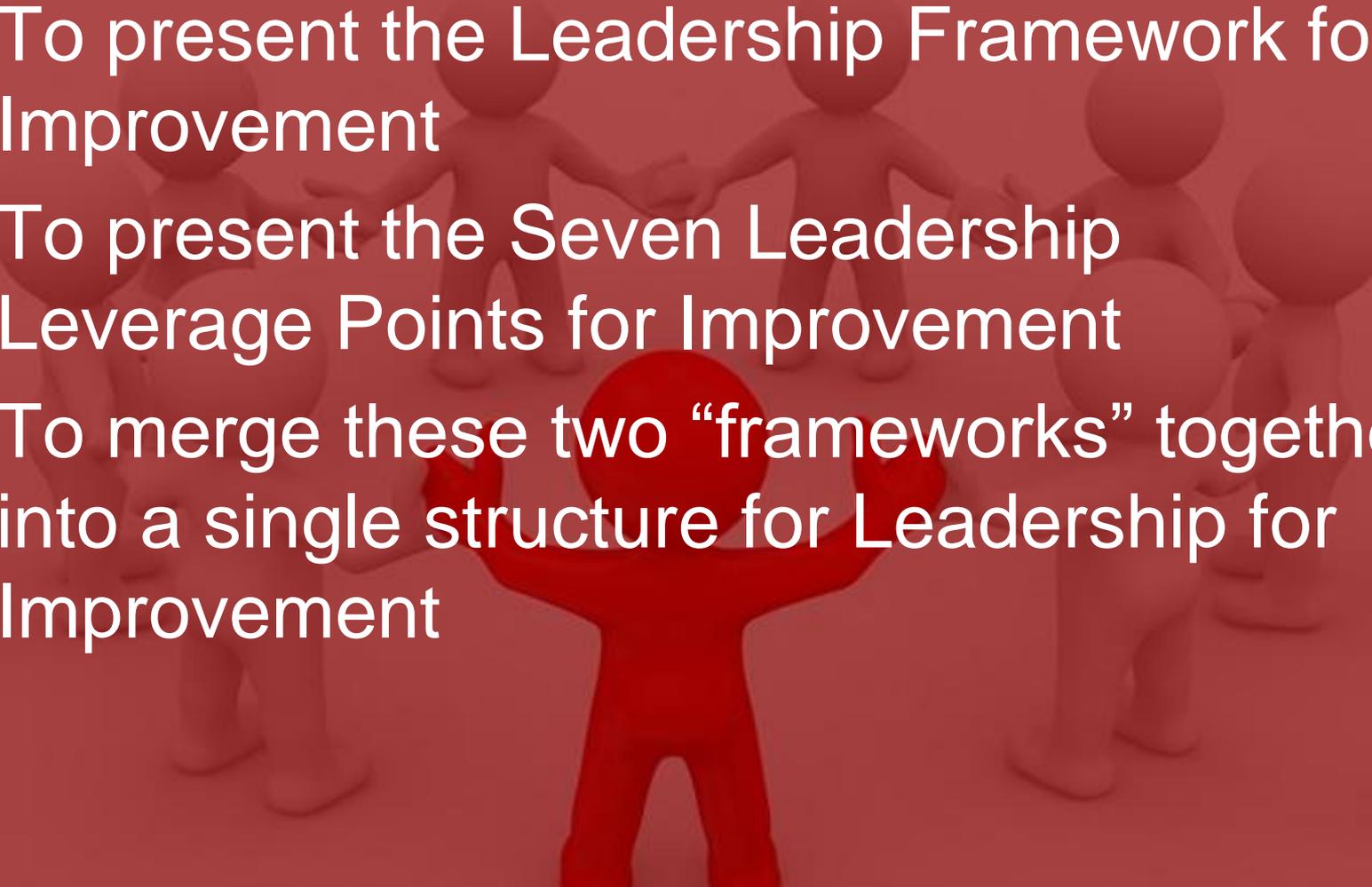


LEADERSHIP FOR IMPROVEMENT



Objectives

- To present the Leadership Framework for Improvement
 - To present the Seven Leadership Leverage Points for Improvement
 - To merge these two “frameworks” together into a single structure for Leadership for Improvement
- 
- A group of stylized human figures in a circle, with one figure in the foreground having arms raised. The figures are rendered in a simple, rounded style. The background is a solid dark red color.

What's been going on in health care organizations over the past twenty years?

- Lots of great projects...
 - Generated nice graphs, some good outcomes, awards, photo-ops
 - But have these improvements sustained, scaled, or spread?
 - Minimally.
 - Lots of great projects. Not a truly transformed organization.
- 
- A group of stylized human figures in a circle, with one figure in the foreground having arms raised. The figures are rendered in a simple, rounded style with no facial features. The background is a solid dark red color.

Why?

- Projects generally require extra effort and resources which may be difficult to sustain, scale, and spread.



J. Reinertson - A “Project”

Photo # NH 68713 USS Wexford County and other LSTs conducting landing practice off San Diego, Calif.



An Invasion for Transformation!

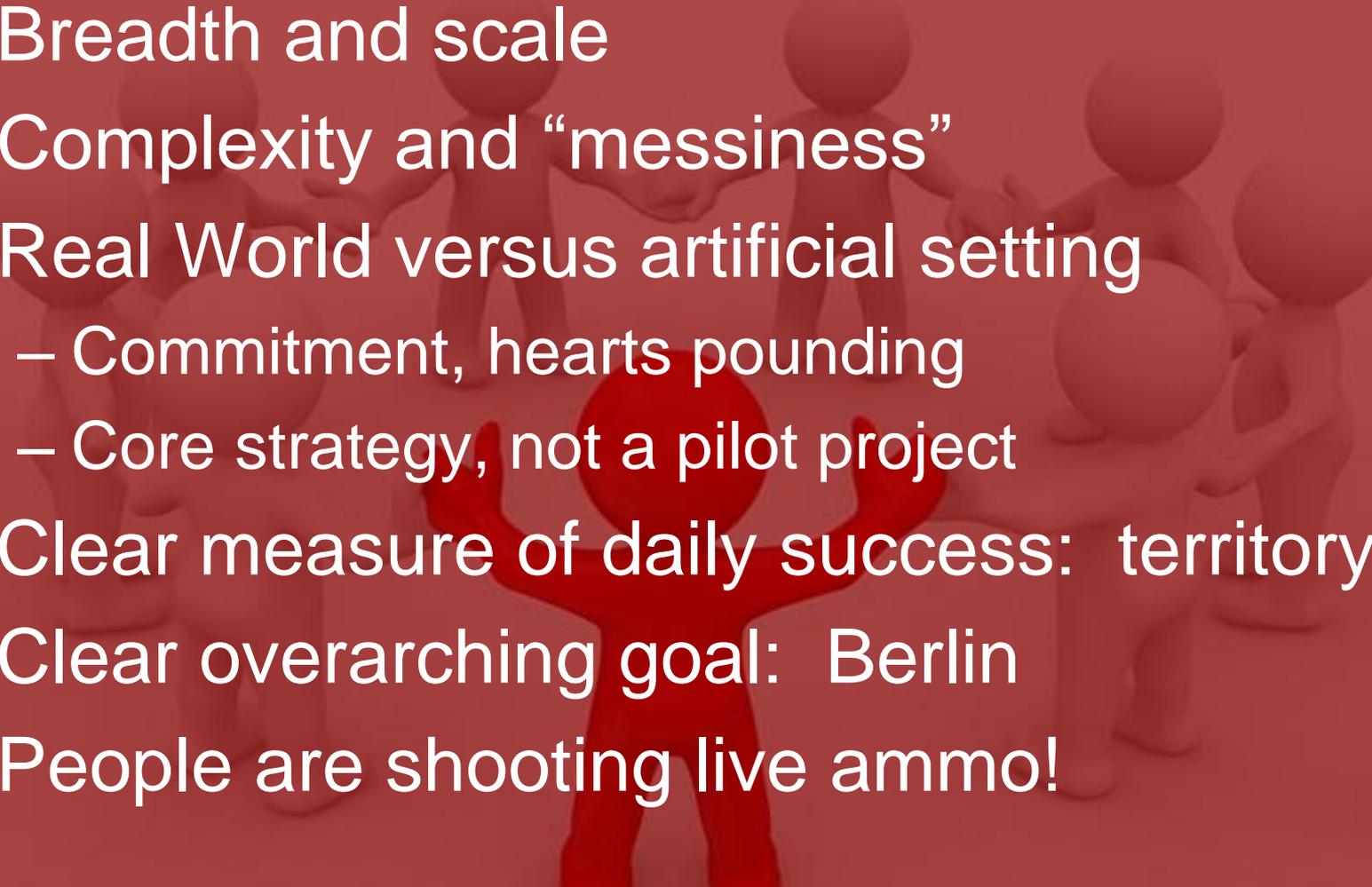


How do the leadership challenges differ?

