



Leadership Actions that Make a Quality Difference

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Learning Objectives



- ▶ Leadership elements creating a sustainable system, improvement, and culture
- ▶ Foundational operational principles that are critical
- ▶ Element of creating a systematic change for improvement culture

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Introductions



- ▶ Break the ICE
- ▶ Expectations – Find someone who....

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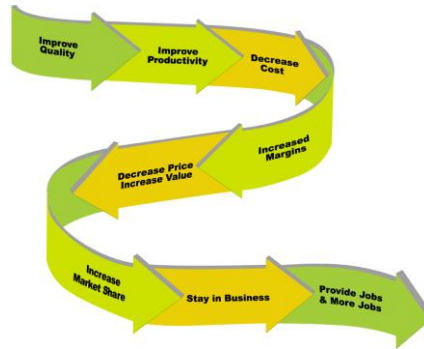
Leadership Elements

SUSTAINABLE SYSTEM, IMPROVEMENT, &
CULTURE

Improving Quality....FIRST



- ▶ Increases Productivity
- ▶ Decreases Cost
- ▶ Increases Profit Margins
- ▶ Decrease Price / Increases Value
- ▶ Increases Market Share
- ▶ Opportunity to Stay in Business
- ▶ Jobs and More Jobs



Deming repeatedly reminded us that we must continue to improve quality as the first step towards creating organizational performance.

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What it takes



- ▶ Deming's Theory of Profound Knowledge
 - Principles (i.e. Systems Thinking)
- ▶ Understanding change
- ▶ "Leadership" and "Followership"
 - Guide and examples
- ▶ Defined team improvement process
 - PDSA, Lean, Six Sigma
- ▶ Use of the tools

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Deming's Theory of Profound Knowledge



- ▶ Foundation Principles
 - Customer, Systems, Variation, Knowledge, Planned Change, People
- ▶ One of the most notable
- ▶ PDSA
- ▶ Deming's 14 points
- ▶ Statistical Process Control –
 - Variation: Common and Special
 - 85% Process/System & 15% People

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Systems Thinking



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Systems Thinking



▶ A System is a group of interrelated processes that link together to produce a satisfactory result in meeting the expectations of the customer for which it is intended.


▶ Parts of a system:

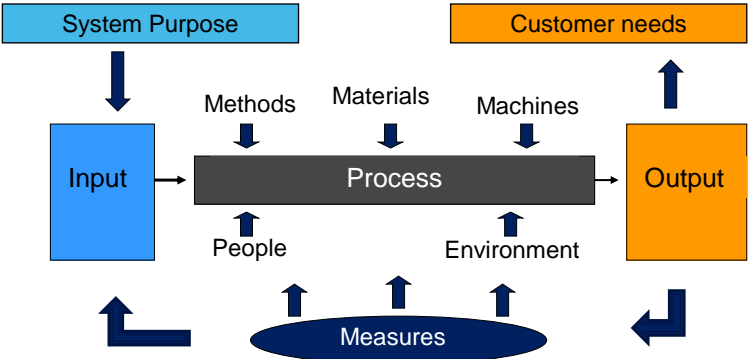
- Purpose
- Customers
- Inputs
- Outputs
- Processes
- Measurements

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What is a System?





Deming repeatedly reminded us that the organization is a system of inter-related processes that work together to produce an output, product or service.

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Mission/Vision/Values

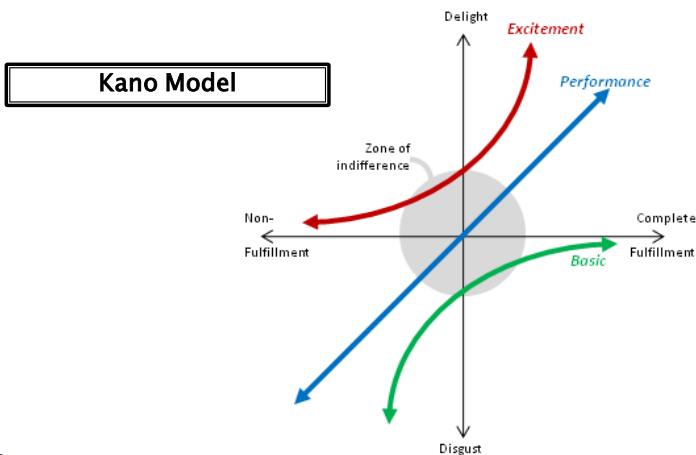


- ▶ These are the guiding forces to the organization
- ▶ We want all of our energy pulling to:
 - Accomplish our mission,
 - Achieve our vision,
 - Follow our values

