

Complex Care Startup Toolkit

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Team and leadership development: **Management and leadership**

This document is part of the Complex Care Startup Toolkit, a practical collection of guides, templates, and other tools to launch and grow a new complex care program. Find the full toolkit at [www.nationalcomplex.care/startup-toolkit](https://nationalcomplex.care/startup-toolkit).

Effective management and leadership is one of the most important elements to creating and sustaining a complex care model. The interprofessional and multi-sector nature of complex care requires a broad set of tools that leaders must use to foster outcomes, partnerships, and sustainability of programs and initiatives serving populations with complex health and social needs.

Key considerations

1. What's the importance of organizational culture on outcomes and how do we change and improve our culture to better serve our communities?
2. Stewarding organizations and coalitions through change and transition is essential to transformative leadership practice.
3. What practical tools can managers and leaders use to foster creativity and innovation?
4. Network with a community of innovators to share your insights and learn from best practices being tested and deployed across multiple sectors.
5. Get connected: Find conferences that can provide you with innovative ideas and like-minded peers.

Below, find resources you can use as you work through each of these key considerations.



Resources

Key consideration #1: What's the importance of organizational culture on outcomes and how do we change and improve our culture to better serve our communities?

- **Integrating community health workers into complex care teams: Key considerations**

This guidance helps you to better integrate the role of community health workers, including: (1) thoughtfully approach the hiring process; (2) provide training and clear tracks for career progression; (3) promote full integration within the care team; and (4) build in meaningful supports to prevent burnout, fatigue, and turnover.

- **Culture: The unexpected key to exemplary primary care**

This research paper helps you to understand the importance of organizational culture and its impact on outcomes from the perspective of primary care. It focuses on 1) the importance of trusting, long term relationships and 2) power, responsibility, and authority redistribution.

- **Spreading at scale: A practical leadership model for change**

This article helps you to understand a model for leading complex change at scale. The concepts used to achieve meaningful change can be summarized into five essential focus areas: vision (the "why"), trust (the "who"), data (the "what"), capacity (the "how"), and alignment (the "what's in it for me?").

- **Equity diversity inclusion: Action toolkit for organizations **New!****

This toolkit supports the implementation of equity, diversity, and inclusion strategies to improve organizational community, governance, programming, partnerships, communications, and advocacy.

- **Bending the arc towards equity **New!****

This race equity framework offers practical approaches for organizations and practitioners seeking to center racial equity in their work to end homelessness.

- **Incorporating racial equity into trauma informed care **New!****

This brief provides six guiding principles for organizations and health care systems to consider for incorporating racial equity practices into trauma informed care services.

- **Racial equity toolkit: An opportunity to operationalize equity **New!****

This toolkit from Race Forward's Government Alliance on Race and Equity Network outlines a set of six questions organizations should consider when designing, planning, and implementing policies, programs, and practices to promote racial equity in their work.



Key consideration # 2: Stewarding organizations and coalitions through change and transition is essential to transformative leadership practice.

- **How to transition through change**

This guide helps you to navigate organizational change and transition while staying authentic and grounded in core values.

- **Leadership during COVID-19: Resources for times of uncertainty**

This guide helps you to lead in the time of crisis, and build resilience and agility.

- **Change management toolkit: Tips, tools, and techniques for leading a successful change initiative** **New!**

This toolkit helps you manage staff through program and organizational change by outlining critical change management information, best practices, and change plans.

Key consideration # 3: What practical tools can managers and leaders use to foster creativity and innovation?

- **Development impact & you**

This online database helps you to invent, adopt or adapt ideas that trigger and support social innovation. It includes resources on planning, stakeholder assessment, setting strategic priorities, prototype testing, and sustainable business model development.

- **Moving Healthcare Upstream - Leading Change** **New!**

This website provides you with resources focused on transformational leadership practices applied to the organizations and care redesign initiatives.

Key consideration # 4: Network with a community of innovators to share your insights and learn from best practices being tested and deployed across multiple sectors.

- **The National Center for Complex Health and Social Needs**

An initiative of the Camden Coalition, the National Center brings together individuals and organizations that are helping people with complex health and social needs and serves as a hub to unite and advance the field of complex care. The National Center and its staff collaborate with experts across the nation to develop best practices, inform policy, and foster an engaged and accessible community to develop this work and teach it to others.

- **Camden Coalition**

A multidisciplinary nonprofit working to improve care for people with complex health and social needs in Camden, NJ, and across the country. The Camden Coalition works to advance the field of complex care by implementing person-centered programs and piloting new models that address chronic illness and social barriers to health and well-being.



- **Center for Health Care Strategies (CHCS)**

A nonprofit policy center dedicated to improving the health of low-income Americans. The Center for Health Care Strategies has partnered with every state in the country to promote innovations in publicly financed healthcare, especially for individuals with complex, high-cost needs. Its work brings together state and federal agencies, health plans, providers, and community-based organizations to advance models of organizing, financing, and delivering healthcare services.

- **Institute for Healthcare Improvement**

IHI is a leading innovator in health and healthcare improvement worldwide. The Institute for Healthcare Improvement takes a unique approach to working with health systems, countries, and other organizations on improving quality, safety, and value in healthcare. This approach is called the science of improvement. IHI collaborates with the improvement community to invent and popularize ideas that dramatically improve care.

