



Texas Association for  
Home Care & Hospice  
*Leading ★ Advancing ★ Advocating*

## Winter Conference

Wednesday, February 18, 2026

2:00pm-3:15pm

### **3d. Leading Change with Confidence: Building Resilient, Accountable Teams in Times of Transformation**

Presented by:

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Thank you to our Partners:



# Leading Change with Confidence

Building Resilient, Accountable Teams in Times of Transformation

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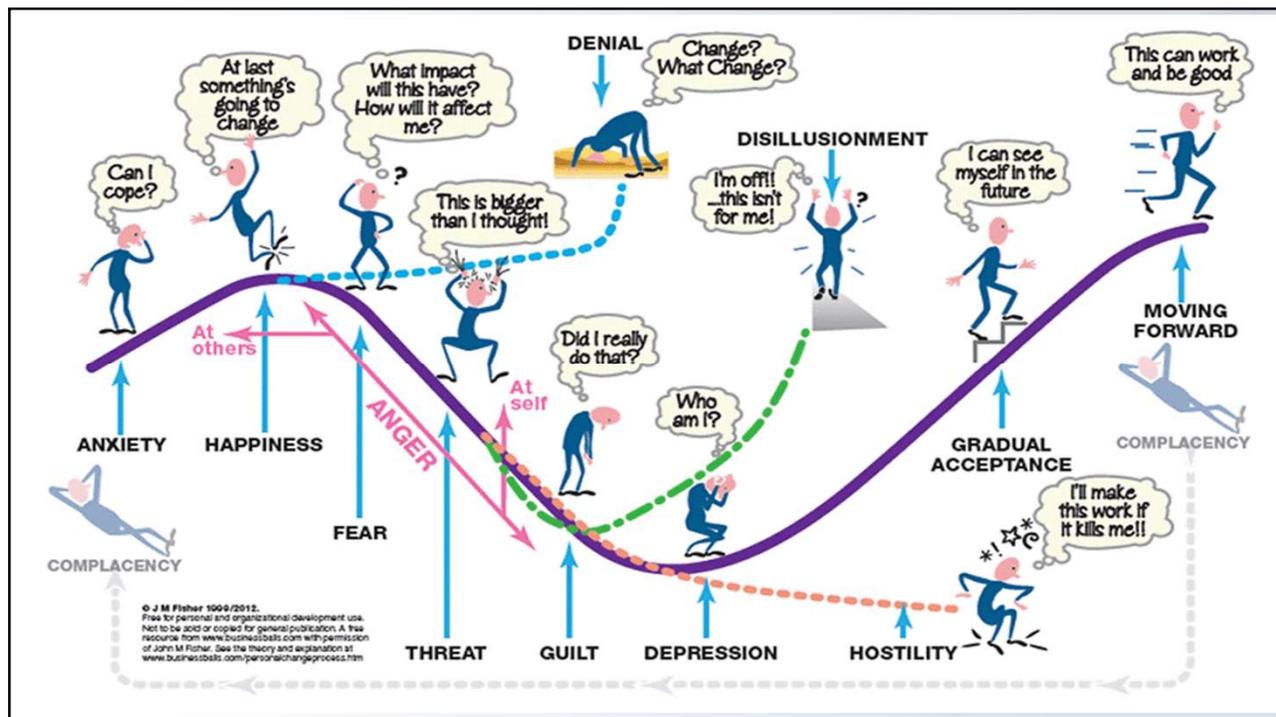
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# Agenda



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## Change



“You can’t build an adaptable organization without adaptable people – and individuals change only when they have to, or when they want to.”

- Gary Hamel

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## Why Do People Resist Change?

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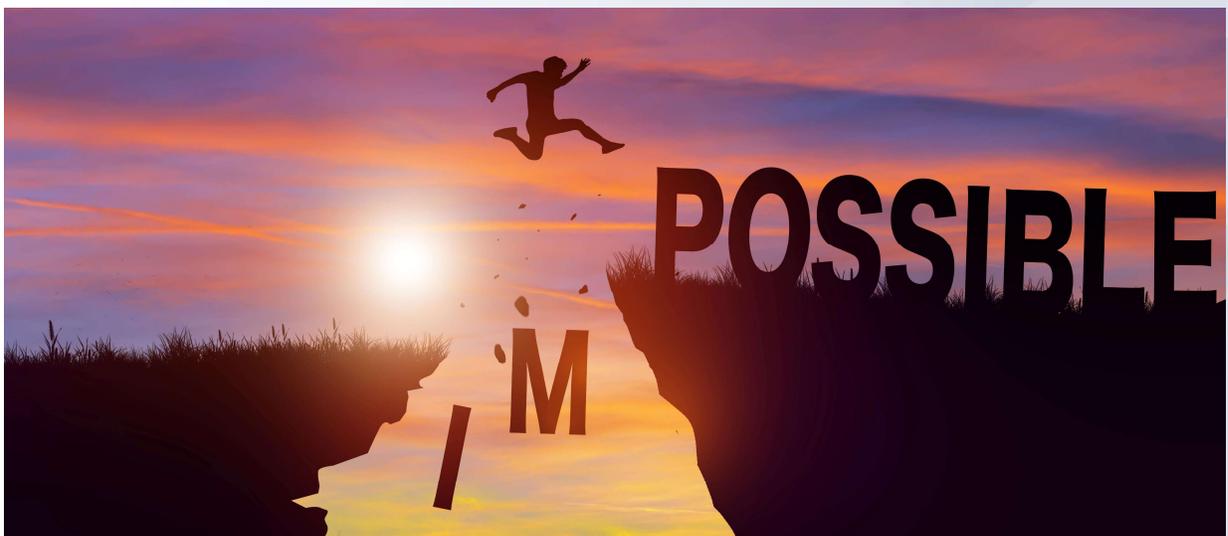


- FEAR
- Doubt their ability to adapt
- Sense of loss associated with change
- Change of job
- Loss of status
- Self-esteem concerns
- Change in office environment

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## Change-What does it mean to you?