Photo # NH 68713 USS Wexford County and other LSTs conducting landing practice off San Diego, Calif.



What are the Differences?

- Breadth and scale
 - Complexity and “messiness”
 - Real World versus artificial setting
 - Commitment, hearts pounding
 - Core strategy, not a pilot project
 - Clear measure of daily success: territory
 - Clear overarching goal: Berlin
 - People are shooting live ammo!
- 

Types of Leadership

Transactional

- Exchange: I give you something, you give me something
- Within current frame of values, habits, beliefs
- Incremental change
- Political skill

Transformational

- Conversion: together we design a whole new system
- New frame of values, habits, beliefs
- Revolutionary change
- Authenticity: leaders know more technical aspects



A group of 3D human figures in a circle, with one figure in the foreground having arms raised. The figures are rendered in a semi-transparent red color against a dark red background. The central figure is more prominent and has its arms raised in a gesture of presentation or leadership.

Here's some tools for your toolkit!

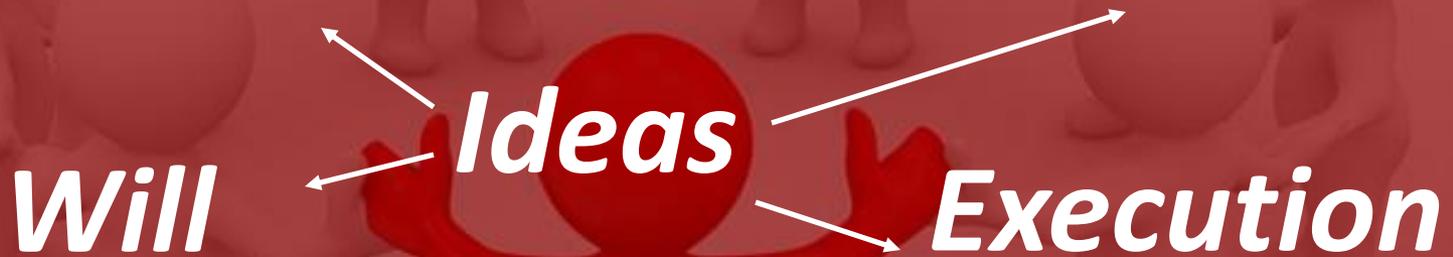
IHI LEADERSHIP FRAMEWORK

IHI Leadership Framework



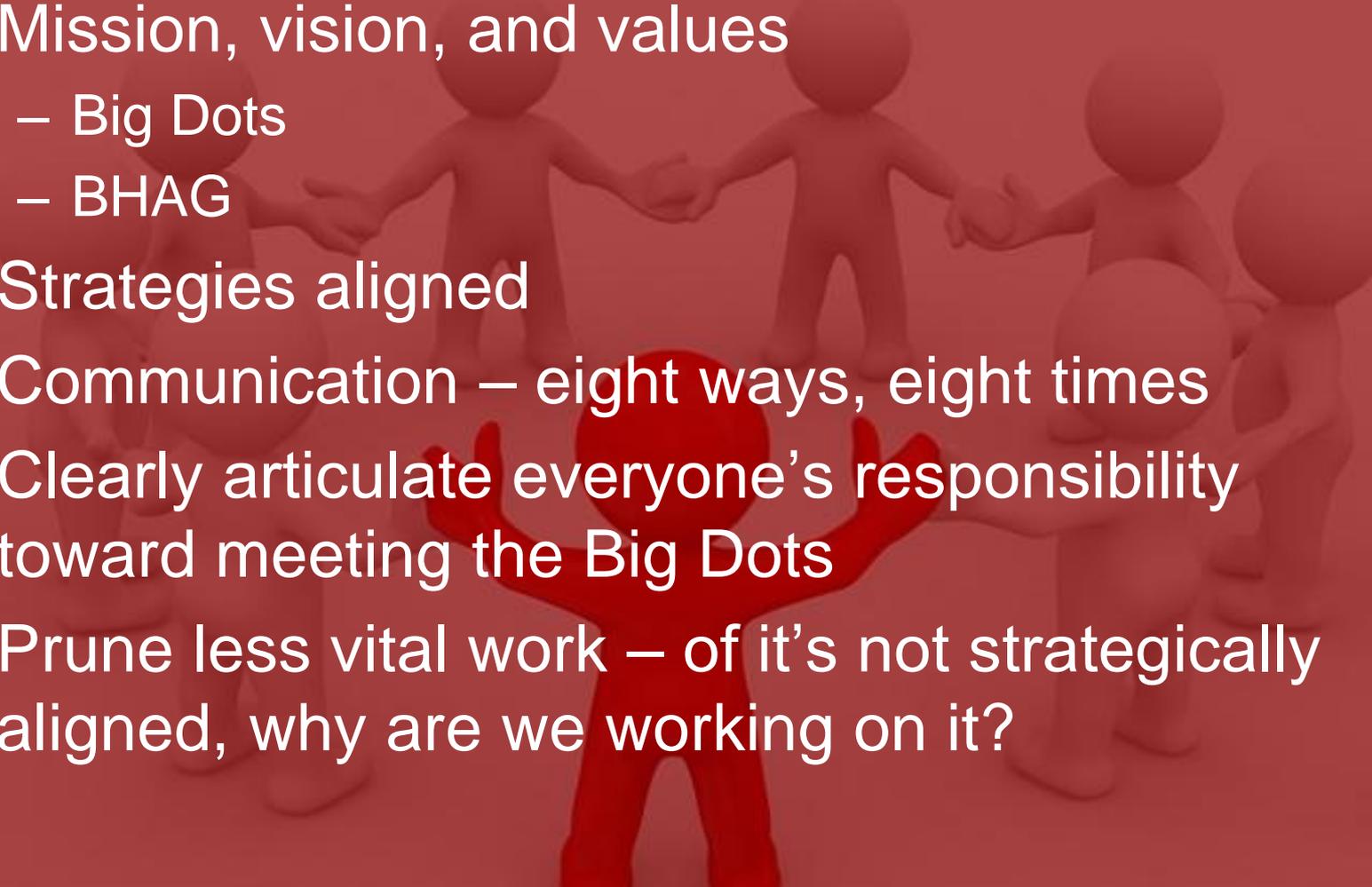
First, begin with ...

 ***Setting Direction: Mission, Vision and Strategy***



Establish the Foundation

Setting Direction

- Mission, vision, and values
 - Big Dots
 - BHAG
 - Strategies aligned
 - Communication – eight ways, eight times
 - Clearly articulate everyone's responsibility toward meeting the Big Dots
 - Prune less vital work – of it's not strategically aligned, why are we working on it?
- 
- A group of 3D human figures holding hands in a circle, with one figure in the foreground having arms raised. The figures are rendered in a semi-transparent, reddish-brown color, matching the background. The background is a solid, dark red color.

Then....

