




Creating Leadership Assets



Leaders in Service

- Seek Permission to Serve
- Grant Permission to be Taught
- Use Effective Questions
- Listen with Authority
- Create the Future with Powerful Requests and Offers
- Generate Action and Outcomes with Bold Declarations

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A True Leader in Service

Elizabeth Craig

Acting Assistant Administrator for Air and Radiation
U.S Environmental Protection Agency

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Q18

Question: How are you feeling?

1. Ready to be in action as a leader
2. Loaded with ideas and contacts
3. Lost
4. All of the above

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Q19

Question: Which of these areas am I most prepared to take action on?

1. Leveraging community assets
2. Integrated health care services
3. Tailored environmental interventions
4. Evaluation
5. Creating conversations of opportunity

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Compare results from Q19 with results from Q6 from Day 1.

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Q20

Question: Which of these areas is my strongest program asset?

1. Leveraging community assets

2. Integrated health care services

3. Tailored environmental interventions

4. Evaluation

5. Creating conversations of opportunity

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Forum Overview

• Witness Faculty Programs Living These Strategies

• Discover Dynamic New Ways to Network with Peers

• Develop Your Own Leadership Story & Action Plans

- Break-in sessions

- Open space

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This Will Be a Day

- Transform into Asthma Enterprise Leaders
- Claim Your Program's Value
- Declare the Power of Your Accountability
- Securing Sustainability with Deal Making
- Engage in Conversations of Opportunity
- Craft the Leadership Story Propels Others into Action



Creating and Pitching Your Value Proposition – A Master Class in Deal Making

What is a Value Proposition?

A statement of the benefits that a vendor promises to customers in return for payment.

Value Proposition Workbook

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What is a Value Proposition?

**BOLD
PROMISE**
+
**CLEAR
REQUEST**

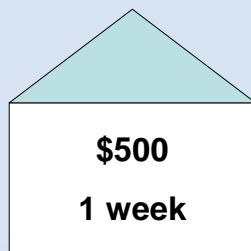
Value Proposition Workbook

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A Value Proposition



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A Value Proposition

\$3,500
3 weeks
10 yr. guarantee
Free touchups
3 references

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Developing Your Value Proposition

Every community needs a champion ready to present a powerful value proposition for its asthma management program.

Value Proposition Workbook
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Partners For Asthma Action's Value Proposition

Jill Heins Nesvold, MS
Director of Respiratory Health
American Lung Association of Upper Mid-West

PAA's Value Proposition Assertion

For \$500,000/year, PAA will improve asthma control in Minneapolis and St. Paul for approximately 10,500 pediatric asthma patients and deliver between \$0.9–1.8 million in savings to the health care system.

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Improved Asthma Control

PAA will improve asthma control by:

- Reducing ER visits by 10%
- Reducing hospitalizations by 50%
- Increasing school attendance among children with asthma by 2 days
- Reducing symptoms and limitations on normal activity (i.e., improving QOL) by 30%.

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PAA's Population of Focus

1. PAA focuses on children with asthma Minneapolis and St. Paul
2. Population is 600,000; 180,000 children
3. PAA serves the 10,500 pediatric asthma patients in Minneapolis and St Paul (source: MDH)

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The Basis for Our Value Proposition

- PAA is a coalition of 60 health, education, public policy, and community leaders
- Program designed in 2001-2002 and operated since 2003
 - Helps providers improve the quality of care
 - Fills gaps in existing community asthma care network

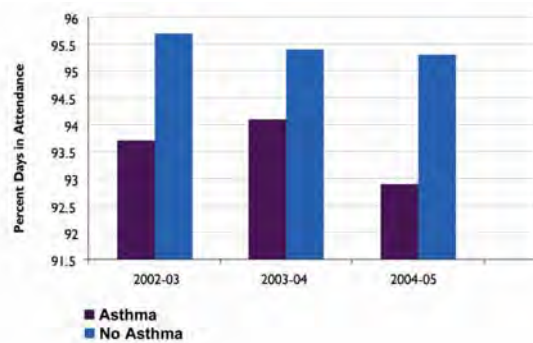
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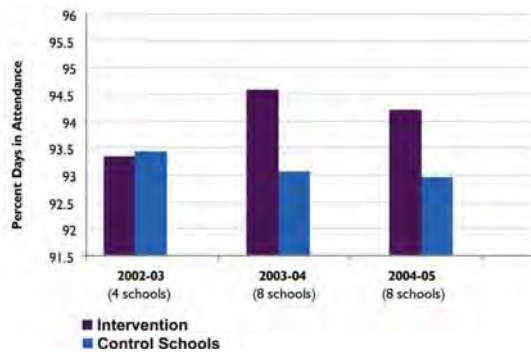
The Basis for Our Value Proposition Decline in Utilization