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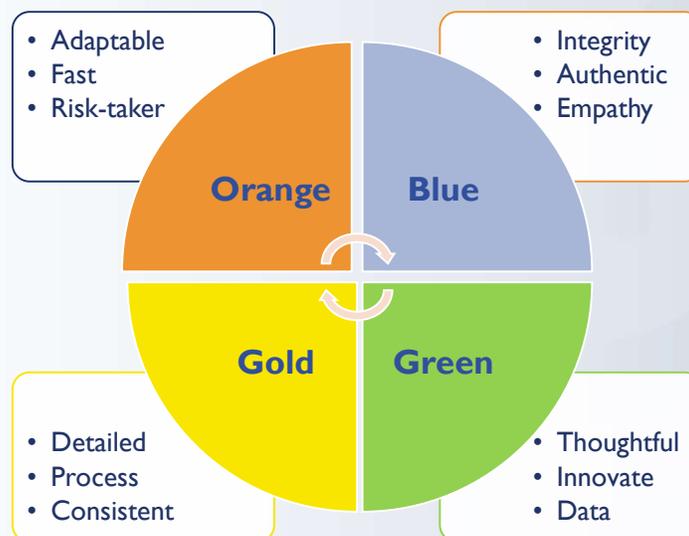
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## Different People React Differently



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## Personality Tests/True Colors



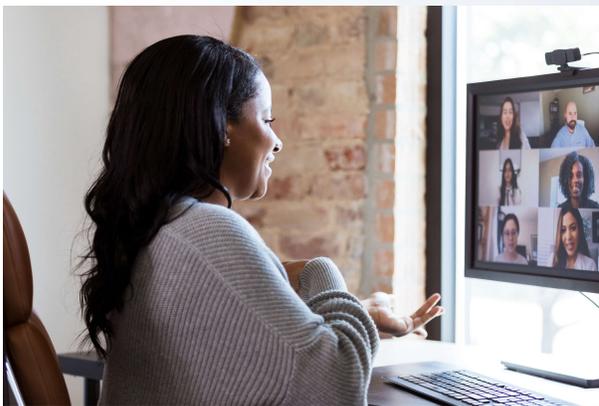
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## Change with True Colors

Orange – Outgoing	Gold- Planners	Green - Thinkers	Blue - Empathetic
<ul style="list-style-type: none"> <li>• Be direct</li> <li>• Set short term goals</li> <li>• Clearly identify their impact on the org.</li> <li>• Give them a challenge</li> </ul>	<ul style="list-style-type: none"> <li>• Give clear expectations</li> <li>• Detailed deliverables</li> <li>• Provide specific examples</li> <li>• Long term measurable goals</li> </ul>	<ul style="list-style-type: none"> <li>• Give latitude with goals</li> <li>• Sincerity matters</li> <li>• Allow them to time to process</li> <li>• Clear, logical explanations</li> </ul>	<ul style="list-style-type: none"> <li>• Friendly but frank</li> <li>• Individual &amp; team goals matter</li> <li>• Phrase comments in terms of feelings</li> <li>• Private discussion</li> </ul>

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## Importance of Understanding Personalities



- Understanding is critical for:
  - Keeping team engaged and productive
  - Decreasing stress and conflict
  - Maintaining quality of work
- Remember:
  - Leaders influence emotions.
  - Emotions drive people.
  - People drive performance.

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## Managing Your Reaction to Change

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## The Change-Ready Leader: Keys to Success

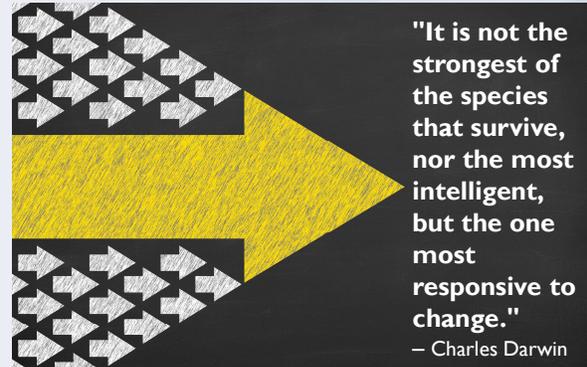
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1. **Vision & Clarity**
    - Clearly articulates the purpose and direction of the change.
    - Helps the team understand the “why” behind the transformation.
  2. **Communication & Transparency**
    - Keeps an open line of communication, addressing concerns honestly.
    - Listens actively and provides regular updates to maintain trust.
  3. **Adaptability & Resilience**
    - Stays flexible and adjusts strategies as needed.
    - Models a growth mindset, showing that challenges are opportunities.
  4. **Empathy & Emotional Intelligence**
    - Recognizes and acknowledges the emotions of their team.
    - Provides support and reassurance to help navigate uncertainty.
- **Content comparison**
    - Here’s line 2

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## Building your Change Management Team

- What is a Change Agent?
  - An individual who drives transformation within an organization
  - Advocates for innovation, process improvements, and cultural shifts
  - Helps others adapt to and embrace change effectively
  - Can be a formal leader or an informal influencer at any level
  - Bridges gaps between vision, strategy, and execution
  - Is given the support to explore and implement new ideas



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## How Leaders Can Empower Change Agents

Communicate a Clear Vision – Provide direction and purpose for change.

