Leading a Quality Effort
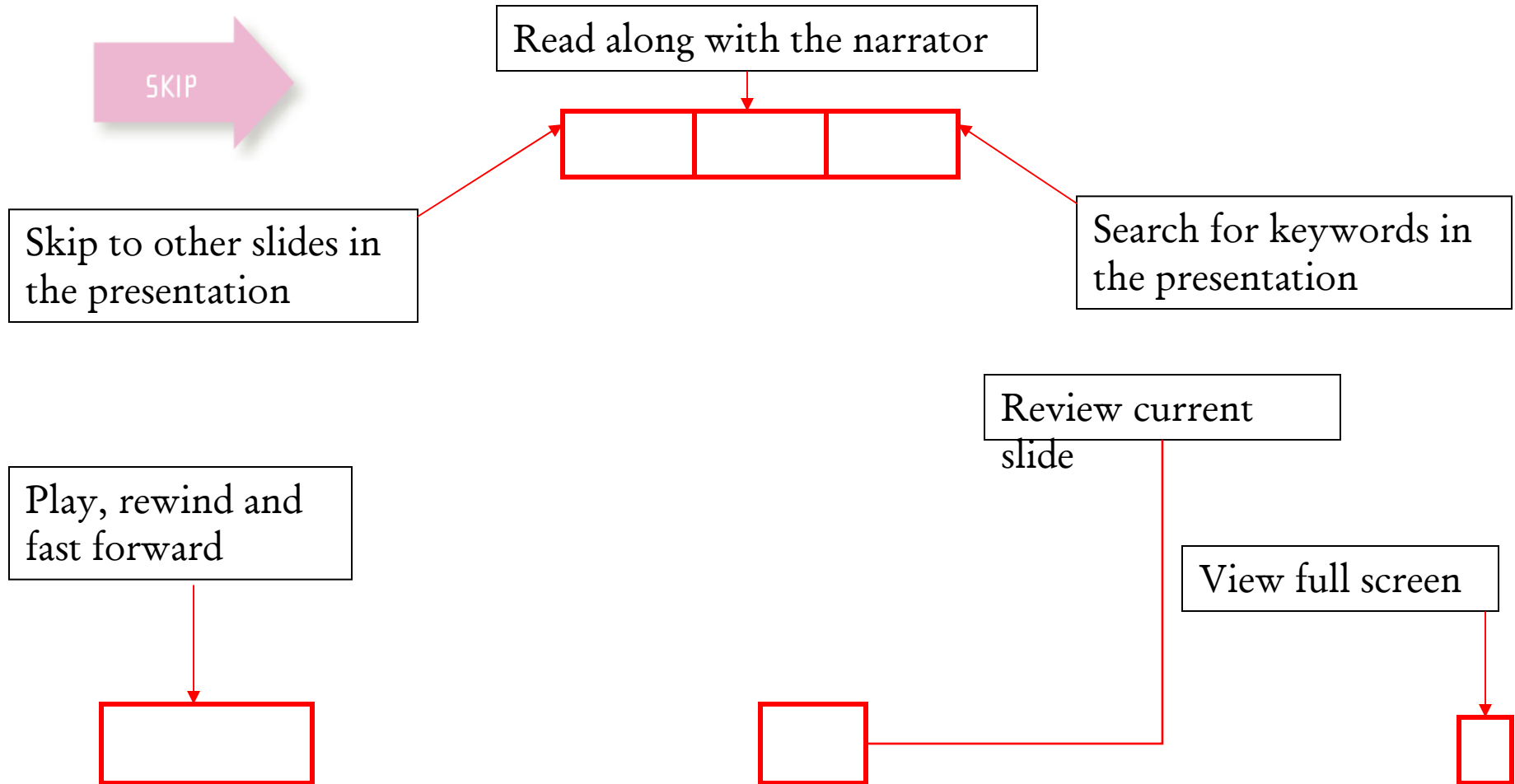
The Quality Academy
Tutorial 17

Begin →

Learning Objectives: You Will Learn About...

- The power of effective leadership

- Building organizational capacity to lead improvement

- Skills for effective leadership

- Self-assessment and tips

Tips for Viewing This Presentation

SKIP

Read along with the narrator

Skip to other slides in the presentation

Search for keywords in the presentation

Review current slide

Play, rewind and fast forward

View full screen

Leaders Have Impact

"*Only leaders can root the quality concept.*"

Donald Berwick

"*The leader's job is to ask, 'How can I help you improve?*'"

Chip Caldwell

Who Can be a Leader?

