



Institute for
Healthcare
Improvement

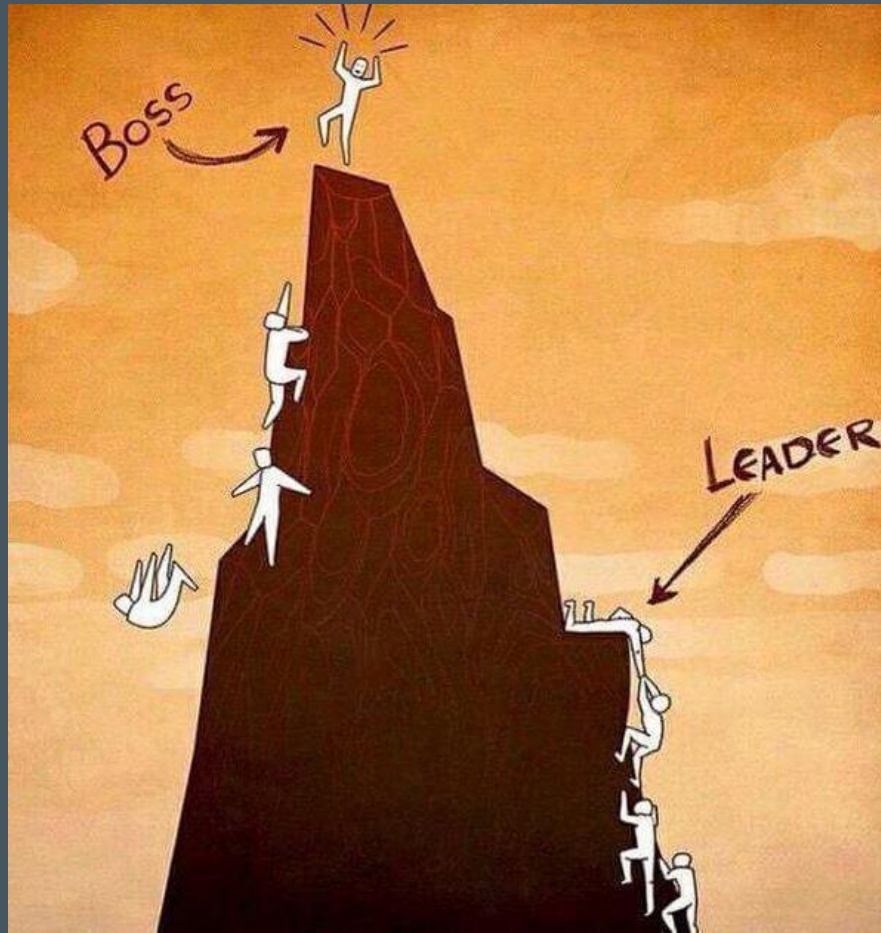
October 2018

High Impact Leadership



Derek Feeley
IHI Chief Executive

Boss vs Leader



Interdependent dimensions of High-Impact Leadership

3

New Mental Models

How leaders think about challenges and solutions

High-Impact Leadership Behaviors

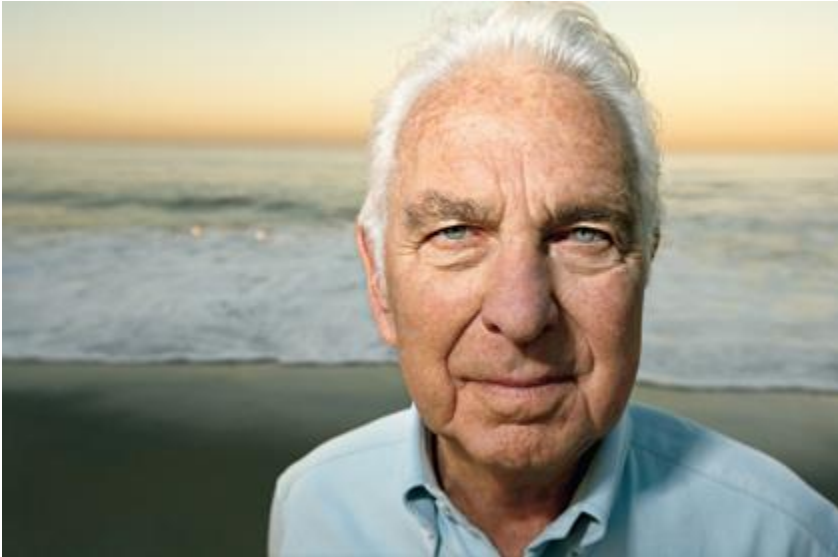
What leaders do to make a difference

IHI High-Impact Leadership Framework

Where leaders need to focus efforts



Warren Bennis



“Leadership is about getting people to want to do the right thing.”

“Good leaders make people feel that they’re at the very heart of things, not at the periphery. Everyone feels that he or she makes a difference to the success of the organization. When that happens, people feel centered and that gives their work meaning.”



