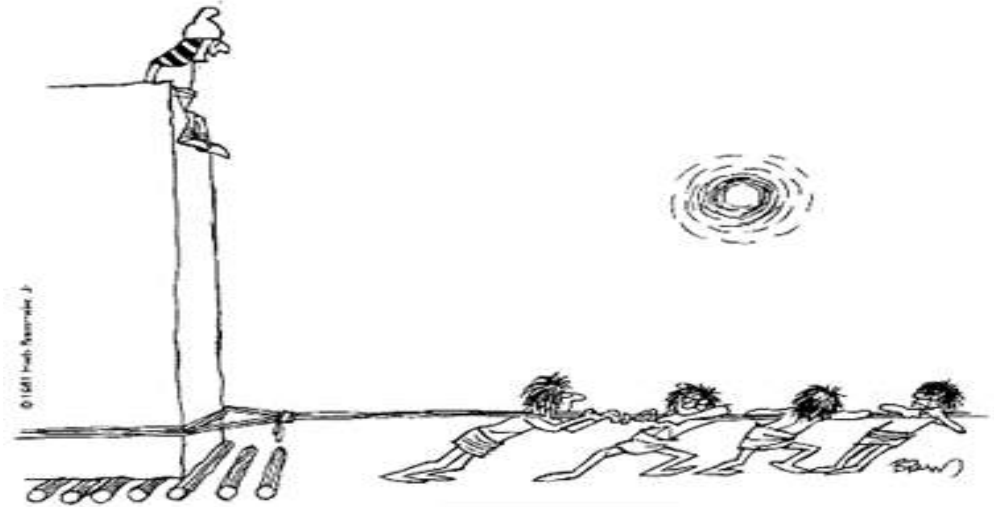


Leadership in Quality Improvement

Angela R. Jones, MN, RN, NE-BC
Clinical Specialist, Quality and Safety
Texas Children's Woodlands Campus