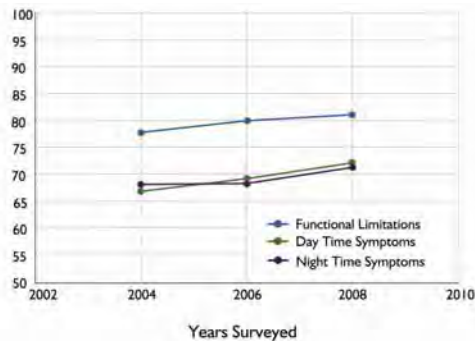
The Basis for Our Value Proposition Attendance for Children with Asthma



Effect of School-Based Intervention on Children with Asthma



The Basis for Our Value Proposition Quality of Life Improvements



Program Costs We will spend the \$500K on...

1. Program Operations – 60% of budget
 - School-Based Interventions
 - Community-Based Education and Interventions
 - Policy Initiatives
 - Health System/Professional Education
2. Management Structure – 25% of budget
 - Program Management
 - Financial Administration
3. Evaluation – 15% of budget



Cambridge Health Alliance Value Proposition

David Link, MD, Chief
Department of Pediatrics
Cambridge Health Alliance
Planned Care Program for Asthma

CHA's Value Proposition Assertion

For \$250,000/year, CHA will dramatically improve asthma health outcomes for 3,000 pediatric asthma patients and deliver \$850,000/year in savings to the health care system.

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Improved Asthma Control

CHA will improve asthma outcomes as follows:

- Reduce asthma ED visits for children by 50%
- Reduce asthma hospitalizations by 75%
- Significantly increase school attendance for children with asthma

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CHA's Population of Focus

- Service area is Cambridge, Somerville, and metro-north Boston
- 6,000-7,000 children with asthma in service area
- 3,100 children with asthma at CHA
- Largely urban and minority population

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The Basis for Our Value Proposition

CHA is an integrated health system

- 3 hospitals
- 20+ primary practices
- Network Health

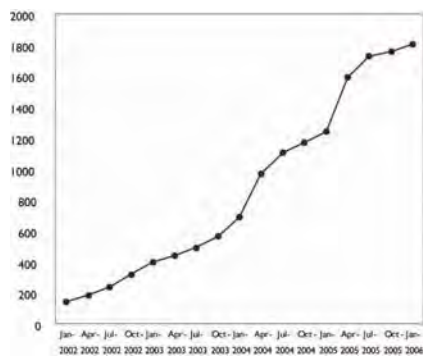
CHA uses an EMR linked to a Registry to:

- Drive system improvement
- Connect healthcare system
- Track outcomes by patient, site, and provider
- Create 'accountability loop' for providers
- Support evidence-based care

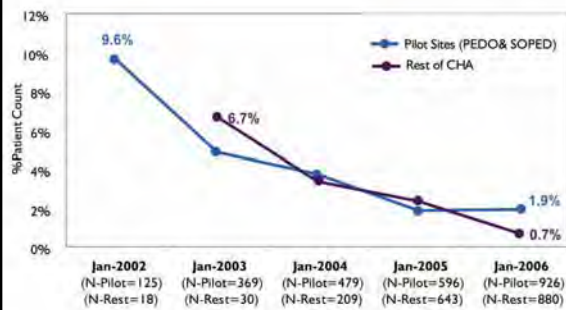
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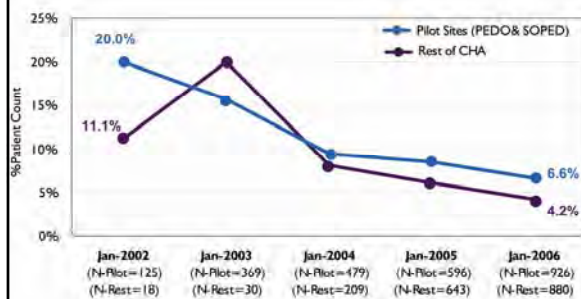
The Basis for Our Value Proposition Patients in Registry



