



HEALTHCARE SYSTEMS PROCESS IMPROVEMENT CONFERENCE 2016

Sponsored
by:



SOCIETY FOR HEALTH SYSTEMS
LEADING HEALTHCARE IMPROVEMENT

Soft Skills for Leaders of Change in Healthcare

Christopher Farnham, *Process Improvement Manager, Spectrum Health*

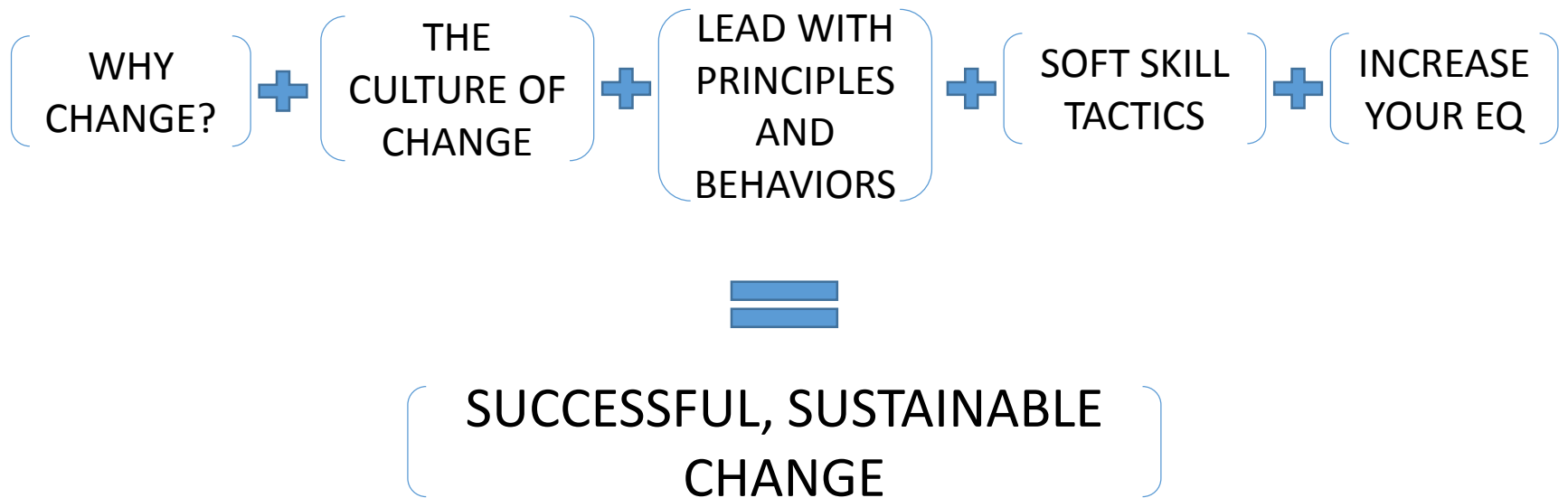
Dr. Jean Ann Larson, *FACHE, LFHIMSS, FIISE Leadership Development Officer with the University of Alabama at Birmingham Health System and School of Medicine*

Poll #1: Why are you here?



1. I am leading a major change initiative and I'm looking for ways to improve how I lead change
2. I need to coach leaders who are currently leading change
3. I am always looking for ways to improve my leadership skills
4. I needed to kill an hour

Elements of leading change



So What Are Key Soft Skills for Leaders of Change?

Our top 7:

1. **Self-awareness**
2. **Self-regulation**
3. **Personal Accountability**
4. **Interpersonal Communication Skills** – listening not “telling”
5. **Influencing individuals and teams**
6. **Humility**
7. Developing others

***bolded** items will be touched on in this presentation

Why change?

Do we really need change in healthcare?

Polls #2, 3 &4: Why Change?