New mental model?



An aerial photograph of the Choluteca Bridge in Honduras, showing the river Choluteca flowing through a landscape heavily affected by Hurricane Mitch. The riverbanks are eroded, with large areas of exposed sand and mud. The bridge itself is a long, straight structure with a dark road surface and metal railings, spanning the river. The surrounding land is a mix of brown, eroded soil and patches of green vegetation. In the background, a range of mountains is visible under a clear blue sky.

It can't be like this, either.
The Choluteca Bridge, after Hurricane Mitch

Some fundamentals (n=1)

- (Embracing) Complexity
- Shaping Culture
- Collaboration



1. Accepting complexity



For every complex problem there is an answer that is clear, simple, and wrong.



QuoteHD.com

H. L. Mencken
American journalist
(1880-1956)



Leadership of complex systems

- Destabilise the existing system
- Set some order generating rules
- Allow solutions to emerge
- Beware the persistence of deep structures and archetypes
- Accept paradox and contradiction



Presume that....



1. You will have to address complexity with complexity

2. The solutions are non-linear

3. You'll need a diversity of approaches

4. You will not have all of the answers

5. The power is not where you need it to be

2. Culture eats strategy for breakfast



“The only thing of real importance that leaders do is to create and manage culture.”

- Edgar Schein

Schein on Culture

- Culture is a result of what an organization has learned from dealing with problems and organizing itself internally
- Your culture always helps and hinders problem solving
- Culture is a group phenomenon
- Don't focus on culture because it can be a bottomless pit. Instead, get groups involved in solving problems



What do these have in common?



NASA Challenger



BP Gulf Oil Spill



Mid Staffs NHS

3. Collaboration

“

**VULNERABILITY IS THE
BIRTHPLACE OF
INNOVATION,
CREATIVITY AND
CHANGE.**

”

Brené Brown



TRADITIONAL LEADERS

vs.

COLLABORATIVE LEADERS



Believe **Power** comes from their **Position of Authority**

1

Believe **Power** is greatest in a **Collective Team**



Maintain **Ownership of Information**

2

Openly **Share Information** and **Knowledge**



Sometimes Listen to Suggestions and Ideas from their Team

3

Encourage **Suggestions** and **Ideas** from their Team



Deliver the **Approved Solution** to their Team

4

Facilitate Brainstorming with their Team



Allocate Time and Resources **Only when Proven Necessary**

5

Enable their Team by Allocating Time and Resources Right Away



Adhere to Specific **Roles** and **Responsibilities**

6

Allow **Roles** and **Responsibilities** to Evolve and Fluctuate



Fight Fires and Focus on **Symptoms**

7

Seek to Uncover the **Root Causes** of Issues



Review Staff **Performance Annually** According to Company Policy

8

Offer **Immediate** and **Ongoing Feedback** and Personalised Coaching



Discussion

- What are your leadership “fundamentals”?
- Describe the leadership culture at ELFT?



High-Impact Leadership Behaviors

What leaders do to make a difference

1. Person-centeredness

Be consistently person-centered in word and deed

2. Front Line Engagement

Be a regular authentic presence at the front line and a visible champion of improvement