The Basis for Our Value Proposition Decline in Hospitalization



The Basis for Our Value Proposition Decline in ER Visits



Program Costs

We will spend the \$250K on...

Asthma Program for 3,000 patients

Cost elements that make up \$250K:

- Healthy Homes (and supplies)
- IT – ongoing cost
- Case Management
- Education and Training
- Planned Care Coordinator
- CME updates
- Leadership support
- School RN training and case management

Information Technology - \$60k (already paid; not a recurring cost)

If I am not for myself, who will be for me?

If I am only for myself, what am I?

And if not now, when?

Hillel

(1st century AD)

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Value Proposition – “HOPE”

CHA and Partners will lead a consortium to manage 7,000 pediatric asthma patients, reduce their ED visits and hospitalizations by half, significantly increase their school attendance, and save MANY \$ (use your imagination) for the healthcare system.

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EPA Business Case Initiative

- Develop clear, concise and compelling expressions of Value Propositions.
- Encourage leaders to present their Value Propositions to the community.

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EPA Business Case Initiative Case Study Participants

Health Plan	Delivery System	Community Coalition
-------------	-----------------	---------------------

- | | | |
|-------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|
| <ul style="list-style-type: none">• Kaiser Permanente of Colorado• Monroe Plan | <ul style="list-style-type: none">• Cambridge Health• Maine Health | <ul style="list-style-type: none">• Partners for Asthma Action |
|-------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|

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Our Work Today

- Create the value proposition
- Scale and size
- Who to talk to
- Share it with others!

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Today's Rules

- No calculators – simple math
- All answers are correct
- This is easy!
- Have fun!

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Your Leadership Story

Value Proposition

- Price
- Population
- Value
- Program
- Cost Structure
- Evaluation

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Price: A realistic request & a bold offer

Asthma Action Team (AAT)	My Program
<p>AAT is requesting \$320,000/year to improve "asthma control" for the 8,000 children with asthma in our community.</p> <p>The program cost is \$40/child with asthma.</p> <p>Communities spend on the order of \$1,200/child to treat asthma.</p> <p>The increment of \$40/child is expected to be partially offset by reduction in urgent and emergency care.</p>	<p>Asthma Population:</p> <p>8,000 children</p> <p>Program Cost/person:</p> <p>\$40/child</p> <p>Total Program Cost/year:</p> <p>8,000 x \$40 = \$320,000</p>

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Population: The people we are committing to serve

AAT	My Program
<p>The population in our geographic area is 480,000 residents.</p> <p>The number of children (under 19) is 80,000.</p> <p>The number of children with moderate to severe asthma/year is 8,000 (10%)</p> <p>The program's population is the 8,000 children with asthma each year.</p>	<p>Total Population</p> <p>480,000 people</p> <p>Population of interest:</p> <p>80,000 children</p> <p>Percent of population of interest with asthma:</p> <p>10%</p> <p>People with asthma:</p> <p>8,000</p>

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Value: The results we will be accountable for delivering

AAT

Our strategy for improving “*asthma control*” will deliver two high value outcomes:

- Increase the percent of children with **asthma action plans** from 50% to 95%
- Decrease the number of **pediatric asthma ED visits/year** from 13/1,000 children in our community to 2/1,000 over a 3 year period. (1,040 visits/year to 160 visits/year) (\$600,000 swing in dollar value)

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High Value Outcomes Encountered

Clinical Outcomes

% w/Asthma Action Plan ↑
 Use of Controller Meds ↑
 Beta-Agonist overuse ↓
 Spirometry ↑

