The Role of Leadership in PQI

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Agenda

- Change
- Leadership Aspirational Characteristics
- Example – Management Guidance Team (MGT) for an Rapid Process Improvement Workshop (RPIW)
Change

- Hard
- Slow
- People hate non-self-directed change
Roles of Leaders

- Make sure systems run as designed (maintenance Kaisen)

- Continuously improve those systems (Improvement Kaisen)
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- Example – Management Guidance Team (MGT) for an Rapid Process Improvement Workshop (RPIW)
Leadership Team Charter

- **Respect for people - be a good listener**
  - Lead by asking questions / Seek first to understand
  - Demonstrate empathy and trustfulness
  - Build trust:
    - Abundance mentality (win-win)
    - Transparent, honest, consistent, patient, promise keeping

- **Humility over arrogance**
  - Humility enables learning, improvement, and team
  - Arrogance disables learning, improvement and team

- **Effective Communication around Accountability Cycle**
  - Set specific expectations
  - Remember positive feedback
  - Fortitude to provide honest critical feedback
  - Focus on follow up
  - Data driven decisions – verify

- **Simplicity: Prioritization and Pace**
  - Be practical
  - “Grant me the serenity to accept the things I cannot change, the courage to change the things that I can, and the wisdom to know the difference.” Reinhold Niebuhr 1943

- **Expend Energy in a way to optimize strategy execution, people development**
  - It is your expended energy, not time, that people care about
  - Stress is good when paired with appropriate recovery
  - Relationship over task orientation
  - Stress mentorship

- **Purpose & Mission Based Leadership**
  - Bring mission to the workplace / share the vision
  - Lead with optimism (exude positivity)
  - Consider the greater Organization
  - Excellence in clinical care, research, and education

- **Create a culture of self-improvement, wellness, and sustainability**

- **Create a culture that fosters creativity and excellence**
Disclosures

- Not original ideas
  - Readings (borrowed ideas)
  - Personal failures
  - Observations of high and low performers
- Not claiming that I particularly excel at these things
Respect for people - be a good listener

- Lead by asking questions / Seek first to understand
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- Build trust:
  - Abundance mentality (win-win)
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Humility over Arrogance

- Humility enables learning, improvement, and team

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Effective Communication around Accountability Cycle

- Set specific expectations
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Simplicity: Prioritization and Pace

- Be practical

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- Reinhold Niebur 1943
Expend Energy in a Way to Optimize Strategy Execution, People Development

- It is your expended energy, not time, that people care about
- Relationship over task orientation
  - Spend time with People
  - Rounding, huddles (get it on your schedule)
- Stress mentorship
Purpose & Mission Based Leadership

- Bring mission to the workplace / share the vision
- Lead with optimism (exude positivity)
- Consider the greater Organization
- Excellence in clinical care, research, and education
Create a Culture of Self-Improvement, Wellness, and Sustainability

- Stress is good when paired with appropriate recovery

- Series of sprints, not a marathon
  - Human Performance Institute
Create a Culture that Fosters Creativity and Excellence
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- Example – Management Guidance Team (MGT) for an Rapid Process Improvement Workshop (RPIW)
Management Guidance Team Responsibilities

- Help set targets
- Support the Sponsor, Process Owner and the workshop team
- Remove barriers for the team
- Help team stay on course to meet targets
Your Role

- Acknowledge efforts of workshop participants
- Teach, Coach, Mentor
- Lead by asking questions
- Ensure resolution of cross-departmental issues
RPIW Event Timeline

Pre Workshop Weeks

- Preliminary Charter Meeting
- Assessment Report Out
- Planning Report Out
- Go / No-Go Decision
- Dept. Orientation
- Workshop Kick-Off

Workshop Week

- Daily Audits
  - Process Owner and Imp. Coach(es)
- Weekly Audits
  - Process Owner and Imp. Coach(es)
- Weekly Check In
- OnGoing PDCA
  - (Process Owner and Imp. Coach)

Post Workshop Weeks

- Workshop Report Out
- MGT Review
- 1st Review
- 2nd Review
- 3rd Review

Workshop Report Out

Assessment Report Out

Go / No-Go Decision

Dept. Orientation

Workshop Kick-Off

Weekly Check In

1st Review

2nd Review

3rd Review

OnGoing PDCA

(Process Owner and Imp. Coach)

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