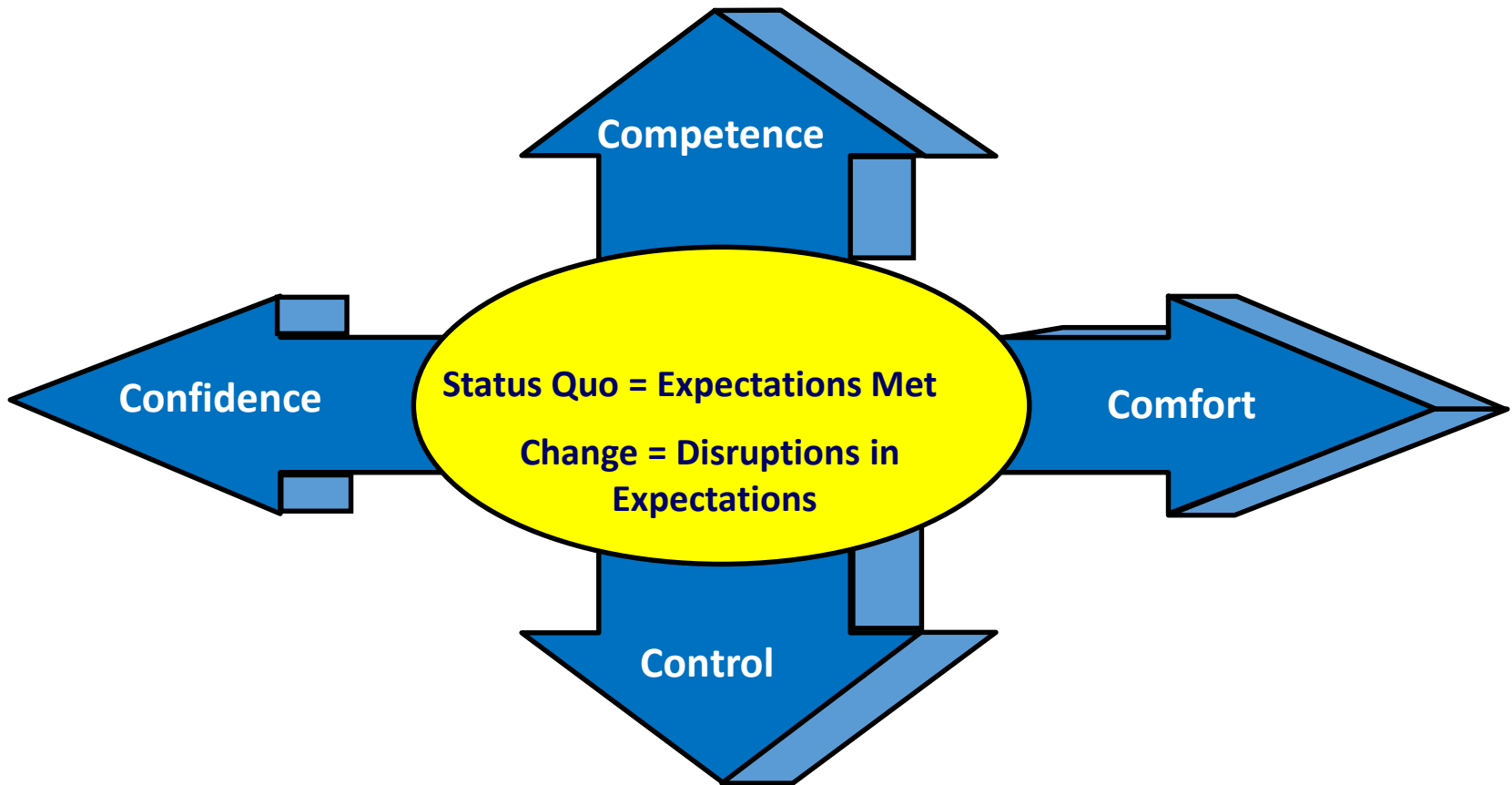
- Do you know of anyone who has been hospitalized? (Y/N)
- Do you know anyone who experienced a Serious Safety Event (SSE)? (Y/N)
- Do you know anyone who was adversely harmed by a SSE? (Y/N)
- That's why CHANGE really matters.....it's PERSONAL.



