

**HASA
2013
CONFERENCE**

Advancing Healthcare Together.



Clinician Leadership for Quality 2013 HASA Conference Quality Improvement Summit

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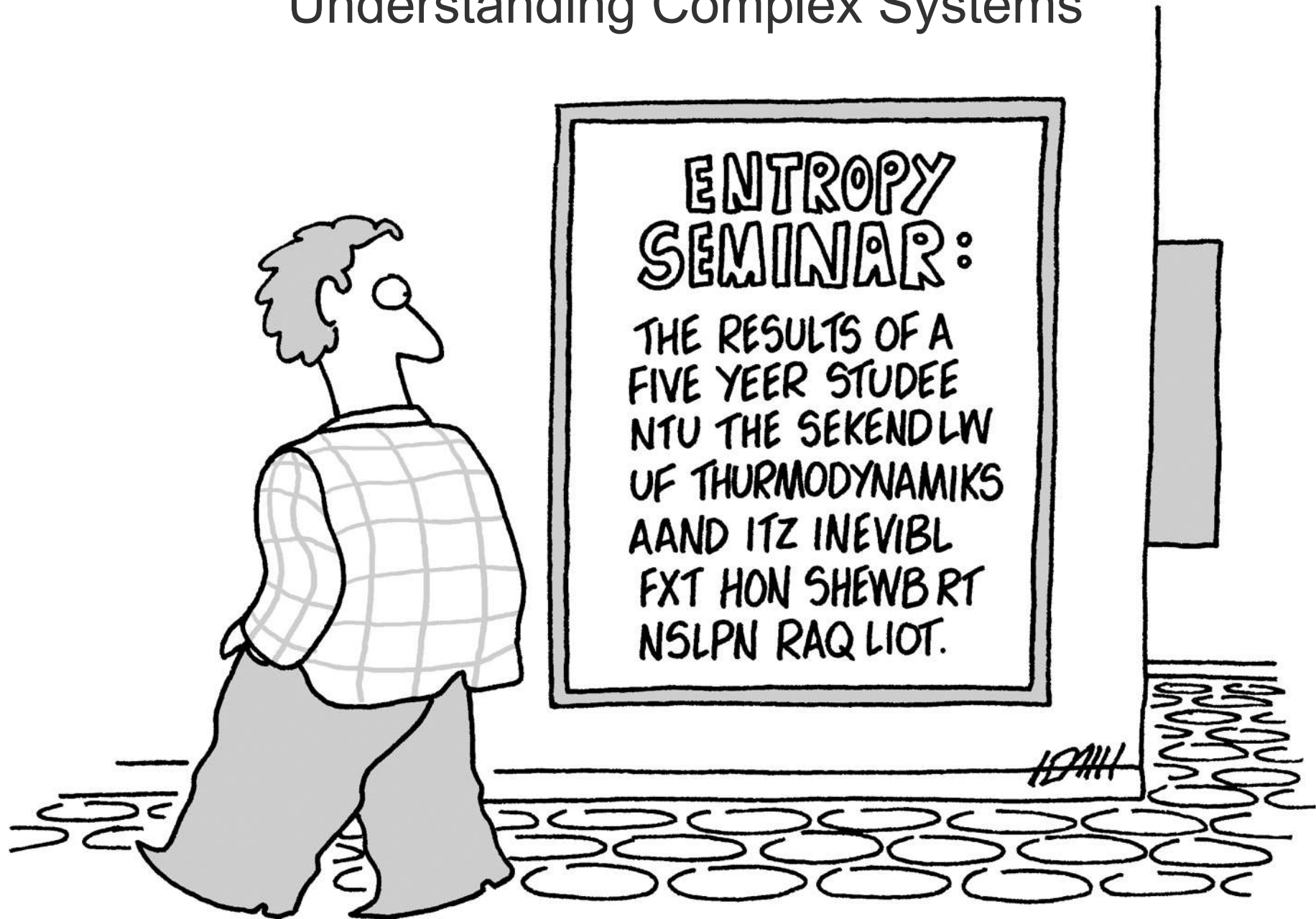
A Personal Story

The “Intervention”

The Dimensions of Growth and Development

- Personal: From Command & Control to Servant & Coach
- Team: From Tolerance to Teamwork
 - Knee to Knee
- Organization: Respect, Trust & Engagement
 - Understand your Organization: Discovery
 - Begin the Journey of rebuilding trust: Own the Failure
 - Invert the Org Chart: “I work for my staff”

Understanding Complex Systems



“We are Leaders in an industry that we are not sure we understand”

Healthcare has become so complex that “command and control” no longer works.