"Leaders are those individuals who have the ability to formally and informally influence and inspire others"

- Vision
- Direction
- Create culture

"Leaders are not just CEOs"

Quality-Focused Organizations Need:

- Data and measurement
- Systems thinking
- Developing change
- Testing and making change
- Cooperation

Quality Improvement Requires Attention to Several Key Areas

	Data & Measurement	System Thinking	Developing Changes	Testing and Making Changes	Cooperation
Successful Improvement Requires:	• Measurement of progress towards aims • Measurement of needs and status of patients and other consumers of care • Measurement of local process characteristics that may be related to aims	Understanding of the processes of the system and of their interactions	"Good ideas for change" • From the clinical evidence • From operations research	• Tests of change in action: the PDSA cycle. • Creating support structures for change (training, documentation, standardization) beyond the testing period. • Addressing resistance to change	• Understanding that system performance is closely tied to interaction and interdependence. • Knowing how to foster this interdependence

Continue

Source: Brooklyn Alliance Clinical Collaborative, 2003

National Quality Center (NQC)

Test Question

Which of the following activities is not characteristic of a quality-directed organization?

- ○ A) We have staff meetings based on processes, not departments
- ○ B) Each staff member knows what to measure about his or her own work, and how this contributes to organization-wide measures
- ● C) We do lots of PDSA* cycles, but the first one better work or else you get a lot of grief
- ○ D) We share ideas with other organizations at conferences

Questions of Change for Leaders

- What changes are necessary?
- What do they mean to everybody?
- How do I feel about those changes?

Tom Nolan

Leaders Need to be Involved in all Areas of Improvement

	Data and Measurement	System Thinking	Developing Changes	Testing and Making Changes	Cooperation
Leader's Job: Generally: Creating a system in which change can be made and sustained	• Clarify the aim • Constantly assess progress towards the aim • Help staff to improve	• Overcome inertia in the present system • Provide the will for change	• Find and present new knowledge and ideas for how it can be used	• Encourage experimentation • Implement support structures • Offer consistent support to change	• Develop / inculcate / reinforce a sense of common purpose

Source: Brooklyn Alliance Clinical Collaborative, 2003

Continue

National Quality Center (NQC)

Leaders Support Others in Improvement Areas:

- Support a systemic approach to quality

- Communicate priorities to staff and stakeholders

- Educate staff on quality

- Encourage sustained improvement

- Facilitate innovation and learning

# Supporting a Systematic Approach to Quality Requires Leaders to:

- Attend quality meetings
- Ask teams to justify their decisions
- Trust the data
- Use data in decision-making
- Support quality improvement changes
- Allocate resources, not just money

Communicating Priorities Requires Leaders to:

- Facilitate the development of quality-oriented priorities
- Develop and reinforce a sense of common purpose
- Guide staff through conflicting priorities
- Clarify the quality goals of the organization
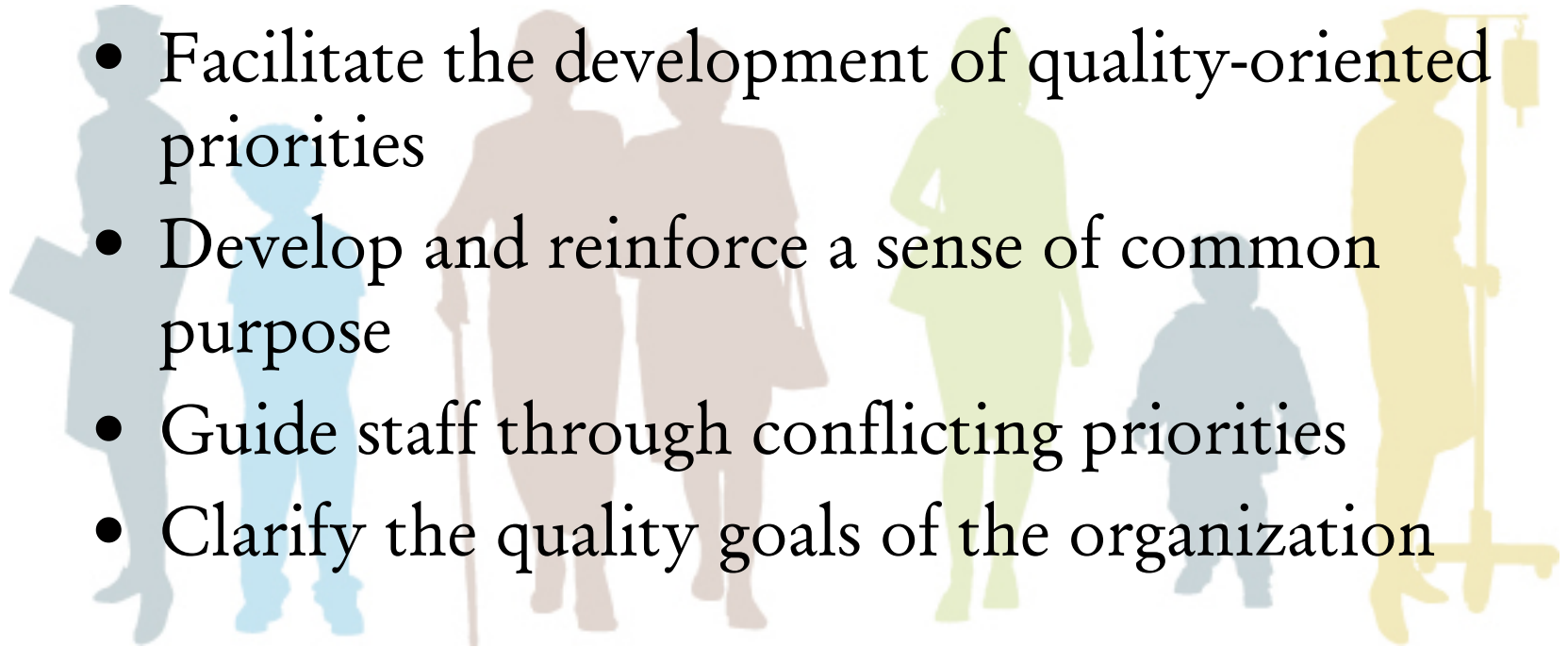
Educating Staff Requires Leaders to:

