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
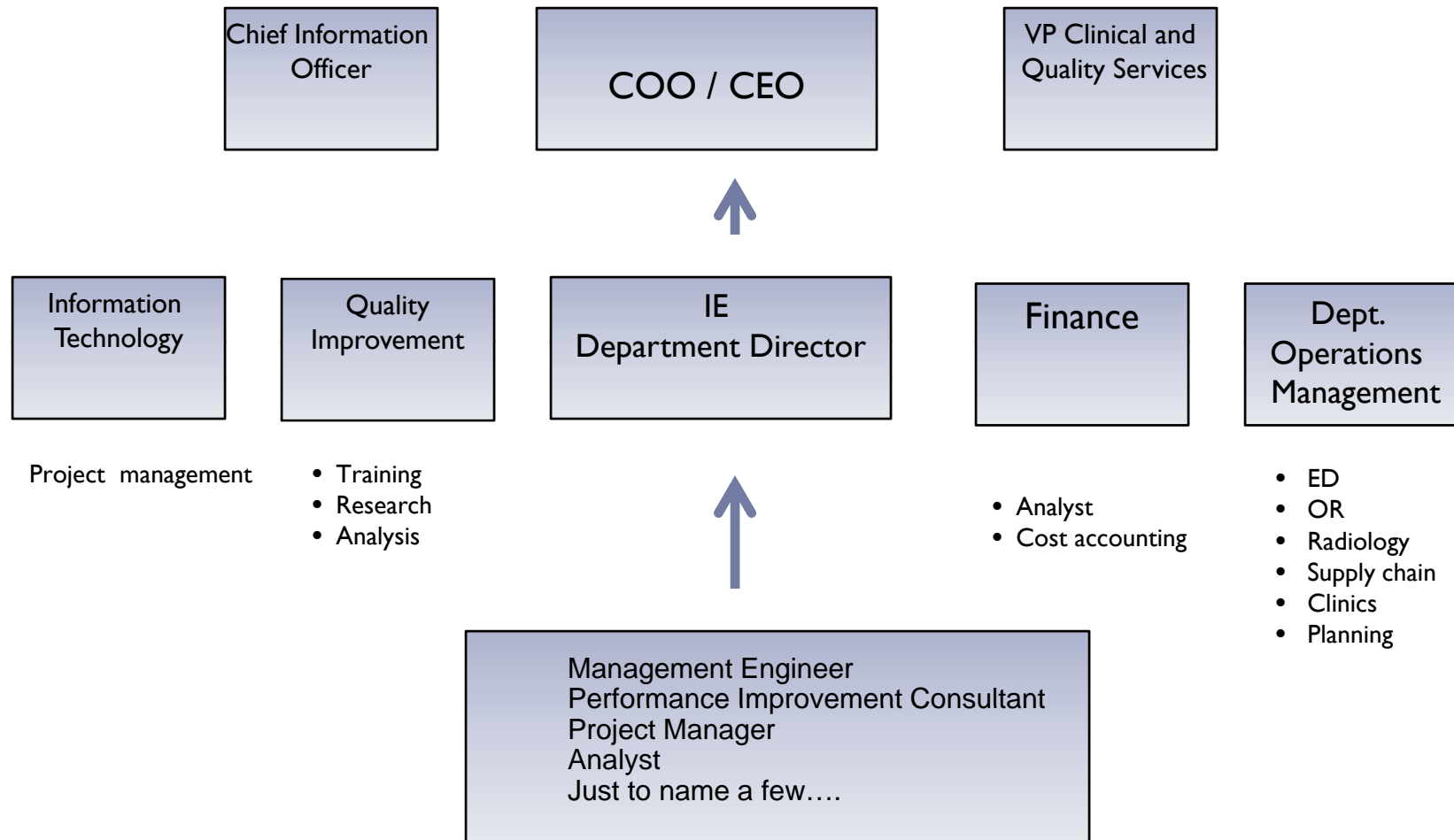- Medical errors, adverse events, preventable deaths, process defects

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

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Information Technology	Quality Improvement	IE Department Director	Finance	Dept. Operations Management

Project management

- Training
- Research
- Analysis

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- 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 <u>process</u> and set of <u>tools</u> for managing the <u>people side of change</u> so that business results are achieved, on time, and within budget

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

- Why is it important to develop these skills?
  - All change must be planned in order to be sustained
  - The <u>"human side" of change is often forgotten</u>
  - **You will <u>add value </u>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

- <u>Negotiating</u> with Decision Makers
- <u>Sell</u> your ideas based on data
- <u>Facilitation</u> in difficult situations
- <u>Communicating</u> 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"