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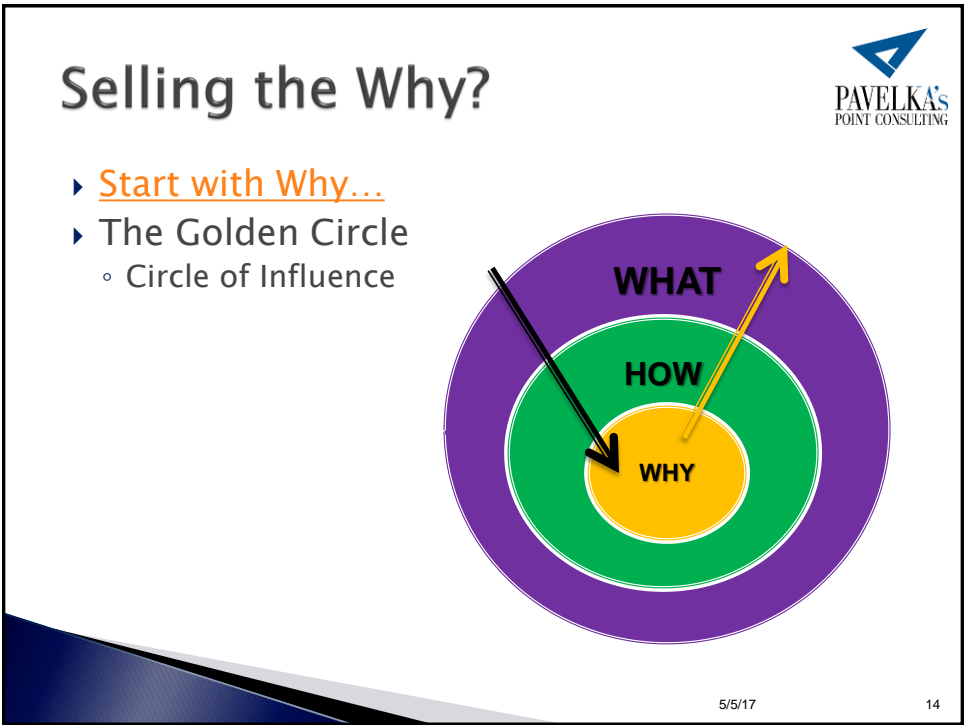
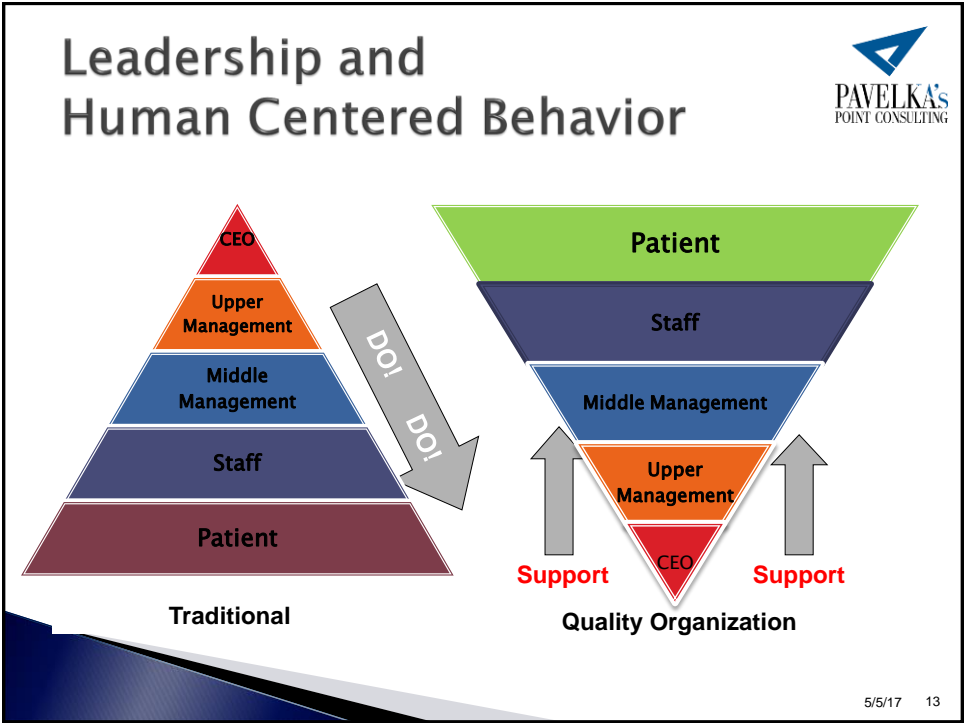
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Breakthrough Benefits to the Customer