3. Relentless Focus

Remain focused on the vision and strategy

4. Transparency

Require transparency about results, progress, aims, and defects

5. Boundarilessness

Encourage and practice systems thinking and collaboration across boundaries



High Impact Leadership Behaviours

Person Centeredness

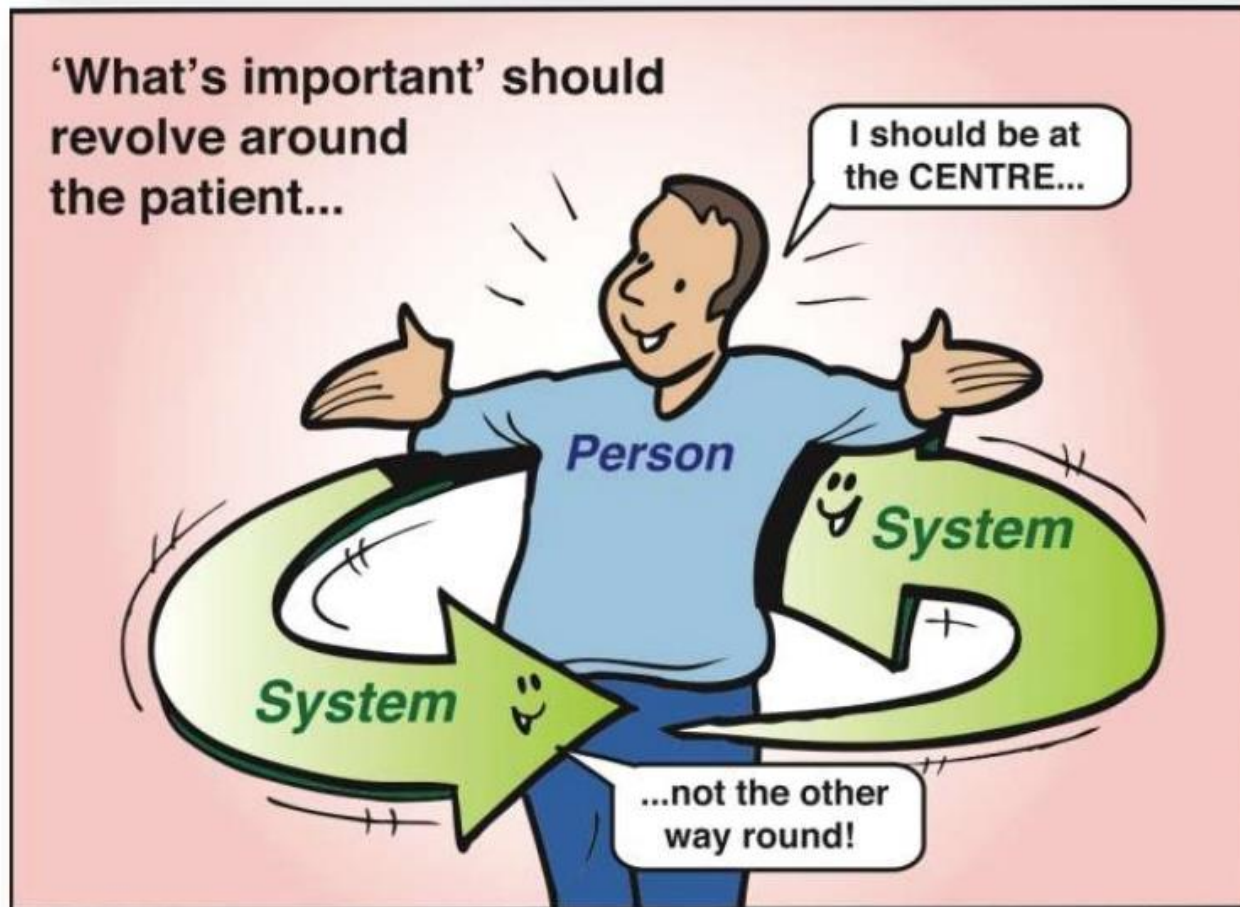
Front Line Engagement


Relentless Focus

Transparency

Boundarilessness

Person Centeredness



