

# High-Impact Leadership



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Executive Vice President



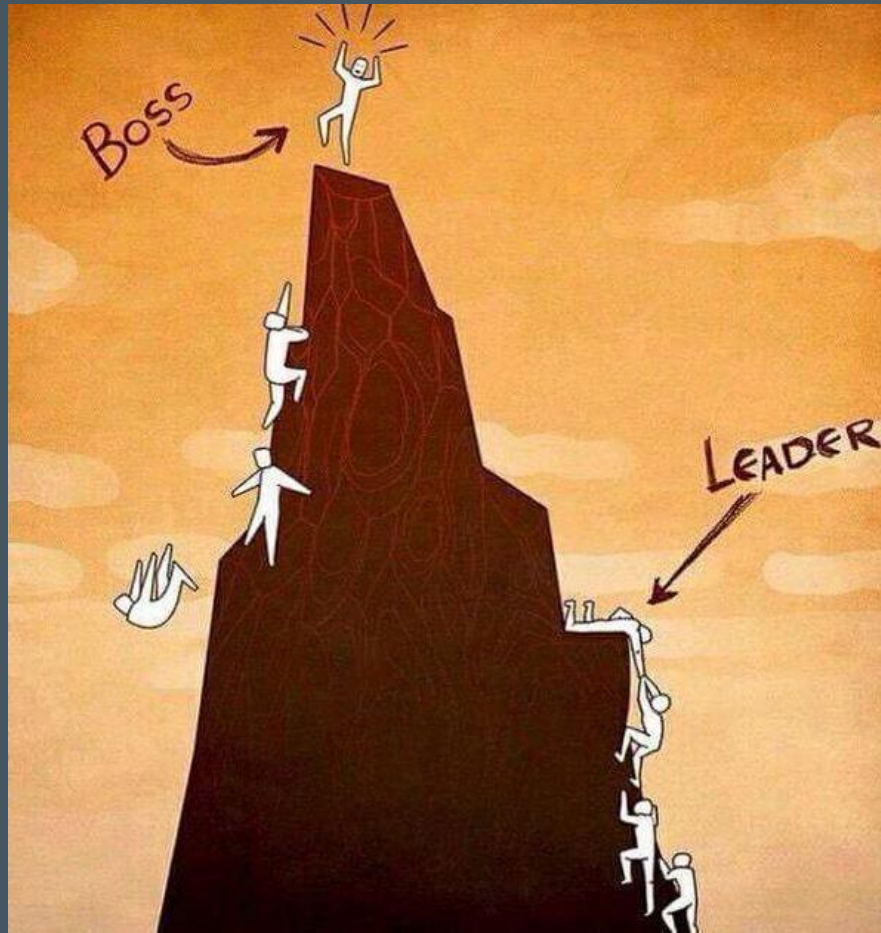
@DerekFeeleyIHI

# Mega trends

- Volume to value
- Consumerism and Personalization
- Healthcare everywhere
- Ageing
- Economics
- Wellness



# Boss vs Leader



# Interdependent dimensions of High-Impact Leadership

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## New Mental Models

How leaders think about challenges and solutions

## High-Impact Leadership Behaviors

What leaders do to make a difference

## IHI High-Impact Leadership Framework

Where leaders need to focus efforts




# New mental model?

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An aerial photograph of the Choluteca Bridge in Honduras, showing the river Choluteca flowing through a landscape with significant erosion and debris on the banks. The bridge is a long, straight concrete structure with a single lane in each direction. The river is dark blue, and the surrounding land is a mix of brown and green, with some areas appearing to be covered in sand or silt. The sky is a clear, pale blue.

It can't be like this, either. . . . .  
*The Choluteca Bridge, after Hurricane Mitch*



# Some keys for the new mental models

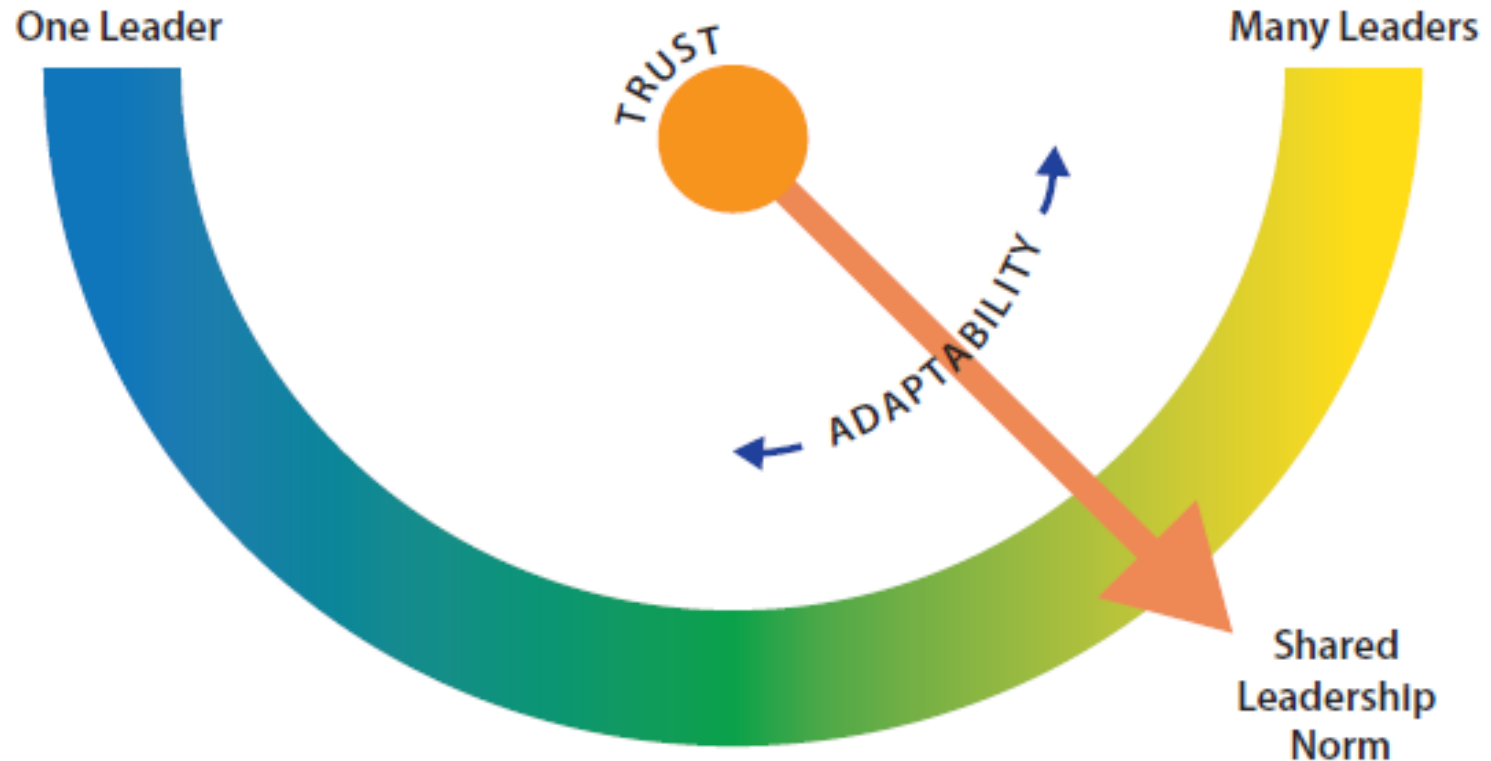
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- Shared leadership
- Partnerships (staff, patients, communities)
- Embracing complexity
- Shaping culture
- Curiosity