- Reassurance

- Guidance

- Support quality efforts

Facilitating Innovation and Learning

- Quality improvement → new issues about how staff members interact
- Support staff as they learn new skills
- Create a safe environment for learning and for experimentation

How Can a Leader Best Engage in Quality Improvement Processes?

Conduct organizational assessment of the quality program

Review results and use as a basis for future goal setting

Evaluate progress of implementation

A Concrete Job: Senior Leadership Review of Improvement Projects

Purpose of the review

- To learn whether the project is on track, or is likely to fail
- If the project is not achieving the intended results, to understand why
- To provide guidance, support, and stimulus to the project team

Preparing for the review

- Know the content
- Be able to link the project to the organization's goals
- Review the project report
- Cooperate with the project leader to plan the agenda

Source: Reinertsen et. al., Executive Review of Improvement Projects:
A Primer for CEOs and other Senior Leaders. Available on the IHI web site, see Resources.

A Concrete Job: Senior Leadership Review of Improvement Projects (cont.)

At the review
- Clarify the project's aim
- Talk about measures
- Look at results
- Provide positive feedback
- Discuss trends and prognosis. If things aren't going well, why?
  - Will? Ideas? Execution?
  - Provide guidance in project management

How can I help you improve?

Source: Reinertsen et. al., Executive Review of Improvement Projects:
A Primer for CEOs and other Senior Leaders. Available on the IHI web site, see Resources.

Test Question

You are the CEO of an HIV care program. You visit a quality team charged with improving the performance of annual GYN exams. You sit in the background and listen to the members discuss potential solutions. After 45 minutes of discussion, the team is still unable to reach a consensus on a solution to test. As a leader, you decide to...?

○ A) Just jump in and make the decision for them.

○ B) Have an off-line discussion with the team leader and get her to support the idea you'd like.

◉ C) Tell the team you expect them to reach a decision. Ask them if they need more time and, if so, agree on a new deadline. Then let them do their work.

Test Question

What is your role as a leader?

- ○ A) Contribute to quality skills
- ○ B) Contribute to quality infrastructure
- ○ C) Contribute to quality at every step of the process
- ● D) All of the above