A grayscale photograph of a nurse in a white uniform and stethoscope leaning over a hospital bed to talk to an elderly female patient. The patient is wearing a patterned hospital gown and has medical sensors on her arm. The background shows hospital equipment and a window with blinds. The text is overlaid in the center of the image.

From...
“What’s the matter?”
to
“What matters to you?”



Front Line Engagement

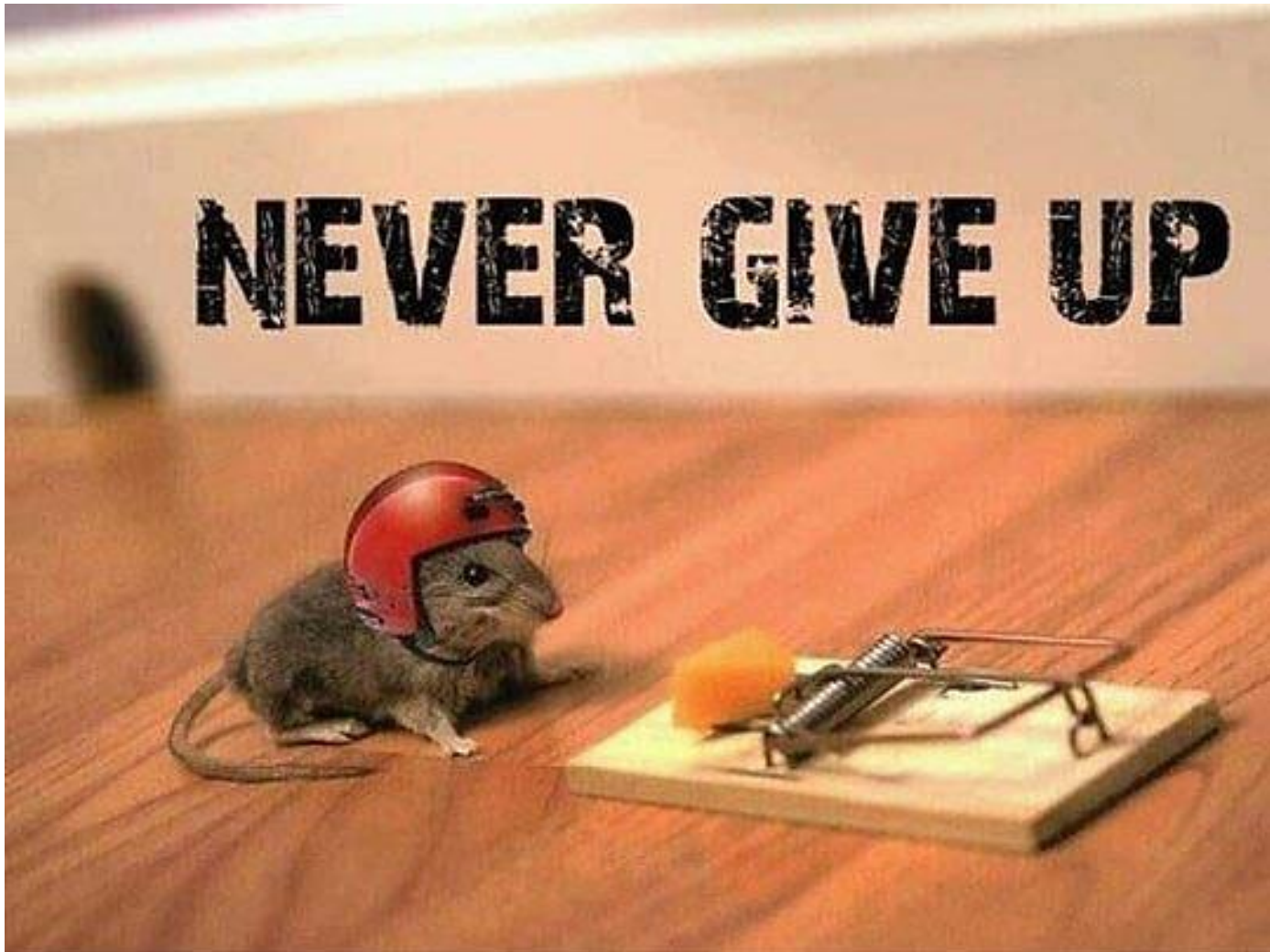
A DESK IS A DANGEROUS
PLACE FROM WHICH TO
VIEW THE WORLD.

