Leading Organizational Change Through Employee Engagement
The Burning Platform for Effective Leadership

Healthcare Reform
The New Leadership Imperative

• Integration for accountable care
• Make care cheaper
• Produce a higher quality of care
• Focus on outcomes
• Innovation – developing a new model of care
Three Characteristics of Outstanding Leaders

- Courage
- Energy
- Discipline
Leadership Is An Awesome Responsibility
Leadership vs. Management

Management is about the things we do:

• Planning
• Budgeting
• Organizing
• Problem-solving
• Control
• Maintaining Order
• Developing strategies

Leadership is who we are
The Power Style of Management Leads to

- Fear
- Low trust
- Head games
- Adversarial activities
- Cronyism
- Political games
- Generally speaking - unhealthy, relationship damaging behaviors
Servant Leadership Defined

The skills of influencing people to enthusiastically work toward goals identified as being for the common good, with character that inspires confidence

Jim Hunter, The World’s Most Powerful Leadership Principle
Servant Leadership Characteristics

- Humility
- Patience
- Kindness
- Respectfulness
- Selflessness
- Forgiveness
- Honesty
- Commitment
- Results oriented/“no excuses”
- Ego directed toward team accomplishments
Servant Leadership Isn’t

• Namby-pamby
• Warm and fuzzy
• Passive style of leadership
Humility

To be authentic – not boastful, arrogant or “puffed up”

• Behaving authentically
• Bold as a lion when it comes to:
  their sense of values
  morality
  doing the right thing
• They can be fierce as a pit bull when:
  staying focused on mission, vision, values
  hitting performance targets
  holding people accountable
Humble leaders put their pants on the same way as everyone else.
Humble leaders have grown up.
Humble leaders do not take themselves or events too seriously.
Humble leaders often lay awake at night thinking about whether they are effectively meeting the needs of their people.
Patience

To Show and Behave With Self-Control
Patience and Self-Control

Are you a safe person?

Easy to be with?

Approachable?

Can you handle contrary opinion?

Criticism?
Kindness

- Give attention
- Appreciate
- Encourage
- Be courteous
- Listen well
- Give credit and praise for efforts made
- Be the first one to say “Good Morning” in the hallway
Respectfulness

To treat others like they are important (because they are)

• Delegating responsibilities is a wonderful way to demonstrate trust
• Respect isn’t earned when you are the leader – respect is given when you are the leader
• Empathetic listening
• “First Among Equals”
Selflessness
*To meet the legitimate needs of others*

- The road to servant leadership lies not in trying to fix or change others but in working on changing and improving ourselves.

- We do not have the power to change other people.
Forgiveness

To give up resentment when wronged

• Letting go of resentment
• People are going to make mistakes – a lot of them
• People will let you down. People will hurt you, sometimes deeply
• While you’re carrying a grudge, they’re out dancing
Forgiveness (cont)

- The weak can never forgive
- Forgiveness is the attribute of the strong
- Forgiveness is the trait most strongly linked to happiness
Honesty

To be free from deceptive behavior

• A major aspect of honesty and being free from deception is in how we hold people accountable for their actions

• Not holding people accountable is deceptive behavior because failure to do so creates an illusion that everything is okay when everything is not okay

• Hugging and Spanking
Commitment

*To stick to the choice(s) you have made*

Commitment is having the moral courage to do the right thing regardless of friendships, alliances or cost....
What are the three things inherent to any relationship, including leader/employee?

- Can I trust you?
- Are you committed?
- Do you care about me?

- Lou Holtz, renowned football coach
Trust

Is the foundation of relationships
Do you believe this?

If not, ask yourself this question:

Do you have good relationships with people you don’t trust?
Servant Leadership

You cannot be an effective leader without Relationships

You can’t have Relationships without Character

You cannot have Character Without Trust

Trust comes from Honesty and Integrity
Servant Leadership Culture

- Creating an organizational culture built on open communication
- Frequent interaction with front-line staff
- Creating a “no secrets” transparency
- Creating a results-oriented accountability
- Creating a “no excuses” environment
- Creating a culture where employees feel valued, manage their own morale, behave like owners and are inspired
How far you go in life depends on your being tender with the young, compassionate with the aged, sympathetic with the striving and tolerant of the weak and the strong. Because someday in life you will have been all of these.
Now What?

Leadership is a skill

How do you learn a skill?

Foundation (learn and practice)

Feedback (How am I doing?)

Friction (Challenge to improve)

Follow up (Am I improving?)
10 Leadership Principles

- Relate everything back to reason for being
- Operationalize M V V
- Measure and communicate what’s important
- Quality and Safety as a core value
- Create a culture around patients/customers
- Develop leaders (current and future)
- Relentless focus on employee engagement
- Communicate with everyone
- Celebrate (reward and recognize)
- Insist on results
Critical Success Factors (CSF)

- Growth: Physician Integration
- Financial: Mission Sustainability
- Quality: Improve Clinical Outcomes / Safety
- Service: Improve Customer Service
- Physicians: Create Aligned Partnerships
- People: Maintain High Quality Workforce
Establishing a Culture of Quality and Safety and the Journey to High Reliability
A customer (patient) is the most important visitor on our premises. He is not dependent on us. We are dependent on him. He is not an interruption in our work. He is the purpose of it. He is not an outsider in our business. He is part of it. We are not doing him a favor by serving him. He is doing us a favor by giving us an opportunity to do so.