Self-check: Data and Measurement

Clearly articulated mission and vision statement
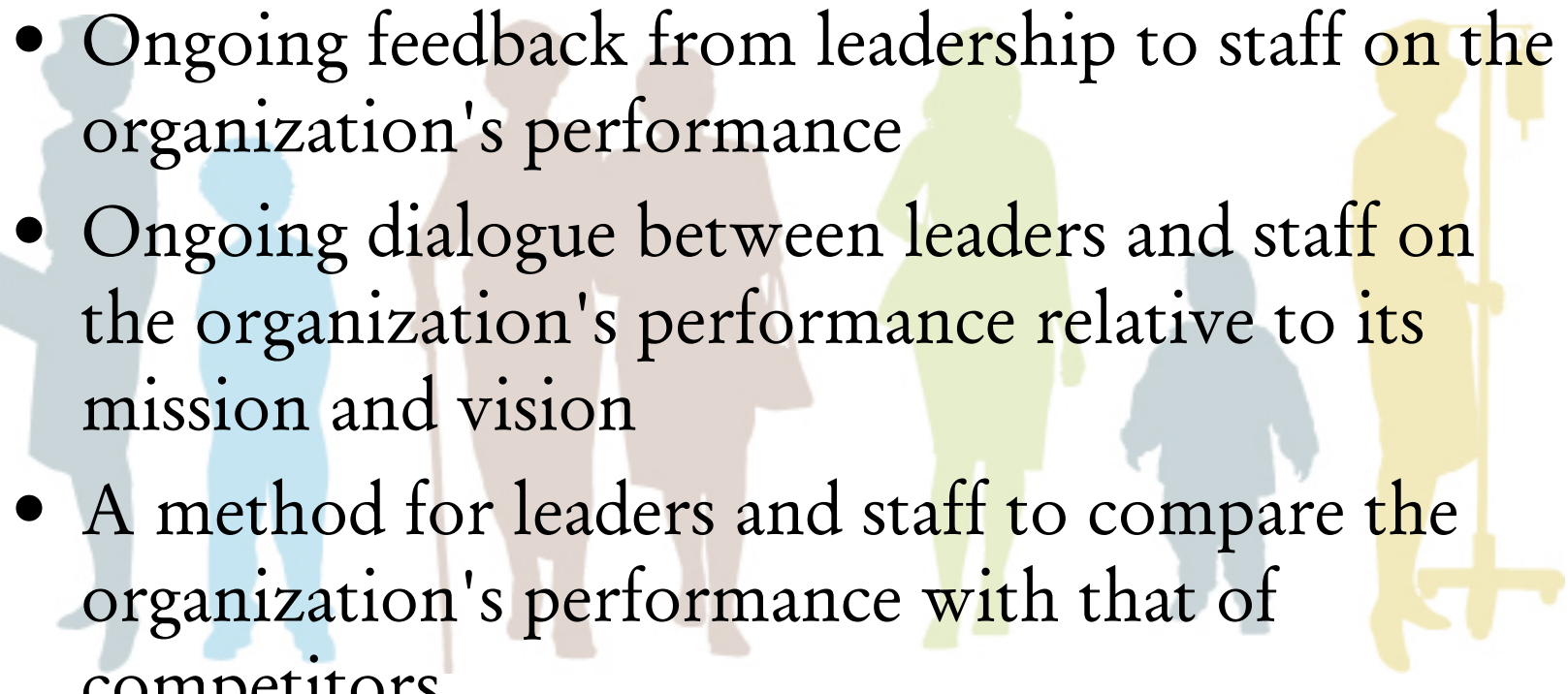
Ongoing measurement of performance

Ongoing assessment by leaders
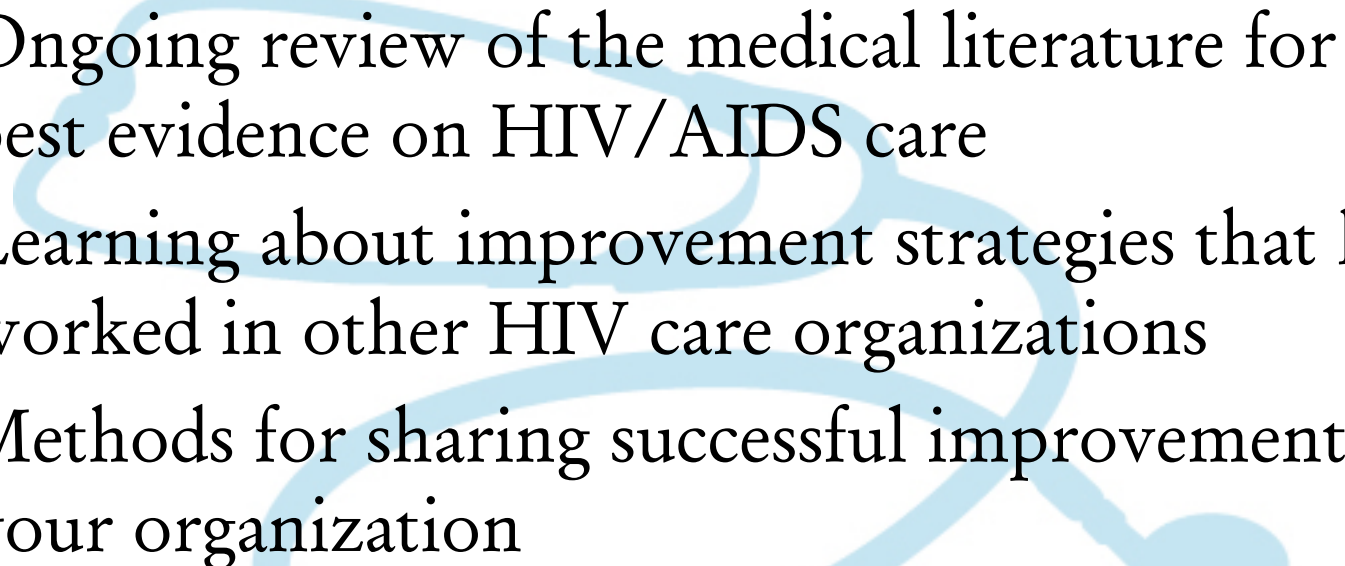
Active coaching by leaders

