IE’s as Leaders of Change in Health Care

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Did you see them?

Which way did they go?

I have to find them

I am their leader
Agenda

- Leadership Top 10 List
- Leadership opportunities in Healthcare
- Leading change
- Develop and Improve leadership skills
Leadership Top 10 List

“Leadership is the art of accomplishing more than the science of management says is possible”, General Colin Powell

Observations from the field

1. Leaders produce results

2. Communication skills up and down the organization

3. Less is more
Leadership Top 10 List

4. Take and tolerate risk

5. Skill in problem solving techniques

6. Project management and measurement
Leadership Top 10 List

7. Credibility

8. Innovation
   - Search for and bring new ideas, methods, Best Practices to the organization.

9. Optimistic and positive

10. Coach and mentor

Leadership opportunities exist in industries & organizations that need IE’s the most
Healthcare System Today

- Largest single industry in the world
- Approximately 16% of the USA’s GDP
- Expenses increasing at 4 - 10% annually
- Major pressure to become more efficient and provide higher quality care
- Shortage of skilled workers

- Estimated 35% of all healthcare costs = waste
- Duplication, non-value add, redundancies
- Medical errors, adverse events, preventable deaths, process defects
What Do IE’s Do In Healthcare?

• Integrate people, equipment, facilities and other resources to improve work results

• Use skills learned in IE (process redesign, flowcharting, layout optimization, Lean, forecasting methodologies, simulation, etc.)

• Performs cost-saving & quality improvement projects
  – Patient & Physician Access
  – All Patient Care Areas (Nursing, ER, Imaging, Surgery, Laboratory, etc.)
  – Support Services (Laundry, Food Service, Housekeeping, etc.)
  – Supply Chain
  – Scheduling / Staffing
  – Capacity Management & Patient Flow
  – Quality and Patient Safety
  – Information Technology implementation

Maximize Quality and Safety, Minimize Cost
IE Career paths in Healthcare

Chief Information Officer

COO / CEO

VP Clinical and Quality Services

Information Technology

Quality Improvement

IE Department Director

Finance

Dept. Operations Management

Project management

- Training
- Research
- Analysis

- Analyst
- Cost accounting

• ED
• OR
• Radiology
• Supply chain
• Clinics
• Planning

Management Engineer
Performance Improvement Consultant
Project Manager
Analyst
Just to name a few….
Leading Change

Change Management is a skill you will need to acquire via experience, mentors, leadership training opportunities

- What is Change Management?
  - Structured process and set of tools for managing the people side of change so that business results are achieved, on time, and within budget

- What is a Change Agent?
  - Individual/group responsible for actually making the change happen

- Why is it important to develop these skills?
  - All change must be planned in order to be sustained
  - The “human side” of change is often forgotten
  - You will add value to the project and your organization if you are skilled at managing change
The Human Side of Change

The most successful IE’s have strong communication skills and the ability to work with all levels within the healthcare setting

• Negotiating with Decision Makers
• Sell your ideas based on data
• Facilitation in difficult situations
• Communicating priorities / opportunities to leadership through data
Opportunities to develop and improve Leadership Skills

- Lead via participation in Professional Networks
  - List serves, Linkedin, newsletters and news groups
  - Professional societies
    - IIE, ASQ, HIMSS
  - Society for Health Systems, SHS (www.shsweb.org)
    - Job bank, Student webpage, Mentoring, Annual conference
    - Paper competitions,
  - Committees, board positions, local and national (help shape the future of profession)
- Conferences, webinars, certification programs
  - Learner and presenter
Professional Networking at its best
Two last thoughts

- We all have 3 choices
  - Lead
  - Follow
  - Get out of the way

- Famous Iditarod dog sled race quote
  - “If you are not the lead dog; your view of the race never changes”