High-Impact Leadership

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Mega trends

- Volume to value
- Consumerism and Personalization
- Healthcare everywhere
- Ageing
- Economics
- Wellness
Boss vs Leader
Interdependent dimensions of High-Impact Leadership

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?
It can’t be like this, either. . . . .

*The Choluteca Bridge, after Hurricane Mitch*
Some keys for the new mental models

- Shared leadership
- Partnerships (staff, patients, communities)
- Embracing complexity
- Shaping culture
- Curiosity
A spectrum of shared leadership
Partnerships; Getting to the Third Curve

- NEW PUBLIC MANAGEMENT
  - Targets, sanctions, inspections
- QUALITY IMPROVEMENT
- MOBILISING SOCIAL ACTION

Outcomes vs. Time
- Keeping power
- Ceding power
- Sharing power
It’s complicated……

“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

“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

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

Albert Einstein

High CQ = Ambiguity + Acquisition
Some Leadership Fundamentals (n=1)

- 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
### High-Impact Leadership Behaviors

What leaders do to make a difference

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

“Be consistently person-centred in word and deed”
Lauren’s List

please KNOCK
and wait for my reply

please INTRODUCE
yourself

please DISCUSS
with me why you are here

please TELL
me if something might hurt

please KNOCK
and wait for my reply

please INTRODUCE
yourself

please DISCUSS
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please TELL
me if something might hurt
What Matters to Me

Jennifer Rodgers, Senior Charge Nurse
Quality Improvement & Patient Safety, GGC

‘Doctors ask me how I am feeling and not just talk to my mum. It’s good that nursery can stay with me. I would prefer to have ice cream and not the spray’
Kind nurse
Painting and drawing (Age 8 years)

‘Doctors ask 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 nurse’ (Age 15 years)
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.
Front Line Engagement

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

www.youtube.com/watch?v=QagpoeVgr8U
Don’t walk past

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   Or scan:
Relentless Focus

“Remain focussed on the vision and strategy”
SPSP Outcome Aim Set In 2008

- 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

16.3% reduction
NHSScotland Surgical Mortality

P' Chart for surgical mortality

Surgical in hospital mortality rate (%)


23%
%30 Day Mortality of ICD 10 (A40/A41)

Mean 1: 33.7%
Mean 2: 29.1%
Mean 3: 23.3%

29.1% to 23.3% = 19.9% reduction from launch of Collaborative
National reduction in “4C” antibacterials in primary care

Target antibacterials:
1. Cephalosporins
2. Ciprofloxacin
3. Clindamycin
4. Co-amoxiclav

Source: Scottish Antimicrobial Prescribing Group Primary Care Prescribing Indicators reports, 2010 and 2012-13
Quarterly rates of C Diff per 100,000 Bed Days (65+)

82% reduction in c-diff cases in the over-65s since 2007

Source: Health Protection Scotland
“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

- Increase Fear
- Kill the Messenger
- Micromanage
- Filter the Information
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?

**Old Way**  
(Quality Assurance)

**New Way**  
(Quality Improvement)

- **Old Way**
  - No action taken here
  - Reject defectives

- **New Way**
  - Action taken on all occurrences

Source: Robert Lloyd, Ph.D.
Boundarilessness

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

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’
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?
## High-Impact Leadership Behaviors

What leaders do to make a difference

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Courage
A Leadership Alliance proposing audacious change
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 Splane and colleagues, 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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