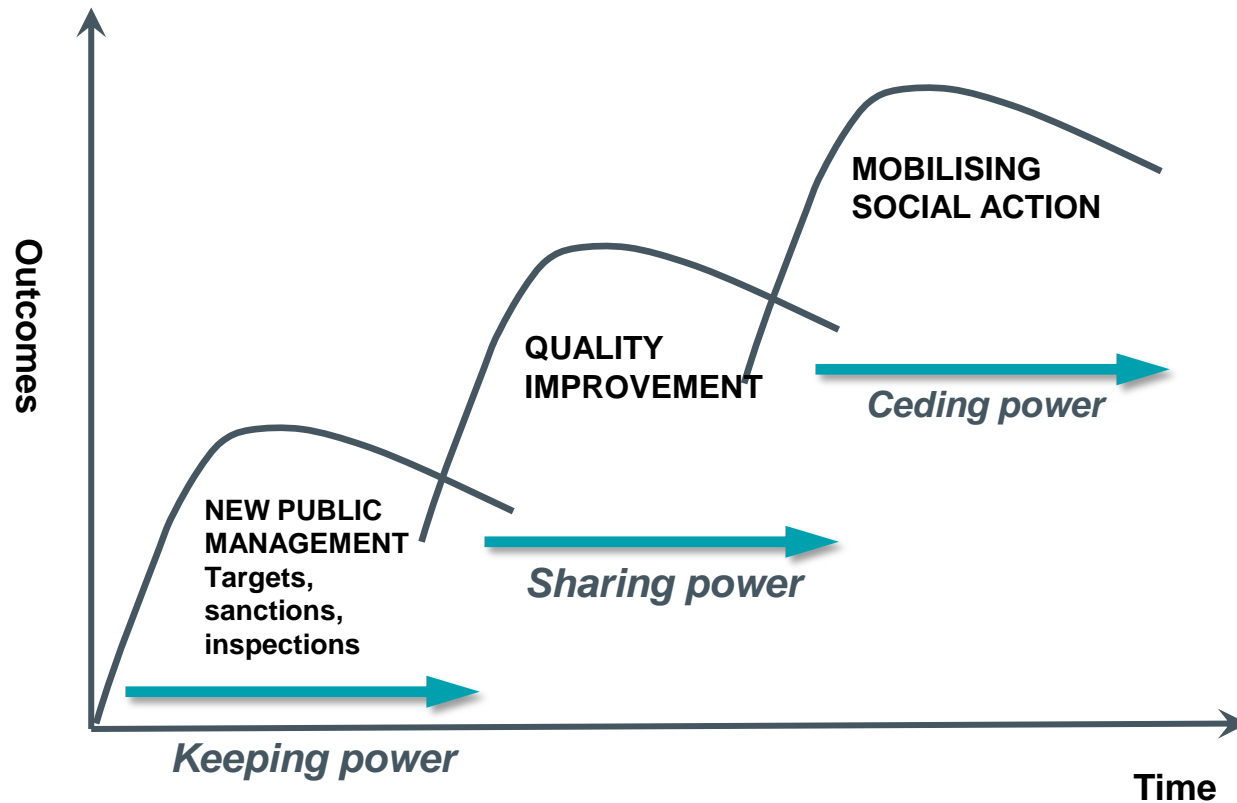
# A spectrum of shared leadership

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# Partnerships; Getting to the Third Curve



# It's complicated.....

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*“Too bad all the people who know how to run the country are busy driving cabs and cutting hair.”*

- George Burns

**Updated for 2015:**

*“It's too bad that everyone who has a solution for everything is at home commenting on the internet.”*

- Twitter user Rasta Pasta (@rastahipsta)



# Leading in complex systems

- Destabilise the existing system
- Set some order generating rules
- Allow solutions to emerge
- Beware the persistence of deep structures and archetypes
- Accept paradox and contradiction



# Culture eats strategy for breakfast

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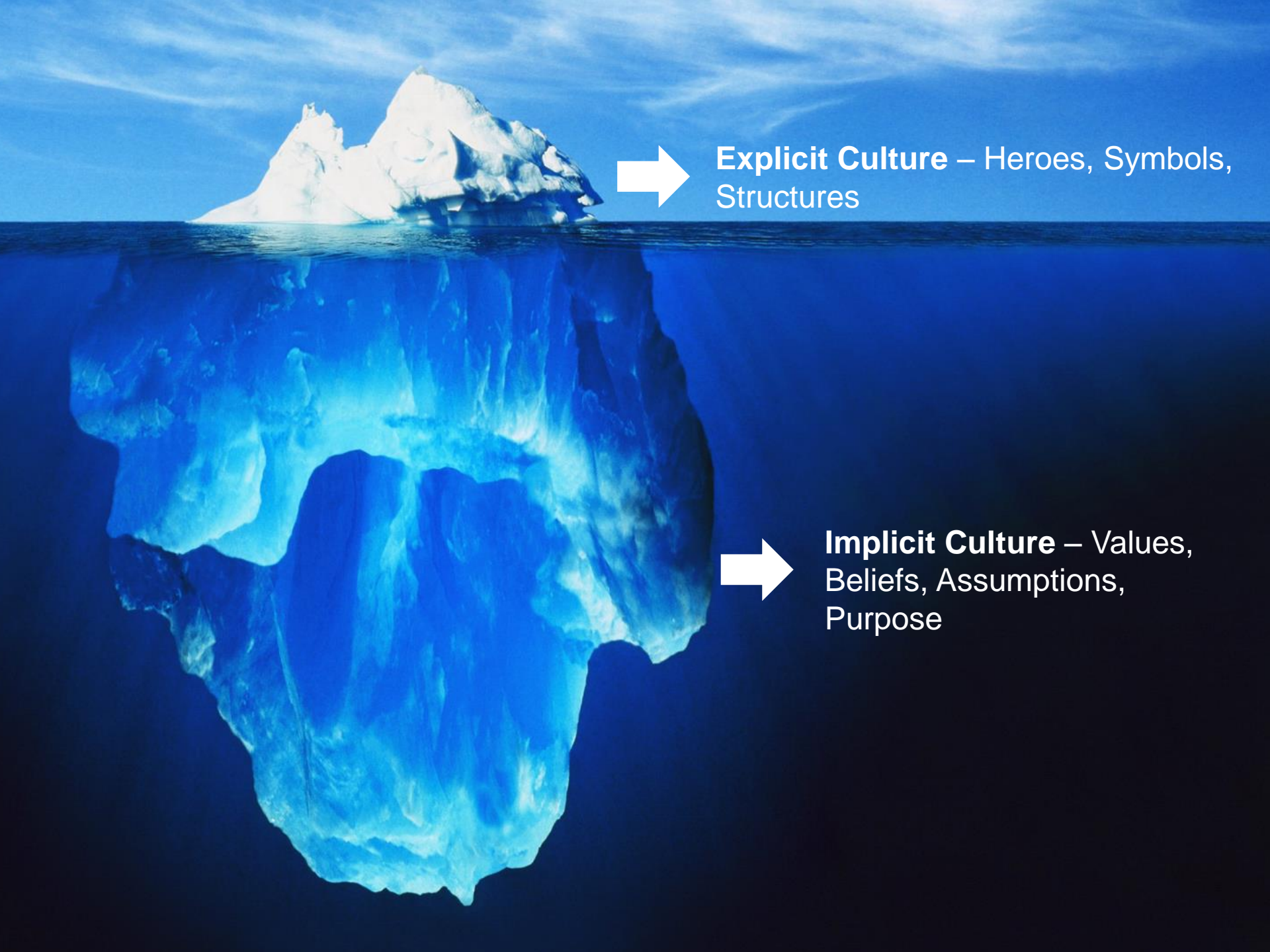
*“The only thing of real importance that leaders do is to create and manage culture.”*

- Edgar Schein



(Iceberg ahead)





**Explicit Culture** – Heroes, Symbols, Structures

**Implicit Culture** – Values, Beliefs, Assumptions, Purpose

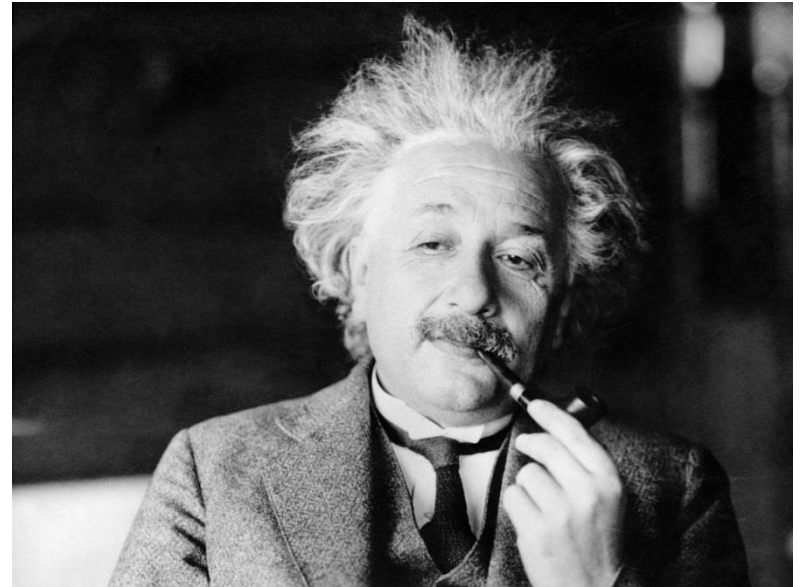
# Curiosity, of course

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*“I have no special talents. I am only passionately curious.”*

