **resist the comfort of staying the same** and create the **expectation for change** in your agency's culture along with a desire to be at the head of change to serve your constituents best.

o Consistently identifying and addressing internal barriers is key to continue the momentum of change

o Be intentional about using **technology** and use it where appropriate while being mindful of "change fatigue."

o At an agency where recovery had traditionally been defined by abstinence, there was a need for **patience**, **persistence**, and **ongoing education and training** to board members, agency leadership, and employees on MAT efficacy and the need to offer more inclusive pathways to recovery including harm reduction.

THANK YOU!

Need Help?

Contact our 24-hour Treatment and Referral HelpLine

833.976.HELP(4357)

or HelpLine@gaudenzia.org

www.gaudenzia.org

GAUDENZIA
ADDICTION TREATMENT & RECOVERY SERVICES