“The Improvement Imperative”

Stephen P. Bogdewic, Ph.D.
Elizabeth G. Baxley, M.D.
What do all of these have in common?

- Building a better course or curriculum
- Improving learner morale
- Engaging colleagues to support a new initiative such as a new community outreach effort
- Being in charge of establishing a lab team as part of a new grant
- Establishing new standards to enhance the quality and safety of patient care?
- Being President of the United States
Improvement

• the act of improving something: the act or process of making something **better**
• the quality of being better than before
• an addition or change that makes something better or more valuable
Change

• to become different
• to make (someone or something) different
• to become something else

\[(\text{different is not necessarily better})\]
What is a Leader?

At the end of the day, what qualifies people to be called “leaders” is their capacity to influence others to change their behavior in order to achieve important results.”

Influencer: The New Science of Leading Change, by Joseph Grenny, Kerry, Patterson, et.al.
The University of Copacetic School of Medicine is looking for a status quo individual to lead our Department of Ophthalmology. We seek a person who can resist efforts to improve anything, someone who can hold steadfastly to the current operations regardless of how poorly they accomplish our mission. We need someone without a vision, someone who is deaf to new ideas. If you are such a person, please call when you can get around to it.

(Note: Anyone with passion need not apply)
30 second paper-pencil exercise
Managers do things right; leaders do the right things.

—Warren Bennis
THERE ARE TWO SIDES OF ORGANIZATIONAL CHANGE

THE HARD SIDE OF CHANGE...
...is about processes, measurements, tools, structures and procedures

THE SOFT SIDE OF CHANGE...
... is about buy-in, commitment, attitude, creativity, overcoming resistance to change and self-leadership

THE HARD SIDE IS ABOUT MANAGEMENT

THE SOFT SIDE IS ABOUT LEADERSHIP
Leadership

Management
Managing well; *Leading poorly*
What People Look For For

- Ambitious
- Broad-minded
- Caring
- Competent
- Courageous
- Cooperative
- Dependable
- Determined
- Fair-minded
- Forward-looking

- Honest
- Imaginative
- Independent
- Inspiring
- Intelligent
- Loyal
- Mature
- Self-controlled
- Straightforward
- Supportive
## 2011-2012 Global Results

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Ambitious</td>
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<tr>
<td>Broad-minded</td>
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<tr>
<td>Caring</td>
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<td>Competent</td>
<td><strong>69%</strong></td>
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<tr>
<td>Courageous</td>
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<tr>
<td>Cooperative</td>
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<td>Dependable</td>
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<tr>
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<td><strong>71%</strong></td>
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<tr>
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<tr>
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<td>Inspiring</td>
<td><strong>69%</strong></td>
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<td>Self-controlled</td>
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<tr>
<td>Straightforward</td>
<td>32%</td>
</tr>
<tr>
<td>Supportive</td>
<td>35%</td>
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Essential Characteristics of Leaders

✓ Honest
✓ Forward-looking
✓ Competent
✓ Inspiring
Video Case Study: Gandhi

How did Gandhi inspire?
CHANGE is good
you go first
What makes change so difficult?

Extra credit goes to the group who condense their list to the fewest issues.
Change Distilled

The Rider

The intellect, analytical, logical side of us
The part of you that is automatic and does things without thinking – acts on passion & emotion.
The Direction; make it easy for the elephant and rider to set their feet on the new path

The Path
Our emotional side is an Elephant, and our rational side is its Rider. The Rider, perched atop the Elephant, holds the reins and seems to be the leader...
The Rider's control is precarious, though, because he's so tiny relative to the Elephant. Anytime the 6-ton Elephant disagrees with the direction, the Rider is going to lose. He's completely overmatched.