Albert Einstein

**High CQ = Ambiguity + Acquisition**



# Some Leadership Fundamentals (n=1)

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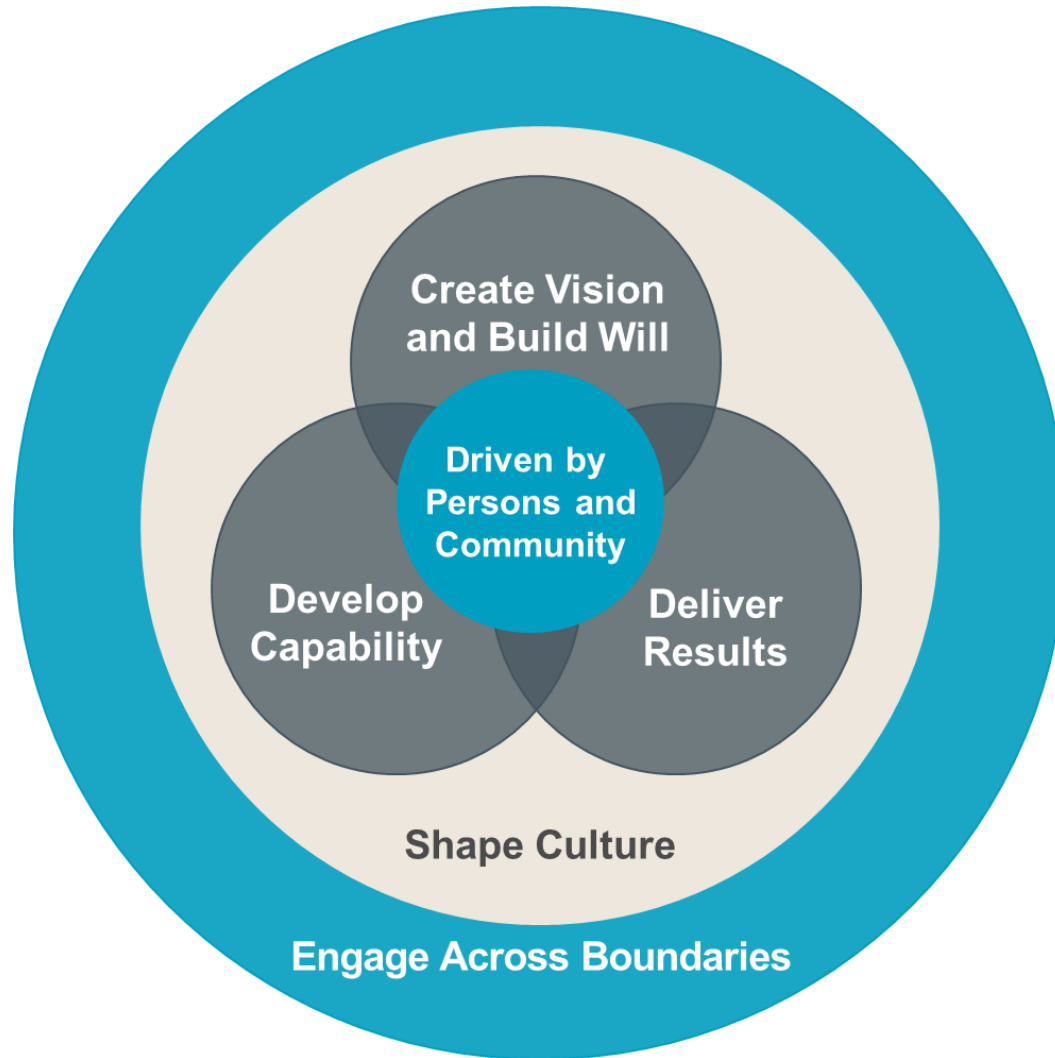
- Comfortable with complexity and generous with power
- Heroism is out – humility is in
- Leaders need to figure out how to partner – co-design and co-produce
- Leaders need to get the whole team connected to the purpose and to the mission





# IHI High-Impact Leadership Framework

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# High-Impact Leadership Behaviors

What leaders do to make a difference

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## 1. Person-centeredness

Be consistently person-centered in word and deed

## 2. Front Line Engagement

Be a regular authentic presence at the front line and a visible champion of improvement

## 3. Relentless Focus

Remain focused on the vision and strategy

## 4. Transparency

Require transparency about results, progress, aims, and defects

## 5. Boundarilessness

Encourage and practice systems thinking and collaboration across boundaries



# Person Centeredness



**“Be consistently person-centred  
in word and deed”**



# Lauren's List





# What Matters.....

# What matters to me



Jennifer Rodgers, Senior Charge Nurse  
Quality Improvement & Patient Safety, Q&PS

That doctors and nurses ask me how I am feeling and not just talk to my mum  
It's good that mummy can stay with me  
I would prefer to have emla cream and not the spray  
Kind nurses  
Painting and drawing' (Age 6 years)



What Matters To Me

- The nurses are nice and friendly
- I bring my teddy bear to hospital
- The food is nice
- When the teacher comes
- My mum is at the hospital

Doctors see me not my illness  
Doctors keeping their promises  
In a ward with people my own age  
Don't need to stay in hospital for longer than I need to  
Friendly nurses' (Age 15 years)



What matters to me

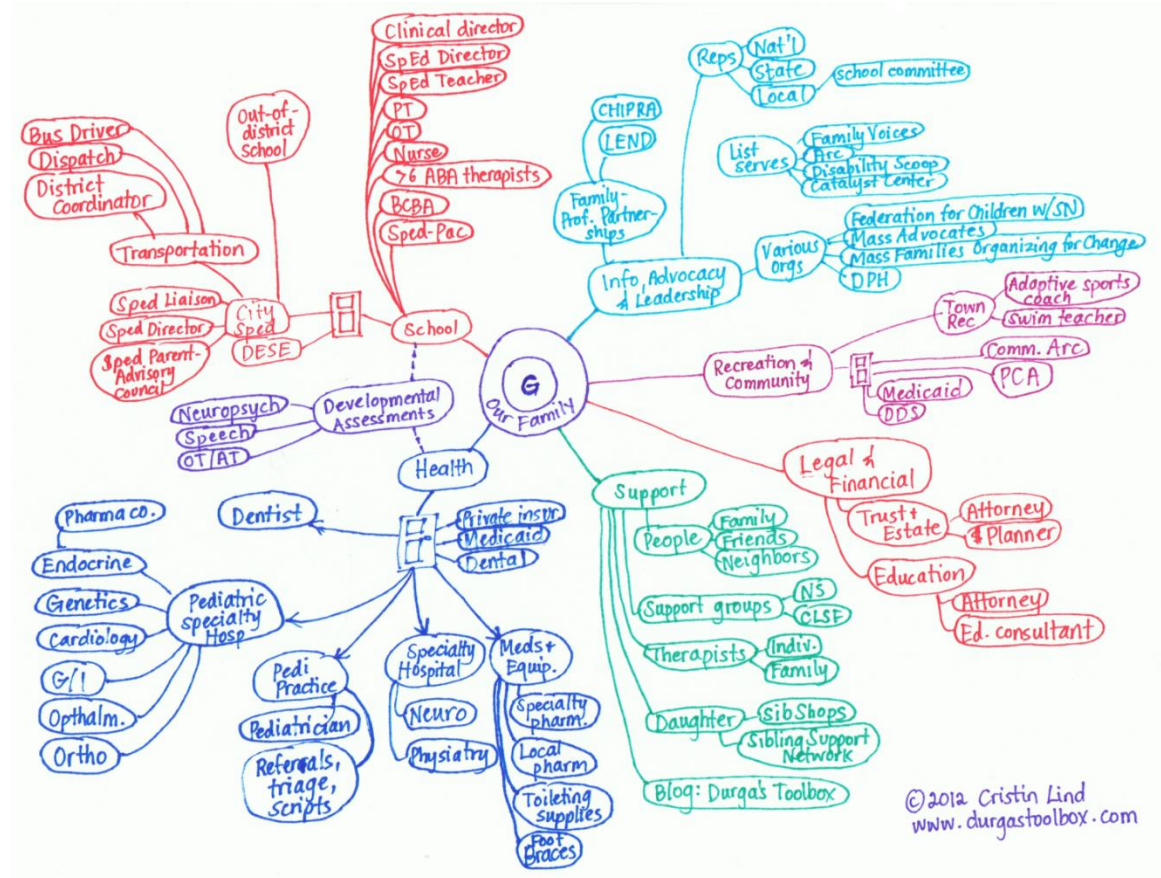
Shave Special Boy

Coat mud dog

# Rosary Beads



# Truly person-centered – Gabe's map



# Empathy and Compassion

The research shows that kindness-oriented care has a more statistically significant impact on outcomes than aspirin for reducing a heart attack.

Opinion & EditorialResearchInteractive Data Products

Modern Healthcare

The leader in healthcare business news, research & data

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A show of gratitude: New dad Andrew Hanson hugs a doctor after the birth of his second child.

## Kindness could be more than a placebo

By Modern Healthcare | November 15, 2014

If surgery, medication and other treatments aren't working for a patient, physicians may want to try a little tenderness. Kindness in healthcare settings can translate to better outcomes, less pain and anxiety and a faster healing process, among other benefits, a new report explains.

