

# ACTHIV® ChangeMakers 2024-25: Clinicians Applying an Adaptive Leadership Framework to Improve HIV Care



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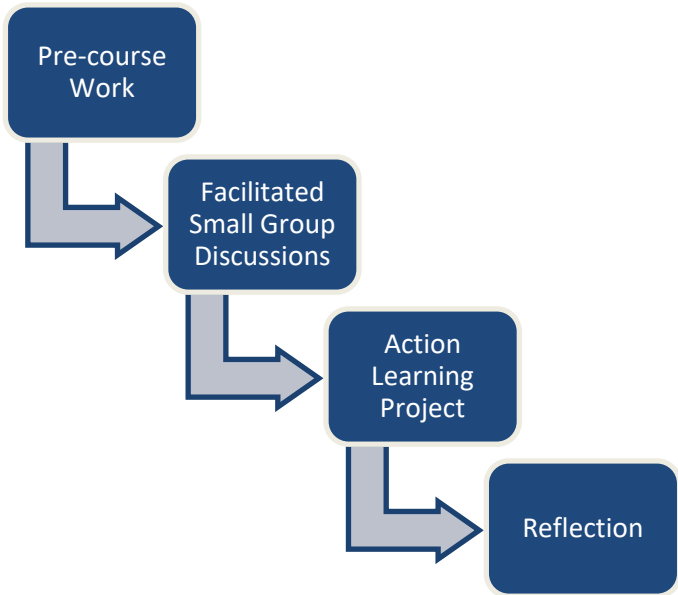
## BACKGROUND

The ACTHIV® ChangeMakers program is designed to empower a small group of HIV clinicians to lead change and drive improvements in care through the lens of adaptive leadership. Adaptive leadership focuses on mobilizing leaders to tackle complex, challenging situations that require innovation and adaptation. The framework emphasizes the importance of differentiating technical problems from adaptive challenges so that leaders can embrace uncertainty and foster a collective learning environment. Recognizing the complex and evolving nature of HIV care, the program aims to cultivate leadership capacity, foster collaboration, and support innovation in clinical practice.

## METHODS

Five HIV clinicians were selected to participate in an 8-month learning collaborative. One participant exited the program due to a job transition. The remaining participants engaged in a series of facilitated discussions and workshops focused on adaptive leadership principles and practices.

Clinicians reflected on their own leadership styles, identified personal strengths and growth areas, and applied their learning through the development of individualized **action learning projects** that were implemented at their clinical practice locations. Each project was designed to address complex challenges and enable clinicians to demonstrate project leadership and improve care delivery. Program participants received feedback from peers throughout the process.



### Adaptive Leadership

Technical Challenges:	Adaptive Challenges:
The problem is clearly identified and defined	Difficult to define the problem
Proven technical or process-driven solutions are available	No clear solution may be available
Often solved by an expert or by an authority	Solution requires a collaborative effort by people throughout the department or organization
Implementing the solution is generally straightforward	Implementing a solution may require some experimentation

## RESULTS

Action learning projects addressed a range of real-world challenges:

- Enhancing patient and provider engagement to promote wellness
- Improving medication administration workflows
- Strengthening team-based care delivery
- Advancing patient education strategies

In interviews with the program facilitator, participants (n=4) reported that the program helped them to apply key adaptive leadership skills—such as diagnosing the situation, mobilizing stakeholders, and experimenting with interventions—in their practice settings. Sharing project results and lessons learned with peers fostered mutual support and strengthened the learning community.

## CONCLUSIONS

The ACTHIV® ChangeMakers program successfully supported HIV clinicians in applying adaptive leadership to drive meaningful improvements in care. Participants developed greater self-awareness, strengthened their leadership capabilities, and implemented innovative approaches to enhance collaboration and patient outcomes. This model demonstrates the value of combining leadership development with action-oriented projects in advancing the quality of HIV care.