… Mahatma Gandhi
Culture of Quality

- Servant Leadership Philosophy/Leadership Development
- Employee/Physician Engagement
- Patient-centered focus
- Open door, open communication, no secrets, organizational transparency
- Results oriented/"No excuses" accountability
- Listening and learning
Culture Change

• Quality & safety are important!
• There is no real quality without safety at its core
• Quality & safety can be improved, but only when we change culture

Change the Culture!
What is Required for a Cultural Transformation

Governance Commitment

Senior Leadership Mandate

Employee/Physician Engagement
Essential Success Factors

- Precise Execution
- Organizational Hardwiring
- Sustainability of Results
- No Excuses Accountability
“When Progress is measured, Progress improves …

When Progress is measured and REPORTED, Progress accelerates …”
When Measuring Progress, Remember

“Some is not a number and Soon is not a time.”

Donald Berwick
What is the Burning Platform for Becoming a High Reliability Healthcare System?

• It is the right thing to do … “First Do No Harm”

• Higher public accountability

• Transparency of quality data

• Our current healthcare system is harming and killing patients at an unacceptable rate

• Reimbursement is now tied to quality
Hospital Safety 1966

Look Magazine
March 22, 1966
Not-So-New Demands for Quality and Patient Safety


Findings:

• 44,000-98,000 accidental deaths/yr in US hospitals
• Many due to drug errors
• Most errors were preventable
“One in 200 patients who spends a night or more in the hospital will die from a medical error. One in 16 will pick up an infection. Deaths from preventable hospital infections exceed 100,000, more than those from AIDS, breast cancer and auto accidents combined.”
Medical Mistakes

• One in seven Medicare patients (13.5%) experienced at least one serious instance of harm from medical care that prolonged their hospital stay, caused permanent harm, required life-sustaining intervention, or contributed to their death.

• An estimated 134,000 hospitalized Medicare beneficiaries experienced harm from medical care in one month, with the event contributing to death for 1.5% or approximately 15,000 patients.

“If healthcare was an airline...”

“If healthcare was an airline, only dedicated risk takers, thrill seekers and those tired of living would fly on it.”

Patient Safety (2005)
by Charles Vincent
Serious Safety Event Summary – (Month Year)

**Erin W. 52 yrs**
Delay in treatment of hematomas after hysterectomy

**Nickole C. 87 yrs**
DVT with no risk assessment

**Mary S. 95 yrs**
Missed fracture resulting in renal failure

**Eunice S. 99 yrs**
Fall with cerebral bleed

**Justin G. 49 yrs**
Missed dose of TPA, failure to treat stroke

**Mike S. 1 wk**
Rectal biopsy resulting in small bowel perforation

**Harry D. 76 yrs**
DVT with no risk assessment

**Sue B. 80 yrs**
Fall with cerebral bleed

**Paul J. 89 yrs**
Delay in diagnosis and treatment of chest pain

**Ellie R. 26 yrs**
Failure to treat post-partum hemorrhage

**John R. 64 yrs**
Failure to implement ordered respiratory treatment

**Sam M. 78 yrs**
Medication error resulting in arrest

**Alice C. 44 yrs**
DVT with no prophylaxis

**Tom L. 22 yrs**
Contraindicated anticoagulant given resulting in bleeding and death

**Rick L. 71 yrs**
Wrong procedure performed

**Ben S. 87 yrs**
Overdose of heparin with cerebral bleed

**Cade O. 12 yrs**
Urethral trauma secondary to Foley placement

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“No Excuses Accountability” from Leadership

How Do We Improve Quality and Patient Safety?

- Senior leadership rounding
- Hourly nurse rounding
- “Just culture”
- Patient safety is everyone’s responsibility
Move the organization from Safety as a priority to Safety is a Core Value.

What is the leadership behavioral expectation when safety is a core value?
High Reliability Organizations

Nuclear Power

Nuclear Aircraft Carriers

Air Traffic Control
Transitioning Toward High Reliability Requires…

1. Highly visible CEO and executive staff continuously emphasizing patient safety as a core value

2. A manager/safety coach team continuously mentoring error prevention techniques through discussions (rounding for influence) and 5:1 feedback

3. Physician champions demonstrating and teaching error prevention techniques and modeling teamwork

4. The frontline associates integrated into the team through reward and information
Accountability - Fair and just culture

Leaders treat an employee fairly when performance does not meet expectations

Management “moment of truth”

*If employees perceive that individuals are unfairly punished:*
- Reduced likelihood to report events, errors, and mistakes
- Missed opportunities to find and fix problems impacting performance and outcomes.

*If employees see management tolerance when there is intentional, disregard for work rules:*
- Performance of other individuals and of the team as a whole will decline over time.