*The Happiness Hypothesis*, Jonathan Haidt
<table>
<thead>
<tr>
<th>Rider</th>
<th>Elephant</th>
<th>Path</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct the Rider: provide evidence, maps, pictures, data, clear vision of the outcome</td>
<td>Motivate the Elephant: shrink the change, appeal to emotion</td>
<td>Shape the Path: provide instructions &amp; make them simple; build training; pair people with mentors</td>
</tr>
</tbody>
</table>
A case study in anxiety, fear, and frustration

• Woman notices a lump during a breast exam
• Calls for an appointment (two weeks)
• Referred to radiology for mammogram (2 days)
• Something suspicious; referred to surgeon
• Mammogram lost--another delay
• Surgeon conducts biopsy-sends to pathology
• If cancer is detected she undergoes surgery, then is referred for radiation and chemotherapy at different sites with different booking procedures
• Throughout this the patient may need to carry records, films, & pathology slides with her, sometimes in the same hospital
This is crazy!
What if we put the woman at the center of our care?

Laura Esserman, M.D., MBA
Professor of Surgery
Director of the Carol Franc Buck Breast Care Center, UCSF
“What if there were a breast care clinic where a woman worried about a lump in her breast could walk in at the beginning of the day and walk out at the end of the day with an answer—either knowing that the lump was not a problem, or if a problem, having a treatment plan already in hand.”
Are you kidding??

• Where would we get the resources to start such a clinic?
• How would you get Radiology to participate (Radiation Oncologists report to Radiation Oncology)
• What about Pathology
• And Surgery? (Surgeons report to Surgery)
• Don’t forget, nurses and staff report to the medical center
• And pathologists and social workers report somewhere else
• Good luck!
Shape the Path

- Started with her own clinic
- Four hours, one day per week
- During lunch time she would go to radiology and sit with the radiologists and look through the images to decide what needed to be done next
- Good news spreads fast
- Eventually the Breast Care Center was offered and entire floor of a newly constructed cancer center
- From 1997-2003 patients per month went from 175 to 1,300.
As a result…..
Healthcare is broken; let’s fix it
Direct the Rider/Motivate the Elephant

“Here is what I think we should do. I think we should save 100,000 lives. And I think we should do that by June 14, 2006 – 18 months from today.

Some is not a number, soon is not a time.

Here’s the number: 100,000. Here’s the time: June 14, 2006 – 9 a.m.”
Shape the Path

• Proposed six specific interventions to save lives (e.g. proven procedures for prevention of ventilator-associated pneumonia)
• IHI team provided research, step-by-step instruction guides and training
• IHI team arranged conference calls for hospital leaders to share victories and struggles
• Encouraged successful hospitals to become mentors
What is the “why,” the meaning for colleagues in your project?
Golden Circle Video
Where is your elephant?

• The *what* and *how* of your project are important. But it is the *why* of your project that will enable people to appreciate and embrace it. Please take the next 30-40 minutes to determine how your project will appeal to the elephant, and share your WHY with your team members. Invite their feedback.
“Why hire me? Because I’m passionate about detergent brighteners.”
He who has a “why” can conquer any “how.”

Nietzsche
Change the *Conversation*

Now that you are clear on **why** your project matters to colleagues and the institution, to accomplish it you will now need to do what both Drs. Esserman and Berwick did….discover how to *change the conversation*. 
Organization as Conversation

One way to conceptualize an organization is as a “conversation.” To change the organization, we need to change the nature of the conversation. We do this by inviting people into different conversations (& therefore different ways of thinking) than those to which they are accustomed.

Leaders change the conversation!
POPE FRANCIS CHANGES THE CONVERSATION

Ball State University history professor Jennifer Mara DeSilva writes that Pope Francis’ stances on abortion, divorce and homosexuality has shifted the discussion from doctrine to love and salvation. A19
Video Case Study

What does this leader *literally* do to change the conversation and inspire his colleagues?
Insert Henry V video
COMMUNICATING VISION

Higher Order Values

Images

Feelings
DEVELOPING VISION

Reflecting
Dreaming

Testing
Perspective
Meaningfulness of Work is Strongly Influenced By:

• The leader’s ability to crystalize a dream
• The leader’s willingness to commit her own time to ensure that each individual understands how their actions link to the organization’s larger purpose.
Elevator Chat:

*Seizing the teachable moment; changing the conversation*

• **Colleague**: “Morale seems pretty low; even I am feeling burned out. We need more of a plan than just cutting costs!” “Doesn’t education matter anymore?”

