Whole System Transformation: What it Takes
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Doug Eby & Leanndra Ross
Jason Leitch
Göran Henriks

Tear down the walls: Sophia’s selfie camera!
What was your tear down this wall or open this gate moment?

My Gorbachev moment

How can a small team of people use new ways of thinking about change and new ways of connecting to ignite massive energy for change?
Change Programmes

- systematic “change management”
- too often, leaders prescribe outcome and method of change in a top-down way
- change is experienced by people at the front line as “have to” (imposed) rather than “want to” (embraced)

“Tear down the walls”

Change Platforms

- everyone (including service users and families) can help tackle the most challenging issues
- value diversity of thought
- connect people, ideas and learning
- Role of formal leaders is to create the conditions & get out of the way

As leaders, we are “signal generators”

“As a leader, think of yourself as a “signal generator” whose words and actions are constantly being scrutinised and interpreted, especially by those below you” [in the hierarchy]

“Signal generators reduce uncertainty and ambiguity about what is important and how to act”

Charles O’Reilly,
Leaders in Difficult Times
Typically, around any change effort, there is an initial spike of tangible energy, and change, but when leadership loses interest, the momentum of change slows down drastically.”

Tara Paluck

Front line teams get inundated with high priority messages from leaders each day, making it difficult for them to know what to focus on

Source: adapted from http://businessjournal.gallup.com/content/162707/change-initiatives-fail-don.aspx
Two kinds of people at work

**The Contributors**
- Feel connected to a higher purpose
- Controlled & coordinated through shared goals & values
- Collaborate
- Embrace change
- Work to who they are

**The compliant**
- Feel disconnected from purpose
- Controlled & coordinated through performance management & standardised procedures
- Hold back
- Resist change
- Work to a role specification


Buy in from front line staff is critical for improvements in quality and safety. Don’t overload them.

Source: http://healthaffairs.org/blog/2014/03/07/the-dangers-of-quality-improvement-overload-insights-from-the-field/
Two kinds of people at work

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The compliant

Gallup global research:
• Only 13% of the workforce are engaged (contributors)
• Contributors create six times the value to an organisation compared to the compliant


“Persistent application of power and authority drains energy from those in its wake”

Dan Rockwell
Intrinsic motivation
People engage in the activity for the pleasure and satisfaction of doing it
Invokes many positive behaviours

Extrinsic motivation
People engage in the activity for the rewards or avoiding punishment
Any external influence is referred to as extrinsic motivation

Intrinsic motivators
Build energy and creativity
**Intrinsic motivators**
- connecting to shared purpose
- engaging, mobilising and calling to action
- motivational leadership

*build energy and creativity*

**Drivers of extrinsic motivation**

*create focus & momentum for delivery*
Three types of levers for large scale change

Type one: ‘Prod mechanisms’
(targets / performance management / price and payment incentives / regulation (competition),
Also known as the compliance or deficit-based method of change which relies on ‘extrinsic motivation’ for improvement.

Type two: ‘Proactive support’
enabling organisations to make change directly through ‘constructive comfort’ rather than the constructive discomfort of the prod approach. This is known as an asset-based method of change which relies on building ‘intrinsic motivation’ in staff to make the right changes to improve.

Type three: ‘People focused’
this includes both of the other types but focuses on individual staff rather than organisations. This includes policy mechanisms such as education and training, national contracts, professional regulation and clinical quality standards.

Source: Health Foundation report
Construcive comfort: accountable change in the NHS.
But intrinsic motivation isn’t enough

A recent study showed that when doctors tell heart patients they will die if they don’t change their habits, only one in seven will be able to follow through successfully.

Desire and motivation aren’t enough: even when it’s literally a matter of life or death, the ability to change remains maddeningly elusive. Given that the status quo is so potent, how can we change ourselves and our organisations?