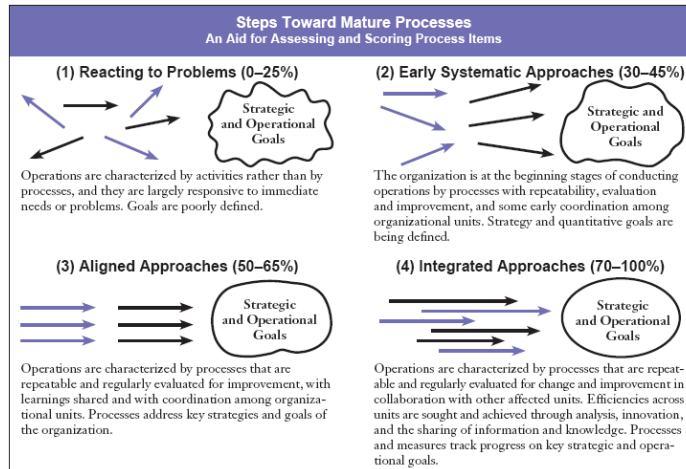


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Steps Toward Maturity



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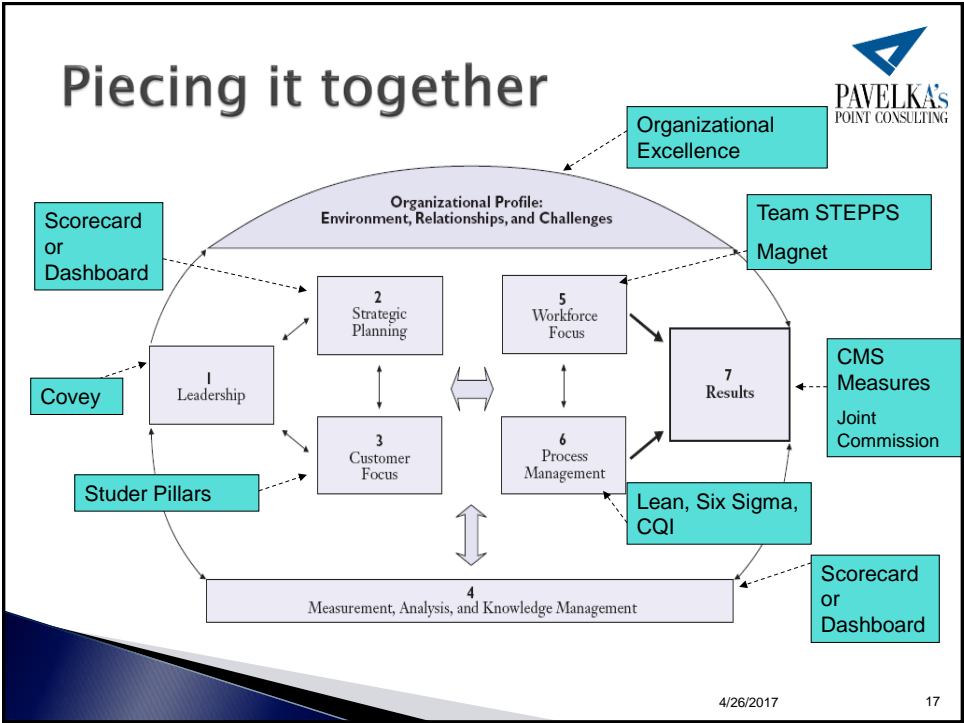
Defined Approaches and Tools



- ▶ Many approaches and tools
- ▶ Benefits of each
- ▶ Approaches need to “fit” for the organization
- ▶ “Purpose of the tool”
 - When to use the tool
- ▶ Don’t be afraid to try

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Foundational Principles

CRITICAL TO SUCCESS

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The Foundation



- ▶ Leadership Involvement
- ▶ Teamwork
- ▶ Communicate Culture Change

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Leadership Involvement



- ▶ Where the “work” is being done
 - Observe directly how things are done
 - Solicit barriers from staff
 - Obtain improvement ideas from staff
 - Functional barriers will dissolve
- ▶ Responsibilities
 - Coach vs Authority
 - Power to the people vs Manager Decision-making
 - Mindset of big picture vs Functional focus
 - Continuous improvement vs reactive nature and fighting fires