The culture of change

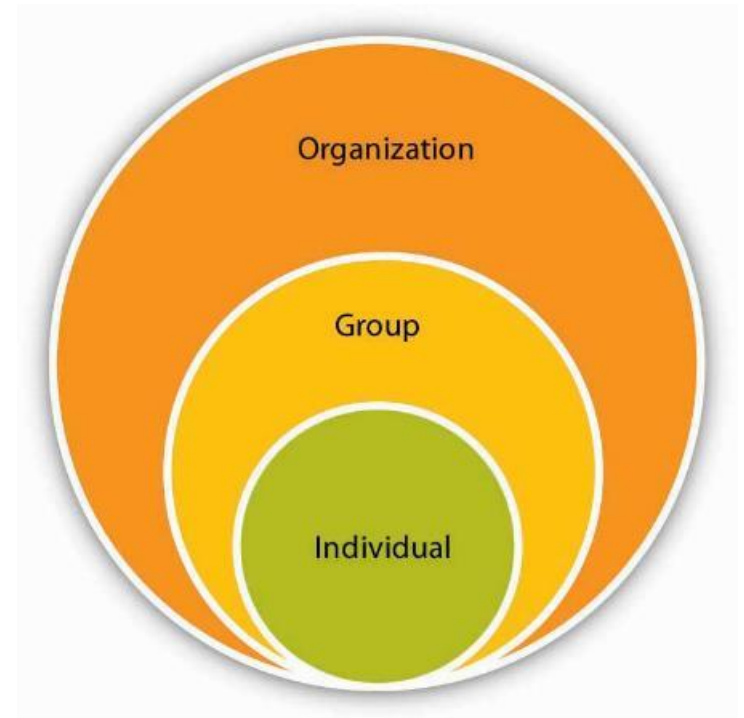
How can we help create it?

What Does Change Represent to People?



Culture change

- Change in culture is necessary for sustainment over time
- What does that mean?
- It means Continuous Improvement is a WAY OF LIFE
- All Staff (including leaders) need to:
 - ✓ Be willing to learn
 - ✓ See waste and problems as jewels
 - ✓ Solve problems using the scientific method
 - ✓ Change behaviors and practices
 - ✓ Do this EVERY DAY



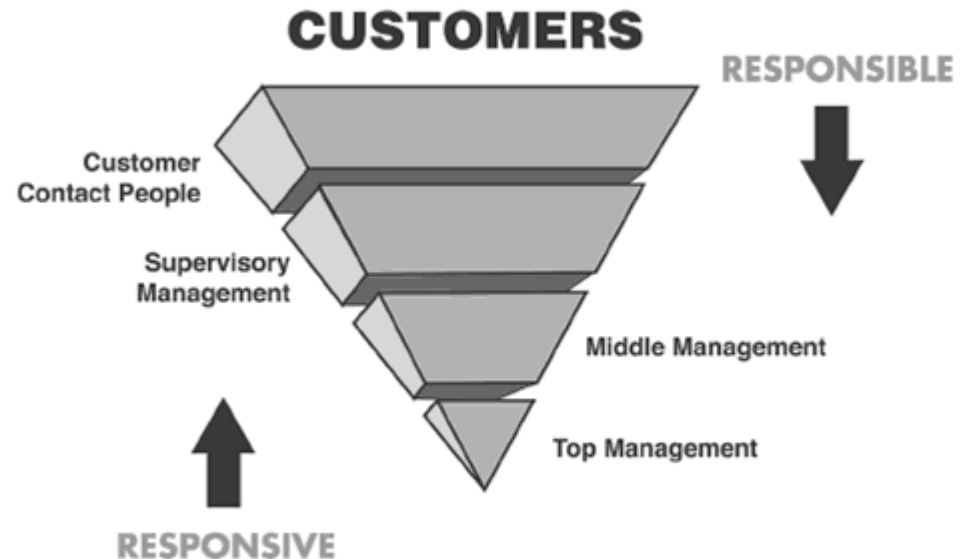
*Knowing is not enough; we must
apply. Willing is not enough; we must
do*



Johann Wolfgang von Goethe

Change is hard...