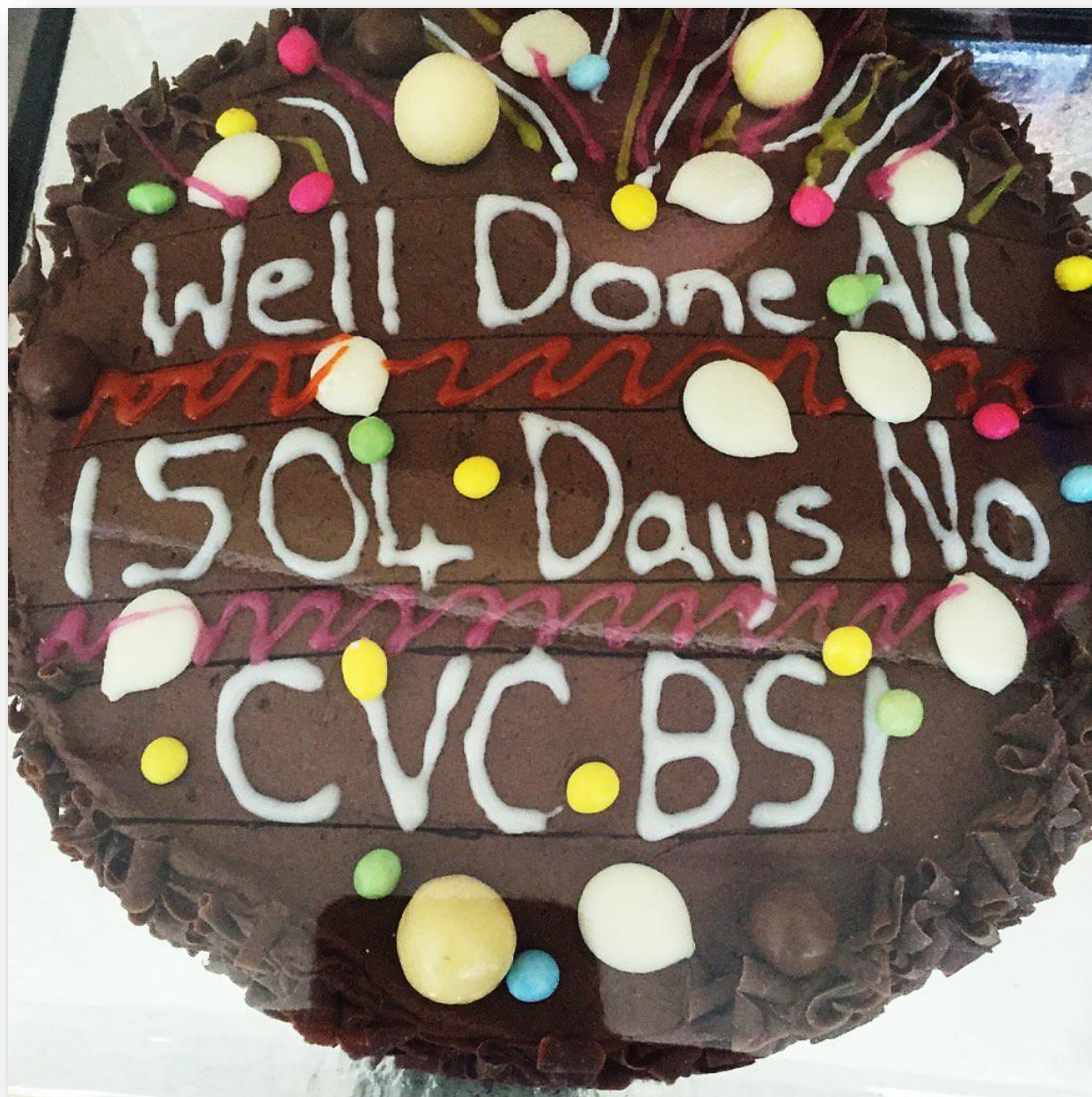
- John Le Carre



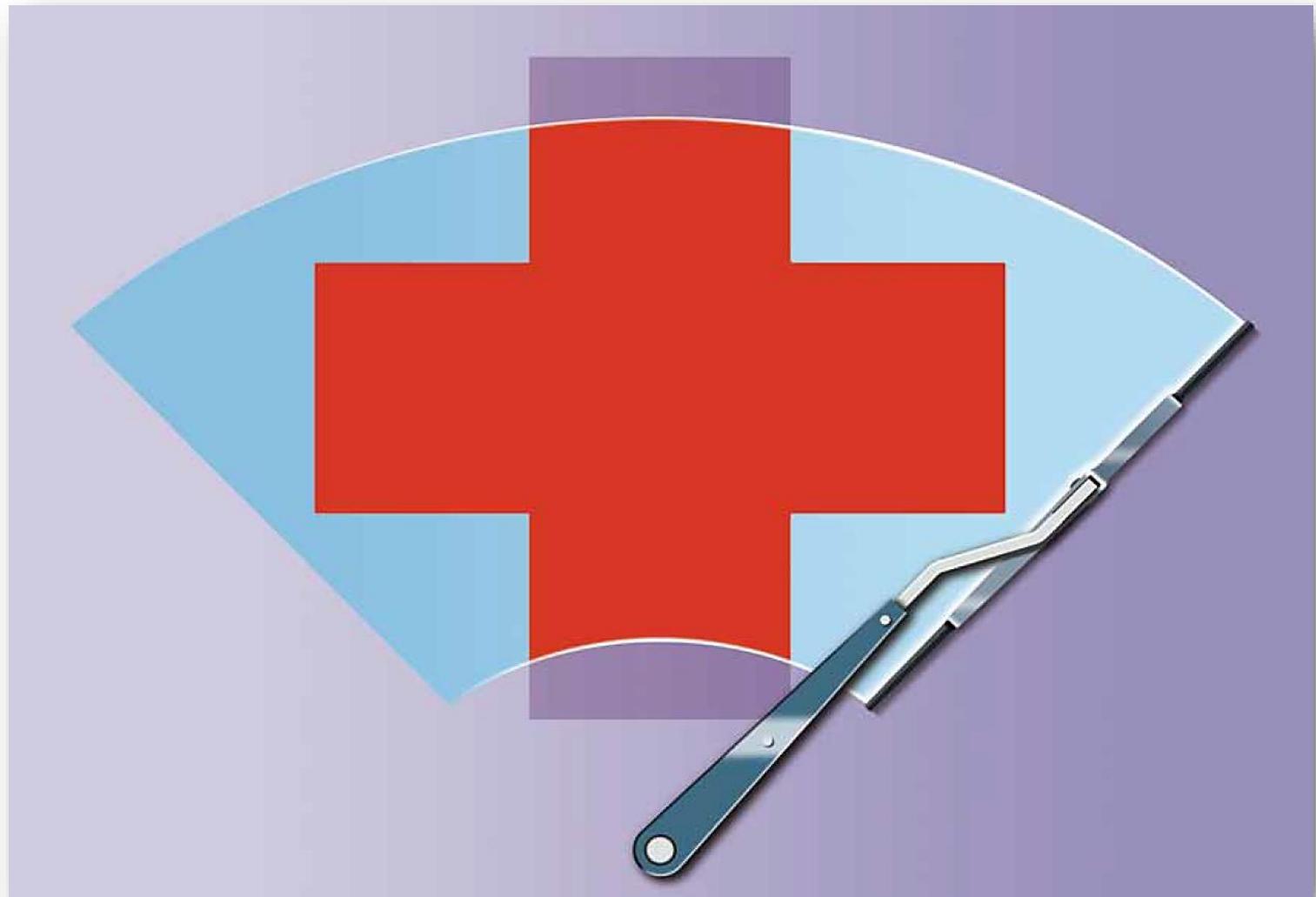


Relentless Focus





Transparency



SEPSIS

Aim - To implement actions to support early recognition and intervention to reduce hospital mortality rates due to sepsis.