Setting Direction: Mission, Vision and Strategy



Will

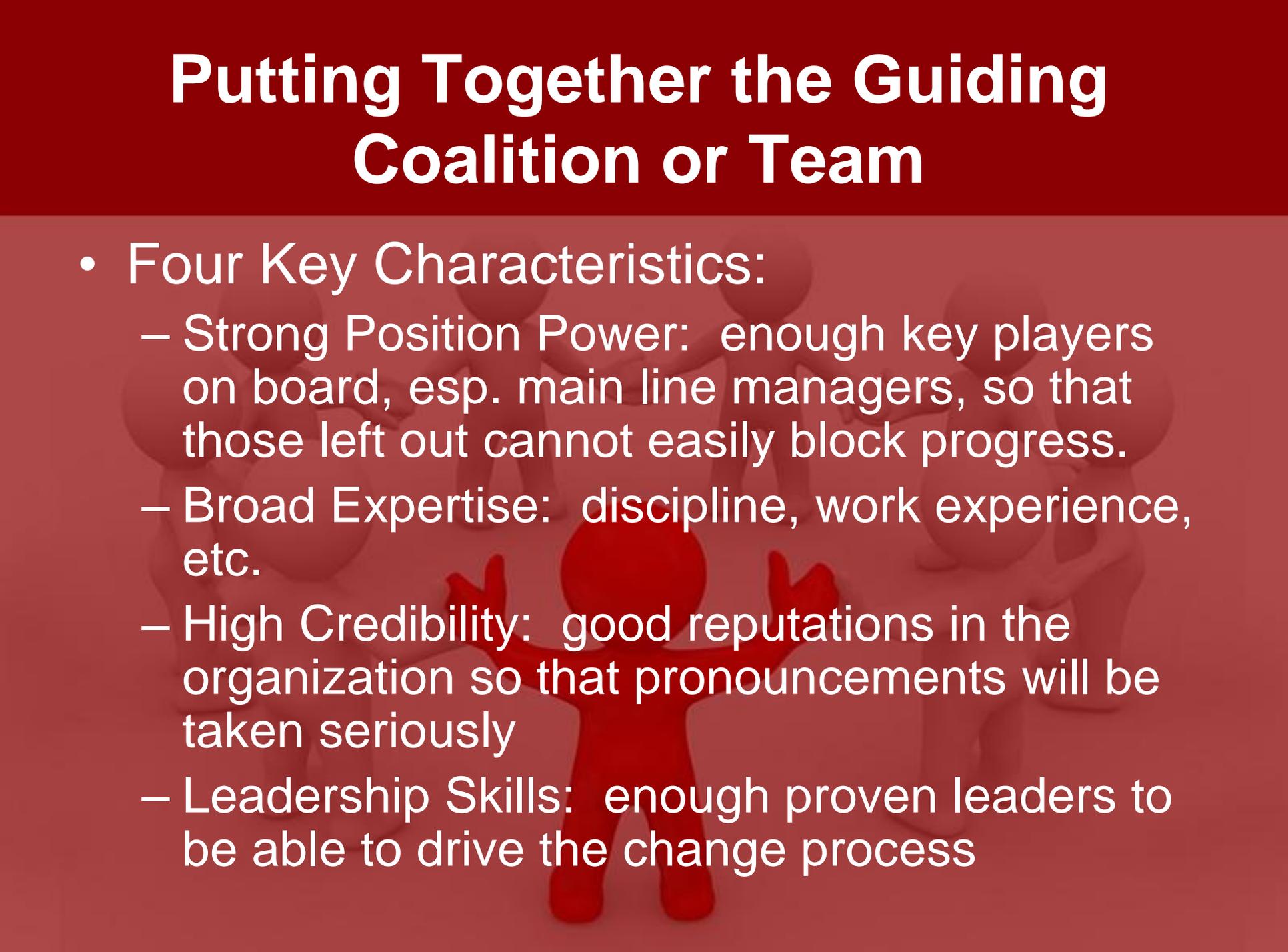
Ideas

Execution



Establish the Foundation

Putting Together the Guiding Coalition or Team

- Four Key Characteristics:
 - Strong Position Power: enough key players on board, esp. main line managers, so that those left out cannot easily block progress.
 - Broad Expertise: discipline, work experience, etc.
 - High Credibility: good reputations in the organization so that pronouncements will be taken seriously
 - Leadership Skills: enough proven leaders to be able to drive the change process
- 

Let's Move on to....

Setting Direction: Mission, Vision and Strategy



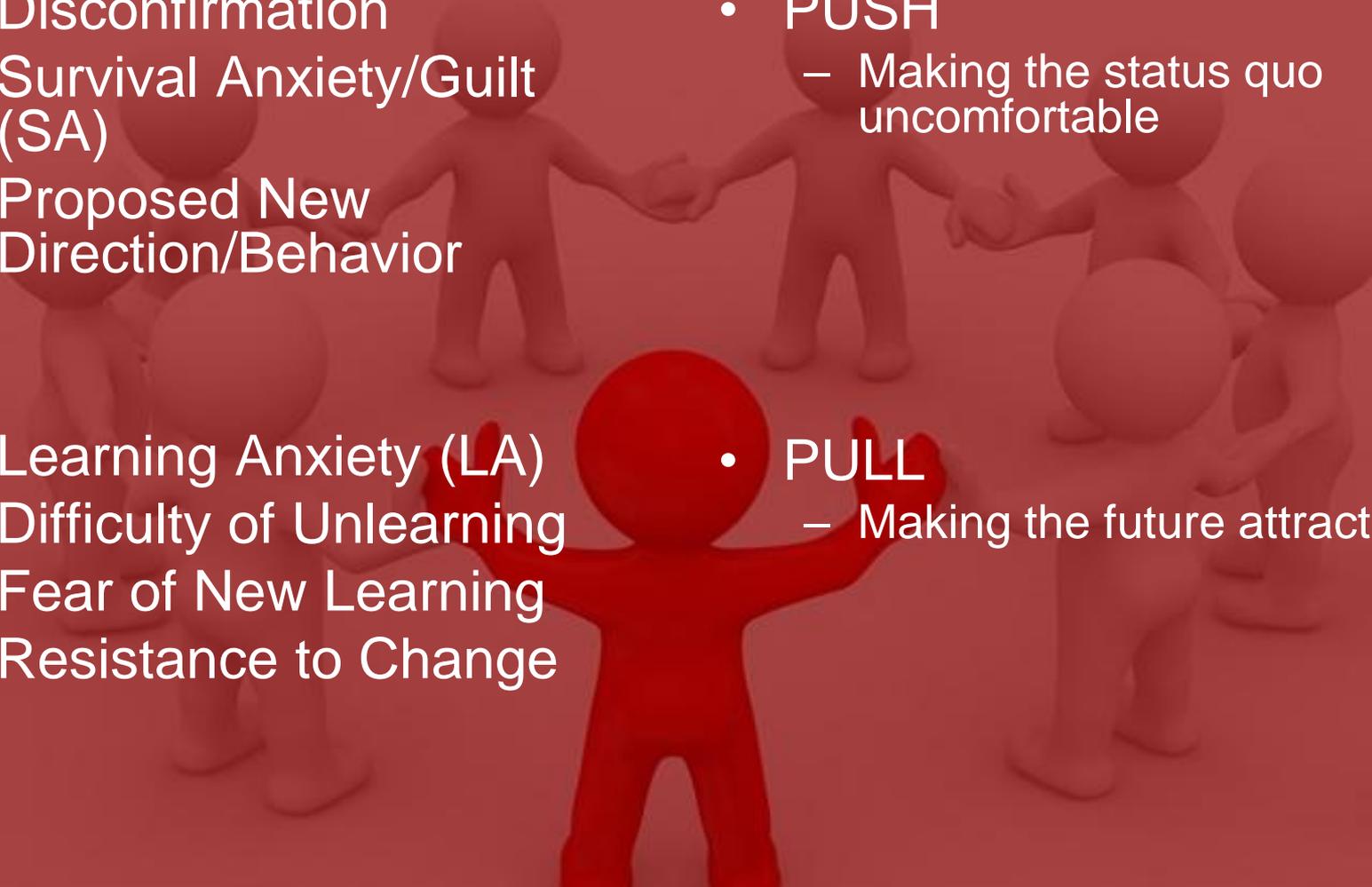
Establish the Foundation

Building *WILL*

- To change!
- To improve!
- To
- How do we build the will to change?
- What can we DO?