- Change starts with you! (EQ)
- Change requires a different management model
- Mass training is not the answer
- A culture of learning breeds change
- Learner Leaders not consultants (PI) create pull and demonstrate the need for change



Leading with principles and behaviors

What are your principles? Is your behavior congruent?

Leading with principles and behaviors

- **Principles** – A fundamental law; main way of doing something
- **Behaviors** - The way in which one acts or conducts oneself, especially toward others
- Leading with P and B greatly increase the chance for long term, sustainable change.

Lead with Humility

- Leaders ask questions with purpose and without judgment
- Leader is student-teacher

Focus on Process

- We routinely identify problems so we can address them
- We focus on improving processes, not on fixing people

Embrace Scientific Thinking

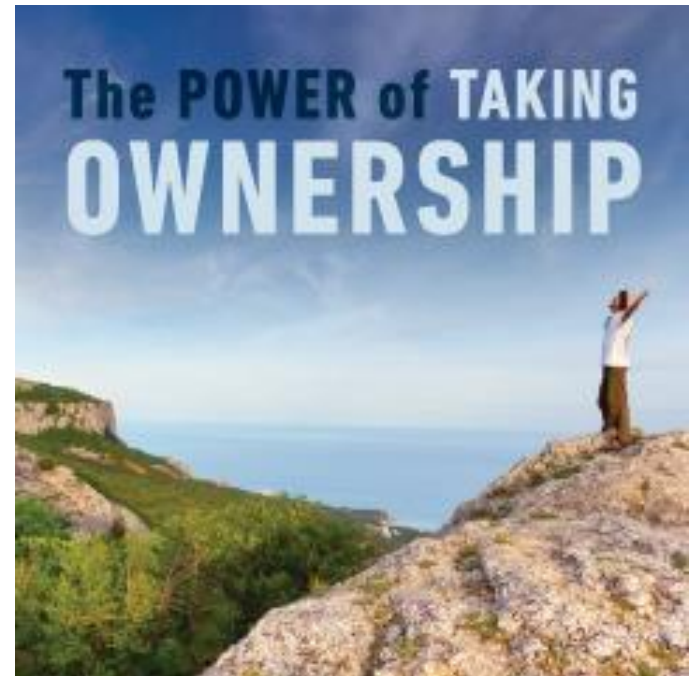
- Plan-Do-Study-Act is habitual: It's how we work
- We celebrate learning that comes through action and reflection

Create Value for the Customer

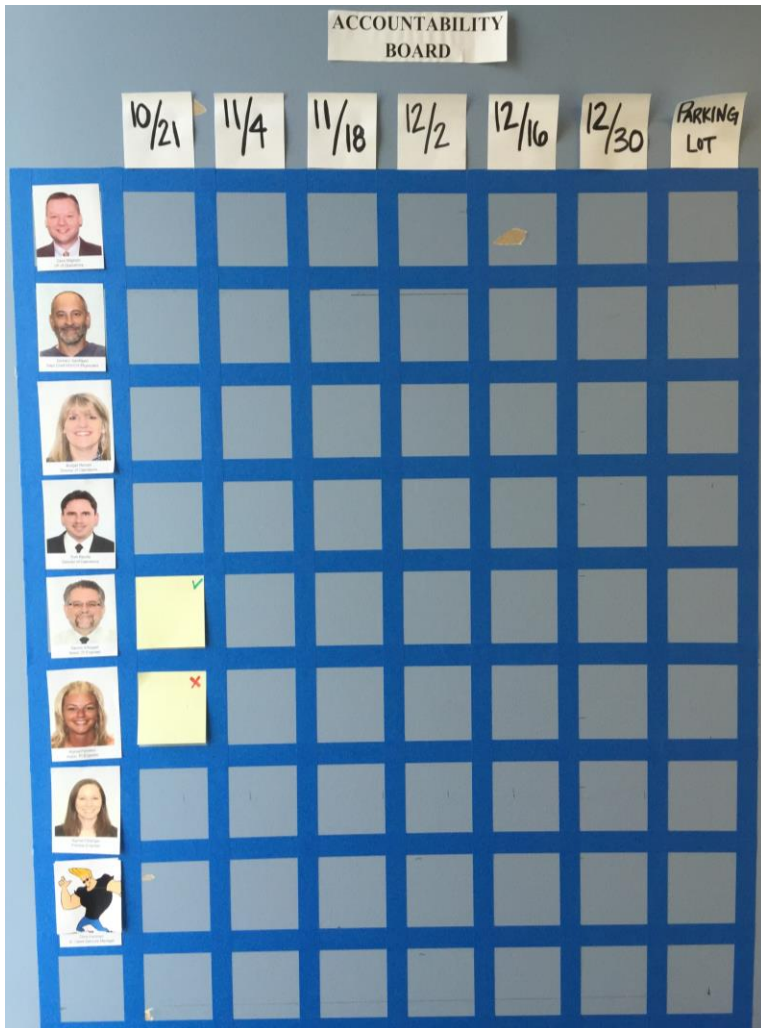
- We respect our customers by eliminating waste
- We capture customer input and translate it into action