We have the most educated staff of all industry yet we do not take advantage of their wisdom.

- Timothy Porter-O’ Grady

Leaders must develop those for whom they are responsible so that the organizational capacity to be self-correcting, self-improving, and self-innovating is distributed and practiced widely and consistently

- Steven Spear

The Essence of Leaders

Educe \eh-duse\ A marvelous word seldom used or practiced, meaning, “to bring or draw forth something already present in a latent, or undeveloped form.”

Contrast with induce “To prevail upon; move by persuasion or influence- to impel, incite, or urge”

One From Many

~ **Dee Hock**

What is Coaching?

“Coaching in its truest sense is giving the responsibility to the learner to help them come up with their own answers.”

- Vince Lombardi



The Elements to Coaching

The Objective: **Every coach has a Playbook**

- From the “True North” Goals to the process standard(s)

The Presence: **Be where the work is**

The Timeliness: **Immediate intervention**

- “Know normal from abnormal, and know it right now.”
 - John Shook

The Interaction:

- It is **not** about the right answer, it is about The Right Question
- Demonstrates Respect
 - “If you tell somebody what to do, you disrespect them. If you ask them what to do, you respect them.”
 - Taichi Ohno

The Follow up

- Assume that nothing survives the Hawthorne Effect

Coaching Technique

Ask Open-Ended (“Powerful”) Questions: What, How, When

- Encourage dialogue and elaboration, avoid yes–no questions

Use Active Listening

- Verbal and Nonverbal
- Coaching is 80% listening, 20% talking

Achieve understanding and consensus

Summarize

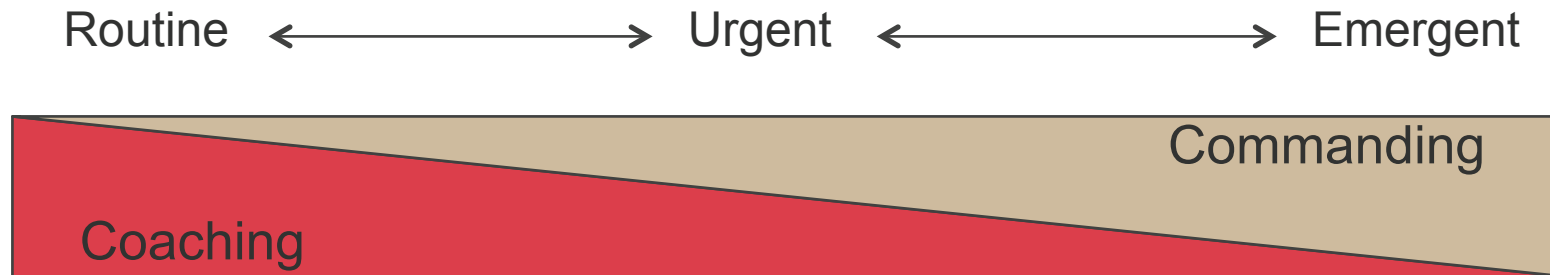
- Preferentially the coachee does the summary

