

HAWAII CAH LEADERSHIP TRAINING

A Brief Presentation on Implementation and Obstacles

R. Scott Daniels

Performance Improvement Coordinator

Hawai'i Office of Primary Care & Rural Health

A Brief History

- Quarterly QI/PI Meeting with all of the CAHs in attendance (includes our annual state Flex meeting).
- Meeting was expanded from one day to two days in 2012 to provide more training on finance and operations.
- With additional time, wanted to provide training on something that would have potential facility-wide impact.
- Leadership Development was felt to be that topic.
- Initial leadership training was provided by a former administrator that had experience with Studer methods.

“We Want More”

- One CAH took the initiative and started doing Studer on its own.
- Other CAHs were interested, but were not certain.
- In order to help the CAHs that were interested, the Hawaii Flex Program worked out an arrangement with Studer Group to provide group training for three CAHs.
- The HI Flex Program offered the training to the three CAHs that showed the most interest and would most likely show success.

“Ch-ch-ch-ch-Changes”

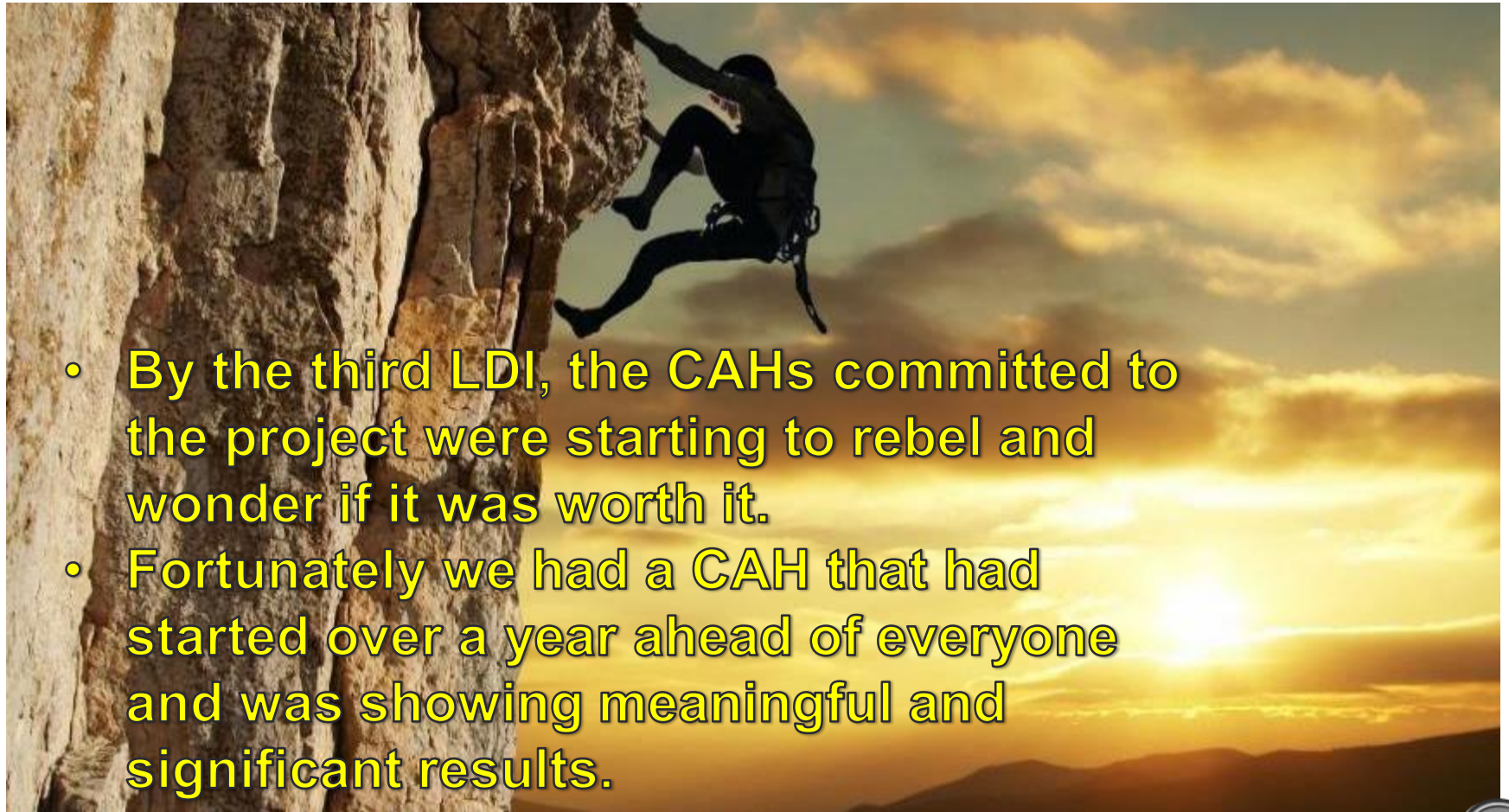


Beginnings

- First Studer Leadership Development Institute (LDI) was in February 2014.
- Had only nailed down two of the CAHs to commit to doing the Studer training at this time.
- Additional support from Hawaii Health Systems Corporation for flights and meeting room.
- Had three CAHs for second LDI in May, but third CAH was tenuous.
- Strong support for doing Studer in the early stages.



Running Up That Hill



- By the third LDI, the CAHs committed to the project were starting to rebel and wonder if it was worth it.
- Fortunately we had a CAH that had started over a year ahead of everyone and was showing meaningful and significant results.



“Look Out Kid”

- Firm commitments help keep the CAHs involved past the honeymoon stage and through the rougher implementation periods.
- These can also help with leadership changes in the facility. Building up a core of people trained in leadership helps to orient new leaders to what is happening in the organization and helps to cement values.
- Not everyone thinks they are ready, but if you keep everyone informed, it builds the confidence of those wondering if they should take the plunge.
- It helps if you have someone that has gone first successfully to show that it is possible.



Hang On to Yourself

- I took a stance that developing leadership in the CAHs was going to provide the best chance at moving metrics in a positive direction.
- We initially looked for existing resources to develop leadership—innovations within the CAHs that took leadership, people that had leadership training, major improvements in metrics—and had those resources present on what they did.
- These were not always “leadership” presentations.
- Change does not happen immediately, but it does happen if there is commitment.



Questions?

R. Scott Daniels

Hawaii Office of Primary Care & Rural Health

scott.daniels@doh.hawaii.gov

808.961.9460