Sepsis is when infection in one part of the body spills over to have effects on all the body systems. This can lead to multi-organ failure and death, especially if not recognised and treated promptly.

DUPLICATE FORM → 1x COPY MEDICAL NOTES
1x COPY IN SEPSIS FORM BOX FOR AUDIT.

SEPSIS 6 SHOULD BE ACTED UPON WITHIN 1 HR OF IDENTIFYING SEPSIS.

*** MEDICAL EMERGENCY ***

Seizures
A small seizure through not usually to require specific treatment of seizure activity.

Seizure is a sudden loss of consciousness.

Monday to Friday 9am to 5pm

1-2 seizures	20%
3-4 seizures	7%
5-6 seizures	7%

Altered Mental State

Mental function is often altered. Mild disorientation or confusion is especially common in elderly individuals. Agitation, anxiety, agitation, and irritability are also manifestations of severe sepsis. The most common of mental, neurophysiology is not known, altered mental state and confusion may also be a sign.

Respiratory Rate

During the sepsis response, respiratory rate cannot increase from the blood as normal. The normal blood pH of sepsis is often a rapid respiratory rate. This may be due to hyperventilation by systemic, local, or lung pathology. Hyperventilation, or a combination of several of these factors. Hyperventilation occurs as a result of pulmonary pathology, shunting of deoxygenated blood through the lungs or pulmonary embolism secondary to respiratory failure. Hyperventilation during early sepsis may lead to respiratory alkalosis, but this is often replaced by metabolic acidosis due to respiratory failure and hypoxemia.

Urine output

Urine output is a good indicator of circulating volume and renal function, and therefore essential for good sepsis management and the prevention of acute kidney injury.

Temperature

Patients usually present with fever or hypothermia. A normal temperature on presentation is uncommon but may occur in sepsis. The febrile response and the severity of the response may vary. Early response and signs may include hypothermia and hypotension or hypothermia. Signs of hypothermia are more common in the elderly and in individuals with pre-existing neurological disorders. Low neurological deficits are not usually a feature of sepsis, but may indicate a more severe presentation to the sepsis process.

Changes

Changes in vital signs and high flow oxygen may indicate a more severe presentation to the sepsis process.

FALLS

Don't Fall for it!
Safe steps to reducing Falls...

FALLS are the most common patient safety incident in all inpatient settings
FALLS can result in severe injury and death
FALLS are everyone's business

F FOOTWEAR
Ensure footwear is safe and secure. Check for loose soles, worn heels, and slippery soles. Ensure footwear is appropriate for the patient's condition and mobility.

F FLEXIBLE VISITING
Flexible visiting can be considered for some of our patients, where possible, to ensure they are able to move safely.

A AN AIDS, POSSESSIONS & CALL BELL IN REACH
Ensure call bell is within reach. Ensure patient has access to their call bell. Ensure patient has access to their call bell.

L LIGHTING & ENVIRONMENT
The environment should be safe. Lights should be on in all rooms at all times. Ensure patient has access to their call bell. Ensure patient has access to their call bell.

S STIMULATION
Ensure patient is stimulated. Ensure patient is stimulated. Ensure patient is stimulated. Ensure patient is stimulated.

NON-SLIP SOCKS OR SHOES WITH GRIP

DO NOT LEAVE AIDS OUT OF REACH. THIS IS RESTRAINT.

All spare time should be used to engage patients in activity.

LOOKING FOR PATTERNS OF FALLS IN WARD 1

CAUTI

REMOVE ASAP WHEN NOT REQUIRED

REDUCES RISK OF BACTERIAL CONTAMINATION

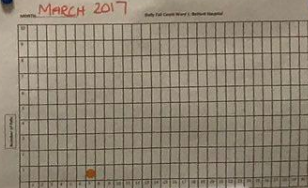
ENSURE BAG IS ALWAYS BELOW LEVEL OF BLADDER IN BED APPLY NIGHT BAG!

CONTINENCE

WARD 1. MEASLES CHART ANY FALL TO BE I

EVERY FALL OR NEAR MISS SHOULD HAVE 14/15 BP ECG MEDICAL REVIEW POST FALLS BUNDLE

THE OUTCOME OF ALL THESE SHOULD THEN INFORM BE EVIDENT IN CARE PLAN TO REDUCE FURTHER RISK!