Initiate Action

- Agree on next steps
- If you offer ideas, do not force them

Follow Up

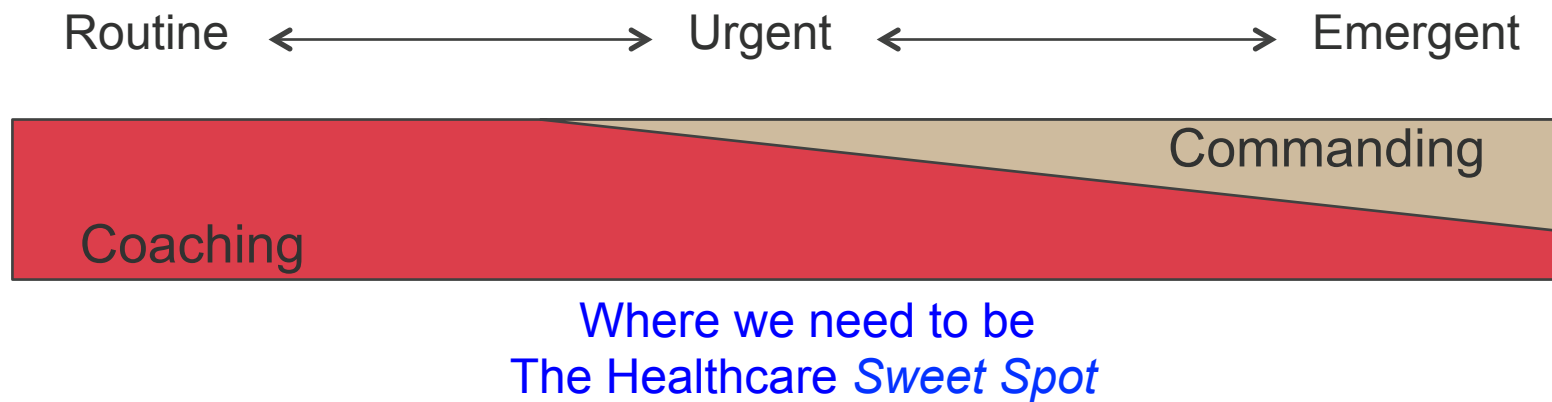
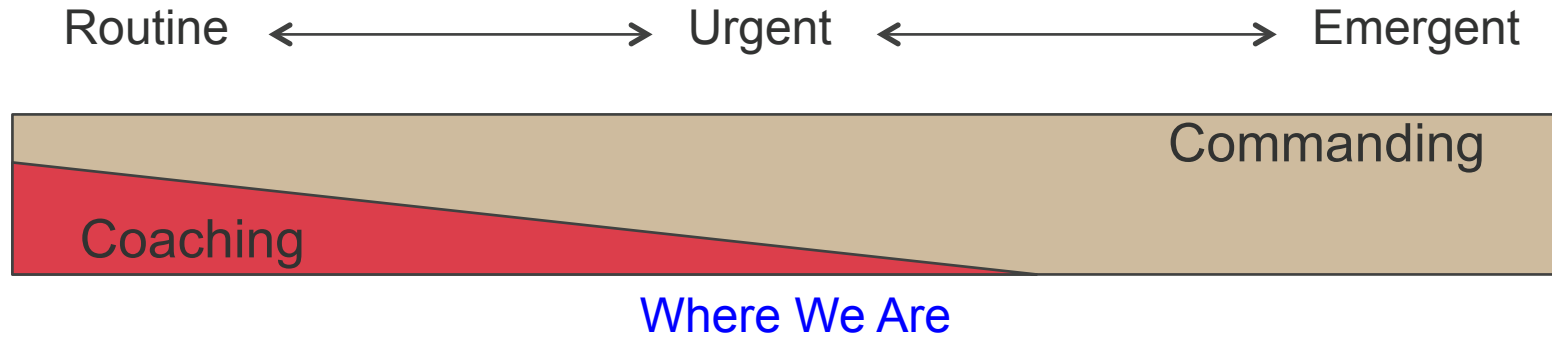
Coaching vs Commanding