Self-check: Systems Thinking

- Ongoing feedback from leadership to staff on the organization's performance
- Ongoing dialogue between leaders and staff on the organization's performance relative to its mission and vision
- A method for leaders and staff to compare the organization's performance with that of competitors

Self-check: Developing Changes

- Ongoing review of the medical literature for the best evidence on HIV/AIDS care

- Learning about improvement strategies that have worked in other HIV care organizations

- Methods for sharing successful improvements in your organization

Self-Check: Testing and Making Changes

- Training for staff and leaders in performance improvement
- A culture that supports learning and experimentation around quality

Self-check: Cooperation

- Ongoing cross-functional teams
- Ad-hoc cross-functional teams
- Reward systems that recognize successful team work
- Process-based, not discipline-based, staff meetings

Real World Tips: Motivating Staff to Engage in Quality Improvement

- Training bulletin board
- Discuss key quality concepts during every staff meeting
- Participate in improvement project team meetings
- Reward team progress
- Attend consumer meetings
- Have an open door policy

National Quality Center (NQC)

Key Points

- Leaders need to support and be actively involved in the quality program
- They need to build their organization's abilities in response to the goal of quality
- Quality-focused organizations need:
  - Skills with data analysis and measurement
  - Ideals that focus on systems rather than individuals
  - Vision to generate ideas for change
  - Flexibility to test ideas and make changes
  - Cooperation to allow for individual contribution towards a common goal

Last Words From a Quality Leader

"The problem now is very clear: The buck stops not with the workforce, but with governance and senior leadership. The improvements will happen because of senior leadership, or not at all."

Don Berwick

Resources

- Berwick, Donald M. MD, MPP, and Thomas W. Nolan, "Physicians as Leaders in Improving Health Care: A New Series in the Annals of Internal Medicine." Ann Intern Med. 1998;128:289-292

- Clemmer, Terry P. MD et. al., "Cooperation: The Foundation of Improvement." Ann Intern Med. 1998;128: 004-1009.

- Nolan, Thomas W., "Understanding Medical Systems," Ann Intern Med. 1998;128:293-298.

- Plsek, Paul. "Innovative Thinking for the Improvement of Medical Systems." Ann Intern Med. 1999;131:438-444.

- Reinertsen, James L. "Physicians as Leaders in the Improvement of Health Care Systems, Ann Intern Med. 1998:128: 833-838.

- Caldwell, C. "Mentoring: The Evolving Role of Senior Leaders in a TQM Environment." Quality Management in Health Care. 1993. Vol 1. No 2. pp. 13-21.

- Reinertsen, James, Michael Pew and Thomas W. Nolan. "Executive Review of Improvement Projects: A Primer for CEOs and other Senior Leaders." Can be accessed at http://www.ihi.org/IHI/Topics/LeadingSystemImprovement/Leadership/Tools/ExecutiveReviewofProjectsIHI+Tool.htm

- Kotter, John P. Leading Change. Boston, MA: Harvard Business School Press, 1996.

Related Tutorials

- To learn more about defining quality indicators, study Tutorial 8
- To learn more about how to link data results to quality improvement activities, study Tutorial 10

View Now

View Now

The Quality Academy

For further information, contact:

National Quality Center
New York State Dept. of Health
90 Church Street, 13th floor
New York, NY 10007-2919
Work: 212.417.4730
Fax: 212.417.4684

Email:
Info@NationalQualityCenter.org

Or visit us online at
NationalQualityCenter.org

National Quality Center (NQC)