Ownership and Accountability

- Leadership **MUST** own the change
- Key behaviors:
 - ✓ Cannot delegate ownership
 - ✓ Must promote change and market improvement
 - ✓ Must show willingness to learn
 - ✓ Ownership through action



Ownership - Example



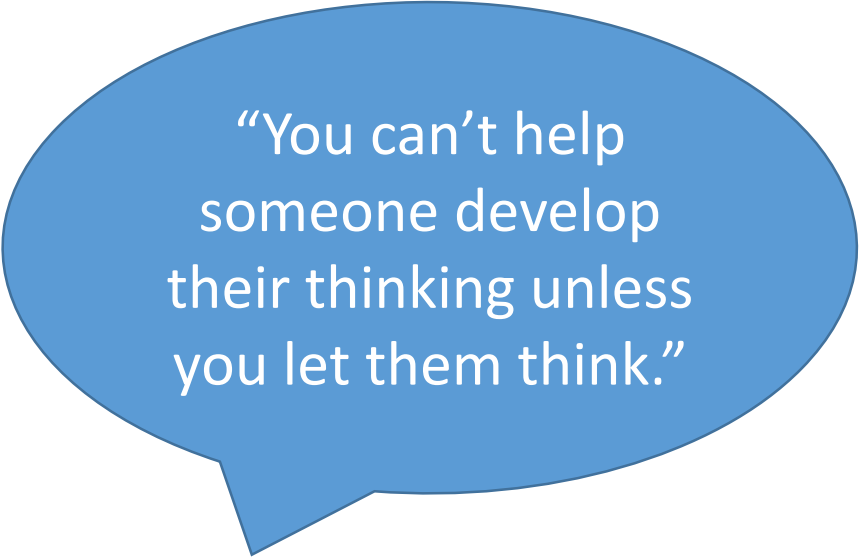
Go/See – Gemba Focus

- Leaders MUST be present where the work is.....
- Key Behaviors:
 - ✓ Regular and purposeful rounding
 - ✓ Learn to see and remove barriers
 - ✓ Communicate urgency and goals
 - ✓ Create a safe environment to challenge



Humble Inquiry *

- Ask questions to understand the current condition
- Key Behaviors:
 - ✓ LISTEN!!!!!!
 - ✓ Ask open ended questions
 - ✓ Coach for development
 - ✓ Be more yoda less superman
 - ✓ Be a learner



“You can’t help someone develop their thinking unless you let them think.”