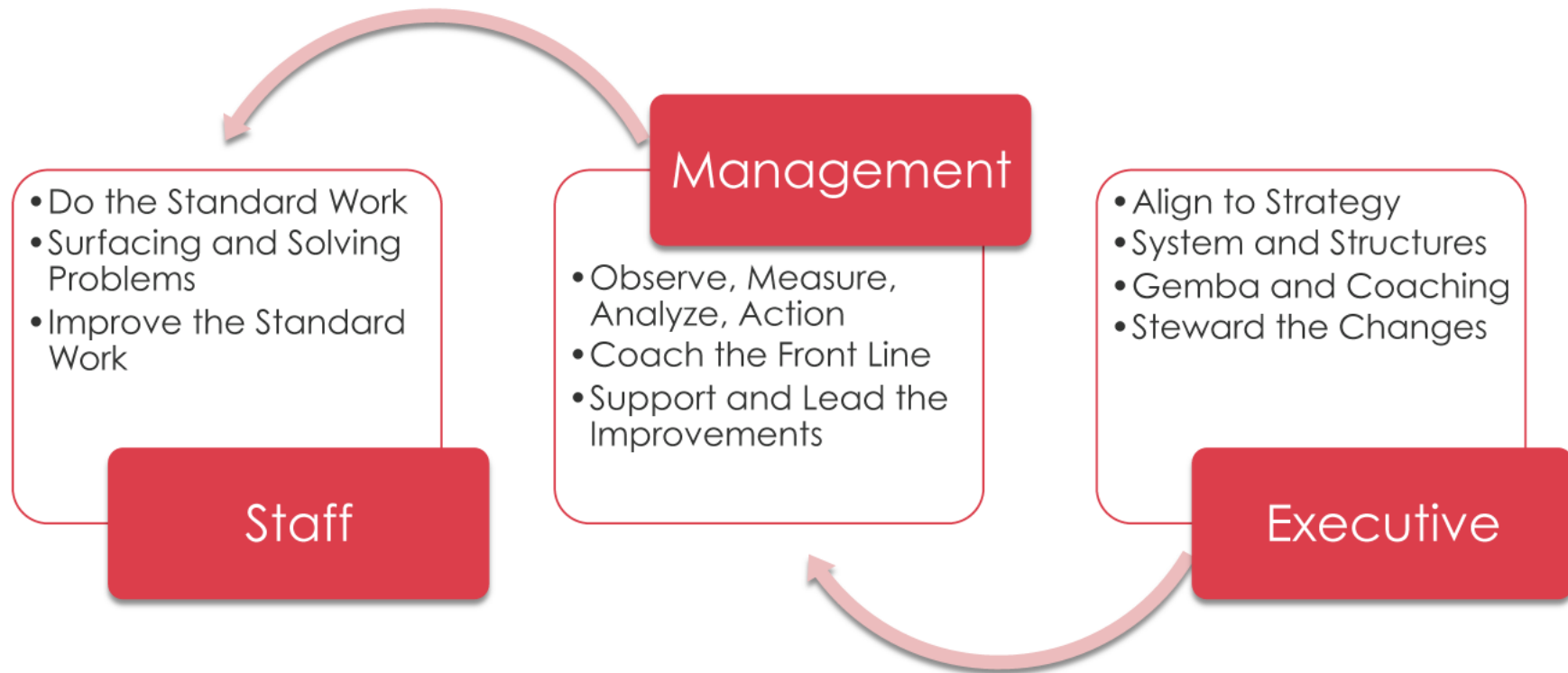
- Engaging
- Collaboration
- Complexity
- Fluid

- Controlling
- Compliance
- Simplicity
- Rigid

Coaching vs Commanding



Sustaining the Improvements Requires Operations to Own It



Performance Improvement, Decision Support, HR, I.T. Facilities

Situational Awareness

How can we make our services and performance immediately apparent and understandable?

- Measure it & make it visible: Status at a glance
- Make it Timely and tracked over time (trended)
- Make it Actionable
- Make it Relevant:
 - Tied to the organizational strategies and goals
 - Measuring Value to the patient directly or indirectly
- Make the Problems and Gaps easy to see
 - Establish Targets

Taking Action

Analyze your Data:

- What is the expectation?
- What is the performance?
- What are the gaps?
- What are the causes of those gaps?
 - 5 Whys, Fishbone diagrams
- What are we doing about the gaps?
 - What is the countermeasure?
 - How do we prioritize them?

Measurement

Is it actionable?

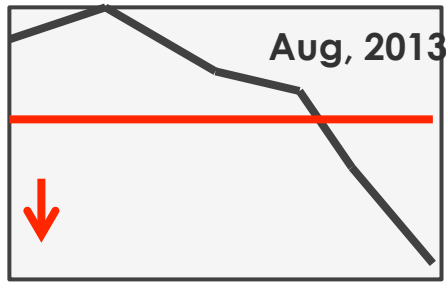
If it is not actionable, why are you measuring it?

If it is actionable and action is not being taken, why not?

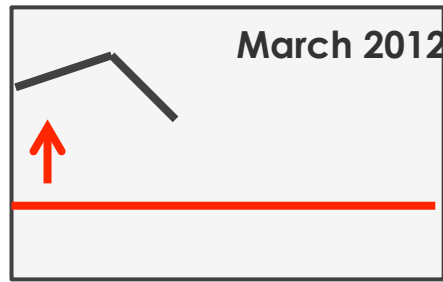
If it is actionable and action is being taken, is it resulting in improvement?

- If not, why not
- If it is, how are you sharing it? What is next?