Leadership in Quality Improvement

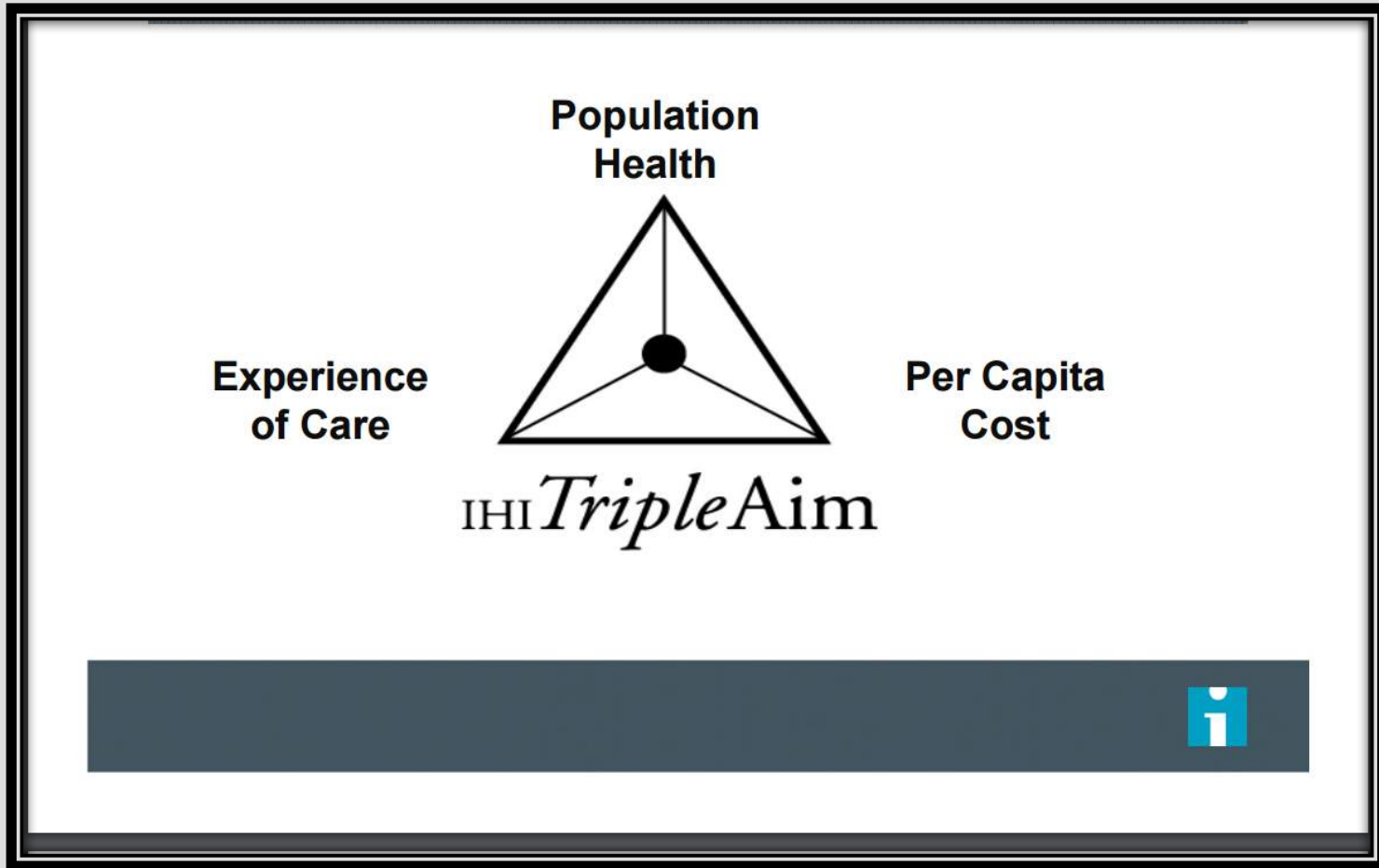
CONGRATULATIONS
YOU GOT A **LEADER!**



"Believe me, fellows, everyone from the Pharaoh on down is an equally valued member of the team."



OPTIMIZE HEALTH SYSTEMS PERFORMANCE



CHAMPION *HIGH RELIABILITY* IN HEALTHCARE

- **Preoccupation with Failure**

- Focus on errors and near-misses, learning from them and figuring out how to prevent them from happening again

- **Reluctance to Simplify**

