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# Leadership Matters

Engaging and Sustaining ACP Leadership Support

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**Spectrum Health Team**

## Role and Evolution of Leadership




- Define roles and responsibilities
- Invest in financial and human resources
- Thoughtfully identify and address barriers
- Position ACP within organization/system
  - Aligning with mission and vision
- Understand and lead cultural change

Adapted from the National Academy of Sciences, Institute of Medicine, 2004

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## Framework to Gain and Maintain Support



Create a “Policy Window” by aligning:

**Problem:** stakeholders recognize the importance of a problem to be solved

**Policy:** of the many potential solutions out there, your solution is optimal

**Politics:** influential leaders are willing to expend some ‘political will’ to support the cause

**Perseverance:** maintain continuous advocacy over time and across settings

**Patients and Public:** ensure the solution reflects the voice of those you serve

Adapted from Agendas, Alternatives and American Politics, John Kingdon. 2004<sup>4</sup>

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## Strategies to Help Executives Support the ACP Program



- Be aware of surrounding organizational priorities and the context in which the ACP program is advancing
- Simplify the explanation of the 'what' and the 'how' of your program
- Anticipate organizational temptations or misperceptions about the program
- Be open and honest if there bumps; even if you aren't sure what you need

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## What Does the ACP Program Look Like Now?



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