Encourage Open Dialogue – Foster an environment where ideas and concerns are shared.

Provide Resources & Support – Equip change agents with training, tools, and autonomy.

Recognize & Reward Efforts – Celebrate successes and acknowledge contributions.

Model Adaptability & Resilience – Demonstrate a growth mindset to inspire confidence.

Build a Network of Champions – Encourage collaboration among like-minded change advocates.

Empower Experimentation – Give change agents the freedom to test new processes and solutions.

Reframe Failure as Learning – Encourage a culture where setbacks are seen as opportunities for growth, not reasons to stop innovating.

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## Change Management Road Map

- **Define the Purpose and Scope of the Change**
  - Clarify Objectives: Understand what changes are being implemented and why they are needed.
  - Set Clear Goals: Align the change management strategy with the organization's overall strategic objectives and ensure that everyone understands the desired outcomes of the change.
- **Select the Right Team Members**
  - Change Champions: Identify individuals who are enthusiastic about the change and who can influence others positively. These people will help drive the change from the ground up.
- **Develop a Change Management Strategy**
  - Communication Plan: Ensure there is a clear, transparent communication strategy. Employees should know what is changing, why it's changing, and how it will affect them.
  - Training & Support: Providing adequate resources and guidance can ease the transition and reduce resistance.
  - Feedback Mechanisms: Establish systems for receiving feedback from employees and adjusting the approach as needed.
- **Build Trust and Engage the Team**
  - Early Involvement: Get employees involved early on in the process to create buy-in and reduce resistance.
  - Address Resistance: Expect some resistance and be prepared to address it.
  - Highlight Benefits: Consistently emphasize the benefits of the change, both at the organizational and individual levels.
- **Monitor Progress and Measure Success**
  - Track Metrics: Establish key performance indicators (KPIs) to measure the progress of change. This could include engagement levels, employee satisfaction, productivity, or process adoption.
  - Adjust as Needed: Be prepared to pivot the strategy if necessary. Use feedback and performance data to refine and improve the approach, ensuring the change is sustainable in the long term.
- **Lead by Example**
  - Be Visible: As a leader, model the behaviors you expect from others. Demonstrate commitment to the change, remain open to feedback, and show flexibility where necessary.
  - Encourage Collaboration: Foster a collaborative culture within the team and throughout the organization to ensure the change is embraced and implemented smoothly.
- **Celebrate Successes and Recognize Contributions**
  - Acknowledge Milestones: Recognize both small and large achievements throughout the process. Celebrating successes boosts morale and helps maintain momentum.
  - Reward Adaptability: Publicly acknowledge team members who are driving change effectively or demonstrating outstanding adaptability to the new way of working.

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## Change Management Scenario I

- You are leading a workgroup to implement a critical process change for the organization's success. The team is uncertain and overwhelmed, as they've never had the responsibility of designing a final process. They are unsure how to begin planning the change. You need to guide them through this transition, but you're unsure how to take ownership and step into a decision-making role that impacts them.
- How do you overcome your own insecurities as a leader and decision-maker?

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## Discussion points

- **Acknowledge and Reframe Your Insecurities:**
  - Recognize Your Doubts: Be honest with yourself about the insecurities you're feeling. Acknowledge that it's normal to feel uncertain, especially in a new leadership role.
  - Reframe Your Mindset: Shift your focus from fear of making mistakes to viewing this as a growth opportunity. Understand that leadership involves learning, and taking ownership doesn't mean having all the answers, it means guiding the team toward solutions.
- **Clarify Your Leadership Role and Responsibility:**
  - Set Clear Expectations: Define your role as the leader and decision-maker. Understand that while you may not have all the answers, your responsibility is to guide the team through the process and make decisions based on available information.
  - Take Ownership: Remind yourself that leadership requires stepping up and making decisions. Accept that part of your role is to provide direction, even if you feel unsure. Your confidence in decision-making will inspire your team to follow your lead.
- **Break Down the Process and Delegate:**
  - Simplify the Plan: Break the process change into smaller, more manageable steps. Outline the key phases of the implementation and assign specific tasks to different team members based on their strengths.
  - Empower Your Team: Delegate responsibility for specific aspects of the process design to team members, which will reduce the feeling of being overwhelmed and create a sense of shared ownership.
- **Foster Open Communication:**
  - Encourage Dialogue: Create a space for open communication where team members can express their concerns, share ideas, and ask questions. This will help address uncertainties and build trust.
  - Ask for Input: Involve the team in the decision-making process. Seek their input on key decisions to show that their perspective is valued. This can alleviate some of the pressure you feel as the sole decision-maker.