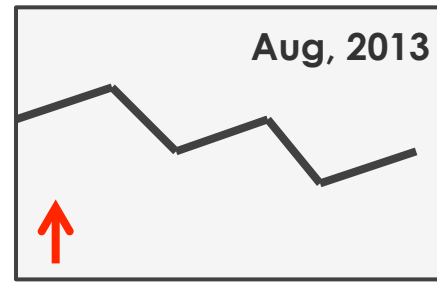
June 25, 2013



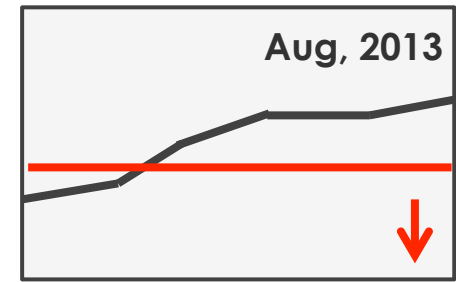
First Available Appt.



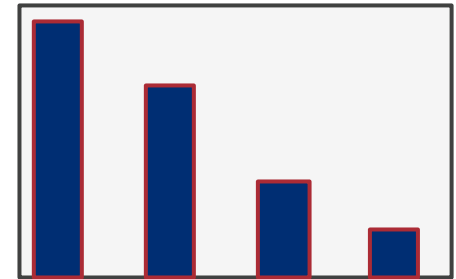
Quality & Safety



Patient Satisfaction



Cost Per Unit of Service

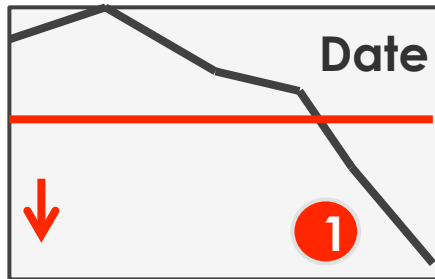


OT Agency Med Equip
Sup. Maint

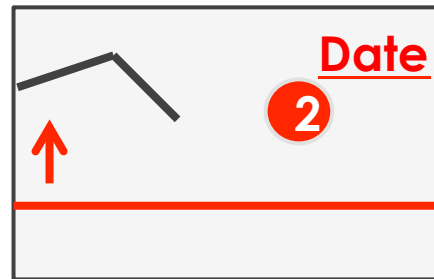
A3 On Improving
Patient
Communication

A3 On Reducing
Equipment Failure

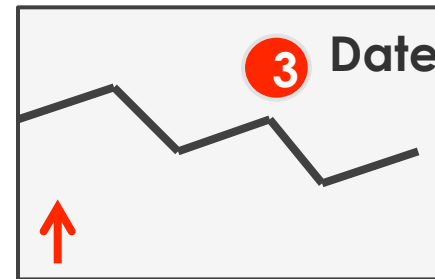
Today's Date



First Available Appt.



Quality & Safety

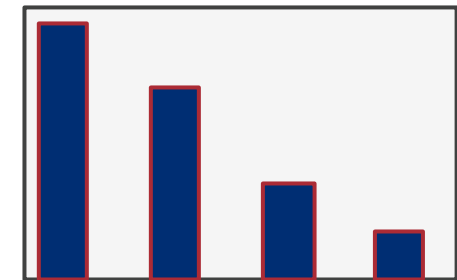


Patient Satisfaction



Cost Per Unit of Service

- 1.) Recognize major improvement
- 2.) Data is 6 months old
- 3.) No target or spec or goal
- 4.) Performance does not meet standard
- 5.) A3 does not flow from pareto analysis
- 5.) Performance may not merit A3...no spec
- 6.) A3 does not flow from highest bar on pareto