"The statistical significance of kindness-oriented care on improved outcomes was larger than the effect of aspirin on reducing a heart attack or smoking on male mortality," noted Dr. James Doty, director of Stanford University School of Medicine's Center for Compassion and Altruism Research and Education. He and colleagues authored a literature review of studies on the impact of kindness in healthcare that was presented last week during the inaugural Compassion in Healthcare Conference in San Francisco.

Even in the absence of a cure, kindness may promote healing by restoring hope and a connection to something greater, the authors concluded.

"Caring, listening and communicating clearly are just as important as the medicine doctors and nurses deliver," Doty said.





# Front Line Engagement

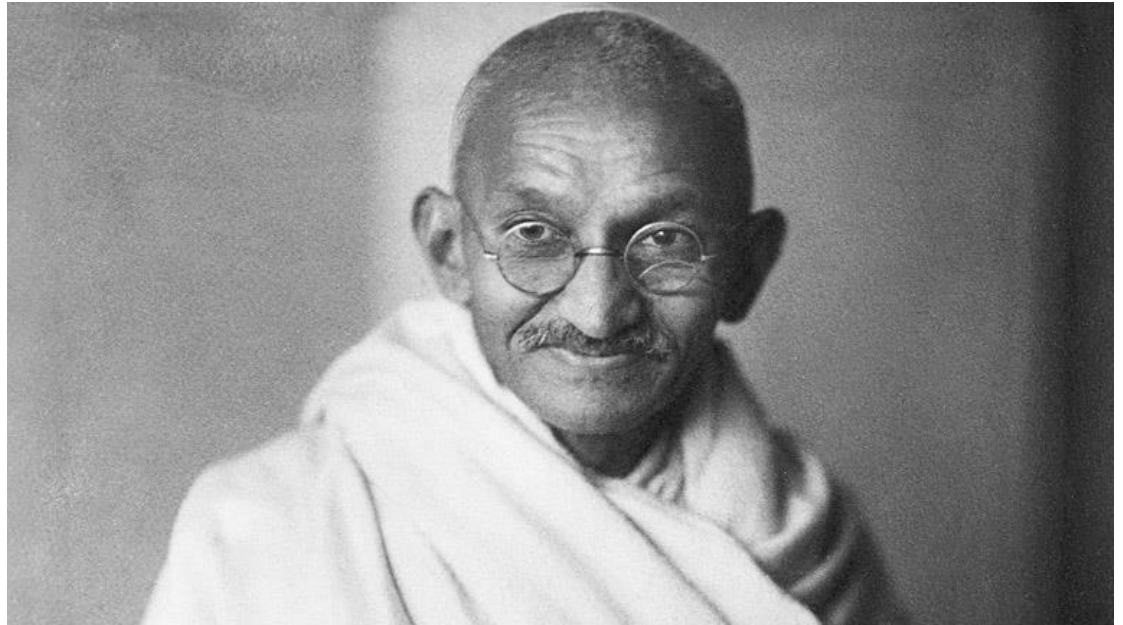
“Be a regular authentic presence at the front line and a visible champion of improvement”

# An authentic presence

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*“A ‘no’ uttered from the deepest conviction is better than a ‘yes’ merely uttered to please, or worse, to avoid trouble.”*

Mahatma Gandhi



# Stay true to your values

- Especially when times are tough
- It's ok to be vulnerable
- Never 'walk past'

The values that are shared across Scotland's Health Service are:

- care and compassion
- dignity and respect
- openness, honesty and responsibility
- quality and teamwork.



# Stick with them



*“If you don’t stick to your values when they’re being tested, they’re not values: they’re hobbies.”*

Jon Stewart



# Don't walk past

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# Don't walk past

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 CHOOSE  
YEOVIL HOSPITAL  
HEALTH CARE

**iCARE@YDH**

We do not accept poor standards of care in our hospital

**The standard  
you walk past is the  
standard you accept**

- If you are a member of staff and have a concern, then ACT
- If you are a member of public and have a concern, then TELL US by contacting our Patient Experience Team:

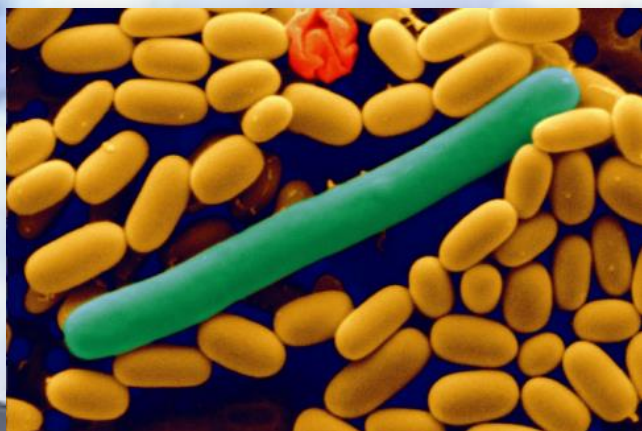
Tel: 01935384706   Email: [pals@ydh.nhs.uk](mailto:pals@ydh.nhs.uk)   Or scan: 

# Relentless Focus

A black and white close-up photograph of a person's face, focusing on their eye which is looking through a magnifying glass. The person is holding a white piece of paper in front of their face.

“Remain focussed  
on the vision  
and strategy”





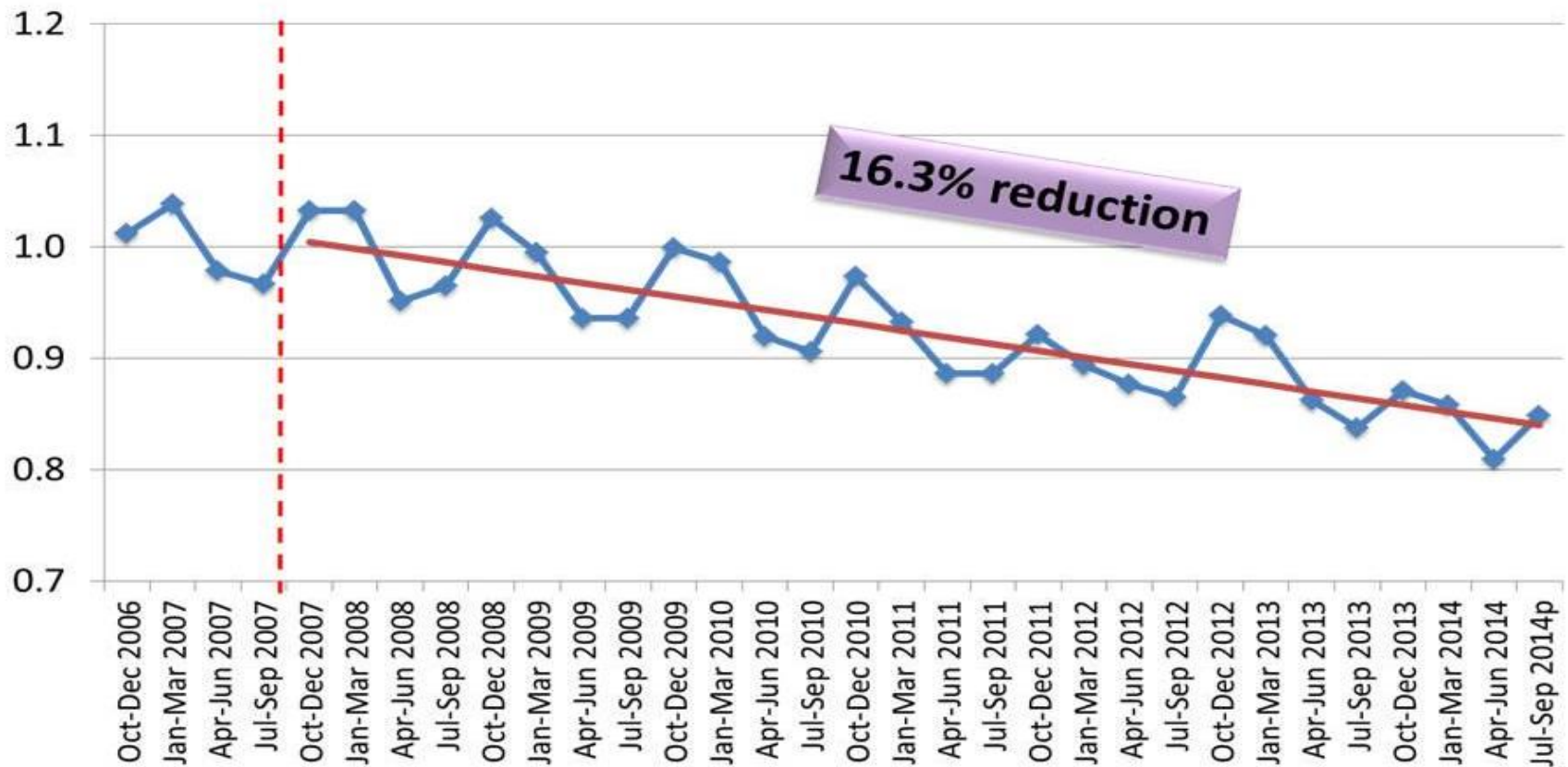
# SPSP Outcome Aim Set In 2008

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- Mortality: 15% reduction
- Adverse Events: 30% reduction
  - Ventilator Associated Pneumonia: 0 or 300 days between
  - Central Line Bloodstream Infection: 0 or 300 days between
  - Blood Sugars w/in Range (ITU/HDU): 80% or > w/in range
  - MRSA Bloodstream Infection: 30% reduction
  - Crash Calls: 30% reduction
- To be achieved across the nation by 2012
- Mortality aim amended to 20% by 2015