- Simplify slowly, reluctantly, and mindfully. Details are reserved when needed to fully understand issues or processes.

- **Commitment to Resilience**

- Maintain the ability to 'return to service' from untoward events

- **Sensitivity to Operations**

- Ongoing examination of processes to close loopholes where this is potential for harm

- **Deference to Expertise**

- Recognizing that those closest to the frontline are the experts and empowering them to make decisions when a critical issue arises

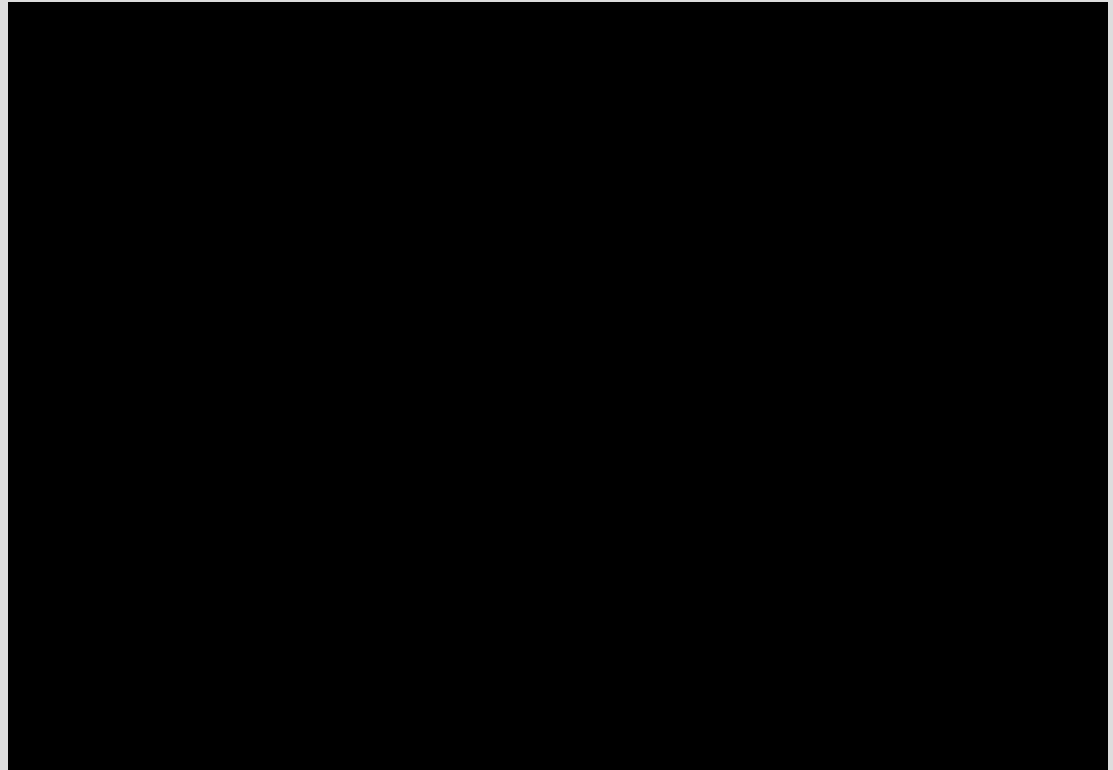
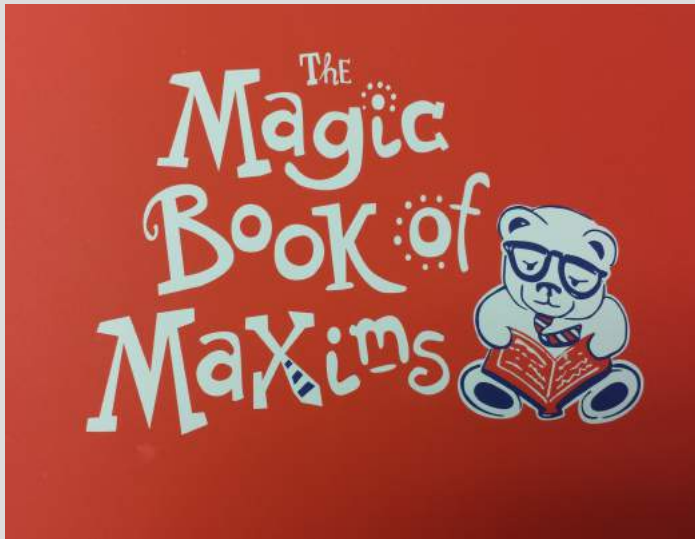