• **Your response**: ___________________
Inspire

from Latin inspirare,
from in- + spirare to breathe

“Leaders breathe life into their visions and get people to see exciting possibilities for the future.”

Jim Kouzes & Barry Posner, The Leadership Challenge
The need for meaning and a sense for order is universal. It is a need that is deeply linked to the definition of what it means to be human.

Podolny, Khurana & Hill-Popper, HBR, January 2005
Elevator Chat:
Seizing the teachable moment; changing the conversation

• Colleague: “So I hear that you are one of the TQA fellows. What is it that you are doing?”

• Please take hour to determine what your response will be. How can you share, your project in a manner that will inform, inspire, and focus your colleague? Practice with your team members and give/receive feedback.
Change Means

Changing Behavior
Influence

• Changing hearts, minds and behavior to produce meaningful, sustainable results
  – Different from Persuasion – which refers to short term agreement or support

• **Influencer: The Power to Change Anything** provides a systematic approach to diagnose and implement change
Why Do Change Efforts Fail?

• We have unrealistic expectations
• We look at only one source of influence
• We don’t focus on the vital behaviors
• We don’t identify crucial moments when the right choices matter
Three Keys to Influence

• Focus and Measure
  – Provide a clear, compelling and time-bound target
  – Your AIM statement

• Find Vital Behaviors
  – Find the 2-3 actions that produce the greatest amount of change
  – The 80/20 rule and your Fishbone Diagram

• Engage all Six Sources of Influence
Finding Vital Behaviors

• Insist on vital behaviors – specific actions that dramatically influence the results
  – These are ACTIONS, not results or qualities
  – Only a few are genuinely vital

• Identify crucial moments – they tell you when it is time to act – where the right behavior, if enacted, leads to the results you want

• Study positive deviance – Find those who succeed where most others fail
2 Drivers of Human Behavior

- **Motivation**
  - Do they want to engage in the behavior? (Personal)
  - Are others encouraging the right behavior? Discouraging the wrong behavior? (Social)
  - Do incentives align to provide motivation? (Structural)

- **Ability**
  - Do they have the knowledge and skills? (Personal)
  - Do others provide the help, information and resources required at the right time? (Social)
  - Does the environment (processes, tools, policies, workflows) enable the right behaviors? (Structural)
Patterson, et al: Six Sources of Influence

**MOTIVATION**

1. How do you create the motivation & desire to...
2. How do you ensure that people have the skills to...
3. How do you make it a group effort,
4. How can colleagues encourage each other
5. How do you reward.....
6. What systems, processes must be in place to...

**ABILITY**

1. How do you create the motivation & desire to...
2. How do you ensure that people have the skills to...
3. How do you make it a group effort,
4. How can colleagues encourage each other
5. How do you reward.....
6. What systems, processes must be in place to...
Goal: Run a 5K
Vital Behavior: Exercise 3x/week

MOTIVATION

PERSONAL

1

SOCIAL

3

ABILITY

2

STRUCTURAL

5
Vital behavior: Exercise 3x/week

**MOTIVATION**

1. Health matters to me as. I want to lose weight & look good.

**ABILITY**

2. Nutrition info Metabolism vs strength

**PERSONAL**

3. Get spouse/friend to be exercise partner

**SOCIAL**

4. Join a gym

**STRUCTURAL**

5. Scale drop Trousers tailored

6. Restock fridge Hotel workouts
A Story of Limited Access

• Large primary care teaching practice with 30 residents and 18 part-time physician faculty
• 31 days for a new patient to gain an appointment with a clinician in the practice
• No room for return or acute appointments → significantly frustrated faculty, residents and staff, as well as referring providers
Effective Results