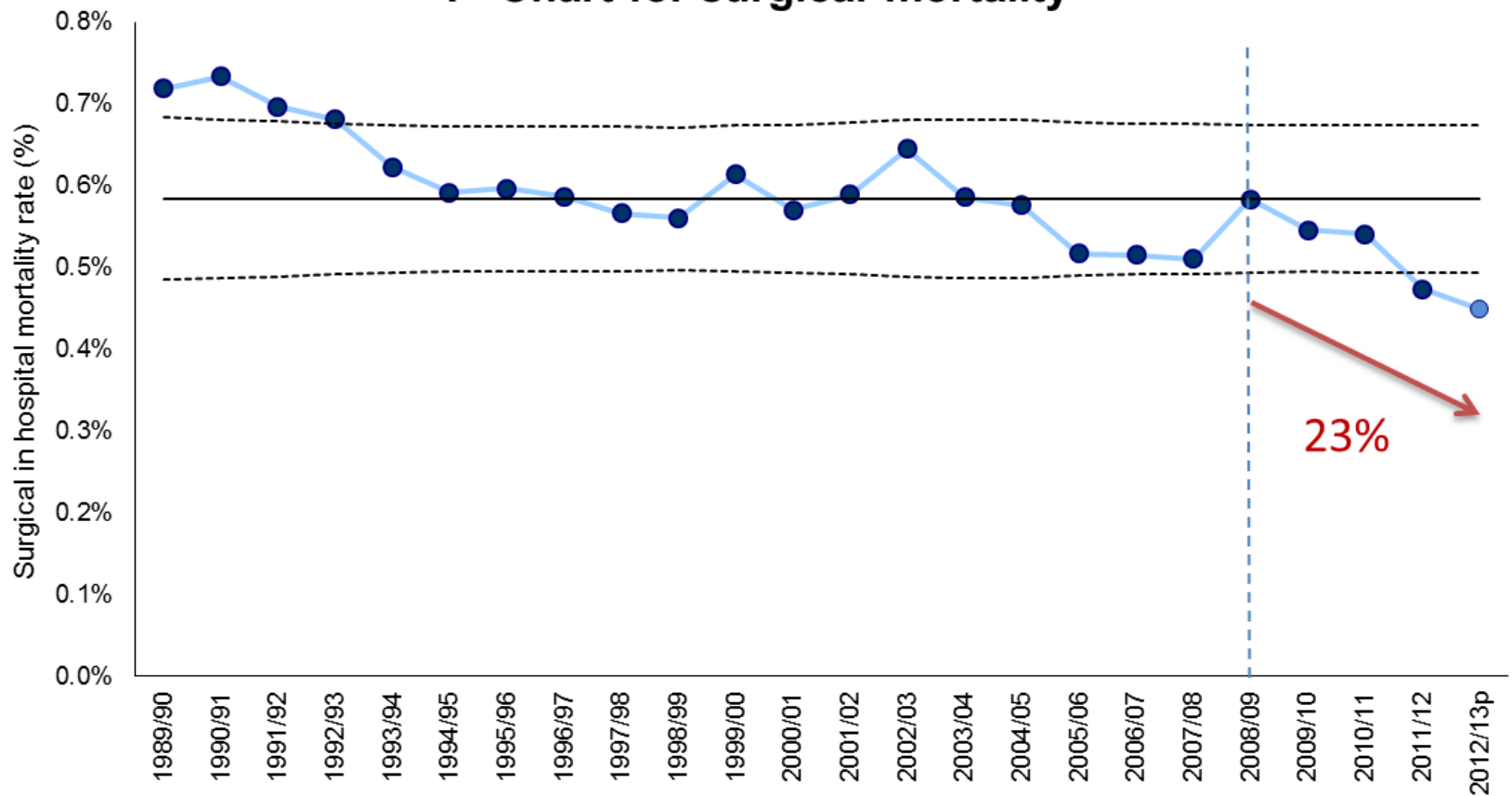
# Relentless Focus – HSMR 10/06 – 9/14



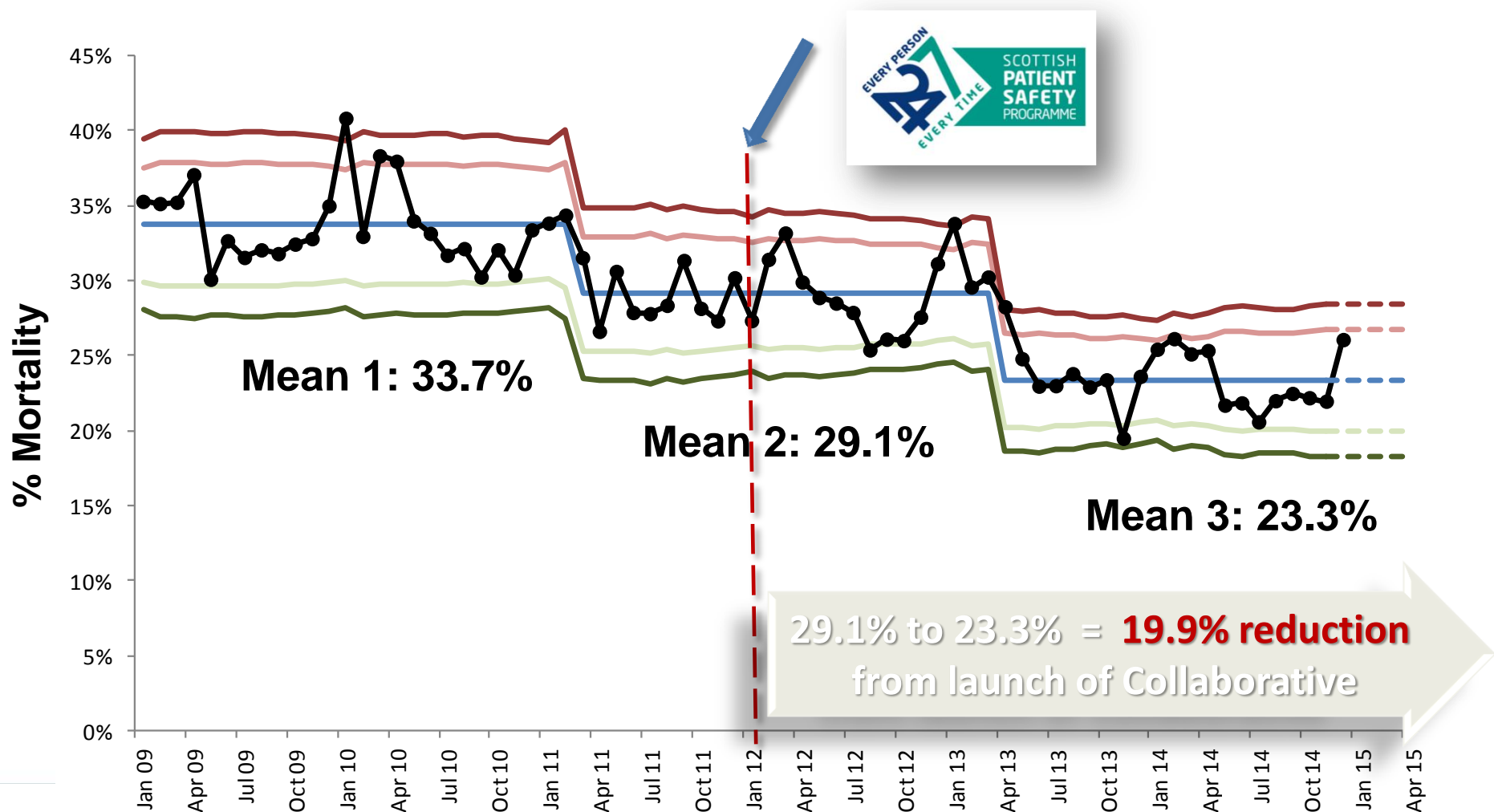


# NHSScotland Surgical Mortality

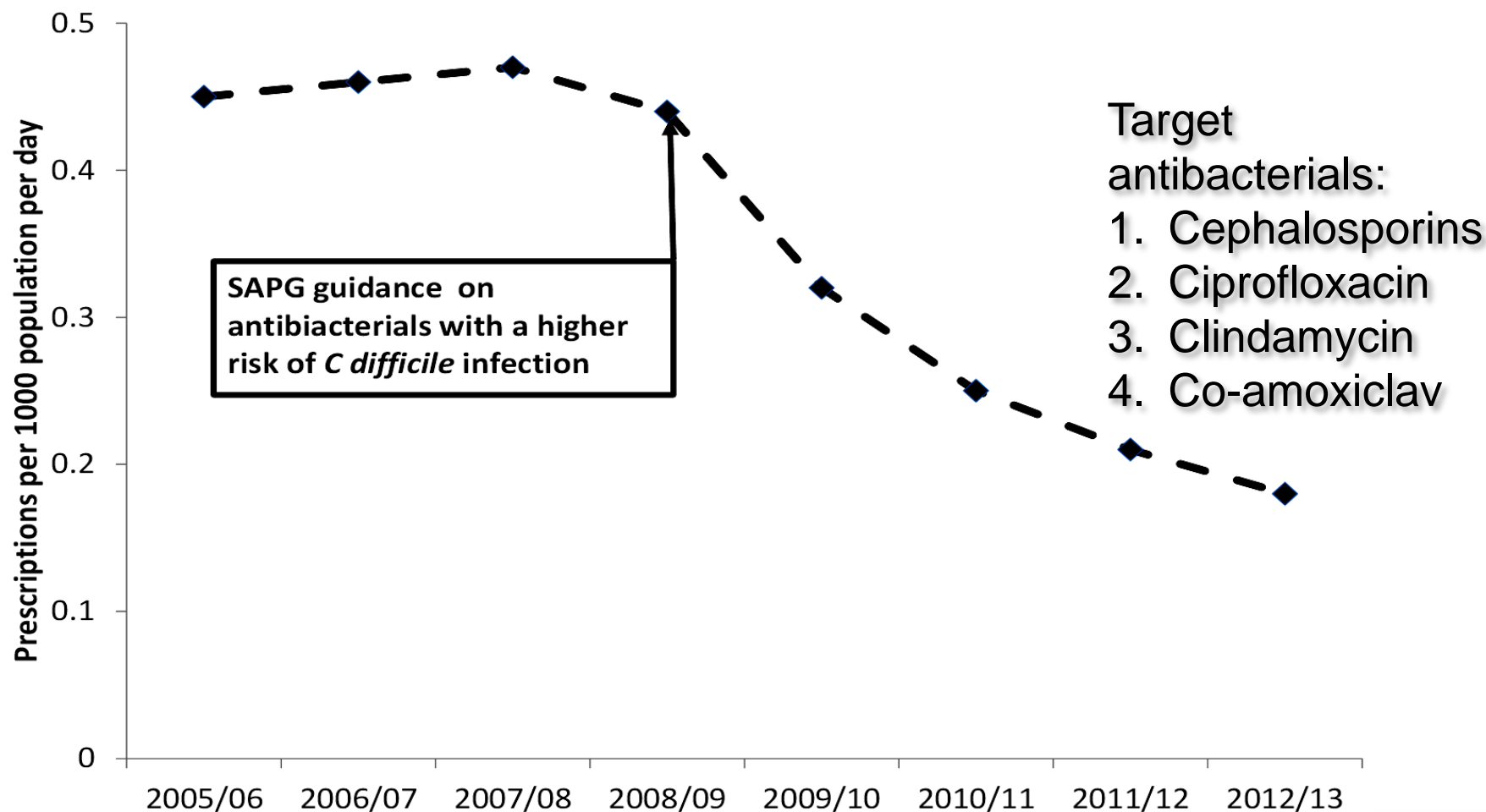
P' Chart for surgical mortality



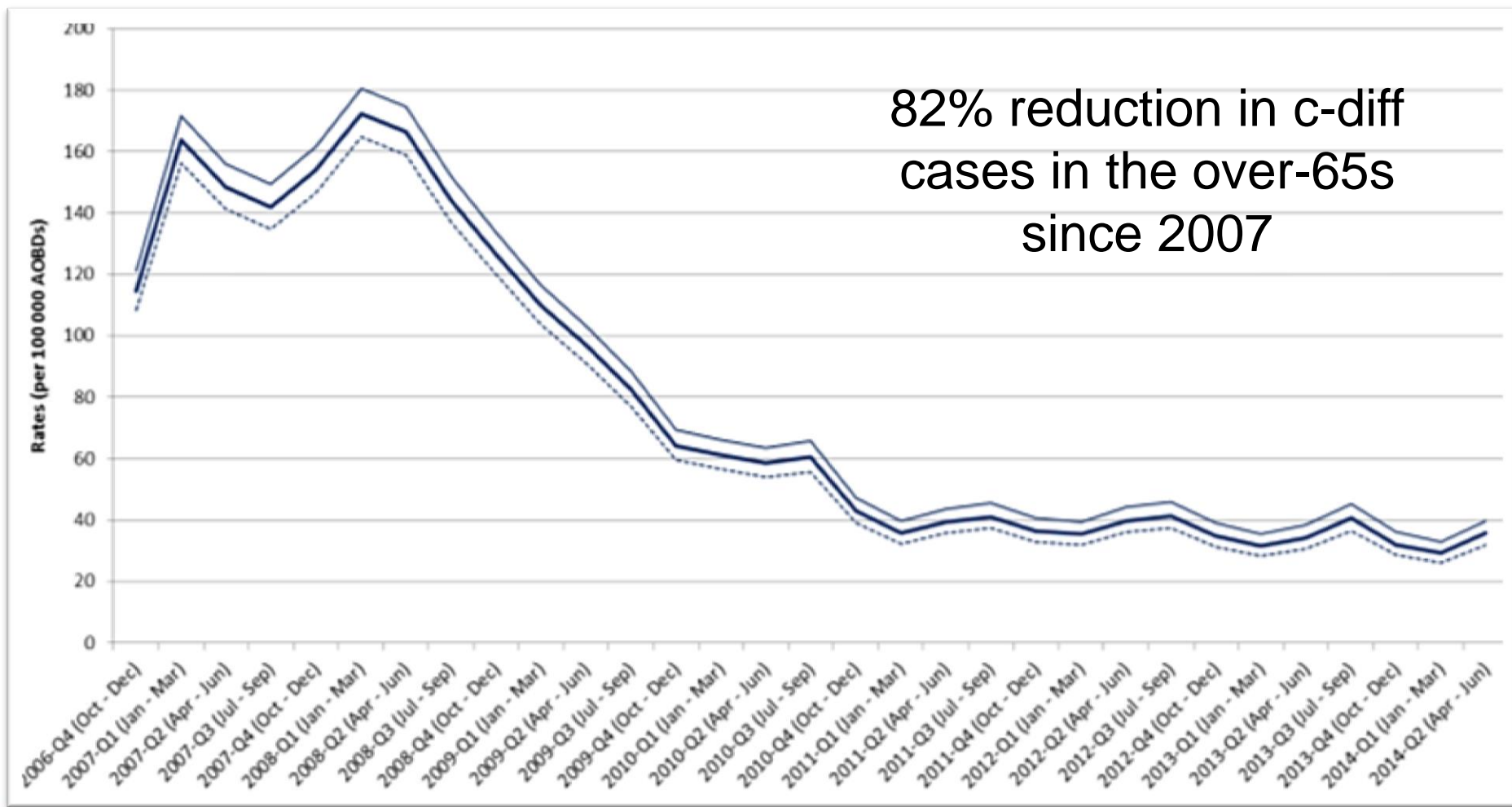
# %30 Day Mortality of ICD 10 (A40/A41)



## National reduction in “4C” antibacterials in primary care



# Quarterly rates of C Diff per 100,000 Bed Days (65+)



# Don Berwick

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*“The source of energy at work is not in control, it is in connection to purpose.”*