HIGH RELIABILITY

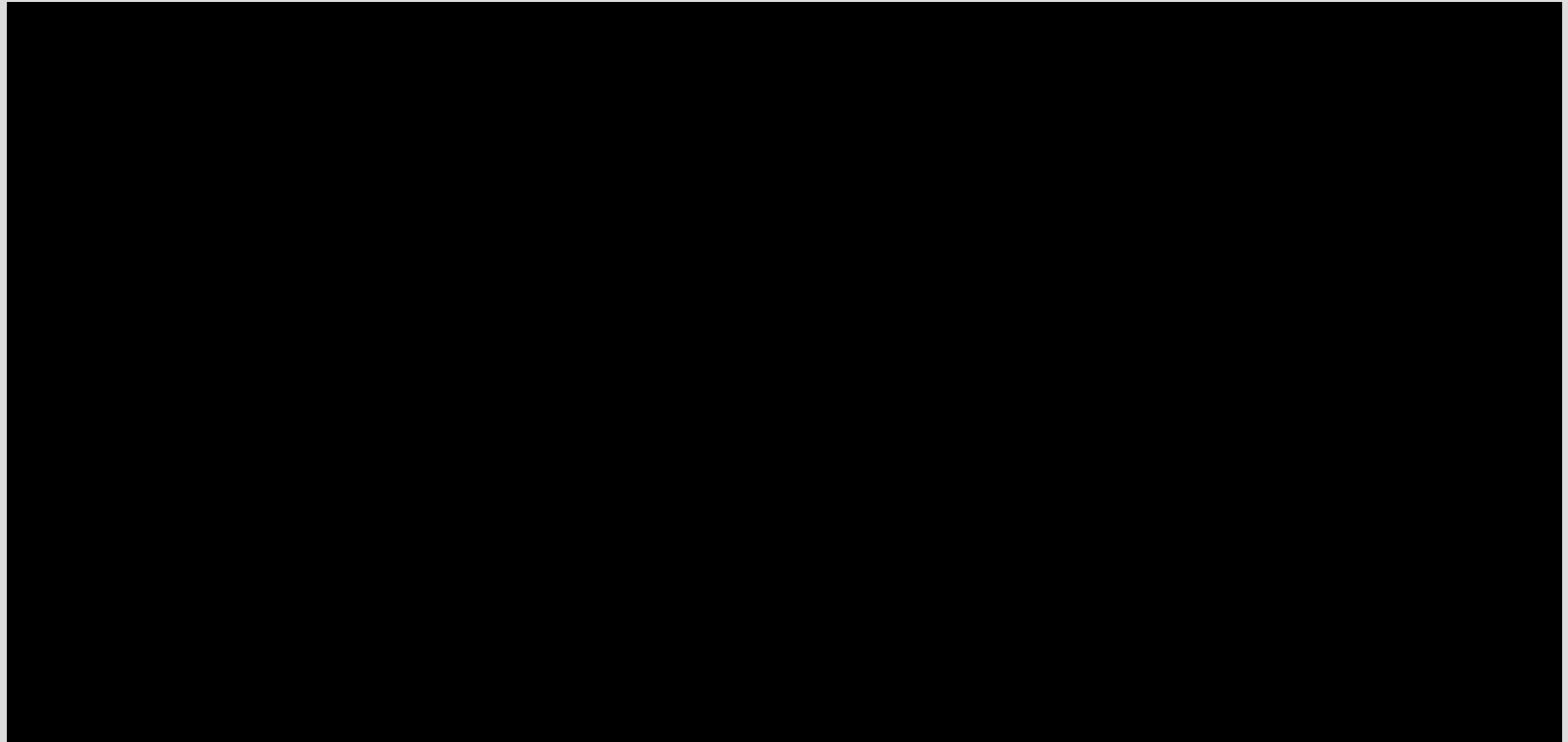
DRIVE ELEMENTS FOR SUSTAINABLE IMPROVEMENT



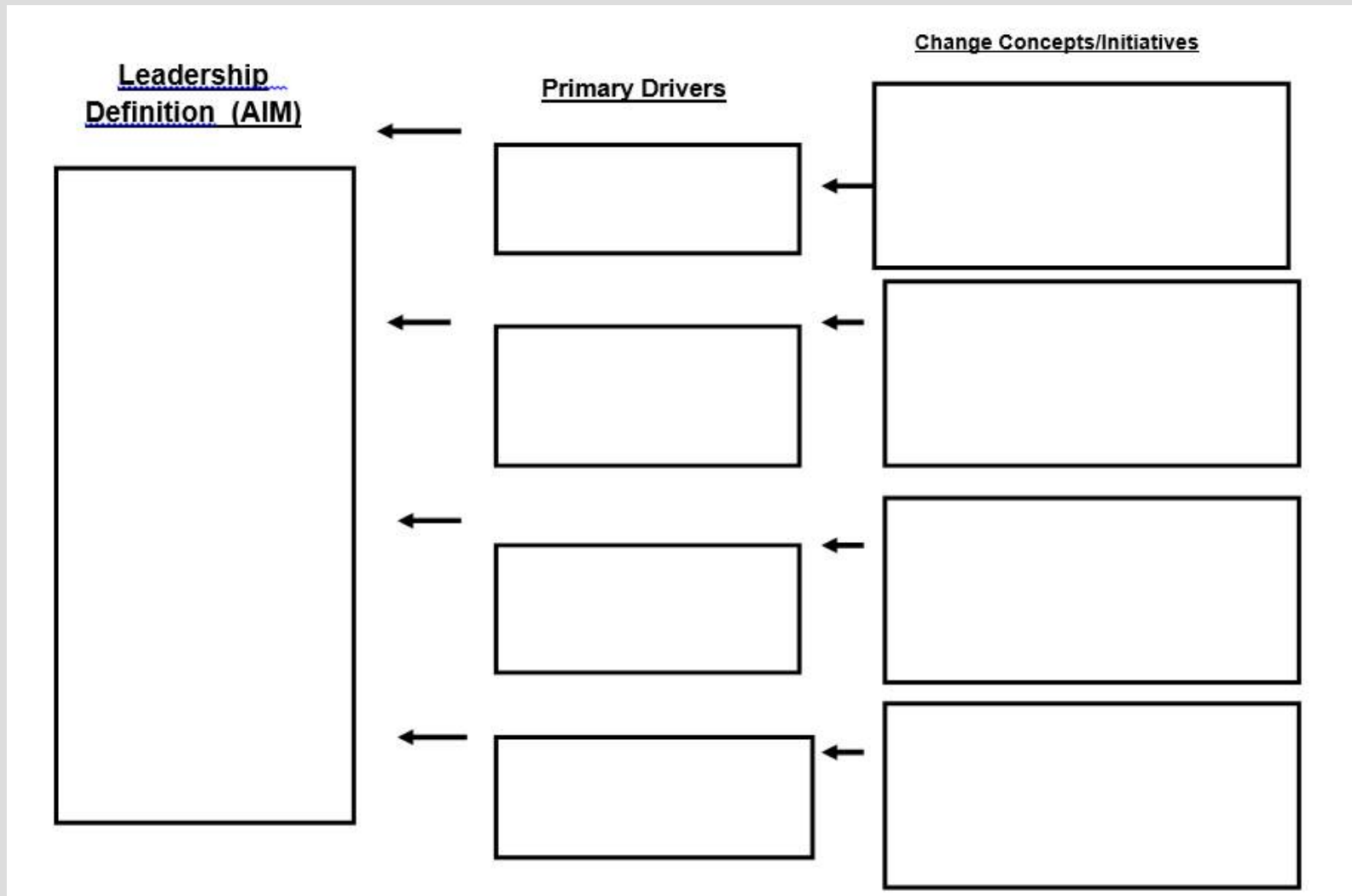
“INFLUENCES OUTCOMES...NOT SOME OF THE TIME BUT ALL OF THE TIME”