Key Elements of Building Will for Any Change

- Disconfirmation
 - Survival Anxiety/Guilt (SA)
 - Proposed New Direction/Behavior
 - Learning Anxiety (LA)
 - Difficulty of Unlearning
 - Fear of New Learning
 - Resistance to Change
 - PUSH
 - Making the status quo uncomfortable
 - PULL
 - Making the future attractive
- 
- A group of 3D stick figures holding hands in a circle, with one figure in the foreground having its arms raised. The figures are rendered in a semi-transparent, reddish-brown color, matching the background. The central figure in the foreground is more prominent and has its arms raised in a gesture of encouragement or leadership.

Moving Right Along: Generating Ideas

Setting Direction: Mission, Vision and Strategy

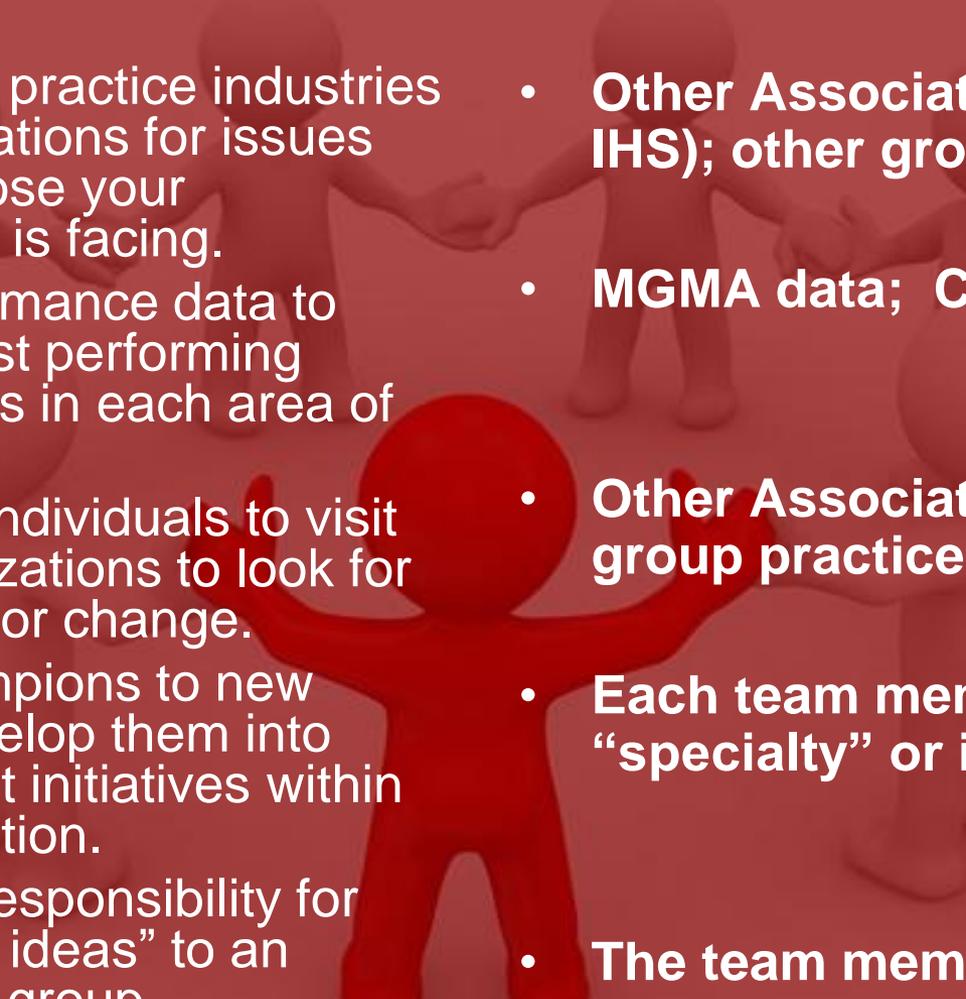


Establish the Foundation

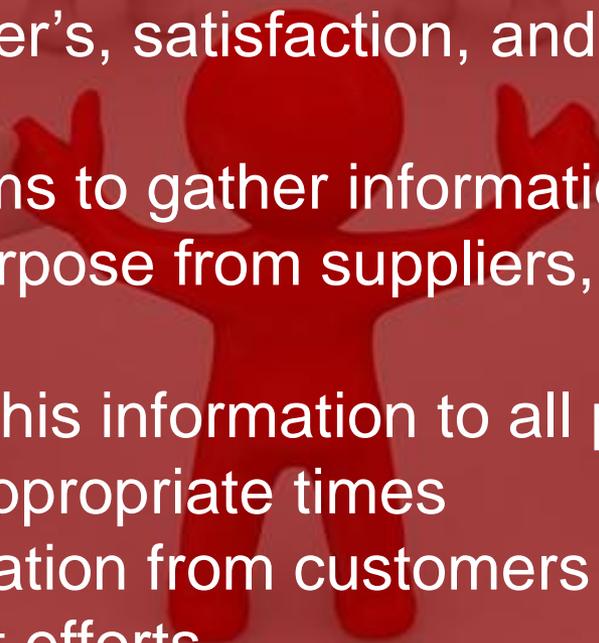
Generate Ideas: *Read and Scan Widely, Learning from Other Industries and Disciplines*

- Find great prototypes, either inside or outside of health care that can be adapted.
 - Send individuals to attend meetings and conferences and expect them to bring back ideas for change.
 - Schedule group visits for leaders to other industries outside of health care at least once per year.
 - Formalize organizational surveillance of developments that can lead to ideas for change.
 - Toyota, Malcolm Baldrige, Simpler, Ritz Carlton
 - MGMA, IHI, AHRQ
 - Service Industries, especially food service
 - Journals assigned to specific staff: Journal of the Association of Care Management; JCAHO
- 