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## Discussion points

- **Leverage Support and Mentorship:**
  - Seek Guidance: Reach out to mentors, peers, or senior leaders who have experience leading change. Their advice and reassurance can help you navigate difficult decisions and boost your confidence.
  - Get Feedback: Regularly ask for feedback from the team about how things are going. This helps you adjust your approach and reinforces your role as a supportive leader.
- **Build Your Decision-Making Confidence:**
  - Trust Your Judgment: Recognize that as the leader, your decisions are based on the best information available. Trust your instincts and take calculated risks. If a decision turns out to be wrong, it's an opportunity for learning.
  - Small Wins: Start by making small, manageable decisions. As you see positive outcomes, your confidence in your ability to lead and make decisions will grow.
- **Support Your Team Through the Change:**
  - Provide Reassurance: Offer encouragement and guidance to the team as they navigate their new responsibilities. Remind them that it's okay to feel uncertain and that the change process is a collective effort.
  - Celebrate Progress: Acknowledge and celebrate milestones along the way. Recognizing achievements, no matter how small, helps maintain motivation and reduces feelings of overwhelm.
- **Practice Self-Compassion:**
  - Be Kind to Yourself: Understand that you don't have to be perfect. Leaders often face uncertainty, and it's okay to not have all the answers. Embrace mistakes as part of the learning process.
  - Reflect Regularly: Take time to reflect on your leadership journey. What's working? What's not? Regular reflection helps you stay focused on growth and improvement.

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## Change Management Scenario 2

- You've been tasked with leading a workgroup through a major organizational change, including a team restructure. While the change is crucial for the organization's long-term success, you're personally resistant to it. You have concerns about its implementation, impact on the team, and alignment with your leadership style and values. Despite understanding the benefits at a high level, you're unsure how it will affect your team's morale and your own approach.
- Facing internal conflict, how can you resolve this uncertainty and lead effectively through the change?

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## Scenario 2 Discussion Points

### Acknowledge and Reflect on Your Resistance:

- **Identify Your Concerns:** Clearly identify what you're resisting about the change. Is it the way it's being implemented? Is it the impact it will have on your leadership or team? Understanding the root cause of your resistance is the first step in resolving it.
- **Reflect on Your Values:** Assess how the change aligns or conflicts with your values and leadership style. This can help you find common ground or areas where you may need to adjust your perspective.

### Process Your Feelings and Gain Clarity:

- **Take Time for Self-Reflection:** Spend some time reflecting on your emotions. Acknowledge your feelings without judgment and consider how they might be impacting your leadership.
- **Seek Guidance:** Talk to a mentor, peer, or trusted colleague to gain perspective. Discussing your concerns with someone outside the situation can help clarify your thoughts and ease uncertainty.

### Align with the Change's Vision and Purpose:

- **Focus on the Bigger Picture:** Revisit the strategic reasons for the change. Understanding its long-term benefits for the organization can help you reframe the situation in a more positive light.
- **Find Alignment:** Identify aspects of the change that align with your leadership style or values. This can help you build confidence in supporting the change, even if other aspects feel uncomfortable.

### Communicate Openly with Your Team:

- **Model Transparency:** Share your concerns with your team in a constructive way. Let them know that you're also navigating the change and that it's normal to have doubts. This builds trust and shows authenticity.
- **Lead by Example:** Even if you're uncertain, demonstrate commitment to the change. Your team will follow your lead, so maintaining a positive, solution-oriented attitude will help them feel more secure.

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## Scenario 2 Discussion Points

### Empower Your Team:

- **Delegate and Involve:** Give your team ownership over certain aspects of the change. Allowing them to contribute to decisions or implementation will not only ease their resistance but also help you feel more confident in their capabilities.
- **Encourage Open Dialogue:** Foster an environment where the team feels safe to share their own concerns and ideas about the change. Collaborative problem-solving can help you overcome collective resistance.

### Seek Support and Continuous Feedback:

- **Request Feedback:** Regularly ask for feedback from your team about how the change is being implemented. This keeps you in tune with their feelings and helps you adjust your approach as needed.
- **Leverage Resources:** If available, attend leadership development workshops or utilize internal resources for managing change. External guidance or training can boost your confidence and ability to handle the transition.

### Commit to Learning and Adaptation:

- **Adapt Your Leadership Style:** Recognize that your leadership approach may need to evolve to successfully manage the change. Embrace the learning process and be open to adjusting your methods.
- **Monitor Your Progress:** Regularly evaluate how you're handling the change and your feelings toward it. Self-monitoring helps you stay on track and identify areas for growth.

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## Change Management Scenario 3

- Your organization is undergoing a major change, and decision-making has become decentralized. In the past, you were either the go-to person for answers or relied on a single leader to make key decisions. Now, responsibility is shared, and you are expected to make decisions and contribute to process changes in ways you haven't before. This shift feels unsettling. You trusted the old decision-making structure, and now you're unsure how to navigate your new role. You worry about making the wrong choices and feel uncomfortable stepping into this new level of responsibility.
- How do you adapt to this change, build confidence in your decision-making, and manage the uncertainty that comes with decentralization?

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## Discussion Points

### Shift Your Mindset

- Accept that change is necessary for growth and efficiency.
- Recognize that decentralized decision-making empowers teams and leads to better solutions.
- Focus on opportunities—this is a chance to develop new skills and have a greater impact.

### Build Confidence in Your Decision-Making

- Gather Information – Take time to understand the new processes and expectations.
- Trust Your Expertise – You were chosen for this role for a reason—lean on your knowledge and experience.
- Start Small – Make smaller decisions first to build confidence before tackling larger ones.

### Seek Collaboration & Guidance

- Communicate with Peers – Discuss challenges and share insights with colleagues in similar roles.
- Clarify Expectations – If unsure about responsibilities, ask leaders or stakeholders for guidance.
- Lean on Team Strengths – Encourage input from others to make well-informed decisions.

### Develop a Decision-Making Framework

- Assess Impact – Consider risks, benefits, and long-term effects before making decisions.
- Use Available Data – Base choices on facts, not assumptions or fear of failure.
- Create a Feedback Loop – Check in on outcomes and adjust as needed.