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Leadership Role



- ▶ DON'T:
 - ▶ Run the team
 - Not your ideas
 - ▶ Say No
 - Ask for more info
 - ▶ Stay quiet
 - Will not spread
 - ▶ Hide behind numbers
 - The past ...didn't work
 - ▶ Hide in your office
 - They need to see you
 - ▶ Talk negatively
 - It spreads...
- ▶ DO:
 - ▶ Support the teams
 - Attending meetings
 - ▶ Break down barriers
 - Listen and remove
 - ▶ Communicate to others
 - Up and Down
 - ▶ Accountability – to you
 - Decision by fact
 - ▶ Go to the GEMBA
 - Walking the floor
 - ▶ Stay Positive
 - SMILE

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Teamwork Communication! Leadership Behaviors and Roles



- ▶ Lead by example
- ▶ Deploy policy and examples
- ▶ Commit to standards and resources
- ▶ Provide long-term vision and principles
- ▶ Understand Lean

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When and who do we communicate?

- ▶ Employees and Leadership
- ▶ Board of Trustees /Directors
- ▶ Providers



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Why Teams (& Leaders) Fail?

▶ Not enough urgency	————→	Measure, accountability
▶ Not creating a coalition	————→	Engagement, reward
▶ Lack of vision	————→	Commit, communicate
▶ Under communication	————→	All levels, recognition
▶ Not removing obstacles	————→	Alignment, performance
▶ No systematic planning	————→	Measure outcomes
▶ No short-term wins	————→	Communicate, thank you
▶ Victory too soon	————→	Processes stable
▶ Not anchoring changes into culture	————→	Communicate, measure, performance, accountability




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Change




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- ▶ Reaction: WIIFM
- ▶ Positive: This will benefit me
 - Control: I can make a difference
 - Commitment: I want to help
 - Loss: Grief cycle
 - Stages of change

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Negative Change Cycle



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Stages of the Grief Cycle

"NORMAL" FUNCTIONING

Shock and Denial

- Avoidance
- Confusion
- Fear
- Numbness
- Blame

Anger

- Frustration
- Anxiety
- Irritation
- Embarrassment
- Shame

Depression and Detachment

- Overwhelmed
- Blihs
- Lack of energy
- Helplessness

Dialogue and Bargaining

- Reaching out to others
- Desire to tell one's story
- Struggle to find meaning for what has happened

Acceptance

- Exploring options
- A new plan in place

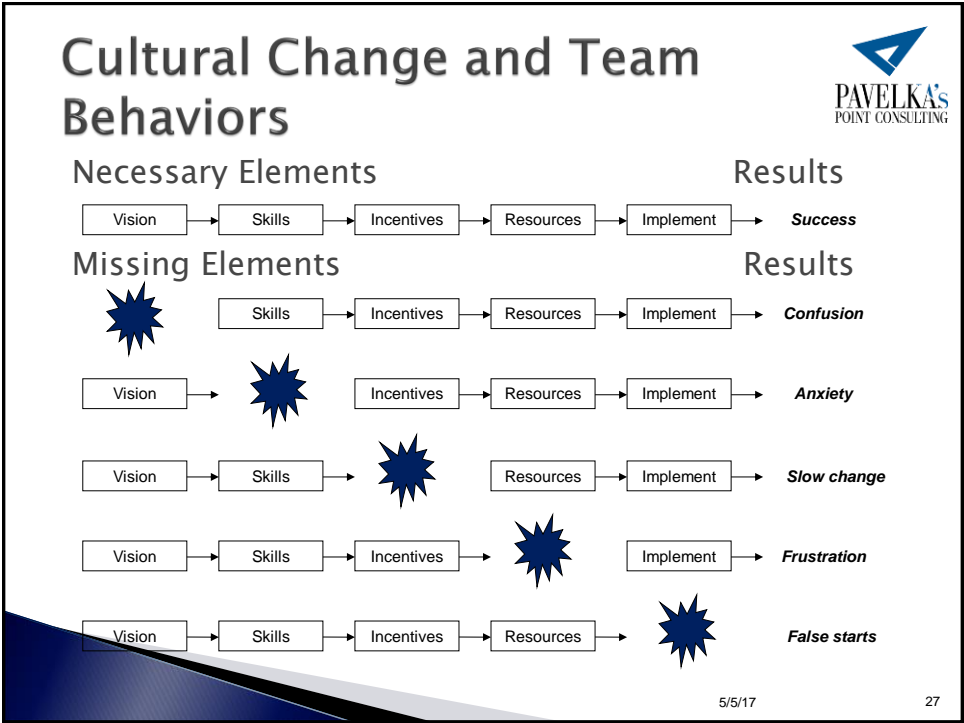
RETURN TO MEANINGFUL LIFE

Adapted from Kübler-Ross, 1969

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Selling the Change – Adjusting the Frame