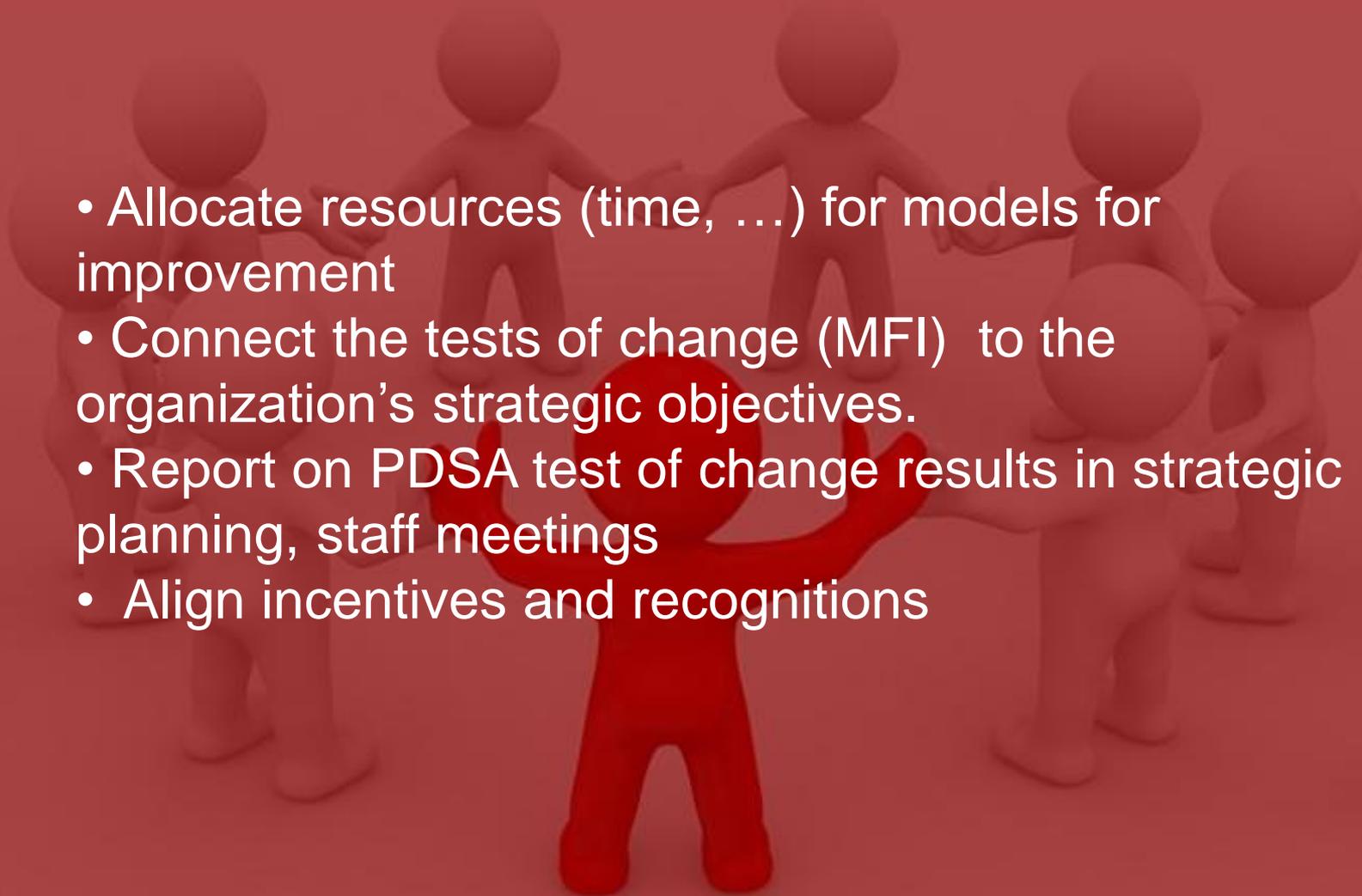
Generate Ideas: *Benchmark to Find Good Ideas*

- Identify best practice industries and organizations for issues similar to those your organization is facing.
 - Study performance data to learn the best performing organizations in each area of health care.
 - Encourage individuals to visit other organizations to look for great ideas for change.
 - Assign champions to new ideas to develop them into improvement initiatives within the organization.
 - Assign the responsibility for “finding new ideas” to an individual or group.
 - **Other Associations (not IHS); other group practices**
 - **MGMA data; CDC; NCQA**
 - **Other Associations, other group practices**
 - **Each team member has a “specialty” or interest**
 - **The team member as above**
- 

Generate Ideas: *Listen to Customers (who are the customers?)*

- Identify the current and future customers of the organization and group them into appropriate segments
 - Patients: disease types, payers, geography, age, etc.)
 - Develop a system (surveys, focus groups, advisory groups, community /tribal groups) to gather information about customer's, satisfaction, and loyalty in each segment.
 - Develop systems to gather information connected to the organization's purpose from suppliers, employees, and the marketplace.
 - Communicate this information to all parts of the organization at appropriate times
 - Analyze information from customers to guide planning and improvement efforts.
- 

Generate Ideas: *Invest in Models for Improvement*

- Allocate resources (time, ...) for models for improvement
 - Connect the tests of change (MFI) to the organization's strategic objectives.
 - Report on PDSA test of change results in strategic planning, staff meetings
 - Align incentives and recognitions
- 
- A group of stylized human figures in a circle, with one figure in the foreground raised in a celebratory gesture. The figures are rendered in a light, semi-transparent style against a dark red background. The central figure is more prominent and appears to be cheering or celebrating, with its arms raised. The other figures are arranged in a circle around it, some holding hands, suggesting a team or community.

Where the rubber meets the road! Execution!

Setting Direction: Mission, Vision and Strategy



Will

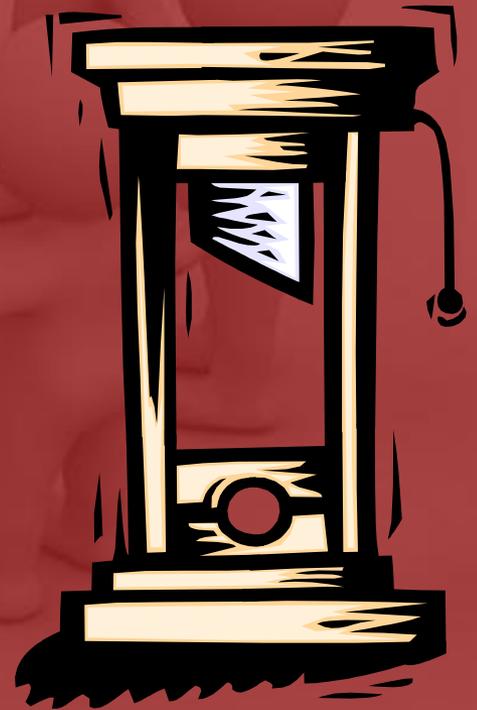
Ideas

Execution

Establish the Foundation

EXECUTION

(It's NOT a Death Sentence!)



Feeling overwhelmed? Frantic? You are not alone!

Getting results in improvement

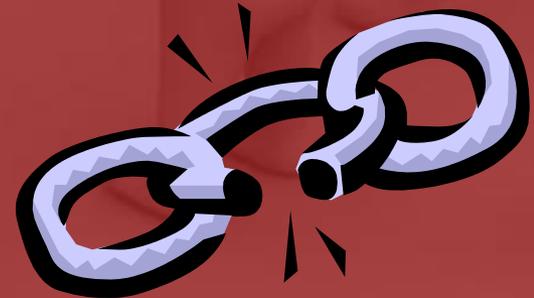
– Will



– Ideas



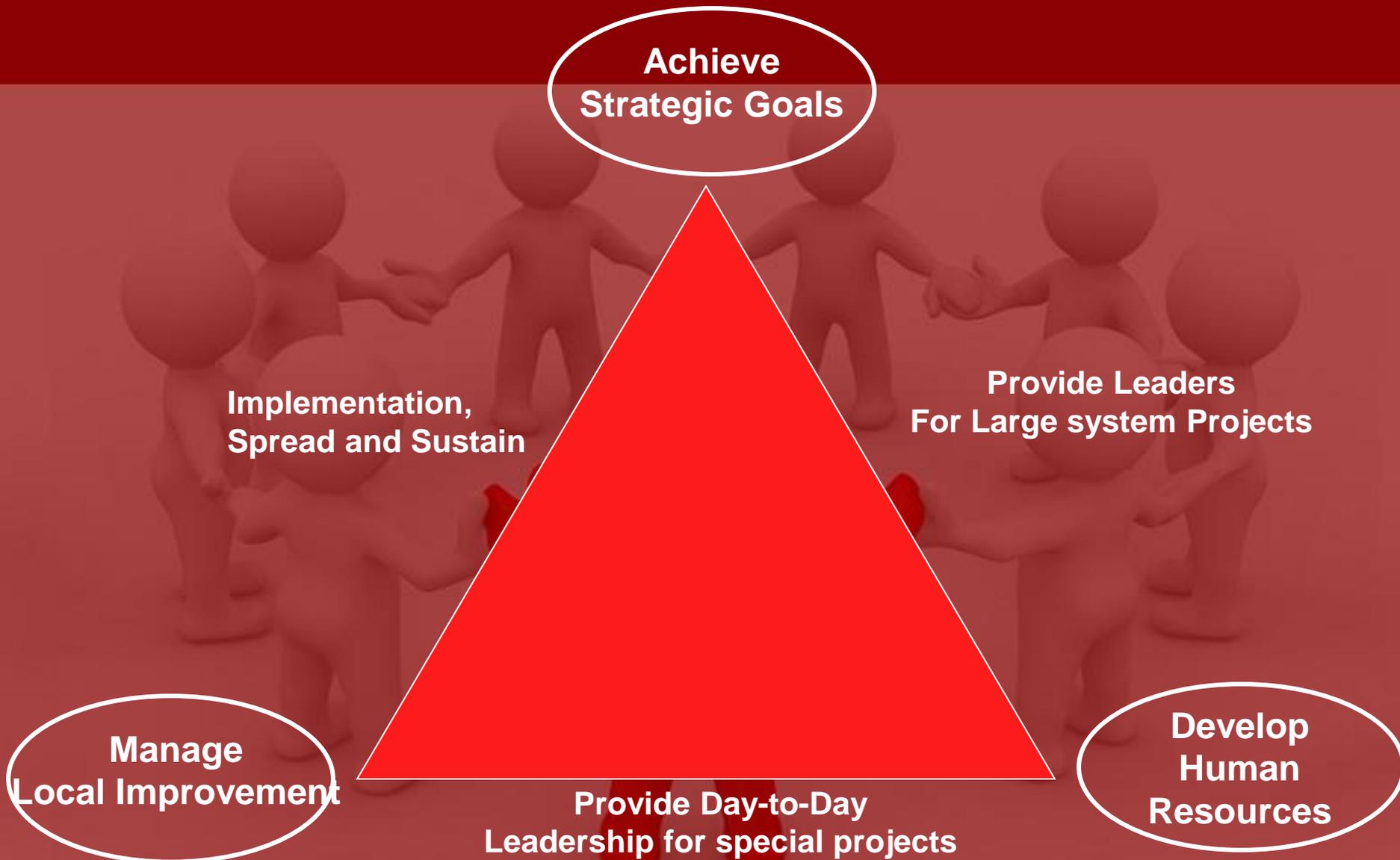
– **Execution** – probably the
weak link in the chain