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## Discussion Points

### Develop a Decision-Making Framework

- Assess Impact – Consider risks, benefits, and long-term effects before making decisions.
- Use Available Data – Base choices on facts, not assumptions or fear of failure.
- Create a Feedback Loop – Check in on outcomes and adjust as needed.

### Manage Discomfort & Uncertainty

- Acknowledge Your Feelings – It's okay to feel unsettled—change is difficult for everyone.
- Embrace Adaptability – View challenges as learning experiences rather than obstacles.
- Seek Support When Needed – If overwhelmed, ask for training or mentorship to help navigate the transition.

### Recognize the Benefits of Decentralized Decision-Making

- Faster Problem-Solving – Decisions no longer bottleneck at one person, leading to quicker action.
- Increased Innovation – More perspectives lead to creative solutions and process improvements.
- Greater Team Engagement – When individuals have ownership, they feel more invested and motivated.
- Improved Agility – The organization can adapt more easily to changes in the market or industry.
- Stronger Leadership Development – Decentralization helps team members grow their skills and confidence in decision-making.

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# Tools for Transformation

## Change Management Resources

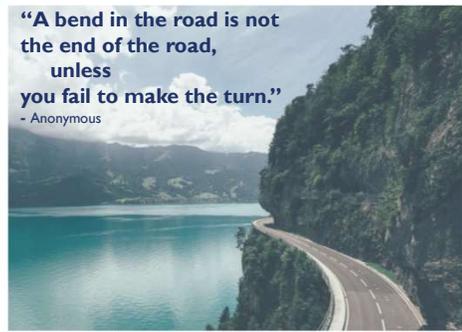
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## Becoming an Adaptable and Resilient Leader

- **Adaptability and Resilience Are Not Static** – They are conscious choices that leaders cultivate through practice and mindset shifts.
- **Adopt a Growth Mindset** – View challenges as opportunities to develop new skills and perspectives.
- **Embrace Change Proactively** – Seek out change rather than resist it, seeing it as a chance to innovate.
- **Develop Emotional Intelligence** – Stay self-aware, manage stress, and respond to challenges with composure.
- **Strengthen Problem-Solving Skills** – Approach obstacles with curiosity and a solutions-focused mindset.
- **Practice Flexibility** – Be open to new ideas, approaches, and feedback from your team.
- **Build a Strong Support Network** – Surround yourself with mentors, peers, and team members who challenge and support you.
- **Learn from Setbacks** – Treat failures as stepping stones for growth and refine your leadership approach.
- **Stay Future-Focused** – Keep an eye on long-term goals while adjusting short-term strategies as needed.

**“A bend in the road is not  
the end of the road,  
unless  
you fail to make the turn.”**

- Anonymous



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## Resilient People



- Have a positive outlook
- Manage change
- Can adapt and move forward
- Manage their stress levels
- The ability to bounce back

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## Characteristics of a Resilient Leader

- Share an optimistic vision of the future
- Set forward-looking goals
- Project confidence
- See change as an opportunity
- Having a realistic view of what is and is not under your control
- Patience
- Adaptable
- Patient
- Practices self-care

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## How to Build and Encourage Resilience

### Self-Care

- Self-care is anything you do to care for yourself to stay physically, mentally, and emotionally well.
  - Explore relaxation techniques

### Reframe

- Reframe threats as challenges
  - When we see something as a challenge, we recognize the possibility of growth.
  - When we see something as a threat, we feel a fight or flight response

### Mindset

- Be aware of your mindset
  - Understand how you naturally approach a situation
  - Your belief in yourself can be a self-fulfilling prophecy.

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## Helping Your Teams Build Resilience

- Teach reframing techniques
  - Help them turn a challenge into an opportunity
  - Model the behavior
- Develop an employee's strengths
  - Increase their confidence
  - Teach them to believe in themselves
- Introduce and support self-care
  - Research shows that mindfulness-based interventions (MBIs) show significant benefits.
    - Journaling
    - Talking a walk
    - Mediation
    - Breathing exercises
  - Develop a social network of support among peers

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## Manage By Being Prepared-Have a Plan



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## Leader Communication

- As leaders, your teams are looking to you daily. Whether you realize it or not, you have a huge impact on the collective mindset.
- As leaders, you have to be early adopters of the change. When you begin to model new behavior and communicate to others with more authority and persuasiveness, you will start to build buy-in with employees.
- Even those highly resistant to change tend to follow their leaders simply because people prefer to fit in rather than stand out.
- If you make the change, you're trying to implement a part of the norm instead of the new, you will be surprised how quickly your team will follow.

**“Nothing undermines change more than behavior by important individuals that is inconsistent with the verbal communication.”**  
 — John P. Kotter

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## Common Change Related FAQs

### “Why?”

- Why is it necessary that we change? (Goal)
- Why is the change happening now?

### “When?”

- What is the projected timeline for this change?
- When can we expect additional information regarding the next phase (if applicable)?

### “Will this change” \_\_\_\_\_? And When?

- Will organizational infrastructure change (new facilities, new technologies, new equipment?)
- Will staff or services be relocated?
- Will new reporting structures be changed?
- Will new policies and procedures be introduced?
- Will new processes be needed?
- Will we see positive outcomes related this change and what are they?

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## Q&A Prep



Agree upon the questions you expect from team



Once you have your list, go through and briefly answer each question.



Identify and discuss difficult questions and seek clarification and consistency with your leadership team.