-David Verble

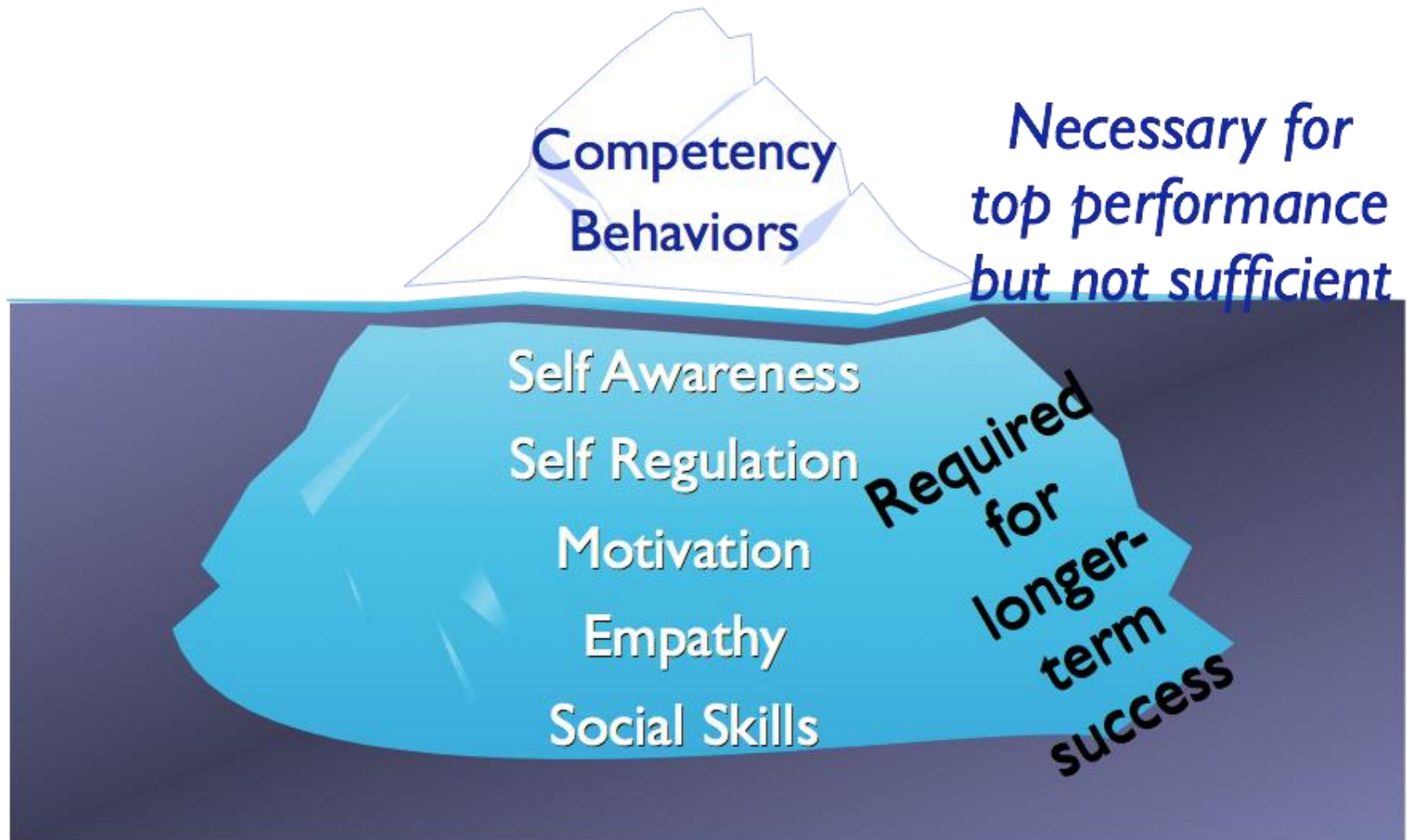
*Book by Edgar Schein

Emotional Intelligence



Why is it so important?

Traditional Focus For Leadership and Management



Why is EQ Important?