AIM Statement:
“We will improve our access for patients from 31 days to 0-2 days by December 2005. In doing so, we will improve patient, staff and provider satisfaction and provide higher quality care for our patients”
Compelling Story

• You arrive at your clinic tomorrow morning at 8AM and find your schedule already filled. The rest of the day your staff has to interrupt you to select the patients who you need to squeeze in today. Later, the parent of one of your patients calls you to complain...her son needs a PE while he is home for the holidays, but your staff informed her it will be 3 weeks before you can do it. Late in the day you notice your partner is seeing one of your patients while you are seeing one of hers. You also lost several patients to Med Direct Clinic.
Compelling Story, Part II

• You arrive at your clinic tomorrow morning at 8AM and find your schedule is 75% open...as usual. The rest of the day your staff adds patients to your schedule without interrupting you. Your triage nurse is free to assist you in caring for the higher acute volume (influenza has hit). Later, one of your parents thanks you for seeing her son today for his PE...he had to go back to college in 3 days. At the end of the day, your staff shows you your latest continuity data... 85% of your patients’ visits were with you last month. You leave the office 1 hour earlier than you used to before Advanced Access.
Vital Behaviors for Access

• Understand appointment demand and match supply to meet the demand*
• Balance panels*
• Simplify appointment types*
• Synchronize patient, provider and staff information
• Standardize rooms, processes
• Max-pack each visit
• Work down appointment backlog
• Develop contingency plans for vacations and other high risk times
Crucial Moments for Access

• When receptionist answers the phone
  – Script!!

• When each session of patient care begins
  – Huddles

• When follow-up decisions are made

• When a provider leaves, or job changes
Goal: Improved Patient Access
Vital Behavior: Huddle Before Session Begins

MOTIVATION

1. I want to have less interruption in my clinic sessions and have my nurse manage patient flow

2. What is accomplished in a huddle? Who leads? How can we assure that we cover what we need?

3. Engage opinion leaders; Link huddles to education

4. Establish 3-in-30 specific goals for faculty beginning at 7:50 AM

5. Leadership set a corporate incentive goal based on improving appointment access

6. Huddle worksheet until everyone comfortable “Pre-rounding”

PERSONAL

SOCIAL

STRUCTURAL
USC FM: Improvements in Access

3rd Next Available in Days: 32 to 6 days

Provider schedule balancing
Huddles begin
Excel Care Begins
Template standardization

Formation of clinical teams

Changes fail because we are blind & outnumbered...we are up against a conspiracy.
Small Group Exercise

• Please apply the *Influencer* model to your project.
• Begin with your “Goal” and from your Fishbone Diagram, select a “Vital Behavior”
• Complete the Influencer Worksheet
• Then complete each of the cells in the Influencer Grid
• Discuss with your team members
Wrap-Up
Patterson, et al: Six Sources of Influence

**Why**

**MOTIVATION**

1. How do you create the motivation?

2. How can colleagues encourage each other?

**ABILITY**

3. How do you make it a group effort?

4. What systems, processes must be in place to...

**PERSONAL**

5. How do you reward people for the skills to...

**SOCIAL**

6. How can the skills be in place to...

**STRUCTURAL**
What is a Leader?

At the end of the day, what qualifies people to be called “leaders” is their capacity to influence others to change their behavior in order to achieve important results.

By virtue of your involvement in this program you have identified yourself as someone who wants to help colleagues achieve important results. As such, you have identified yourself as a leader.
CHANGE
is good
you go first
Training Aid – guaranteed to make any change a success!
For those who strive to continually improve, change is necessary.
For those who strive to continually improve, change is necessary.

Thank You!