# Transparency

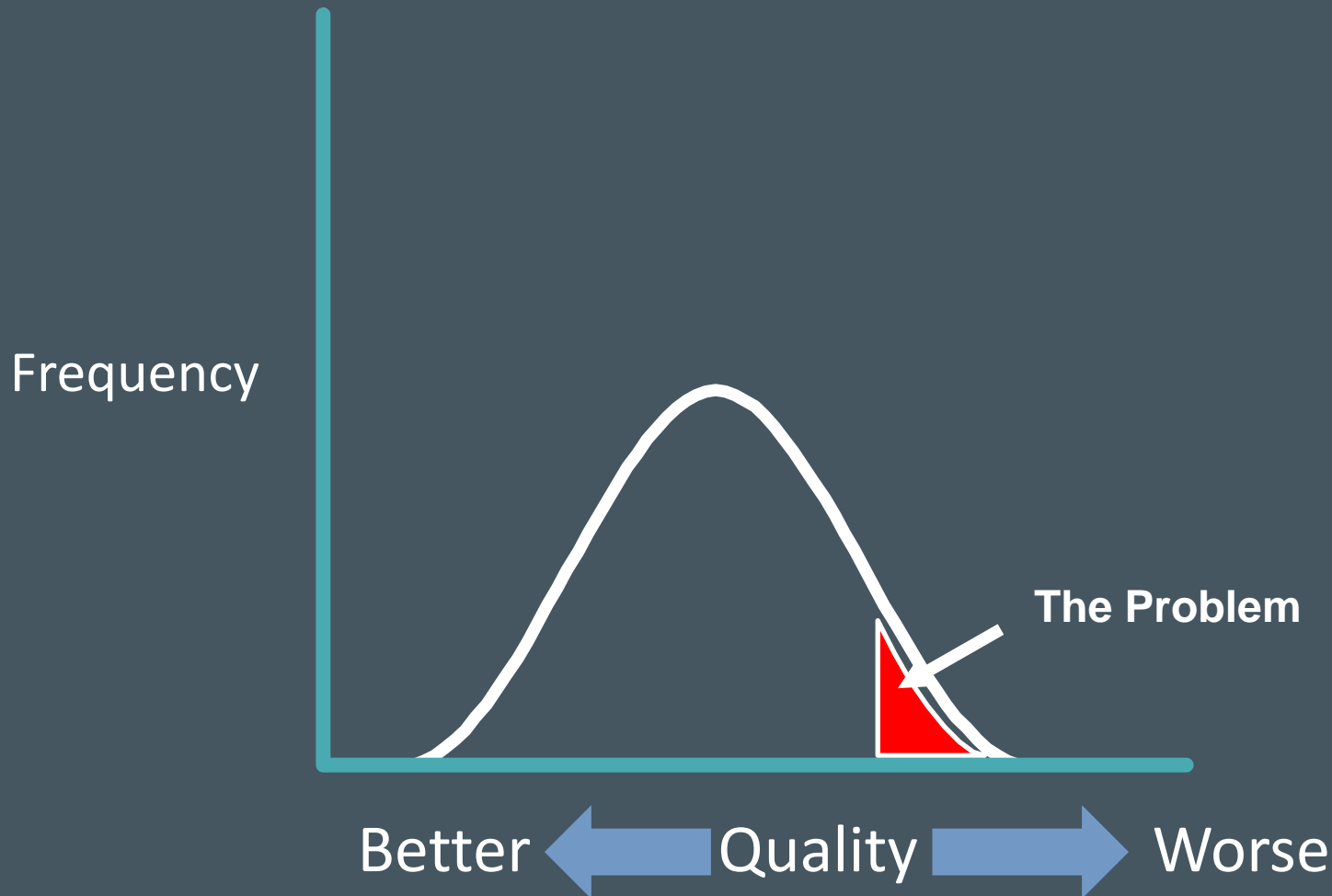
“Require transparency about results,  
progress, aims and defects”