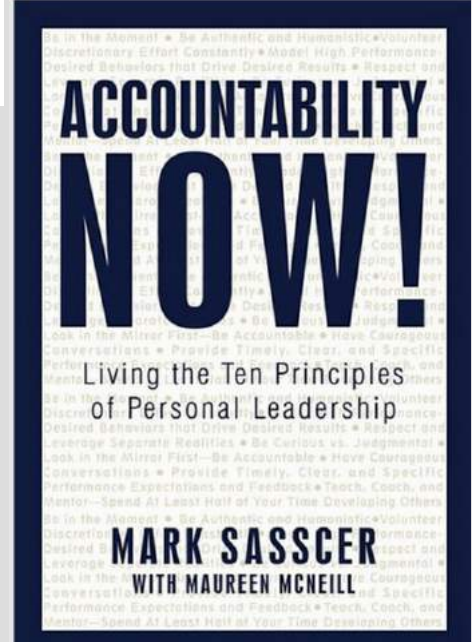
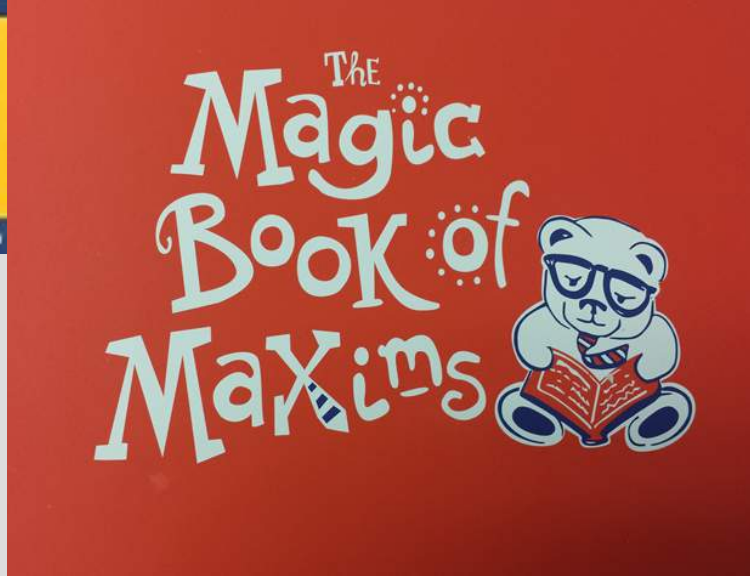
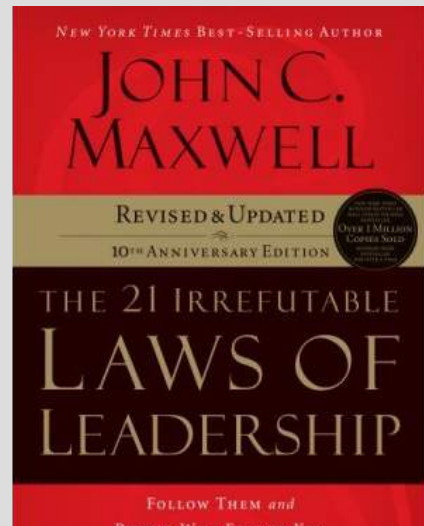
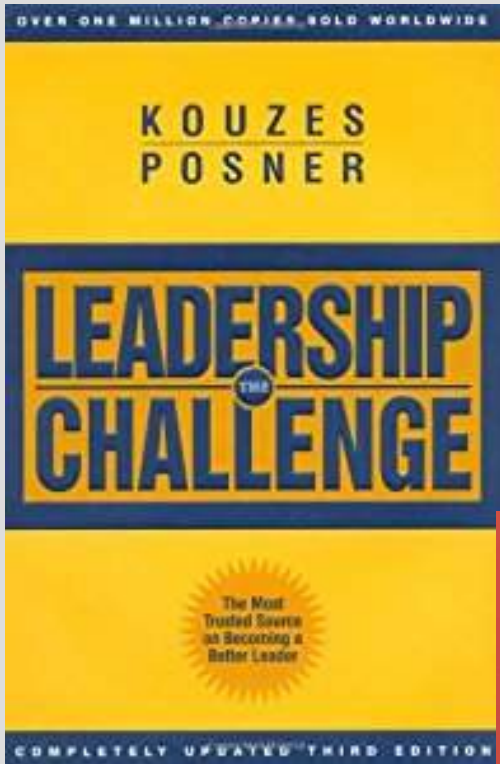


BUILDING/ENHANCING YOUR CAPACITY AS A LEADER IN QUALITY IMPROVEMENT



YOUR LEADERSHIP IN QUALITY IMPROVEMENT





LEADERSHIP IN QUALITY IMPROVEMENT

Principles

Perspectives

People

Principles

- **THE Domains**
- **The Model**
- **The Evidence**
- **The Tools**
- **The ‘Mantra’**
- **High Reliability**

Perspectives

“High-impact leadership is not just for senior leaders, but is required at every level of leadership in care delivery organizations in order to deliver Triple Aim results. Value-driven, high-reliability health care sustained by improvement and innovation requires leaders at all levels to think with new mental models about the challenges and their role “