- ▶ Accentuate the positive aspects of the change
- ▶ Remain firm in commitment to change
- ▶ Remain calm in the throws of change
- ▶ Focus on the things that will not change
- ▶ Stay positive

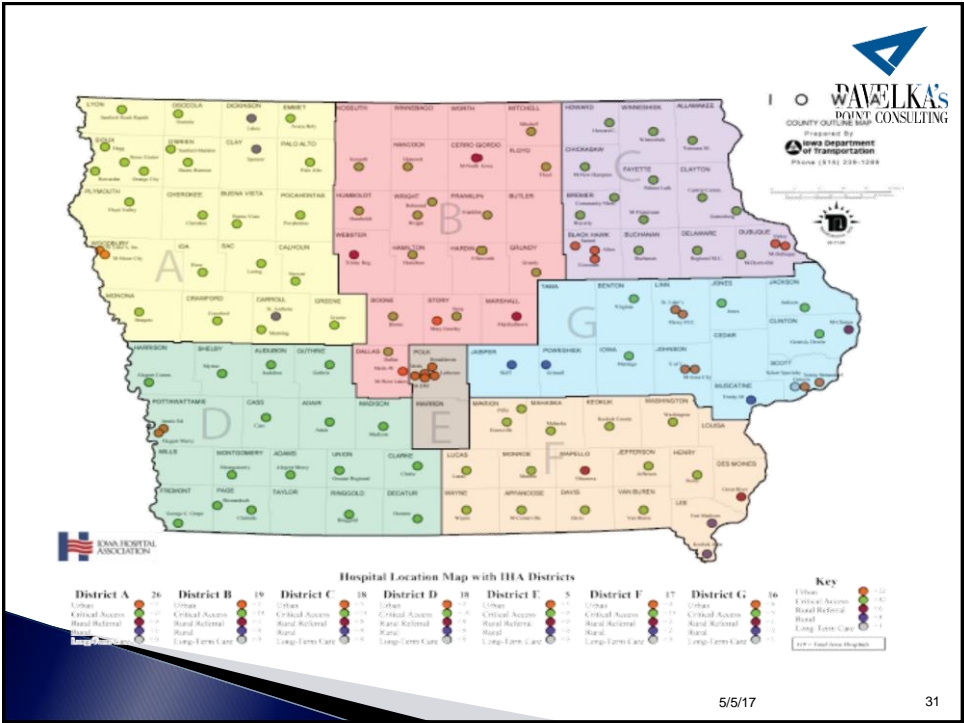
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Performance Improvement Culture

WHAT TO DO NOW?
HOW TO MAKE A DIFFERENCE?





Data Source and Collection

- ▶ Iowa Healthcare Collaborative
- ▶ Partnership for Patients program
 - 100% reporting through Charter process
 - 2014 data



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Findings Related to Leadership



- ▶ Question the impact? (Pronovost and Jha, 2014)
- ▶ DuPree (2016) – High Reliable Organizations
- ▶ Transformational Leadership
 - Relationship to payment
 - Use safety checklists
 - Do and communicate Root Cause Analysis

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Findings Related to Leadership



- ▶ Leadership style of Transformative versus Transactional?
 - Lowe, Kroeck, and Sivasubramaniam (1996)
 - Judge and Piccolo (2004)
- ▶ Difficult to determine the leadership style
- ▶ Future studies in healthcare quality

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Recommendations for Action – Who benefits? What next?



**IMPACT OF THE
RELATIONSHIP?**

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Implications for Change and Professional Practice



- ▶ Improvement in quality/safety of healthcare
- ▶ Reduce unnecessary harm or death
- ▶ Leadership's impact to outcomes
 - Influence and sustainability
- ▶ Educational implications
 - Leadership styles and decision making
 - Organizational strategic decisions and planning
- ▶ Policy implications
 - CMS initiatives – guide programs and sustain outcomes
 - Funding determination and future categories

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Recommendations



- ▶ Deployment of leadership actions
 - Safety checklist, creating a dashboard, board involved in decision making, root cause analysis
- ▶ Transformational leadership studies
- ▶ Change packages from CMS (payment sources)
- ▶ Future studies in healthcare leadership and quality

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Related Documents & Service Information

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*Thank
you*