Our deepest human hunger is to experience the continuing unfolding of our capacities to see more deeply (inwardly and outwardly) and to act more effectively and with greater range

Kegan and Lahey Immunity to Change
Paradigm shift: from supply side redesign to demand-led transformation

Our metaphor:
Building bridges to ignite energy for change
- Emotional bridges
- Relational bridges
- Structural bridges

Daniel Gray Wilson, Building bridges for change: how leaders enable collective change in organizations
https://www.city.ac.uk/__data/assets/pdf_file/0008/108539/Building-Bridges.pdf
Building emotional bridges

“... It’s the emotional barriers that are often the biggest challenges for changes in collective action

Marshall Ganz

“Emotion is the fuel for change; data and information provide direction

Dan Heath (author of Switch)
A patient story

How to self-empowerment

2009

2010

2012

Patrik

Source: Mari Bergeling

The patient’s path through enhanced recovery after surgery

Contact and decisions about surgery

Preoperative

Intraoperative

Postoperative

Follow-up

Source: Mari Bergeling
A hospital in the region
Dashboard for continuous monitoring of results

Multi disciplinary conferences – pre/breast
We need new concepts!

- The key is not only the product but *the function for citizens and patients*
- The competence base is no longer just what I do…
- …so how can we best develop collaboration, both internally in the patient journey but also in every meeting?
- This is something profoundly different to pure production logic
Everything accelerates

- **Integration** helps us to find new ways to complete the service with the patient
- **Integration** helps us radically redesign our processes
- **Integration** makes us see leadership capabilities
- **Integration** of strong feedback helps us to modernise our measurements

Blind men on a log bridge

*Hakuin Ekaku, 1685-1769*
Building bridges to ignite energy

- In the powerful painting Two Blind Men Crossing a Log Bridge, Hakuin depicts two figures feeling their way across a bridge over a river chasm.
- It can be interpreted as a poignant analogy to the unenlightened seeking understanding.
- In order to make his religious teaching more relevant to his students, he depicted a steep ravine that was an actual site near his own rural temple of Shoin-ji at the top of the Izu peninsula in eastern Japan.

Both the health of our bodies and the fleeting world outside us are like the blind men's round log bridge – a mind/heart that can cross over is the best guide.

Hakuin Ekaku
“Ultimately, the secret of quality is love.
....... If you have love, you can then work backward to monitor and improve the system”.

Avedis Donabedian
Key tactic:
Out-love everyone else

Southcentral Foundation
Nuka System of Care

Dr. Doug Eby | VP Medical Services
Leanndra Ross | Executive Special Assistant

65,000 voices
Kantor’s Four Player System

- **Move**
  - Without Movers
  - there is no Direction

- **Bystand**
  - Without Bystanders
  - there is no Perspective

- **Follow**
  - Without Followers
  - there is no Completion

- **Oppose**
  - Without Opposers
  - there is no Correction

Features of Stuck Groups & Teams

- Individuals get locked into a single action
- Opposers are punished by the group, or they dominate
- There are no strong Movers, or no one Follows a move
- The Bystander is disabled
- Individuals attach double messages to their moves
- Ritualistic and unproductive patterns of behavior prevail
- The team is unable to reach closure and produce results
- Lack of capability or flexibility to engage in all four action behaviors
- Individuals gravitate to favorite behaviors (and are type-cast in roles by others)
Features of Balanced Groups & Teams

- Capability to engage in all four actions (move, follow, oppose, and bystand) in observable balanced sequences.
- Individuals have the flexibility to engage in more than one of the behaviors.
- The group and individuals do not get caught in repetitive or ritualized patterns of behavior.
- The group has an active, enabled bystander function which helps it inquire and stay unstuck.
- People in the group are able to make clear, rather than mixed or ambiguous moves.
- The group is able to reach closure and produce results.

