Leading for Improvement

Jason Leitch
Clinical Director
The Quality Unit, Scottish Government

@jasonleitch
Three Key Points....

1. Commitment NOT Compliance
2. Understanding the Context
3. Actually making it happen....

1. Commitment NOT Compliance
“You can’t impose anything on anyone and expect them to be committed to it”

Edgar Schein
Professor Emeritus
MIT Sloan School
Leading for Compliance or Commitment?

Threat of penalties/sanctions/shame creates momentum for delivery

Commitment

Compliance

Commitment to a common purpose creates energy for delivery

Based on shared goals, values and sense of purpose for co-ordination and control

Uses hierarchy, systems and standard procedures for co-ordination and control

Compliance

Adapted from: Helen Bevan
Leading for Compliance or Commitment?

Compliance:
States minimum performance standard that everyone must achieve.

Commitment:
States a collective goal that everyone can aspire to.

Adapted from: Helen Bevan

“Boards play a key role in quality improvement”

See the problem

What?

Effective Board

How?

Solve the problem

Who?

Own the problem
“Leaders are responsible for everything in an organization, especially what goes wrong.”

- Paul O’Neill

The Four Leadership Questions

1. Do you know how good you are?

2. Do you know where you stand relative to the best?

3. Do you know where the variation exists?

4. Do you know the rate of improvement over time?

From Maureen Bisognano, CEO, Institute for Healthcare Improvement
2. Understanding the Context
Getting to the Third Curve

Performance

Improvement

Co-production & Assets

Outcomes

Time

Components of a Learning System

People to manage and oversee the learning system

System level measures

Explicit theory or rationale for system changes

Segmentation of the population

Learn by testing changes sequentially

“Act for the individual, learn for the population”

Learning during scale-up and spread with a plan

Periodic review
We should choose to learn...

“What if we choose to change?

Could we craft joy from loss, pride from revision, and excellence from invention?

Yes we can.”

Don Berwick; British Journal of General Practice; Feb 2009

3. Actually making it happen....
Ten Steps to Quality

1. Set a bold ambition
2. Deploy evidence-based best practices to reduce variability
3. Make performance transparent through timely, relevant, reliable information
4. Put quality on the agenda
5. Hold regular, objective performance dialogues
6. Reward good performance and have consequences for poor performance
7. Empower front line staff & build a continuous-improvement mindset
8. Learn from mistakes and near misses
9. Be open and honest when bad things happen
10. Build clinical leaders who
   - Are equipped to drive continuous quality improvement
   - Are empowered and accountable for both financial and quality performance

Leading for Improvement in Scottish Government: Driver Diagram

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<thead>
<tr>
<th>Aim</th>
<th>Primary Drivers</th>
<th>Secondary Drivers</th>
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<td>By 2016, all leaders in the Scottish Government demonstrate the skills and knowledge to lead for improvement in policy making and delivery.</td>
<td>Improvement Science understood by leaders</td>
<td>Leaders access learning on core concepts*</td>
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<td>Leaders create conditions for improvement</td>
<td>Leaders are supported to understand their role in leading for improvement (what they need to do)</td>
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<td>Leaders frame improvement in SG system and context</td>
<td>Leaders build improvement capacity and capability to the right levels, in the right places</td>
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<td>Leaders demonstrate the core attitudes required for improvement</td>
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<td>Leaders encourage ministerial buy in to improvement</td>
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<td>Leaders go to where the work happens via walkronds and encourage others to do the same</td>
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<td>Leaders identify and communicate priority areas for improvement</td>
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<td>Leaders share a clear narrative on the Scottish Model of Government (eg co-production &amp; assets-based approaches)</td>
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“In the old world, you devoted 30% of your time to building a great service and 70% of your time to shouting about it. In the new world, that inverts.”

Jeffrey P. Bezos
CEO, Amazon.com

“...the last era of management was about how much performance we could extract from people — and that the next is all about how much humanity we can inspire.”

Dov Seidman
@jasonleitch