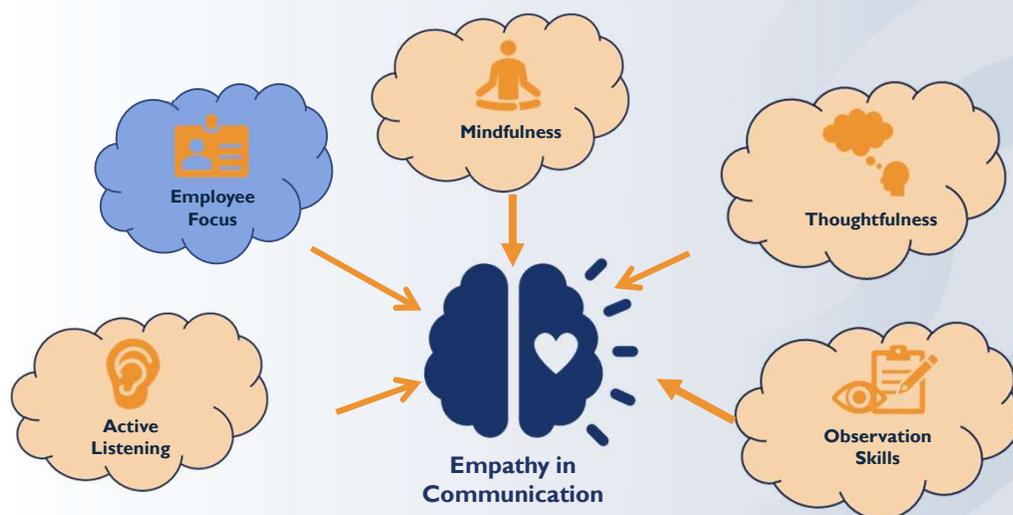
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## Managing Difficult Questions

- Thank your team member for posing a thoughtful question
- Acknowledge that you don't know the answer question and – don't attempt to answer the question if you're not sure! Be honest.
- Set the expectation you will find an answer and follow up with the team member as soon as possible.
- You may indicate who will help to clarify the question to indicate the support of the leadership team.
- Keep track of the questions and who requested the information.
- Follow through.
- Often others have the same question, and once posed to a group – it is best the whole group receives the answer once clarified.

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## Empathetic Communication



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## Active Listening

Active listening is the practice of preparing to listen, observing what verbal and non-verbal messages are being sent, and then providing appropriate feedback for the sake of showing attentiveness to the message being presented. This form of listening conveys a mutual understanding between the speaker and listener.

- Build trust and establish rapport
- Remove distractions
- Show understanding
- Observe non-verbal cues
- Use short affirmations to show engagement
- Recap the conversation to ensure understanding

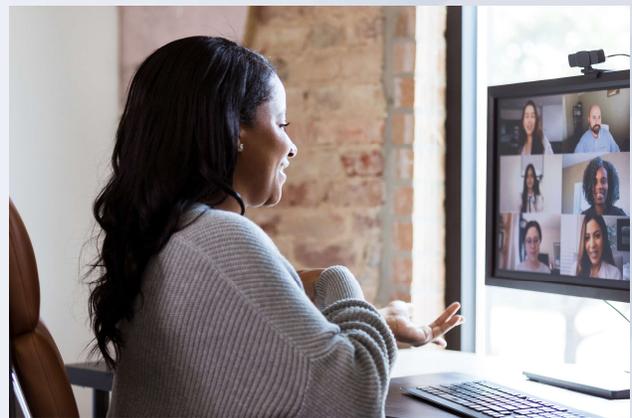
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## Communication Strategy

Internal Communication should happen across multiple channels:

- A process for sending e-mail
- A process for Teams messages
- A Townhall
- The intranet

Think about what is the best to use each of these mediums and for what messaging purposes.



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## Recognize Resistance to Change

- Anger or emotional flare-ups
- Actively mobilizing resistance
- Insensitive behavior
- Increased absenteeism
- Disengagement
- Not meeting key performance areas (missing meetings, not answering email)
- Attempts to undermine projects



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## Managing Resistance to Change

- **Acknowledge and Validate Their Feelings**
  - **Listen Actively:** When employees exhibit anger or emotional flare-ups, take the time to listen. Acknowledge their emotions and validate their concerns. You might say, "I can see this change is frustrating for you, and I'd like to understand more about what's bothering you."
  - **Avoid Defensiveness:** Remain calm and composed. Don't take emotional reactions personally. Instead, focus on understanding the root cause of their resistance.
- **Engage in Open Dialogue and Offer Support**
  - **One-on-One Conversations:** Arrange private discussions with resistant employees to understand their specific concerns. This allows them to express themselves without fear of judgment or escalation.
  - **Provide Emotional Support:** Offer reassurance and understanding. Let them know you're there to support them during the transition and that their concerns are valid and being addressed.
- **Clarify Expectations and Reaffirm Roles**
  - **Set Clear Expectations:** Reiterate the importance of the change and what is expected from them in terms of performance and behavior. Establish clear guidelines for how they should engage with the change process and the consequences of continued resistance.
  - **Refocus on the Bigger Picture:** Help them see the benefits of the change for the organization, their role, and how their involvement is crucial to success. Highlight how their contributions are valued.
- **Address Resistance Directly and Professionally**
  - **Confront Passive Resistance:** If behaviors like absenteeism, disengagement, or missed meetings persist, address them directly. Have a candid conversation about how these actions affect the team and the organization. Ask for their perspective and emphasize the importance of active participation in achieving shared goals.
  - **Offer Solutions:** For employees struggling with the change, provide resources or accommodations, such as additional training or a mentor, to help them adjust.
- **Encourage Constructive Feedback and Involvement**
  - **Involve Them in Problem Solving:** Allow employees to participate in finding solutions. Engaging them in the change process can turn resistance into ownership and reduce feelings of helplessness or frustration.
  - **Create a Feedback Loop:** Encourage regular check-ins and feedback sessions where employees can voice concerns and feel involved in ongoing decisions related to the change. This can reduce feelings of alienation.
- **Monitor and Adjust for Long-Term Success**
  - **Observe Behavior Patterns:** Keep track of any changes in behavior over time. If issues like disengagement or attempts to undermine projects persist, consider involving HR or a mediator to find a resolution.
  - **Celebrate Small Wins:** Acknowledge and reward progress, no matter how small. Recognizing efforts can shift the focus away from resistance and reinforce positive change.