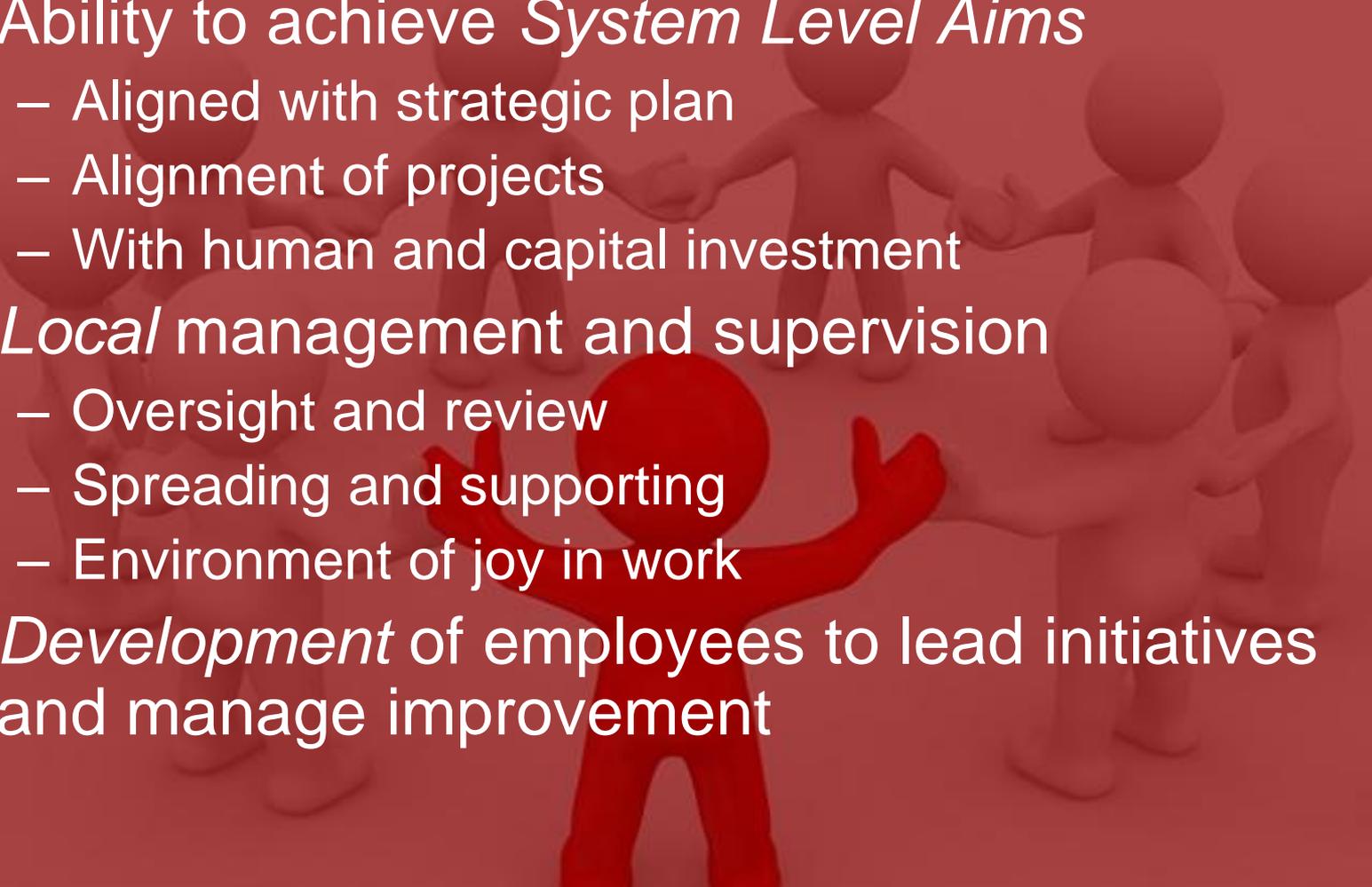
What sets high performing organizations apart?

- They “get results”
 - How?
 - Set clear goals
 - Prioritize projects and initiatives to accomplish the goals
 - Have intentional implementation plans and methods
 - Standardization
 - Intentional oversight and review (aka: follow up!)
- 
- A group of stylized human figures holding hands in a circle, with one figure in the foreground having arms raised in a celebratory gesture.

