Healthcare is Changing
And so should we...
Presentation Outline

1. Meet the Presenter
2. Objectives
3. Leading Through Uncertainty
4. Leadership System
5. Improvement is a Team Sport
6. 3 Things Every Organization Should Be Doing
About the Presenter
Laura “LP”

Years with Baldrige: 3

What I do for work: Innovate

What I do for fun: Hang with my loves

Interesting fact: Lady Gaga is my hero
About the Presenter

Tom
Improvement Nerd

Years Leading Change

9

What I do for work
Master Black Belt

What I do for fun
Run and compete in Ironman

Interesting fact
My name was bet on the Super Bowl
Helping people realize their full potential by giving them the tools, skills, and confidence they need to achieve great things.

MISSION – EVERYBODY MATTERS

Helping people realize their full potential by giving them the tools, skills, and confidence they need to achieve great things.

VISION

Create people-building organizations everywhere.
Our Belief

*Organizations don’t change the world. People do.*

Green Dot is committed to being a people-building organization. Our belief is that all great organizations start by focusing on the people first, giving them the skills they need to make and lead change. It is our goal to create an organizational culture where everyone feels like they are embraced as part of a caring work family. Through these families, relationships, and collaborations people can achieve great things, going home each day knowing that they have made a positive difference through their work.
Objectives

Create a business case and human case for improving how we lead and how we improve.

Discuss how a leadership system can help in a time of crisis, and in any other circumstance the requires coordinating resources to achieve an objective.

Share best practices for leading people through change.

Compare ways to drive innovation and promote continuous improvement in the wake of COVID-19.
Transformation is often more about unlearning than learning.

Richard Rohr
Volatility
Refers to the speed of change in an industry. In industries experiencing high volatility, changes occur frequently and quickly.

Uncertainty
Refers to the extent in which future events and outcomes can confidently be predicted. Industries experiencing high uncertainty, forecasting the future is extremely challenging.

Complexity
Refers to the number of factors that need to be considered in decision-making. The more varied the factors are, and the more interconnected the factors are, the higher the complexity becomes.

Ambiguity
Refers to a lack of clarity about how to interpret an event. In industries in which ambiguity is high, information is often incomplete, contradicting, or too inaccurate to draw clear understanding.
Looking into the Crystal Ball

In a recent article by HealthLeaders, several healthcare advisors and thought leaders shared their vision for the changes they are seeing now and the changes they see ahead.

Those changes include:

- More buy-in around a more remote healthcare workforce
- Less face-to-face meetings and an increase in virtual meetings
- Adoption of virtual visits and telemedicine will increase
- Increase in automation and artificial intelligence
- Lessened regulation to help improve speed to implementation
- Business strategy will be more agile and adaptive
Let’s Not Forgot...

What was important before is still important now, probably more so.

Medical errors are still a primary concern for patients and care teams (cited as the 3rd leading cause of death). Health systems have not succeeded at curtailing health care costs, despite tremendous pressures to do so.
 Basically... 

A lot more change is coming

We must move away from firefighting and find ways to innovate while reducing burnout. We need to be fireproofing!
1. Reacting to the problem (0–5%)
   Run with the hose and put out the fire.

2. General improvement orientation (10–25%)
   Install more fire hoses to get to the fires quickly and reduce their impact.

3. Systematic evaluation and improvement (30–45%)
   Evaluate which locations are most susceptible to fire. Install heat sensors and sprinklers in those locations.

4. Learning and strategic improvement (50–65%)
   Install systemwide heat sensors and a sprinkler system that is activated by the heat preceding fires.

5. Organizational analysis and innovation (70–100%)
   Use fireproof and fire-retardant materials. Replace combustible liquids with water-based liquids. Prevention is the primary approach for protection, with sensors and sprinklers as the secondary line of protection. This approach has been shared with all facilities and is practiced in all locations.

Source: Malcolm Baldrige Criteria for Excellence
Healthcare Going Forward

Considering the recent events of the COVID-19 pandemic we have seen that healthcare can be innovative.

The challenge now is sustaining the change and continuing to innovate for the future.
3 Ways to Lead with a Continuous Improvement Mindset.

1). Shape a **vision** and provide clarity.

2). Make it easy to speak up and share ideas. Practice humility and gratitude - showing appreciation and curiosity about **other people’s ideas**.

3). **Practice empathy** but putting the patient at the center of your solutions.
It all starts with leadership. Leaders...

1. Establish the organization’s culture through mission, vision, and values.
2. Role model desired behaviors.
3. Communicate openly and honestly, promoting a culture that values frank two-way communication.
4. Create an environment for organizational success, now and into the future through workforce engagement, development of future leaders, and organizational change readiness.
5. Create focus on action - setting clear expectations and establishing measurable goals that are balanced across the multiple stakeholder groups that depend on the organization for its critical product and services, and for meaningful employment.
6. Apply systems-thinking to the design, improvement, and management of key work processes while encouraging operators to innovate.

Source: Malcolm Baldrige Criteria for Excellence
3Cs Leadership Systems

Create Clarity and Connect
Create clarity around organizational priorities and help connect the dots.

Communicate and Coordinate
Communicate frankly, and openly. Give clear direction so that everyone in the organization is has a common purpose.