# The simple, wrong answer

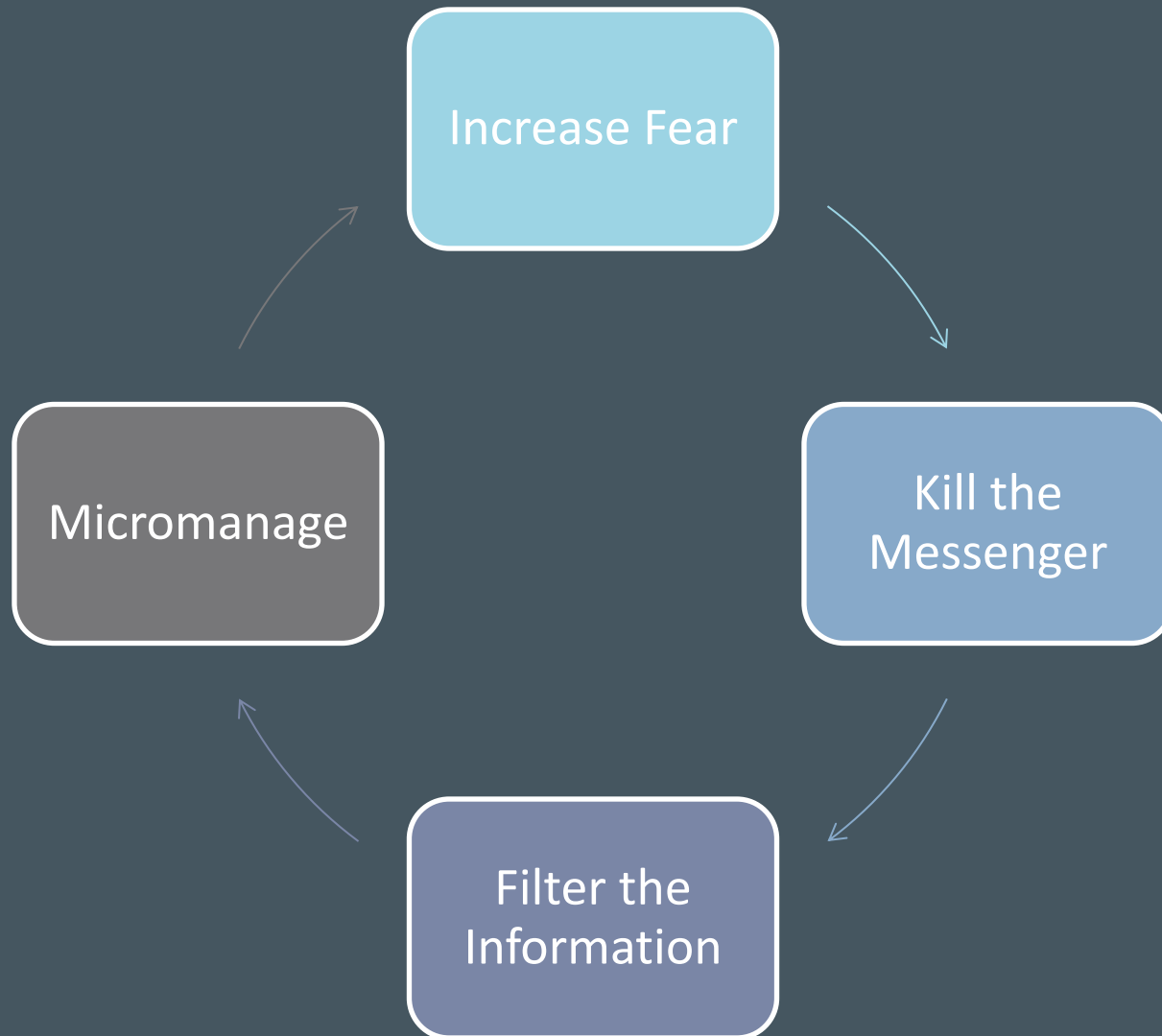
*Blame somebody!*



# Answer #2 – Bad Apples



# The Cycle of Fear



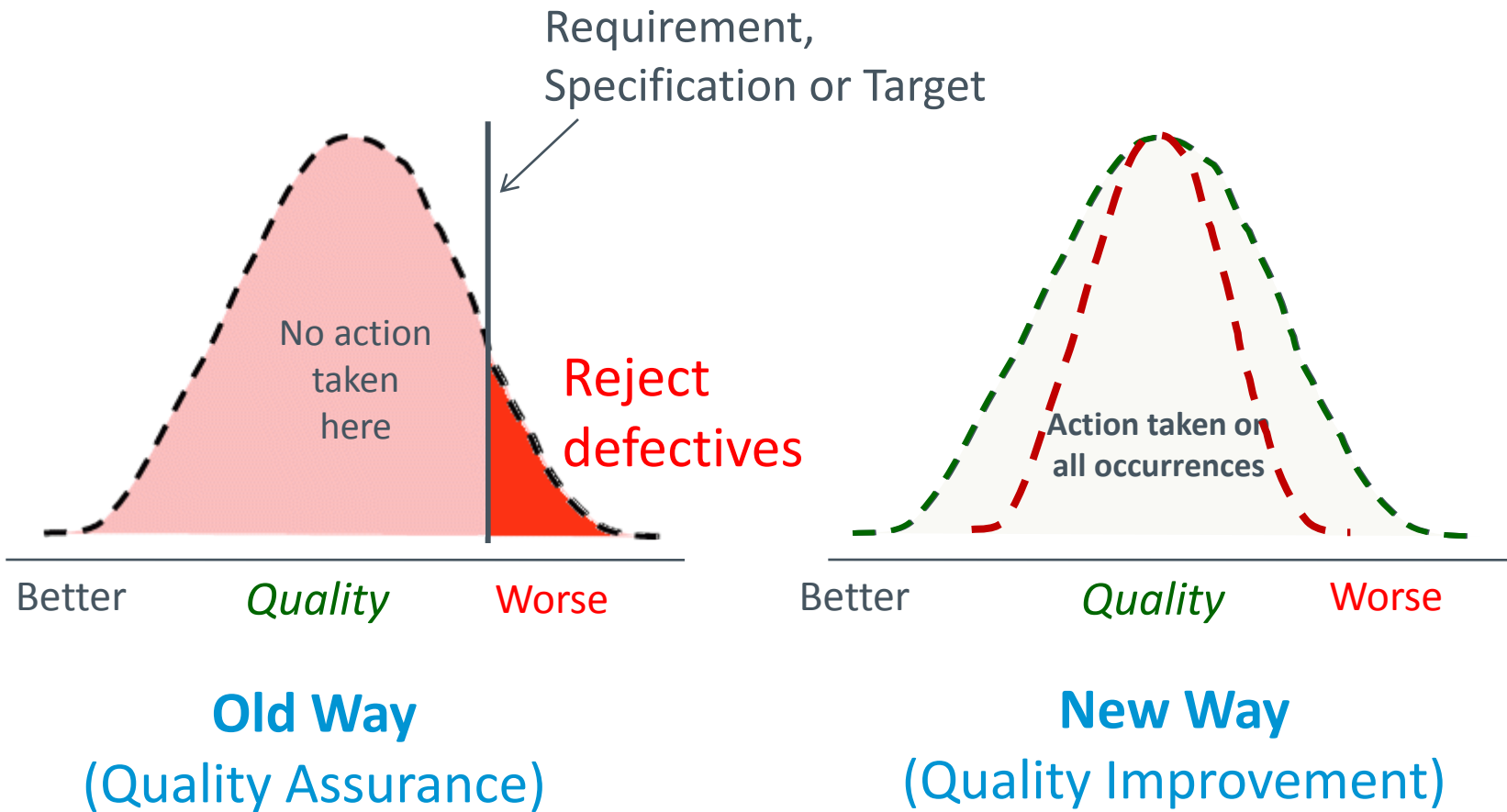


# Some Basic Premises

1. Most people are trying hard most of the time to do a job they can be proud of.
2. All improvement is change (though not all change is improvement).
3. Fear is an enemy of improvement.
4. You feel like this now.....



# Another way?



# Boundarilessness

A landscape photograph showing a vast, golden-yellow field in the foreground. In the distance, a small, dark-roofed house is visible on the horizon. The sky is a clear, deep blue. The overall scene conveys a sense of openness and vastness.

**“Encourage and practice systems thinking and collaboration across boundaries”**

*“When you come upon a wall,  
throw your hat over it,  
and then go get your hat.”*

OLD IRISH ADAGE

# Incremental Gains

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What are these and how did they help win Olympic medals for Team Great Britain?



# Incremental gains



= 1/100th

They are “bum warmers” to warm the buttocks muscles of Olympic cyclists before a race! The extra warmth means the cyclists can start one hundredth of a second faster than their opponent.

# Some obvious gains

They started by optimizing the things you might expect

- Nutrition of riders
- Weekly training program
- Ergonomics of the bike seat
- Weight of the tires
- Of course the 'bum warmers'



# The less obvious marginal gains

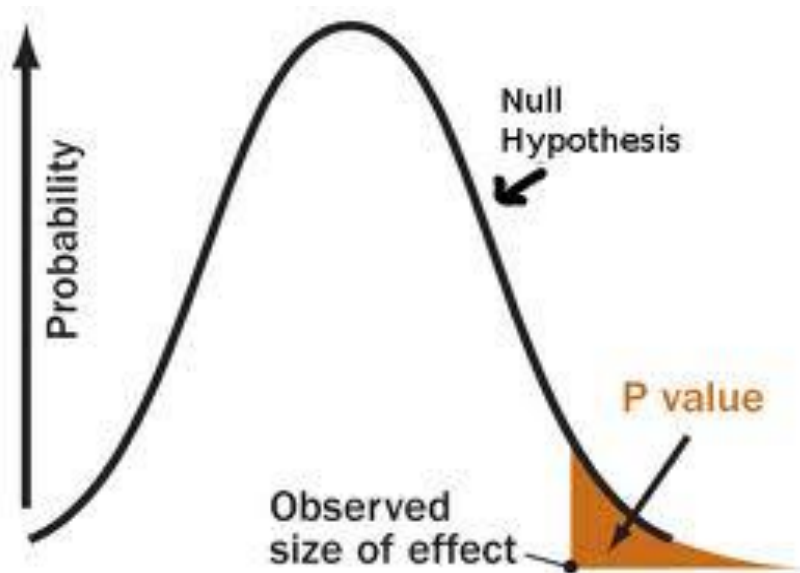
But Brailsford and his team didn't stop there. They searched for 1 percent improvements in tiny areas that were overlooked by almost everyone else:

- Discovering the pillow that offered the best sleep
- Testing for the most effective type of massage gel
- Teaching riders the best way to wash their hands to avoid infection
- Data collected in real time to understand what was working

They searched for 1 percent improvements everywhere.



# Alone, are small gains significant?



Do we really believe what is important to people can be reduced to . . . .

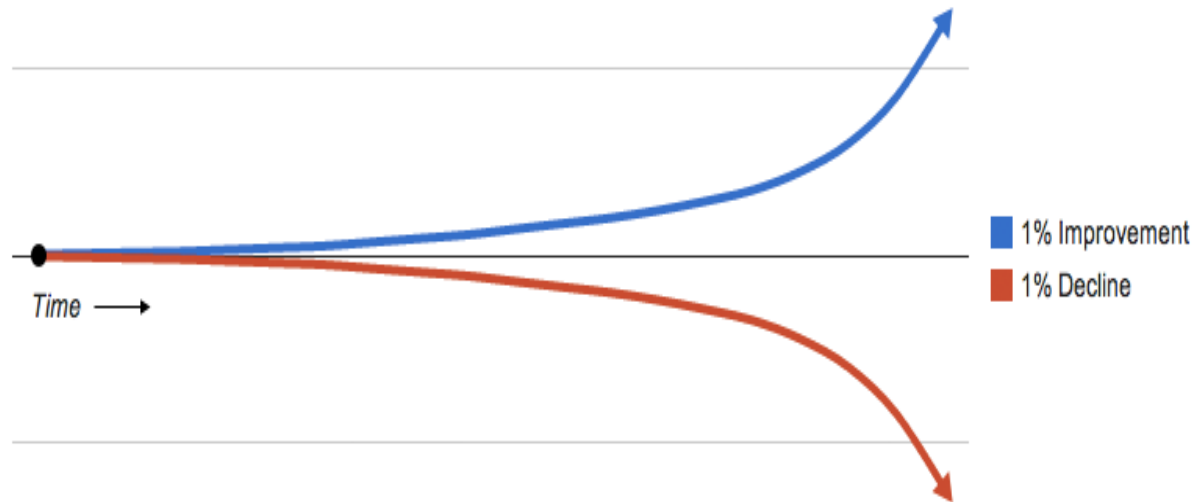
$$\int_{-\infty}^{\infty} e^{-x^2} dx = \sqrt{\pi}$$

$$f(x) = a_0 + \sum_{n=1}^{\infty} \left( a_n \cos \frac{n\pi x}{L} + b_n \sin \frac{n\pi x}{L} \right)$$

$$x = \frac{-b \pm \sqrt{b^2 - 4ac}}{2a}$$



# What difference might aggregation make?



In the beginning, there is basically no difference between making a choice that is 1% better or 1% worse – it won't impact you very much today.

But as time goes on, these small improvements or declines compound, and you suddenly find a very big gap between people who make slightly better decisions on a daily basis and those who don't.



# How about half the length of a bicycle?

55



# High-Impact Leadership Behaviors

What leaders do to make a difference

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# Courage



# A Leadership Alliance proposing audacious change





# From the inside out – the Leadership Alliance and Audacious Change

**JAMA** The Journal of the  
American Medical Association

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Viewpoint | March 26, 2015

## Change From the Inside Out

### Health Care Leaders Taking the Helm

FREE ONLINE FIRST

Donald M. Berwick, MD, MPP<sup>1</sup>; Derek Feeley, DBA<sup>1</sup>; Saranya Loehrer, MD, MPH<sup>1</sup>

[\[+\] Author Affiliations](#)

JAMA. Published online March 26, 2015. doi:10.1001/jama.2015.2830

Text Size: [A](#) [A](#) [A](#)

Article

Supplemental Content

References

Even as politicians and pundits continue to debate the merits of the Affordable Care Act (ACA), it is time to look beyond it to the next phase of US health care reform. Although many physicians contributed to the development and implementation of the ACA, the forces that have steered it so far have been primarily governmental. Leaders from within health care should now more firmly take the tiller. To borrow a phrase contributed by Splaine and colleagues,<sup>4</sup> it is time to move from change forced from the “outside in” to change led from the “inside out.”



# Redesign Principles

- Design systems that embrace change in pursuit of improvement
- Change the balance of power
- Mobilize pride and joy in the workforce
- Make it easy
- Move knowledge, not people
- Cooperate and collaborate
- Assume abundance
- Return the savings



# Thank You!

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