EQ affects your:

- Performance at work
 - ✓ Your decision-making ability
 - ✓ Your ability to deal with **change**
 - ✓ Your ability to manage stress
 - ✓ Your ability to work with others and create coalitions
- Physical health
- Mental health
- Relationships



Take YOUR Emotional Temperature

Number a sheet of paper 1-6. Write down how you feel or what you think about each image that follows







© EPA







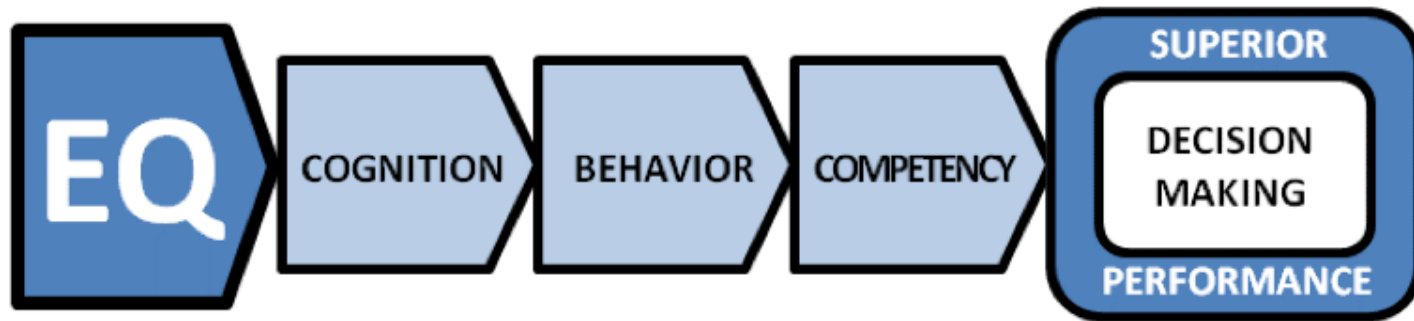


Reviewing the photos...

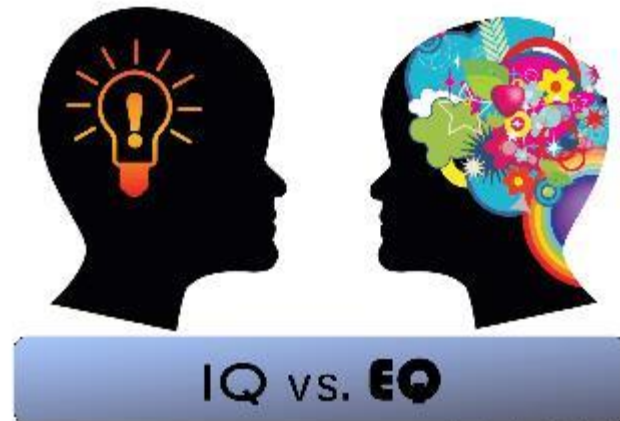
How do our responses compare?



What is EQ and How does EQ work?



Emotional Intelligence is the ability to sense understand and effectively apply the power and acumen of emotions to facilitate high levels of collaboration and productivity
(Cooper)



Dimensions of EQ

Intrapersonal

- Self-Awareness
- Self-Regulation
- Motivation

Interpersonal

- Empathy
- Social Skills



Self-Awareness

The ability to recognize and understand your moods, emotions and drives, as well as their effect on others.

- Knowing how you're feeling and why
- Knowing your personal strengths and limits
- Having a sense of your self-worth and capabilities

What are ways that you can increase your self-awareness?



Self-Regulation

Self-Regulation is the ability to control or redirect disruptive impulses and moods and the propensity to suspend judgment and think before acting

- Keeping disruptive emotions and impulses in check
- Maintaining standards of honesty and integrity
- Taking responsibility for personal performance
- Flexibility in handling change
- Being comfortable with novel ideas, approaches and new information



What are ways that you can increase your self-regulation?

Hair triggers and hot buttons—
What are yours?



How Does Stress Affect You?



Identifying Triggers and Hot Buttons

1. It makes me angry when...
2. I don't like it when...
3. I feel offended when...
4. I think it's rude to shout...
5. At work, I wish people would...
6. It makes me crazy when...
7. If only people would...
8. It makes me angry when people say...
9. I get irritated when I come to work and...



Motivation

A passion to work for reasons that go beyond money or status, and a propensity to pursue goals with energy and persistence

- Striving to improve or meet a standard of excellence
- Aligning with the goals of group or organization
- Readiness to act on opportunities
- Persistence in pursuing goals despite obstacles and setbacks



Motivation Exercise

Think about someone you've observed who seems to really love their job:

1. How can you tell someone is passionate about their job?
2. What are the characteristics you observe?
3. Now think about your feelings about your own job.
4. How do the two compare?