Collaborative Community
Empower all workforce as change agents. Provide them with the skills they need to make and lead change. Promote best practice sharing and intelligent risk-taking.
BEING CLEAR IS BEING KIND

Creating vision, setting the direction, and learning as you go will get you further than exhaustive planning with no action.
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PLACING CATCHBALL

Pass 1: Patient, patient families, and community members communicate their needs and expectations.

Pass 2: Senior leaders consider customer input in the design of the organization’s strategy. Strategic objectives are communicated to management.

Pass 3: Management reviews the strategies and suggests tactics, projects, and resources necessary to achieve objectives.

Pass 4: Projects and resources are prioritized and approved. Project ownership is assigned and project teams are formed. Action plans are developed. Organizational, department, and individual goals are aligned.

Pass 5: Results of action plans are shared with senior leaders and adjusted (through corrective action) based on new learning. Value is captured and provided to the customer.

Pass 1:
- Community Health Needs Assessment
- Customer Segments and Requirements

Pass 2:
- Strategic challenges, advantages, and opportunities
- 3-5 year goals (LT)
- Strategy Map
- Culture Map

Pass 3:
- Projects/Change Initiatives
- Resource Requirements
- Expected Outcomes/Projections

Pass 4:
- Budget
- 1 year goals (ST)
- 30/60/90 Day plans (AP)

Pass 5:
- Results/Scorecards
- Quarterly Business Reviews (QBR)
- Corrective Action (changes to Aps)
Communication Plan

The Communication Plan helps to clarify what information needs to be communicated during the project or event. The Plan details who the targeted audience is, along with providing details on who owns the message, how frequently should the message be shared, and what the preferred communication method is.

Communication Matrix – [enter project/team name]
Framework for diffusing vital project information

<table>
<thead>
<tr>
<th>Communication or Message</th>
<th>Objective</th>
<th>Method/s (In-person meeting/conference call/electronic)</th>
<th>Frequency (daily/weekly/monthly)</th>
<th>Audience</th>
<th>Owner/s</th>
<th>Deliverables</th>
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COMMUNICATION IS PLANNED

Multiple modes and match to audiences preferred method. Who is communicating what and when. Who has decision-making authority.

Example from Tufts Medical Center
Improving engagement and creating a sense of community through problem-solving and shared ownership.
IMPROVEMENT IS A TEAM SPORT

Per research by Google on what makes teams successful, High-performing teams have one thing in common: **psychological safety**, the belief that you won’t be punished when you make a mistake.
Left Brain Right Brain

• Analytical Mind
• Emotional Mind
Filling organizational gaps is a multi-tool, multi-approach journey.

Lean focuses on the elimination of unnecessary activity, the relentless pursuit of perfection, and respect for people. It lays a strong foundation for other improvement techniques to build upon.
A robust improvement culture with more than LEAN and Six Sigma:

Design Thinking
Improv Comedy
Baldrige Examiner
Improv comedy may seem random, but the artists are actually following a set of agreed upon rules in order to create the outcome together. Improv encourages risk taking and forces collaboration.

Improv teaches us to:

- Put the team’s result above any individual’s
- **Respond to new ideas with a “Yes, And...” approach**
- Create psychological safety. There is no such thing as failure, only mistakes with a lesson.
Get outside the box with Improv

- Get crazy with your Ice Breaker exercises
- Attend an Improv workshop
- Hire an Improv group to facilitate an event at your organization
- Read the rules and decide to just live your life that way in general
Design Thinking creative problem-solving process that encourages the use of empathy to better understand the people the Designer is creating for - which leads to better products, services, and internal processes.

Designers will:

• Employ empathy and gain insights through deep dive interviewing and 1-on-1 conversations with the customer
• Uses quantitative and qualitative data to define problems.
• Help to personify the customer’s beliefs, motivations, and behaviors through creative storytelling
• Create prototypes and perform testing with the customer being physically present. They see feedback as a gift.
Get outside the box with Design

- Invite a customer to participate on the improvement team
- Instead of hosting a Kaizen, host a Design Sprint instead
- Host an Innovation Challenge
- Form a Customer Advisory Group (or several)
- Train on empathy
Baldrige Examiner

The Baldrige Criteria is a national excellence tool for assessing an organization on 7 categories: Leadership, Strategy, Customers, Knowledge Management, Workforce, Operations, and Results.

Examiners will:

• Start with an objective perspective
• Ask “HOW?” questions to elicit process-based responses
• Look for ways the organization is learning
• Understand that there are no weaknesses, just opportunities for improvement
Get outside the box with Baldrige

- Volunteer as an Examiner
- Attend the Annual Quest Conference in DC, and hear directly from the winners
- Complete the Organization Profile portion from the Baldrige Framework
- Research past winners on Baldrige’s website
Bringing it all together…
### CLARITY
Providing direction and executing a plan is iterative. It is about feedback and committing to learning as you go. This is a lot like the "Yes, and…" mindset of improv.

### COMMUNICATE
Doing anything **systematically and in an integrated way**, whether it is leading, or communicating is Baldrige’s main focus.

### COMMUNITY
**Design thinking** is all about empathy, being patient centered gives people focus, but it also **gives them purpose**.
3 things we hope you do as a result of this presentation...

1. Express gratitude and collect lesson learned. Celebrate what worked and figure out how to keep it going.

2. Evaluate how you personally led during crisis. Were there processes that allowed you to provide clarity and to communicate effectively? Or did you feel like you were always reacting?

3. Experiment with differing improvement methods to engage the heart and minds of your teams.
Recommended Reads
Positive Questions or Comments