OT Agency Med Equip
Sup. Maint

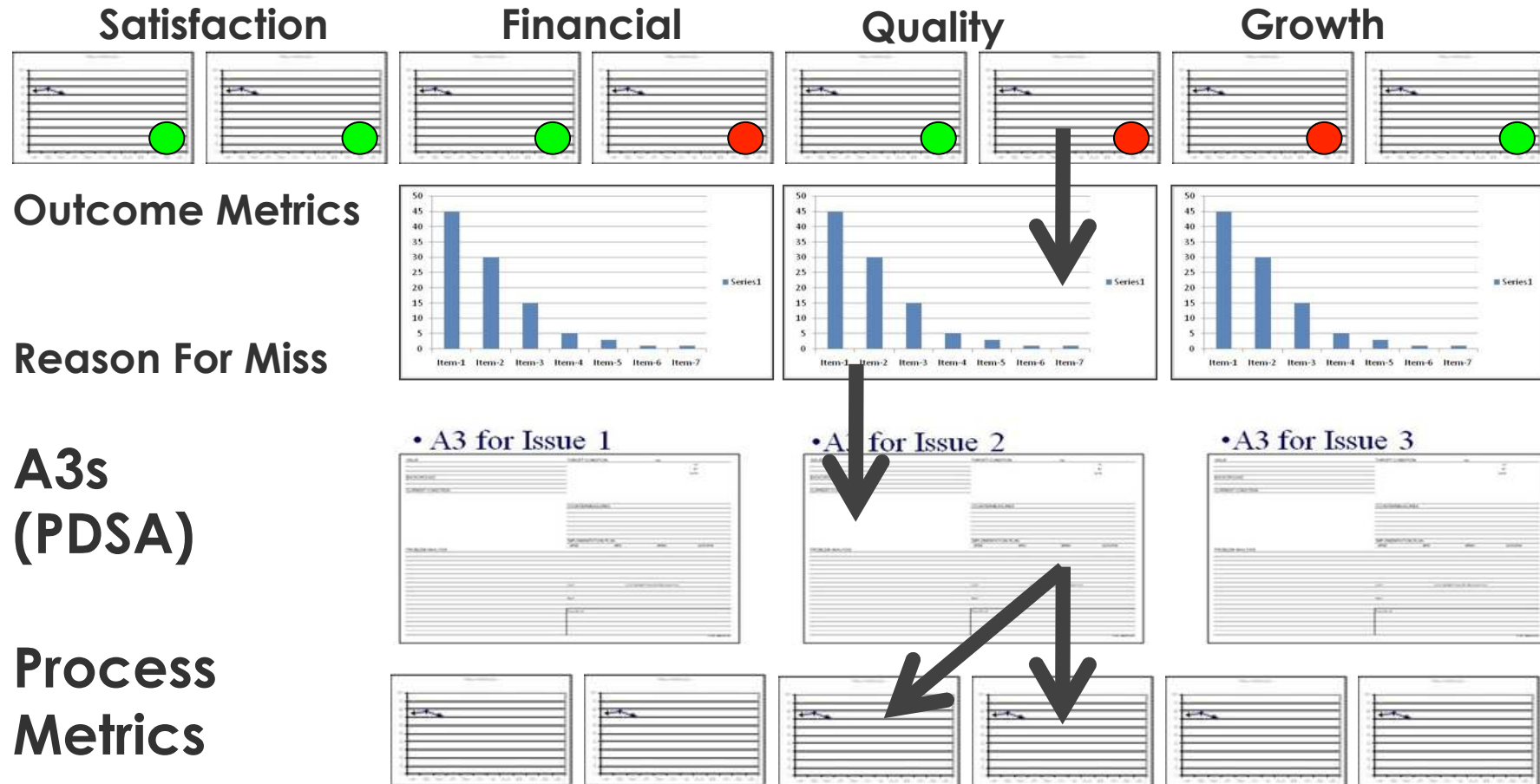
5

A3 On Improving
Patient
Communication

6

A3 On Reducing
Equipment Failure

Scorecard used in Daily Management Systems



Focus On Customer's Ultimate Satisfaction

Safety

Satisfaction

Quality

Financial

Time

The bulletin board is densely packed with information. At the top, five columns are defined by red headers: Safety, Satisfaction, Quality, Financial, and Time. Each column contains several sheets of paper, many of which feature charts and graphs. A large, bright yellow star is pinned in the lower-middle section. To the right of the star, a white sign with red text reads: "Make No Junk", "Take No Junk", and "Pass No Junk". On the left side, there are several smaller notices and documents, some with Chinese characters. The overall appearance is that of a busy, data-driven workspace.

Visual Management

What the Executive Evaluates Evaluates

- ✓ Are the metrics correct?
(strategically aligned)
- ✓ Last updated?
- ✓ Are there targets or specifications?
- ✓ Does performance meet the standard?
- ✓ Are reasons for misses documented AND driving problem solving activity?

What the Manager

- ✓ Is the visual mgmt system being updated regularly and driving behavior?
- ✓ Are things getting better?
- ✓ Does performance meet standard?
- ✓ Are there standards that need to be tightened?

The Method

3 attributes of lean leadership at every level:



Fujio Cho: Chairman Toyota Motor Company

Go see: Visit the point where value is actually being created; verify the situation

Ask why: What is the problem? What are possible solutions?

Show respect: Assign clear responsibility for every process and problem; ask questions about people's work.



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