---Swensen, McMullan, Kabaceneil, 2013, IHI

Perspectives

ADJUSTING YOUR 'LID'



- Believe in your own capacity and abilities
- Sharpen your communication skills
- Learn how to take action even when the way may not be totally clear
- Develop your skills, competencies associated with being a leader in quality improvement
- Examine your time management

Perspectives

New Mental Models

- How leaders think about challenges and solutions



Swensen, McMullan, Kabcenell . *High Impact Leadership*. IHI White Paper 2013

Perspectives

VISION FOR QUALITY AND SAFETY

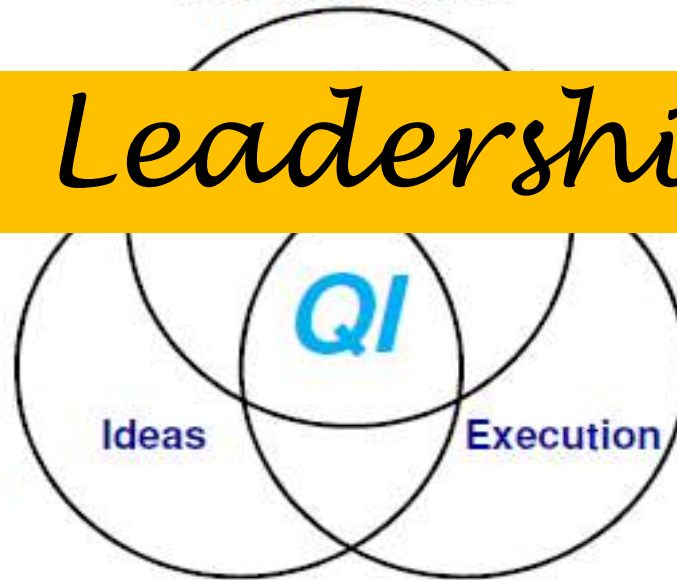
Create and maintain a culture of quality and safety at TCH where ***clinicians and leaders accept personal responsibility*** for delivering the highest quality and safest care possible and work with others ***collaboratively*** to continuously improve performance and eliminate unsafe practices.

The Primary Drivers of Improvement

Having the Will (desire) to change the current state to one that is better

Leadership

Developing Ideas that will contribute to making processes and outcome better



Having the capability to apply CQI theories, tools and techniques that enable the Execution of the ideas



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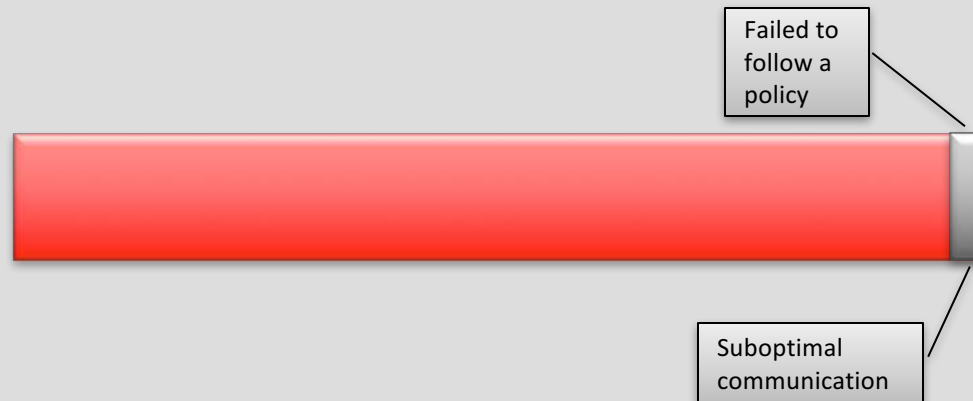
Building Will Through Better Measurement Robert Lloyd , PhD Executive Director Performance Improvement