A Framework for Execution



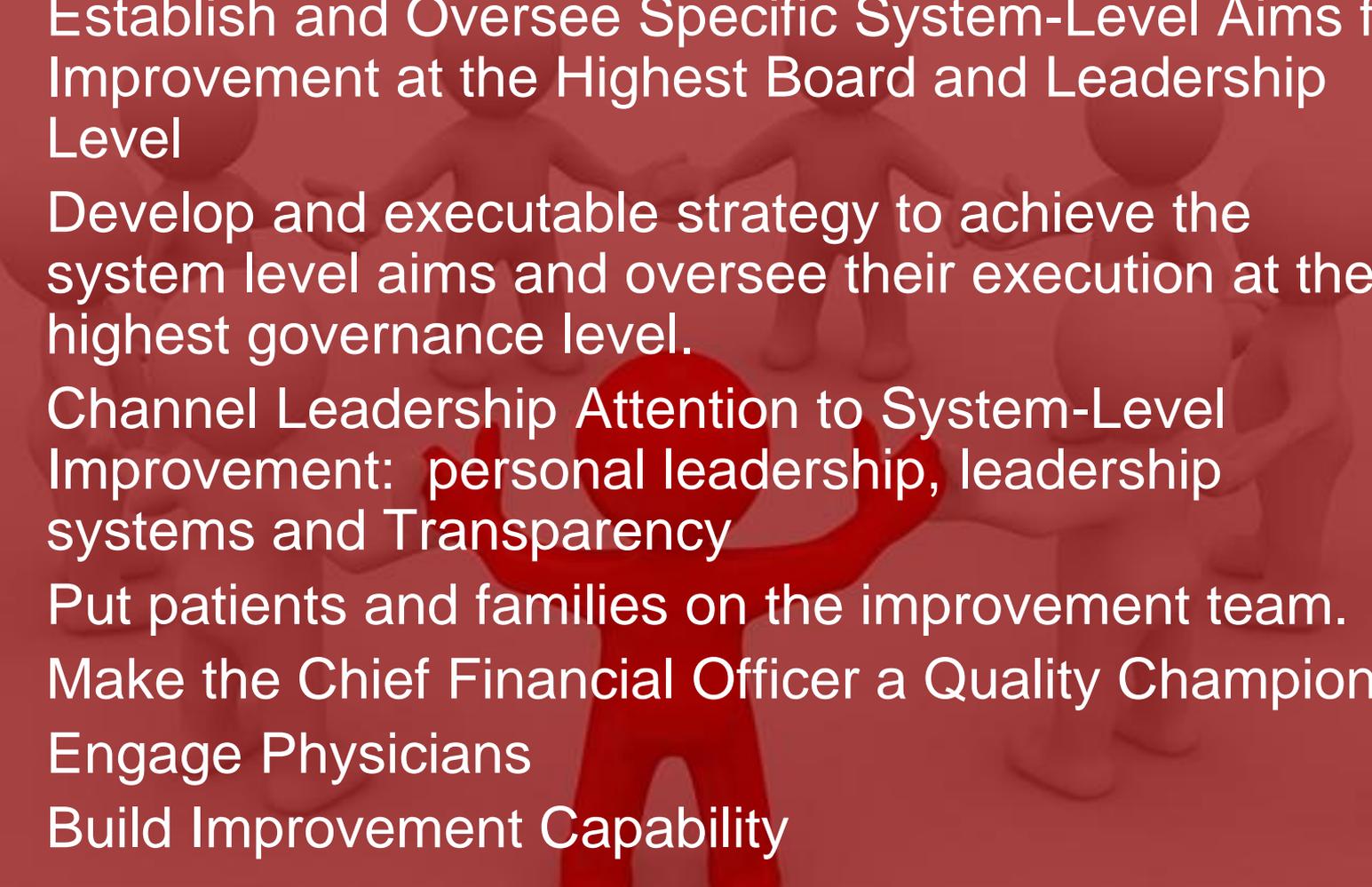
Three areas of capabilities for *getting results*

- Ability to achieve *System Level Aims*
 - Aligned with strategic plan
 - Alignment of projects
 - With human and capital investment
 - *Local* management and supervision
 - Oversight and review
 - Spreading and supporting
 - Environment of joy in work
 - *Development* of employees to lead initiatives and manage improvement
- 
- A group of stylized human figures in a circle, with one figure in the foreground having arms raised. The figures are rendered in a simple, rounded style with no facial features. The background is a solid dark red color.

The image features a group of 3D human figures rendered in a light red color. They are arranged in a circle, holding hands, symbolizing a team or community. In the center foreground, a single figure is rendered in a darker red color and has its arms raised in a gesture of leadership or encouragement. The background is a solid, dark red color.

7 LEVERAGE POINTS FOR LEADERSHIP

Seven High Leverage Changes

1. Establish and Oversee Specific System-Level Aims for Improvement at the Highest Board and Leadership Level
 2. Develop and executable strategy to achieve the system level aims and oversee their execution at the highest governance level.
 3. Channel Leadership Attention to System-Level Improvement: personal leadership, leadership systems and Transparency
 4. Put patients and families on the improvement team.
 5. Make the Chief Financial Officer a Quality Champion
 6. Engage Physicians
 7. Build Improvement Capability
- 

7 Leverage Points and Leadership Framework Crosswalk

- 
1. Establish and Oversee Specific System-Level Aims for Improvement at the Highest Board and Leadership Level
 2. Develop and executable strategy to achieve the system level aims and oversee their execution at the highest governance level.
 3. Channel Leadership Attention to System-Level Improvement: personal leadership, leadership systems and Transparency
 4. Put patients and families on the improvement team.
 5. Make the Chief Financial Officer a Quality Champion
 6. Engage Physicians
 7. Build Improvement Capability
1. Set Direction, Mission, Vision and Strategy
 2. Build Will
 3. Establish the Foundation
 4. Generate Ideas
 5. Establish the Foundation AND Build Will
 6. Build Will AND Generate Ideas AND Execute Change
 7. Establish the Foundation

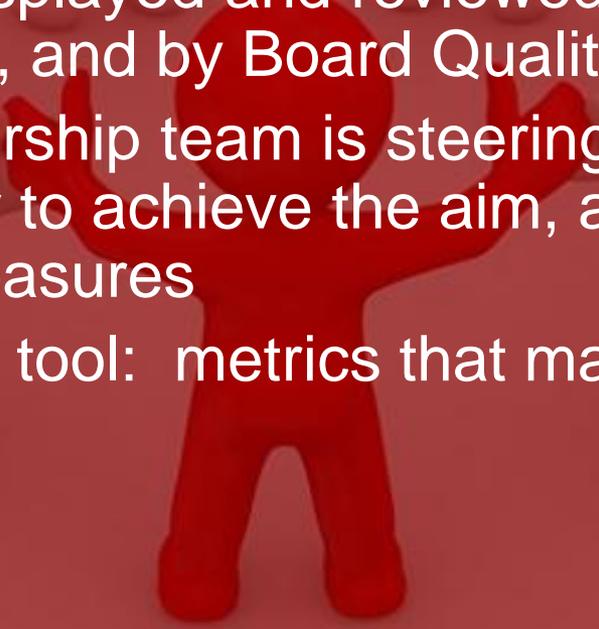
IHI Leadership Framework



1. Establish and Oversee System-Level Aims for Improvement at the Highest Board and Leadership Level

- Leadership team has developed specific aim(s)
- Leadership team has developed a measurement and reporting system that provides monthly feedback on progress
- Board has adopted the aim, and is overseeing its achievement using a clear measurement system
- Accountability for achieving the aim is embedded into the Board's executive performance feedback system
- See Green Book tool (www.clinicalmicrosystem.org) : pages 25 and 26

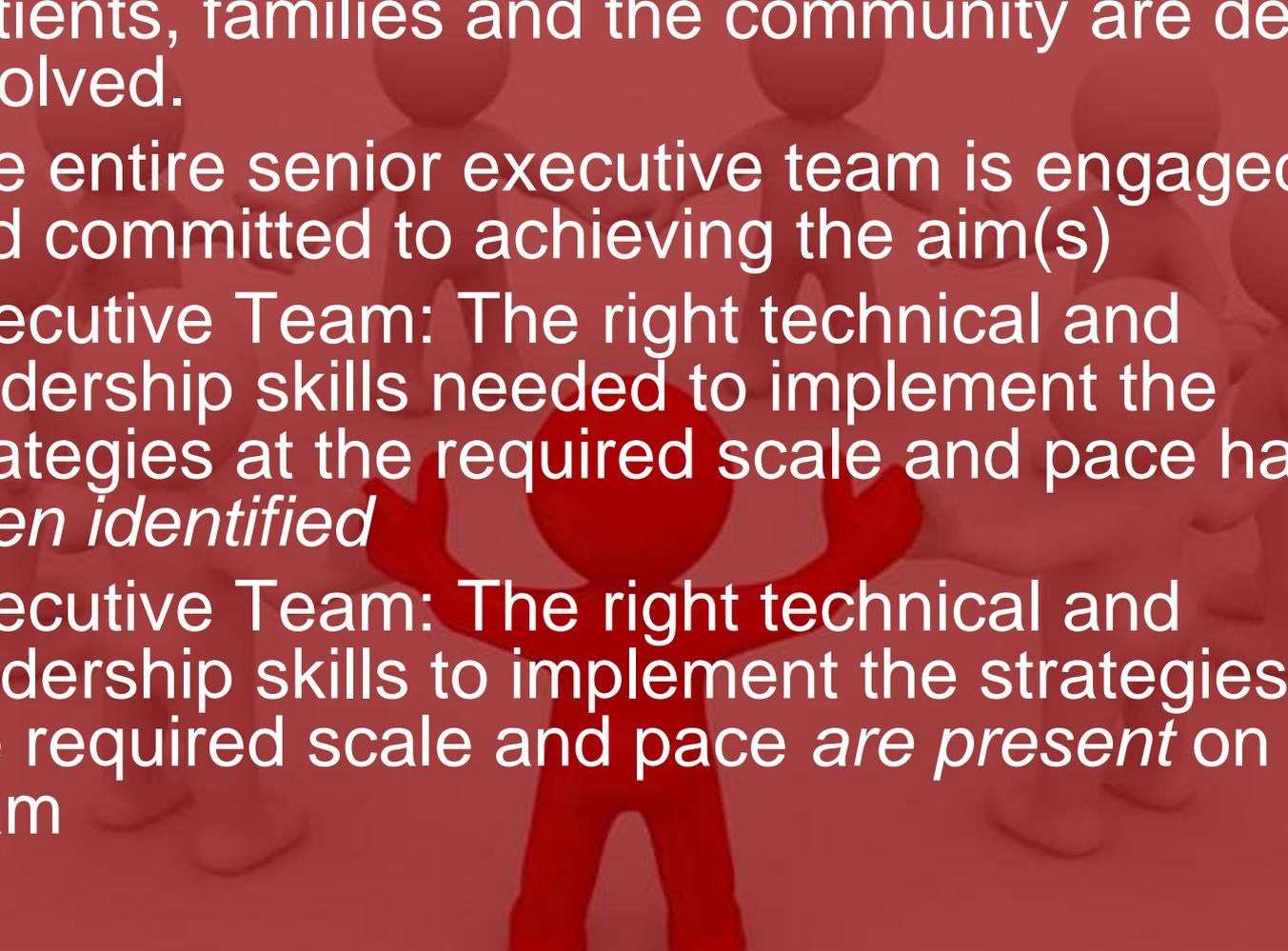
2. Align System Measures, Strategy, and Projects in a Leadership Learning System

