



CAH QUALITY LEADERSHIP SUMMIT

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NEW EXPECTATIONS OF HOSPITALS

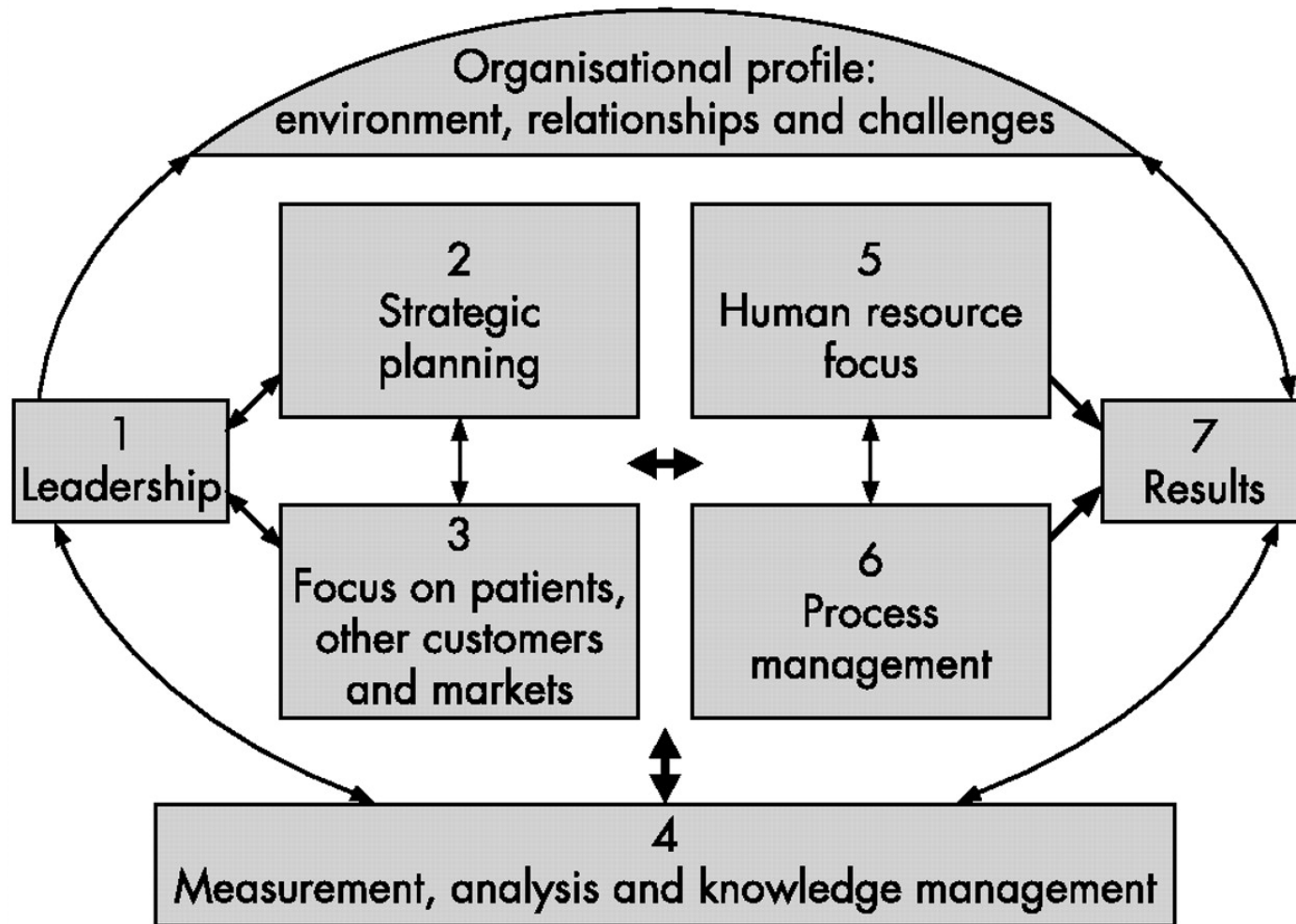
- Accountability/transparency
- Integration
- Assumption of risk

- All driving towards goals of:
 - Higher quality
 - Greater efficiency
 - Reduced complications
 - Improved patient satisfaction
 - Lower cost

Source: Beth Feldpush, American Hospital Association



THE BALDRIDGE MODEL AS A CONCEPTUAL FRAMEWORK



PROMOTING LEADERSHIP THROUGH FLEX

- Executive Leadership Fellowship Program
- TeamSTEPPS
- Balanced Scorecard
- Lean Management
- EMS and Network Leadership Programs



EXECUTIVE LEADERSHIP FELLOWSHIP PROGRAM

- Purpose: Expose leaders to the competencies and tools that are necessary to build a culture of change and transform the CAH into a high performance organization.
- Open to 8-10 CAH administrators
- A nine-month program and we are beginning the third cohort.



EXECUTIVE LEADERSHIP PROGRAM

- Participants are required to attend four workshops
 - Systems thinking
 - QI leadership
 - Out-of-state QI Conference
 - Lean management introduction
- Each participant is expected to oversee at least one QI project.



LESSONS LEARNED

- A successful leader must:
 - Understand the complex systems that exist in their organizations
 - Understand themselves as a leader in the system
 - Understand how to create change and generate results
- Although many tools exist, a leader must know how to use them effectively within their organization.



LESSONS LEARNED

- Individuals often constrain their thinking by our experiences and stories
- If we reframe our stories and broaden our vision, a broader range of options is created
- The leadership program attempts to broaden the participant's thinking and vision
- No hard data, but we have observed a broader vision and a greater willingness to change in many CAHs.



TEAMSTEPPS

- Promotes Leadership Throughout the Organization
- Focused on Open Communication and Teamwork
- Over 40 CAHs have been trained
- Achieved a positive Impact based on pre- and post-HSPSC



IMPACT OF TEAMSTEPPS

EVERY 5% Increase in adoption of team behaviors is significantly associated with....

- 11% in communication openness
- 15% in teamwork within departments
- 22% in exchange of important patient information during shift change
- 24% in perception that hospital mgt is interested in patient safety before adverse events occur
- 25% in perception that serious mistakes don't happen by chance

Jones, High, Skinner, Reiter-Palmon. (2010). In progress.



LESSONS LEARNED ABOUT LEADERSHIP AND HIGH PERFORMANCE CAHS

- Leaders must create and promote a culture of patient safety
- Open two-way communication and teamwork are essential components
- Measurement and transparency must be part of the culture
- Leaders are needed throughout the hospital and all employees must be valued



- Replace silo thinking with systems thinking
- Reward employees for the “right” behavior
- Eliminate the “Culture of Blame”
- When problems are identified, action plans must be initiated
- Initiate action plans when errors are identified



CONCLUSION

- All hospitals, including CAHs, will continue to undergo tremendous changes
- Unless the culture of an organization is ready, change will be slow, if not impossible.
- Leaders create and promote the culture of an organization.