Group Exercise

- Try it out yourself (physically experience)
- Move through all four positions
- Discuss in your group:
  - How does it feel?
  - What do you recognize?
4 Player Model Debrief

1. What role are you most comfortable in?  
   OR in which role do you find yourself most often?

2. What role are you least comfortable in?  
   OR in which role do you find yourself the least often?

3. What role do you want to work on improving?

4. What role do you find yourself most often in at home?

Story Behind Our Eyes
Power of Sharing Story

- Data gives us information about the issues
- Sharing story shows us the impact and makes the data real

FWWI Program Goal

To stop Domestic Violence, Abuse and Neglect in this generation
From Program to Philosophy Integration

- Connection to your story
- Respond to people from your heart
- Walk beside others with empathy

Definition of Core Concepts

Guiding principles each employee should use in every interaction in order to create healthy relationships
Core Concepts

Work together in relationship to learn and grow
Encourage understanding
Listen with an open mind
Laugh and enjoy humor throughout the day
Notice the dignity and value of ourselves and others
Engage others with compassion
Share our stories and our hearts
Strive to honor and respect ourselves and others

Core Concepts

- Led by the President/CEO and senior SCF leadership
- Occurs several times per year
- Three, full-days of training
- All SCF staff participate (about 1900 people)
- Staff assigned to small group Learning Circles

- Communication styles
- Team dynamics
- Sharing and responding to story
- Common language for being in relationship with customer-owners and each other
What are Learning Circles?

- Key in Core Concepts:
  - Build relationships by sharing and responding to story
  - Learn from one another
  - Provide support
  - Meet new staff

Workforce Development & Human Resources Redesign
Customer-Owners in the Workforce

- More than 50% of Southcentral Foundation’s employees are Alaska Native / American Indian people
- 65% of managers are Alaska Native / American Indian people
- Workforce development programs and scholarships help Southcentral Foundation “grow our own”

Training Programs

- RAISE Internship Program
- Administrative Support Training Program
- Case Management Support Training Program
- CMA/LPN Training Program
- Dental Assistant Training Program
- Coaching
- Core Concepts
- Annual Reorientation
- New Hire Orientation
Planning Linkages

**Corporate Goal** Commitment to Quality

**Corporate Objective** Improve work environments and employee development systems with an emphasis on Alaska Native Employees.

**Corporate Initiative** Improve retention of employees across Southcentral Foundation

**Work Plan** HR Committee Annual Plan- Improve retention by 1%

**Performance Development Plan** The manager’s retention goal is an increase downward of 1% for meets expectations, and 2% for exceeds expectations

Annual Planning Tool
Baldrige Program Overview

- Established in 1987
  - Role-model businesses
  - Criteria for evaluating improvement efforts
  - Best practices
- Baldrige Program
  - Performance excellence
  - Organization assessment tools and criteria
  - Educates leaders about best-in-class organizations
  - Presidential Award for performance excellence
Baldrige Health Care Criteria

Organizational Profile
- Strategy
- Workforce
- Leadership
- Customers
- Integration
- Operations
- RESULTS
- Measurement, Analysis, and Knowledge Management

Core Values and Concepts

Alaska Native People Shaping Health Care
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Workforce Knowledge

- Internal Consultants – we were very selective on who
- Leadership – Managers and Directors
- Examiner Training – Using the Criteria to self assess
- 3 day Training – multiple cycles
- Pre-work and post work – Writing the application and applying the criteria

Alaska Native People Shaping Health Care
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SCF Journey – Highlights

- Integrate Baldrige into all you do – not just an “add-on”
- Align work and improvement focus to the Baldrige criteria
- Spread the knowledge and engagement (not just a select few)
- Look for role models and subject experts to help at all stages of your journey
- Celebrate milestones – focus on what you learned and value in the process and experience

Lessons Learned
Check in at your table:

- How do you create an organizational culture and common language and keep the change momentum going?

Time: 15 minutes
Group Discussion & Response

Next Steps
Customer-Owner/
Patient Perspective

What does the health care system of the future look like?
Thank you!