- **Community Catalyst**

Community Catalyst is a national nonprofit advocacy organization working to build the consumer and community leadership that is required to transform the American health system so it serves everyone. They have helped organizations achieve wide-reaching reforms in many areas including Medicaid policy, prescription drug prices, and diversity in the healthcare workforce. Community Catalyst's contributions range from policy analysis and technical assistance to managing national campaigns involving dozens of organizations.

- **Social Current** **New!**

Social current is an organization born out of a partnership between The Alliance for Strong Families and Communities and the Council on Accreditation. This organization is working with a national network of social sector leaders to help their organizations more positively impact communities. Social current is a national strategic action network driven by members aligned through shared ownership and a common vision to achieve a healthy and equitable society.

- **Better Care Playbook**

This online resource center provides healthcare stakeholders with the best available knowledge about promising approaches to improve care for people with complex needs and spread best practices.

- **Center to Advance Palliative Care**

The Center to Advance Palliative Care (CAPC) is a national organization dedicated to increasing the availability of quality healthcare for people living with a serious illness. As the nation's leading resource in its field, CAPC provides health care professionals and organizations with the training, tools, and technical assistance necessary to effectively meet this need. CAPC provides its member organizations — health systems, hospitals, hospices, home health agencies, long-term care facilities, medical groups, health plans, and other entities — with the tools, training, and technical assistance needed to improve care quality for people living with serious illness and their family caregivers.



- **Health Leads**

Innovation hub that seeks to unearth and address the deep societal roots of racial inequity that impact our health. Industry leader for health systems and clinics looking to integrate programs that connect people to essential resources like food, heat and housing. Partnering with communities and health systems to address systemic causes of inequity and disease through removing barriers that keep people from identifying, accessing and choosing the resources everyone needs to be healthy.

- **Root Cause Coalition New!**

The Root Cause Coalition is a nonprofit organization comprised of interdisciplinary partners in health, business, academia, and policy fields. The organization works in advocacy, education, and research sectors to advance health equity and improve health outcomes for individuals and communities.

- **Collective Impact Forum New!**

The Collective Impact Forum seeks to improve health equity by bringing together the resources and skills of community members, organizations, and institutions to create impactful change. Five conditions for equity practices guide their initiatives: Common agenda, shared measurement, mutually reinforcing activities, continuous communications, and a strong back backbone.

Key consideration #5: Get connected: Find conferences that can provide you with innovative ideas and like-minded peers.

- **Putting Care at the Center**

Putting Care at the Center is the annual conference of the National Center for Complex Health and Social Needs. Putting Care at the Center is an opportunity for innovators and advocates for care delivery reform from across the country, both pioneers and newcomers, to learn, network, and create a shared agenda for the emerging field of complex care. This conference is interprofessional and cross-sector by design.

- **National Summit on the Social Determinants of Health**

Sponsored by the Root Cause Coalition, this national conference brings together representatives from healthcare, community and faith based organizations, researchers, government leaders, educators and businesses to share best practices, offer community connections and resources and engage in the crucial discussion of how to best address the social determinants of health.

- **Nexus Summit**

Sponsored by The National Center for Interprofessional Practice and Education, which provides the leadership, evidence, and resources needed to guide the nation on the use of interprofessional education and collaborative practice as a way to enhance the experience of healthcare, improve population health, and reduce the overall cost of care.

- **IHI Forum**

Annual conference sponsored by the Institute for Healthcare Improvement (IHI). IHI is a leading innovator in health and healthcare improvement worldwide.

- **Integrated Care Conference**

The Collaborative Family Healthcare Association (CFHA) hosts an annual conference for healthcare professionals and allies interested in bringing medicine and behavioral health together.



- **National Association of ACOs**

Conference series sponsored by The National Association of ACOs (NAACOS), a nonprofit organization that allows Accountable Care Organizations (ACOs) to work together to increase quality of care, lower costs and improve the health of their communities.

- **RISE Summit on Social Determinants of Health**

Conference for professionals in the social determinants of health (SDOH) space driving change in the transition to value-based care. Venue for cross-sectional thought leaders to discuss actionable, tactical, and scalable solutions to SDOH challenges and achieve better outcomes for the most vulnerable populations.

- **National Collaborative for Education to Address Social Determinants of Health**

Conference and resources focused on providing and spreading resources for educators, medical practitioners and communities to understand and address how social, economic and environmental factors impact health and healthcare.

- **American Public Health Association conference**

The APHA Annual Meeting and Expo is the largest yearly gathering of public health professionals in the nation, bringing the public health community together for scientific programming, research, networking, and social/community events.

- **Social Current** **New!**

Conferences and online learning opportunities to help sector leaders translate knowledge into measurable action to strengthen organizations and achieve breakthrough results with children, families, and communities.

About the Camden Coalition

We are a multidisciplinary nonprofit working to improve care for people with complex health and social needs in Camden, NJ, and across the country. The Camden Coalition works to advance the field of **complex care** by implementing person-centered programs and piloting new models that address chronic illness and social barriers to health and well-being. Supported by a robust data infrastructure, cross-sector convening, and shared learning, our community-based programs deliver better care to the most vulnerable individuals **in Camden** and **regionally**.

The **National Center for Complex Health and Social Needs** (National Center), an initiative of the Camden Coalition, connects complex care practitioners with each other and supports the field with tools and resources that move complex care forward. The National Center's founding sponsors are the Atlantic Philanthropies, the Robert Wood Johnson Foundation, and AARP.