- Leadership team has developed a plan with the necessary scale and pace to achieve the aim(s)
 - Monthly (or better, weekly) measures of performance on specific strategies are reviewed by senior leadership team
 - Measures are displayed and reviewed by Medical Staff Exec Committee, and by Board Quality Committee
 - The senior leadership team is steering and adjusting both the strategy to achieve the aim, and its execution, based on the measures
 - See Green Book tool: metrics that matter, pages 23 -24
- 

3. Channel Leadership Attention to System-Level Improvement

- Board agendas give prominent place to system-level aim(s)
- All high level give prominent place to steering the strategy and its execution
- Personal calendars are changed to allow executive reviews and walkarounds on project teams. Attention is the currency of leadership!
- Great performers are assigned to this effort. It becomes “the way we do business”, not an add-on
- Measures of progress on each project, and on the overall aim, are widely distributed throughout the organization and the community (transparency)

4. Get the Right Team on the Bus

- Patients, families and the community are deeply involved.
 - The entire senior executive team is engaged and committed to achieving the aim(s)
 - Executive Team: The right technical and leadership skills needed to implement the strategies at the required scale and pace have *been identified*
 - Executive Team: The right technical and leadership skills to implement the strategies at the required scale and pace *are present* on the team
- 

5. Make the CFO a Quality Champion

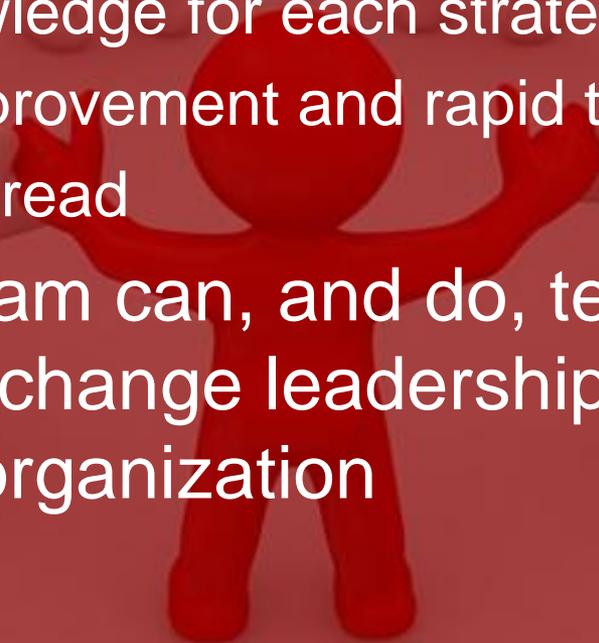
- Representatives from Finance (AR, AP, purchasing) are integrated into project teams to support business case needs
- Financial planning isn't stuck in current reality but incorporates future vision.



6. Engage Physicians

- The executive team understands and shares the medical staff's intrinsic motivation for quality (outcomes, wasted time...)
- The Medical Exec Committee regards the aim(s) and strategies as a core aspect of its delegated responsibility for quality
- Executive and nurse managers are confident of backup and support all the way to the Board, and have the courage to engage physicians in difficult conversations and avoid “monovoxoplegia” (paralysis by one loud voice)
- Capable physician leaders have been appointed to each project

7. Build Improvement Capability

- The entire leadership team (including CEO and senior managers) knows and uses the technical and change leadership knowledge required to achieve the aims and strategies
 - Content knowledge for each strategy
 - Model for Improvement and rapid tests of change
 - Scale and Spread
 - Leadership team can, and do, teach the technical and change leadership knowledge to others in the organization
- 

But, all of this is about what to DO as
a leader.....

What about how to be..... a leader?



A Learning Organization

An organization in which.....
people continually expand their capacity to
create the results they truly desire.

This means that a fundamental role of every
leader, every manager, every supervisor is
to

GROW PEOPLE!!!



In Health care.....

- We mean everyone!
- Co-workers – up and down the lines of “authority”
- Patients
- Families
- Communities



A Transformed Organization

Inspirational Leadership is key!



Begin with yourself...

- What do I truly want?
- What is it that truly matters to me?
- What is it that I would truly like to be a part of creating?

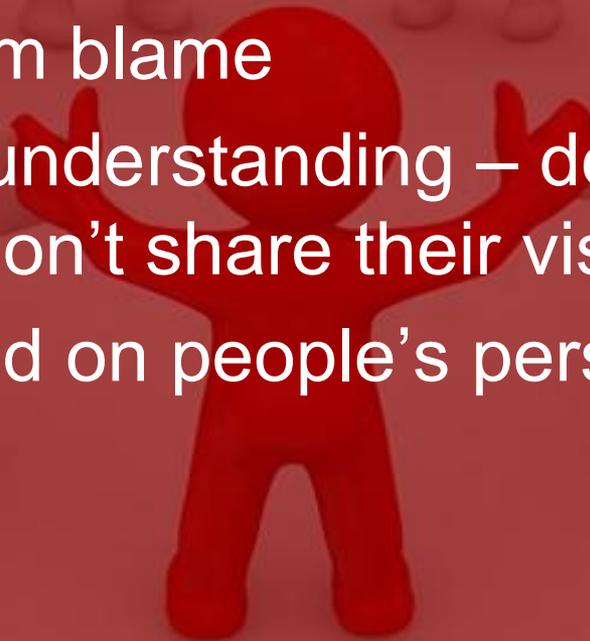


Then... share your vision!

- Shared Visions: Powered by a Common Caring
 - People have a similar picture of the vision – reflects their own personal vision
 - People are committed to one another
 - People are connected – bound by common aspiration
 - The shared vision is growing
 - Must be compelling, inspirational
- 
- A group of stylized human figures holding hands in a circle, with one figure in the foreground having arms raised in a celebratory gesture.

What does this mean for leaders and managers?

- Be committed to your vision
- Share your vision
- See reality as objectively as possible – the good and the bad
- Stay away from blame
- Be open and understanding – don't get angry-when others don't share their vision.
- Know and build on people's personal visions



Leadership

- Not just knowing what to do....
- But also knowing how to be!