Quality Outcomes

Lost School Days ↓
 Lost Work Days ↓
 Quality of Life Scores ↑

Delivery System Outcomes

Asthma ED Visits ↓
 Asthma Hospitalizations ↓

Provider Readiness

Clinics Educated #
 ED's Educated #
 Pharmacists Educated #

Home-Based Interventions

Home Evaluations #
 Parent Education Sessions #

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Value: The results we will be accountable for delivering

My Program

High Value Outcome #1:

Increase the percent of children with asthma action plans from 50% to 95%

High Value Outcome #2:

Decrease the number of **pediatric asthma ED visits/year** from 13/1,000 children in our community to 2/1,000 over a 3 year period.

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Program: The efforts we will manage to deliver the results

AAT

AAT will improve asthma control through:

- (a) the development of a community registry that gives providers instant access to information on pediatric asthmatics,
- (b) a team of nurses (2 FTE) who provide training to providers in best practice,
- (c) home environmental assessments (50) for children with ED visits

Program: The efforts we will manage to deliver the results

My Program

My Program will improve asthma control through:

- (a) the development of a community registry that gives providers instant access to information on pediatric asthmatics,
- (b) a team of nurses (2 FTE) who provide training to providers in best practice,
- (c) home environmental assessments (50) for children with ED visits.

Cost Structure: The dollars that drive pricing

AAT

• Management (10%)	\$ 32,000
• Evaluation (10%)	\$ 32,000
• Program Elements (80%)	\$256,000
• Total	\$320,000

My Organization ... My Program

• Management	• \$32,000
• Evaluation	• \$32,000
• Program Elements	• \$256,000
• Total	• \$320,000

Evaluation: How we manage for results; How we keep our commitments

Asthma Action Team

- Tracking the number of children with asthma action plans:
Registry information system will produce monthly reports of children with asthma action plans and percentages of patients with plans by provider.
- Decrease the number of pediatric asthma ED visits:
Hospitals that serve our target population will produce quarterly ED visit report for children with asthma-related visits.

Evaluation: How we manage for results; How we keep our commitments

My Organization ... My Program

- Evaluation Plan for high value outcomes #1:
Registry information system will produce monthly reports of children with asthma action plans and percentages of patients with plans by provider.
- Evaluation Plan for high value outcome #2:
Hospitals that serve our target population will produce quarterly ED visit report for children with asthma-related visits.

You have got it! Now lets use it...Making the Big Deal and a lot of little deals....

Potential Customers

- Insurance Plans
- Medicaid (State legislators)
- Foundations
- Local business
- Local Government
- Primary Care providers
- Hospital CFO's
- Foundations

"Make the case for community action"

convene

The Big Meeting

The Value Proposition For the Community

"Create little deals"

Deal #1

Deal #2

Deal #3

Deal #4

We want to hear about your value propositions, deals and experiences with your community!



Please visit:
www.asthmacommunitynetwork.org

Evaluation to Bring It All Together

High Value Outcomes Encountered

Clinical Outcomes

- % w/Asthma Action Plan ↑
- Use of Controller Meds ↑
- Beta-Agonist overuse ↓
- Spirometry ↑

Delivery System Outcomes

- Asthma ED Visits ↓
- Asthma Hospitalizations ↓

Quality Outcomes

- Lost School Days ↓
- Lost Work Days ↓
- Quality of Life Scores ↑

Provider Readiness

- Clinics Educated #
- ED's Educated #
- Pharmacists Educated #

Home-Based Interventions

- Home Evaluations #
- Parent Education Sessions #

Insights and Composting

- *What was easy about this exercise? Where are you feeling strong?*
- *What was tough? Where could you be stronger?*

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Leaving in Action



Forum Technology

2009 Asthma Forum Action Guide



Questions to Run On

- ***What are the critical actions you will take when you return to your community to advance your program's effectiveness?***
- ***What conversations do you need to prepare for so that your actions advance your program and your community's health?***

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Forum Technology

Conversations of Opportunity



Open Space Convening Conversations of Opportunity

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What Happens in Open Space?

Audience Members Get to Convene Conversations
on Topics They Want to Address!