Institute for Healthcare Improvement; 18 February 2014

Perspectives

Challenge the Process

OUTCOMES

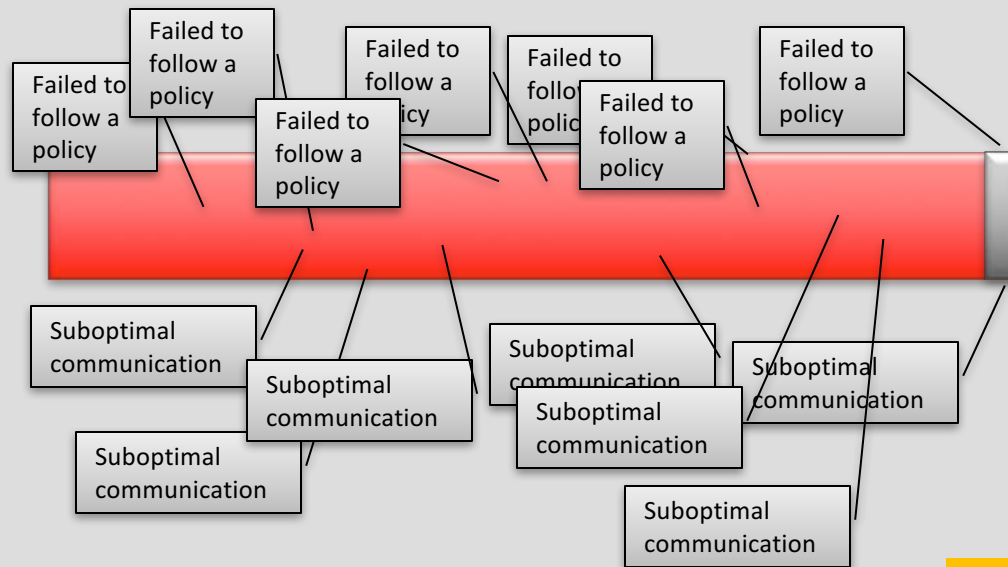


Use by permission of Dr. Eric Williams

Perspectives

Challenge the Process

OUTCOMES



Use by permission of Dr. Eric Williams

Perspectives

CHALLENGE THE PROCESS



- Enlist the 'right' team members
- Respect diverse views, perspectives
- Promote the best solutions that may not be popular solutions
- Know the 'capacity' and the 'capability' for improvement
- Regularly self-examine
- Implement the Disciplines of Execution

THE 4 DISCIPLINES OF EXECUTION*

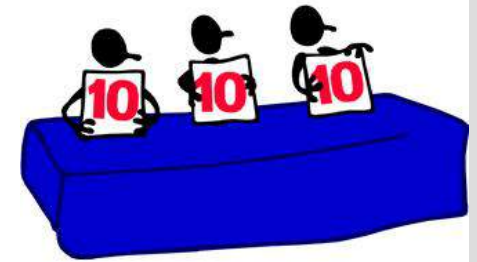
- Focus on the **Wildly Important**
 - Narrow the focus
- Act on **Lead Measures**
 - Measures of what will drive success; can be influenced by your team
- Keep a **Compelling Scoreboard**
 - Teams are more engaged when they know the score
- Create a **Cadence of Accountability**
 - The 'rhythm' regular and expected shared accountability

*McChesney and Covey, 2012

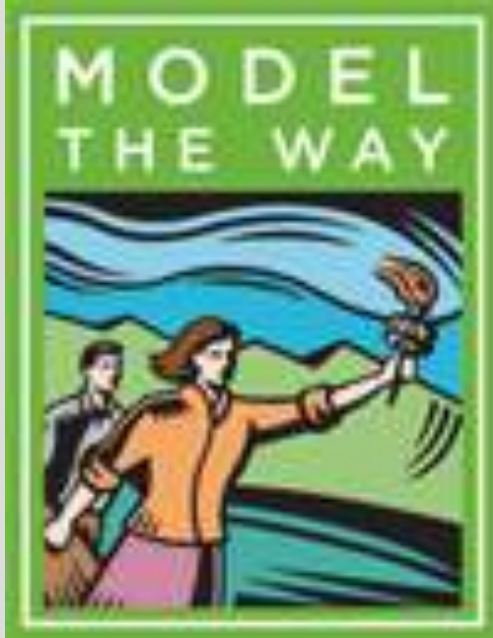
People

FOLLOWERS SAY OUR LEADERS MUST BE...

- **Honest**
- **Forward-looking**
- **Inspiring**
- **Competent**



People



- Establish principles concerning the way teams/people should be treated and the way goals should be pursued.
- Create standards of excellence and then set an example for others to follow.
- Set interim goals so that people can achieve small wins as they work toward larger objectives.
- Unravel bureaucracy when it impedes action.
- Put up signposts when people are unsure of where to go or how to get there

--Kouzes & Posner, The Leadership Challenge. 2007. Jossey -Bass

MODEL THE WAY

Authentic



People

High Impact Leadership Behaviors

- What leaders do to make a difference

- ✓ Transparency
- ✓ Boundarilessness
- ✓ Person-centeredness
- ✓ Front Line Engagement
- ✓ Relentless Focus

Swensen, McMullan, Kabcenell . *High Impact Leadership*. IHI White Paper 2013

People

What actions do I perform in CLABSI prevention?