Empathy



The ability to understand the emotional makeup of other people

- Sensing others' feelings and perspectives and taking an active interest in their concerns
- Sensing others' development needs and bolstering their abilities
- Anticipation, recognizing and meeting the needs of others
- Cultivating opportunities through different kinds of people
- Reading a group's emotional currents and power relationships

In Short, EQ Helps you...

- Lead change more effectively
- Engage your team around shared goals and objectives
- Manage stress
- Make better decisions
- Create and maintain collaborative teams



Poll #5 – What area do you feel you need to work on to improve your EQ?

1. Self-awareness
2. Self-regulation
3. Motivation
4. Empathy



Questions/Comments/Discussion



Christopher Farnham



Chris Farnham
Senior Client Services Manager

Process Improvement
648 Monroe Suite 212
Grand Rapids MI 49503
phone 616-427-5721

Chris Farnham brings over 10 years of experience as an industrial engineer with over 5 of that being in healthcare. As a Senior Client Services Manager he is responsible as the corporate PI lead for the process improvement body of work currently underway at Spectrum's Helen DeVos Children's Hospital (HDVCH) and all of the pediatric specialty clinics associated with HDVCH. He began his time at Spectrum as a Process Improvement Engineer at Spectrum Health United Hospital. This start led to him becoming the Manager of Improvement and Data Integrity. Chris helped design and deploy an improvement and data analytics program that helped improve both the care and experience of patients seen at United. His work in data analysis and simulation provided information that aided senior leaders in their decision making processes. Chris is extremely passionate about lean and believes that the best solutions are developed when the process is seen through the eyes of patients and staff. Without the efforts of these two groups the best solution could never be found. His 10+ year journey began at Magna Donnelly, a tier one automotive supplier in Grand Haven, while interning as an industrial engineer. Chris moved on from automotive and continued his journey in the medical device manufacturing industry. He worked as the lead industrial engineer on an international transfer program in San Jose Costa Rica. Chris was responsible for the design and flow of both physical plant and line operations present in the facility. Mr. Farnham received a degree in Industrial Engineering, with a focus on statistics, from Kettering University. He has also completed coursework towards a Master in Operations Management from Kettering University.



Dr. Jean Ann Larson, LFHIMSS, FACHE, FIISE, OCC

Jean Ann has over 25 years of experience as a healthcare executive. She has led organizational, professional and business transformations serving as an internal process engineer and consultant, a change agent, Vice President of Clinical Quality and Safety and Chief Learning Officer founding an award winning and respected corporate university. She also served as a Senior Executive of two large healthcare organizations where she has led the functions of organizational effectiveness, process improvement, executive development, talent management, team building, employee engagement, accreditation, care management, quality and patient safety, as well as several clinical areas.

Recently she was named the Leadership Development Officer for University of Alabama in Birmingham (UAB) Medicine. Previously she headed up her own consulting firm partnering with health care organizations, executive teams, leaders and individuals to help them become more productive while bringing results-oriented strategic change into their organizations.

She has a BS in Industrial Engineering, an MBA and a doctorate in organization change from Pepperdine University. She is a Fellow with the American College of Healthcare Executives and a Fellow of the Institute of Industrial and Systems Engineers. She is a Past-President and Diplomate of the Society for Health Systems of the Institute for Industrial Engineering and a past Vice-Chair of HIMSS. In 2014 she received the SHS/HIMSS Excellence in Healthcare Management Engineering/Process Improvement Award.

She is editor of Management Engineering: A Guide to Best Practices for Industrial Engineers in Health Care and her most recent book, Organizational and Process Reengineering: Approaches for Health Care Transformation won the Healthcare Information and Management Systems Society (HIMSS) 2015 Book-of-the-Year award .



jl Larson@uabmc.edu

205-996-1116

Twitter: @jeanannlarson

www.linkedin.com/in/jeanannlarson/

UAB MEDICINE
Knowledge that will change your world