Early identification and treatment of sepsis

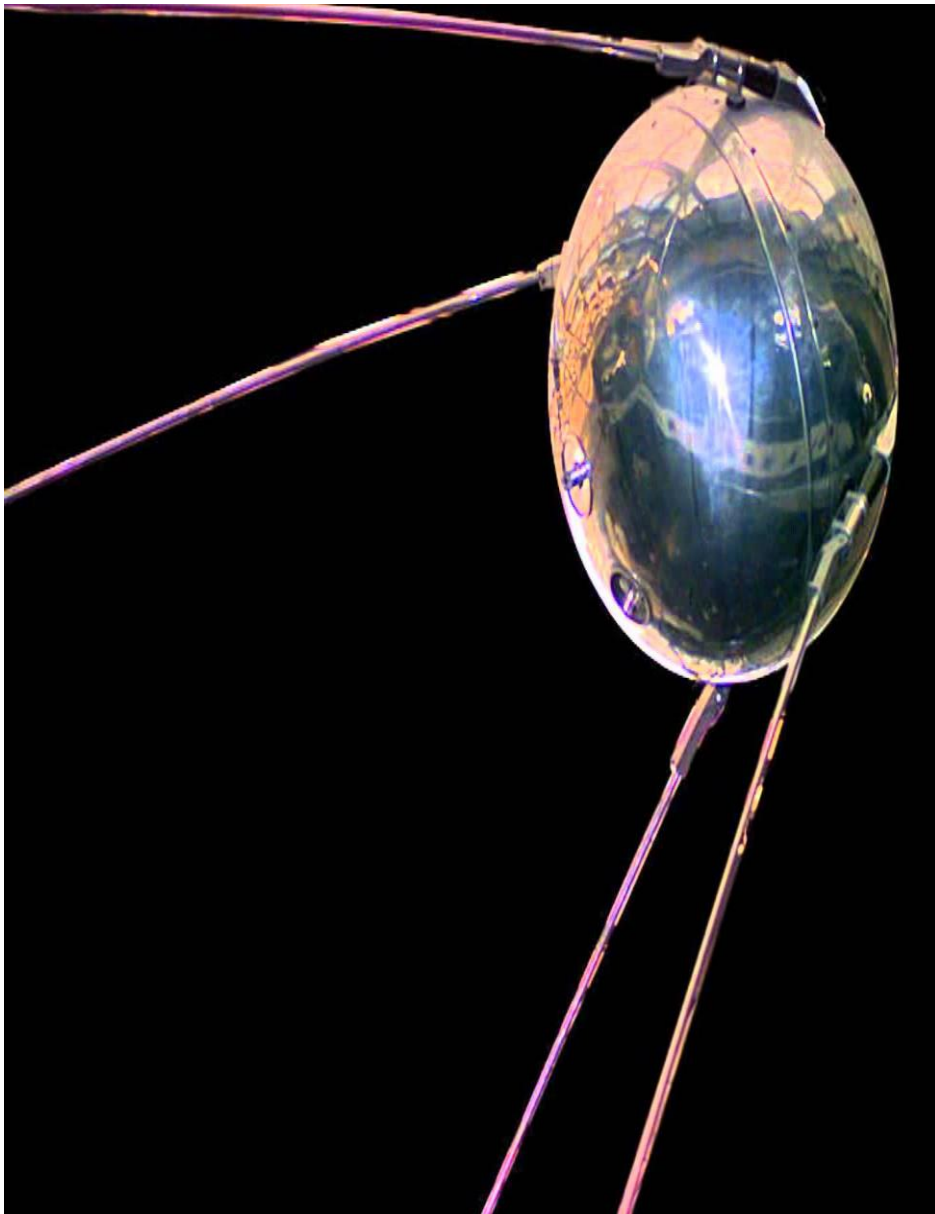
Sepsis is a life-threatening condition that can develop from any infection. It is caused by the body's response to infection, which can lead to organ failure and death. Early identification and treatment are crucial for improving outcomes.