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## Accountability

*“Accountability  
breeds  
response-ability.”*

Stephen Covey

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## Whose Job Is It?

- This is a story about four people named Everybody, Somebody, Anybody and Nobody.
- There was an important job to be done and Everybody was asked to do it. Everybody was sure Somebody would do it. Anybody could have done it, but Nobody did it.
- Somebody got angry about that because it was Everybody's job.
- Everybody thought Anybody could do it, but Nobody realized that Everybody wouldn't do it.
- It ended up that Everybody blamed Somebody when Nobody did what Anybody could have done...

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## What is Accountability?

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Accountability is the concept of answerability by an individual or a department for the performance or outcomes of specific activities. Essentially, the accountable party is responsible for the execution of the desired role.

- Everyone is accountable for completing their tasks
- Teams work together to reach goals and solve problems
- Clear expectations and goals are set and communicated
- Lines of communication are open and safe
- There is a strong leadership team in place to help guide goals and communication

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## Accountability and Responsibility

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- Accountability and Responsibility are often used interchangeably
- Each has a distinct meaning that separates them and their roles in the workplace.
- Accountability is the ability or duty to report – or give an account – on events, tasks, events, and experiences.
  - Ownership of what needs to be done and leading others to accomplish it – not blame
  - Constructive coaching, engaging and respecting employees
  - Accountability is the striving, the reaching, the journey, and the promise of getting there – a perpetual commitment to improving oneself.
- Responsibility is an ongoing duty to complete the task at hand

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## US vs THEM Mentality

We typically only ask “who is accountable?” When things go wrong...

Have you ever used or heard statements like:

- Other people should be more dedicated and productive. Nothing would get done on this team if weren't for me.”
- “Our team is always having to jump in and help cover.”
- “They” essentially do what they want – we are lucky that the work gets done at all”
- “Management just doesn't get it.”
- “Management only cares about the bottom line.”
- “I don't agree with this change, but it is what management to telling us to do.”
- “It is out of my control it is what they are making us do.”
- No one asked my opinion, this is what I was told we need to implement.”

Team members caught in "us vs. them" sub-cultures often spend their time focused on internal issues rather than focusing on finding solutions and improving the process

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## Five Basic Rules of Accountable Leaders

### 1. Leaders take full ownership for decisions

- Right decisions + Clear Goals + Roles + Deadlines → Communication = Results.

### 2. Leaders take responsibility for effective communication

- Repetitive clarity, listening 'first' to superiors, subordinates, peers, and speak last

### 3. Leaders think and say “We” with positive outcomes, “I” with the unexpected

- Valued employees are motivated to work harder and contribute to Vision

### 4. Leaders run effective meetings to respect time and efforts of others

- Promotes productivity, honest communication, team-building, and positive outcomes.

### 5. Leaders transform problems into opportunities with constructive feedback

- Fosters discipline, improvement, and accountability

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## Designing & Creating Accountable Teams

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- Requires the practice of accountable leadership
- Identify a common purpose – Where are we going? Why does this matter?
- Establish clear expectations – Who and What?
  - What will success look like?
- Provide clear communication – How do we proceed to achieve goals?
- Provide coaching, support, and guidance – consistent, encouraging, individualized
- Ensure the practice of collaboration – How is it going?
  - Routine review of plan, goals, and outcomes and identify necessary adjustments
- Identify consequences – Negative and Positive – learn and act

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## Tips for Effective Change Management

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## Who Can Inspire Change?

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- Remember the emotional connection
- Understand that people are afraid
- Everyone is different – have empathy
- Over communicate
- Reinforce, reinforce, reinforce the change

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## Re-Recruit Your Best People to be Change Leaders

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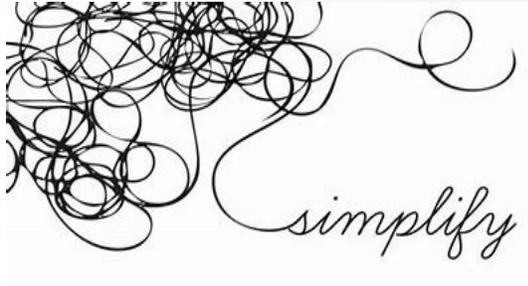


“You get the best efforts from others not by LIGHTING a fire beneath them, but by BUILDING a fire within.”

~ Bob Nelson

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## Simplify Your Message



“Making the simple complicated is commonplace; making the complicated simple, awesomely simple – THAT’S CREATIVITY!”

~ Charles Mingus

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## Lead with Speed: Small Victories are Important and Build Momentum

“Inertia, if you don’t act quickly, will stop you in your tracks.”

And

“Speed is important in creating short term wins.”

~ Mac Anderson & Tom Feltenstein



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## Inspire Personal Accountability



“I always wondered why somebody didn’t do something about that.