SVP	VP/AVP	Director	Frontline Leadership	Bedside Provider	Medical staff	Patient Family
<p>••ACTIONS</p> <p>••1. "Executive Rounding" monthly throughout high risk clinical areas</p>	<p>••ACTIONS</p> <p>••1. "Executive Rounding" weekly throughout high risk clinical areas</p> <p>••2. Recognize clinical areas for good performance</p>	<p>••ACTIONS</p> <p>••1. Round weekly with physician partner.</p> <p>••2. Review performance metrics for "Practice Must Haves" on a weekly basis.</p> <p>••3. Report key quality metrics and compliance on a monthly basis in CLABSI Steering mtg</p>	<p>••ACTIONS</p> <p>••1. Round daily to monitor and investigate practice and policy variations on 100% of lines.</p> <p>••2. Track bundle compliance on a weekly basis and report to Director</p> <p>••3. Implement training plan for new staff, travelers, float and existing staff</p>	<p>••ACTIONS</p> <p>••1. Implement maintenance bundle for every central line.</p> <p>••2. Follow all infection control standards for hand hygiene, fingernail policy, and isolation</p> <p>••3. Educate each family on CLABSI prevention and document education</p>	<p>••ACTIONS</p> <p>••1. Round weekly with nursing leadership</p> <p>••2. Strict adherence to bundle elements and infection control standards</p> <p>••3. Monitor lines for necessity and usage</p> <p>••4. Partner in identifying barriers</p>	<p>• ACTIONS</p> <p>1. Serve as a central line care consultants by communicating practice opportunities to leaders during rounds</p>

People



- Leaders passionately believe that they can make a difference.
- They envision the future, creating an ideal and unique image of what the team can achieve.
- Get people to see exciting possibilities for the future.

--Kouzes & Posner, The Leadership Challenge. 2007. Jossey -Bass

People



- Foster collaboration and build spirited teams.
- Actively involve others.
- Understand that mutual respect is what sustains extraordinary efforts
- Strengthen others; acknowledging the capacity and abilities of team members

--Kouzes & Posner, The Leadership Challenge. 2007. Jossey -Bass

People



- Recognize contributions that individuals make.
- Celebrate accomplishments

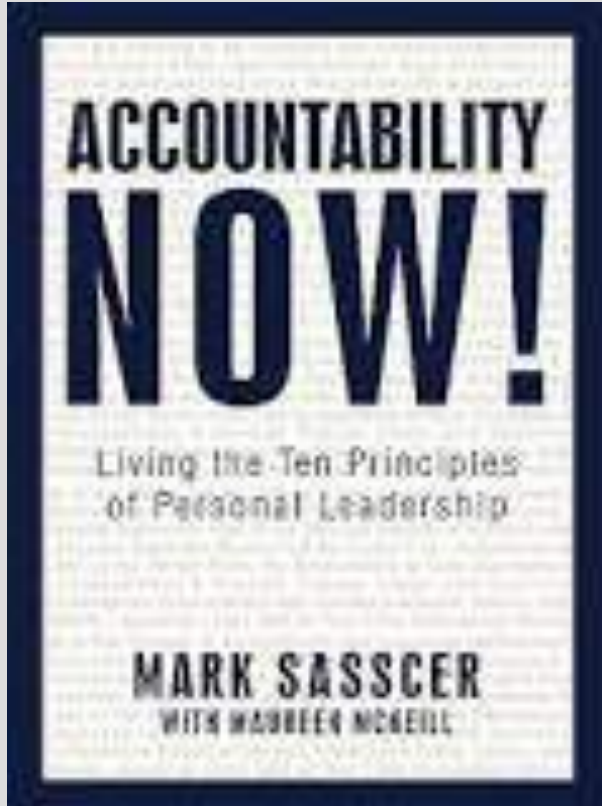
--Kouzes & Posner, The Leadership Challenge. 2007. Jossey -Bass

"When you invest in those on the front lines, they will help you improve the bottom line."

~Mack Story



People



Be In The Moment (engagement)

Be Authentic

Motivate others to volunteer their best

Model High Performance

Create a Shared Reality

Curious rather than judgmental

Be accountable to self

Have courageous conversations

Provide timely, clear feedback

Develop others

What do you consider to be the rewards and expenditures of Leadership in Quality ?



What tools, information, or other type of assistance will be most helpful to you as a Leader in quality improvement?



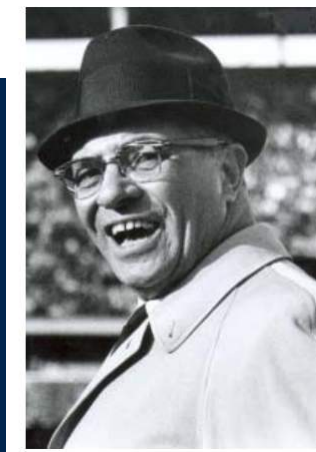
Leadership is the cornerstone of delivering results in health care for persons and populations (IHI, 2013)

The proof of leadership is found in the followers

John Maxwell
The 21 Irrefutable Laws of Leadership

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

– Vince Lombardi





Thank you...

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