Leaders Who Learn Together Transform the Culture Together

Transforming a healthcare organization’s focus on improving quality and safety succeeds only to the extent that its leaders develop the skills necessary to create an improvement culture. Although some leaders may have these skills, many - especially in the beginning - lack either the confidence or knowledge to lead teams on an improvement journey. To address this need, the Anderson Center for Healthcare Excellence at Cincinnati Children’s Hospital Medical Center developed LEAP (Leaders Empowering All People), a voluntary learning network of leaders committed to teaching and coaching each other how to build extraordinary teams.

Committing to LEAP

The LEAP network began in May 2017 with 17 participants. In the last two years it has involved over 180 administrative, nurse and physician multi-level leaders.

When joining, each member commits to:
- Model Cincinnati Children’s culture
- Continuous self-development as a leader
- Coach and develop others
- Support daily problem-solving
- Creating vision and aligning goals
- Provide opportunities to learn with other leaders
- Support daily problem-solving
- Be vulnerable
- Tell about the lack either the confidence or knowledge to lead teams on an improvement journey.

Facilitating Huddles

- Change the culture and tone/culture and increase engagement.
- Teach & practice “action skills”
  - Promote Discovery - Ask “Powerful Questions”
  - Powerful questions reframe what someone is thinking (and feeling) and prompts them to consider choices or actions not previously considered.
- Listening To, For and With “Listening creates the foundation for great coaching.”
- Reflect Back and Clarify “Good coaching is about helping people get real clear about their issue or problem.”

Launching LEAP

- Recruit members willing to make commitments
- Provide opportunities to learn with other leaders
- Build a leadership/facilitation team

Facilitating “All Teach All Learn” Monthly Sessions for LEAP Leaders

**Technique #1:** Define the culture – “use words only if necessary”

- “Chatham House Rules”
- Assume and display trust
- Be vulnerable

The culture is experienced when you hear:

“Let me share the 3 big mistakes I made in March.”

“I worry about being positive all the time, sometimes it doesn’t bring what we need.”

“How do you get past solving the same problems again and again?”

**Technique #2:** Ask participants to use the Guiding STAAR when sharing their challenge/issue

- Describe the Situation encountered or the Task you were asked to accomplish
- Tell about the Action you took (and the Attitude you chose)
- Share the Result

"...energy in the huddle meetings was declining.”

**Technique #3:**

- Teach & practice “action skills”
- Promote Discovery - Ask “Powerful Questions”
- Powerful questions reframe what someone is thinking (and feeling) and prompts them to consider choices or actions not previously considered.
- Listening To, For and With “Listening creates the foundation for great coaching.”
- Reflect Back and Clarify “Good coaching is about helping people get real clear about their issue or problem.”

LEAP 2.0 Focus for FY20 - Leader Standard Work

<table>
<thead>
<tr>
<th>FY20 Priorities</th>
<th>Focus for FY20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Launch LEAP 2.0</td>
<td>Restructure monthly “All Teach All Learn” sessions around KPIs</td>
</tr>
</tbody>
</table>

Leadership Standards

- Train members on standard problem-solving huddle boards, facilitating huddles, and going to the gembas. Align with other Cincinnati Children’s values initiatives (Lean Collaborative and Pioneer Teams)

Key Performance Indicator Example

- “Average for all respondents regarding each of the Leadership Standards based on the Maturity Model ratings 1-4”

<table>
<thead>
<tr>
<th>Leadership Standards</th>
<th>Maturity Model Ratings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Problem-Solving Huddle Boards</td>
<td></td>
</tr>
<tr>
<td>Facilitating Huddles</td>
<td></td>
</tr>
<tr>
<td>Going to the Gembas</td>
<td></td>
</tr>
</tbody>
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