Then I realized  
I WAS somebody.”

~ Lily Tomlin

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## Celebrate Success



- The greatest management principle in the world is “**that what gets rewarded and appreciated gets done.**”
- It creates heart power, and in times of change heart power is more important than ever.

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## Use Stories to Inspire - Paint a picture of the change & vision

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“A storyteller, like a travel agent, can help gather us up from wherever we are, and put us down in another setting.”

~ John Leggett

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## Reinforce! Reinforce! Reinforce!

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- Keep the Change Message alive until behavior is consistent with your goals.
  1. How do I keep it simple? Less is always more.
  2. How can I make it memorable?
  3. How many times can I communicate it, on a daily, weekly, and monthly basis?

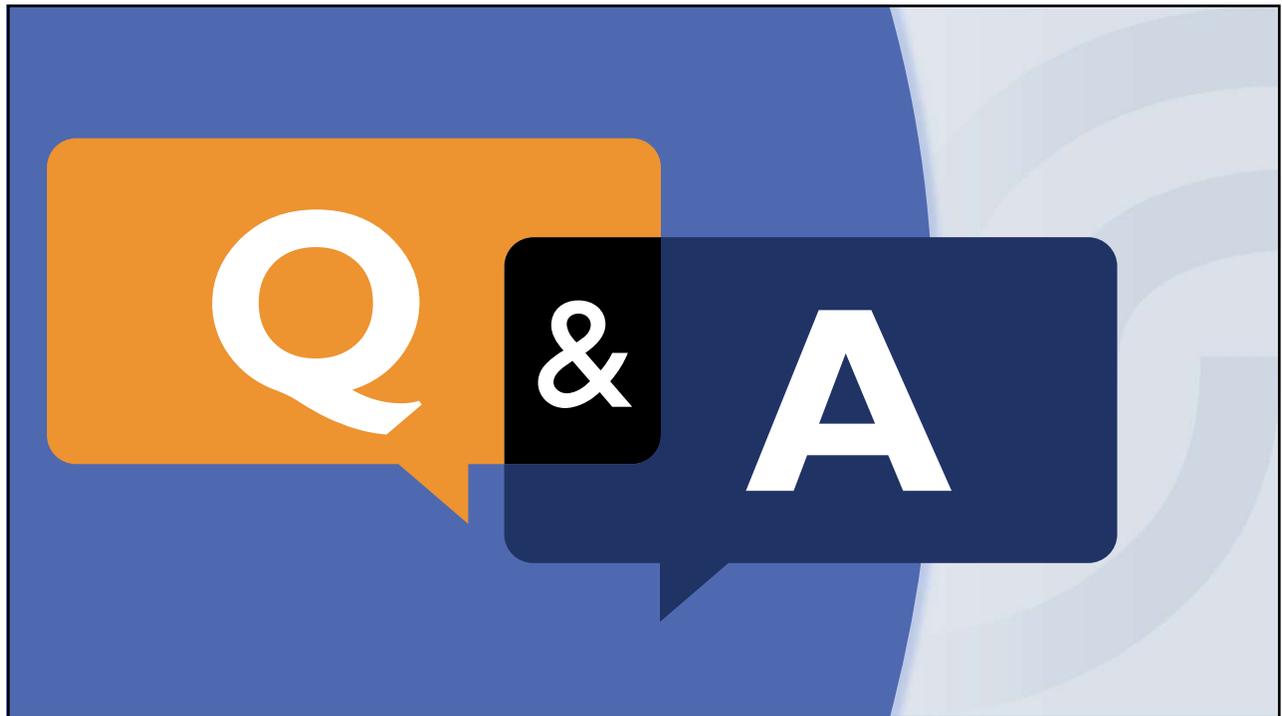
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## Through It All...Have Grace and Lead From the Heart

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## Let's Stay Connected

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**SVP Coding and OASIS**

## Timeline and Payment Year Mapping



## Measure Set Comparison

### OASIS-Based Measures

OASIS Measure	2024	2025	2026	Notes
Discharge to Community (OASIS)	5.83%			Retired 2024- Now a claims-based measure
Improvement in Dyspnea (M1400)	5.83%	6.0%	7%	Continuous across all years
Improvement in management of Oral meds (M2020)	5.83%	9.0%	11%	Continuous across all years
TNC Mobility	17.5%			Replaced in 2025 by DFS
TNC Self-Care				Replaced in 2025 by DFS
Discharge Function Score		20%	15%	New in 2025 and continued in 2026
Improvement in Bathing (M1830)			3.5%	Added to OASIS measures in 2026
Upper Body Dressing (M1810)			1.75%	Added to OASIS measures in 2026
Lower Body Dressing (M1820)			1.75%	Added to OASIS measures in 2026

Claims-Based Measures

Claims Measure	2024	2025	2026	Notes
Acute Care Hospitalization	26.5%			
ER Use	8.75%			
Potentially Preventable Hospitalization		26%	15%	
DTC-PAC		9%	15%	Moved to claims based measure in 2025
MSPB-PAC			10%	Added to claims measure in 2026

HHCAHPS Based-Measures

HHCAHPS Measure	2024	2025	2026	Notes
Care of patients	6.0%	6.0%		
Communication	6.0%	6.0%		
Specific Care Issues	6.0%	6.0%		
Overall Rating	6.0%	6.0%	10%	
Willingness to recommend	6.0%	6.0%	10%	

\*As of the 2026 final rule, effective 1/1/26. This is subject to change with future rule-making.