- Questions You Need Answered
- Offers & Information You Want to Share
- Requests or Help You Need From Others
- Topics That Need Discussing

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We Have Room for Up To 14 Groups to Convene

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Open Space Plan

Decide If You Want to Convene a Conversation

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Open Space Plan

Decide If You Want to Convene a conversation

Create a 5-Word Title for It

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Open Space Plan

Decide If You Want to Convene a Session

Create a 5-Word Title for It

Conveners Line Up at Stage to Say Your Title

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Open Space Plan

Decide If You Want to Convene a Session

Create a 5-Word Title for It

Conveners Line Up at Stage to Share Your Title

Go to a Flip Chart Paper & Write Your Title on It

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Open Space Plan

Decide If You Want to Convene a Session

Create a 5-Word Title for It

Conveners Line Up at Stage to Share Your Title

Go to a Flip Chart Paper & Write Your Title on It

When All Conversations Are Named....Audience "Votes With Their Feet" and Joins a Conversation

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Open Space Plan

Decide If You Want to Convene a Session

Create a 5-Word Title for It

Conveners Line Up at Stage to Share Your Title

Go to a Flip Chart Paper & Write Your Title on It

When All Sessions Are Named....Audience Votes With Their Feet (5 Minutes in Marketplace)

Convene & Discuss the Topic

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Questions & Possibilities

- *What if no one comes to my conversation?*
- *Can participants roam among conversations?*
- *How do we know when a conversation is done?*
- *What if we have identical or very similar topics?*

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What is Your Short Title?

- Line up at the stage when you are ready.

Examples of Titles:

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We Have Room for up to 14 Groups

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.
- 11.
- 12.
- 13.
- 14.

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Leadership Platform: Evaluation to Bring it All Together





Questions to Run On

- *What factors do I want to evaluate?*
- *What actions do I need to plan for and what conversations do I need to have to put this evaluation system in place?*

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Your Leadership Story

Springboard Stories

An Action Plan for Results

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My Leadership Story

I am in service to helping 1000 communities bring asthma under control by 2010.

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Storytelling as a Business Narrative



Organizational storytelling is an emerging discipline



Disciples: Madelyn Blair, Evelyn Clark, Seth Kahan, Gary Klein, Doug Lipman, Carol Pearson, Annette Simmons, Dave Snowden, and Victoria Ward

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Business Narratives (Cool Stories)

- Communicate Who You Are
- Build Collaboration Trust
- Transmit Knowledge
- Lead People into the Future
- Ignite Action and Implement New Ideas

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Springboard Stories

Spark Action and
Implement New Ideas



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Change Idea

- The Specific Idea You Want to Implement
 - Clear and Concise
 - Excites You



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True Example

When



Where



Who



What



Result



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Embody Change Idea

Make Offers and Commitments to Action

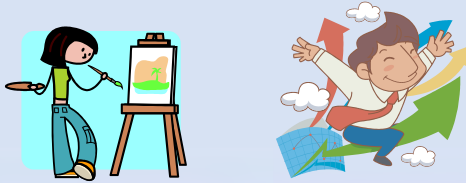


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Specify the Alternative

- Paint a picture of the way things can be different.



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Link Story and Change Idea

Issue an invitation to imagine a vision of the future and request they join you.

- What if...
- Just Imagine...
- Just think...



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Completing Our Work

- **Write Your Springboard Story**
- **Say It Out Loud: Share It at Your Tables**
- **Select Someone to Share Theirs with the Full Group**
- **Shower Them with Encouragement!**

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Communities in Action for Asthma-Friendly Environments
2009 National Asthma Forum
November 10-12, 2009

Springboard Action Plan Story

Change One	The change I will implement in the next year to achieve my asthma program's mission and my community's health is...
Three Examples (Choose from the Forum or your own)	I have a story about this idea in action:
Describe the Action of the Change One	The goal was to... before action. I am going to...
Specify the Measurement	I have seen how we can do things differently
Link the Story to the Action of the Change One	Just think what we could do if we... We've got a lot to do...

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A Final Request

Take your Story get into Action, Leave a Copy Behind for Me to Enjoy.

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