Boundarilessness

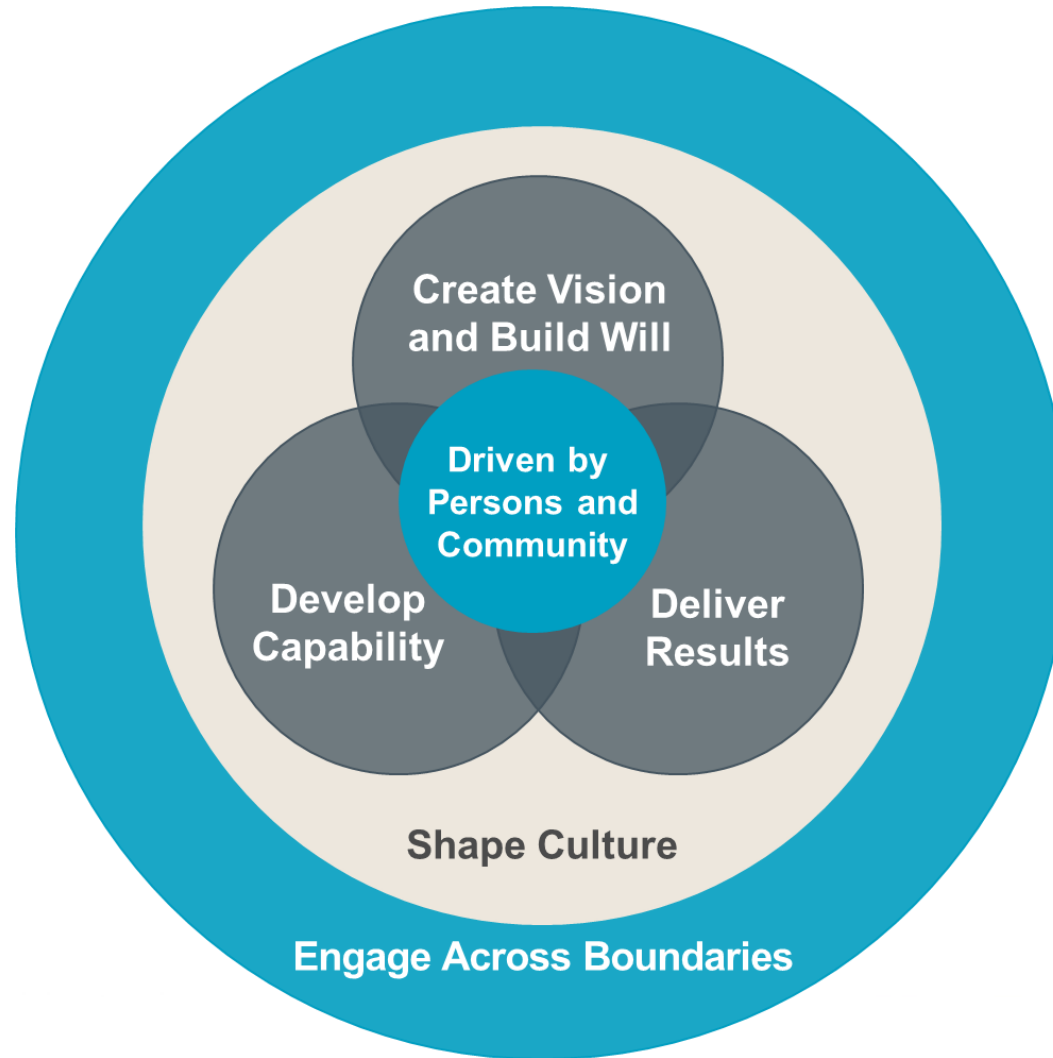


Steven Johnson – Where Good Ideas Come From





IHI High-Impact Leadership Framework



IHI High-Impact Leadership Framework

Driven by Persons and Community

- Include patients on improvement teams
- Start meetings with patient stories and experience data
- Use leadership rounds to model engagement with patients and families

Create Vision and Build Will

- Boards adopt and review system-level aims, measures, and results
- Channel leadership attention to priority efforts
- Transparently discuss measures and results

Develop Capability

- Teach basic improvement at all levels
- Invest in needed infrastructure and resources
- Integrate improvement with daily work at all levels

Deliver Results

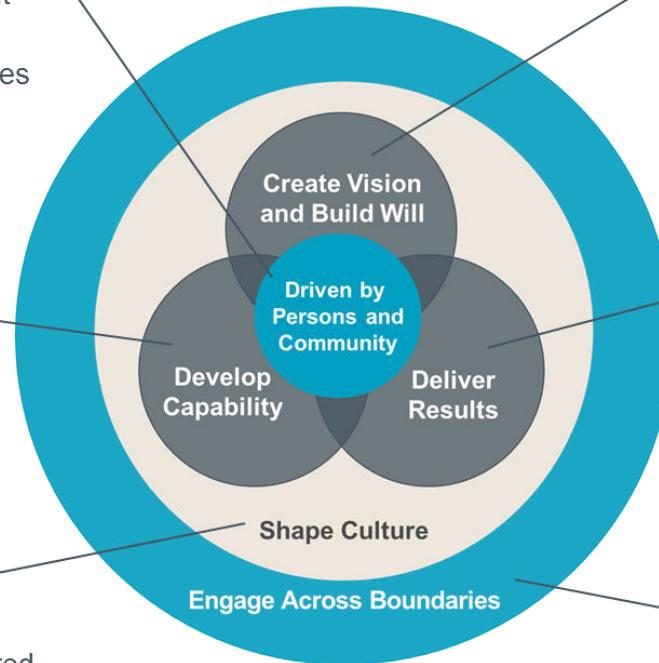
- Use proven methods and tools
- Frequently and systematically review efforts and results
- Devote resources and skilled leaders to high-priority initiatives

Shape Culture

- Communicate and model desired behaviors
- Target leadership systems and organizational policies with desired culture
- Take swift and consistent actions against undesired behaviors

Engage Across Boundaries

- Model and encourage systems thinking
- Partner with other providers and community organizations in the redesign of care
- Develop cross-setting care review and coordination processes



Discussion

- When it comes to exemplifying these 5 high impact leadership behaviours, what's the best example you can think of at ELFT?



Thank You!

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