2017 IHI Change Conference: Informational Call

Derek Feeley, President and CEO, IHI
David Williams, Executive Director, IHI

January 19, 2017
WebEx Quick Reference

• Please use chat to “All Participants” for questions
• For technology issues only, please chat to “Host”
• WebEx Technical Support: 866-569-3239
Presenters

**Derek Feeley**, President and CEO, Institute for Healthcare Improvement (IHI), previously served as IHI’s Executive Vice President from 2013 to 2015, during which time he had executive-level responsibility for driving IHI’s strategy in five focus areas: Improvement Capability; Person- and Family-Centered Care; Patient Safety; Quality, Cost, and Value; and the Triple Aim. Prior to joining IHI in 2013, Mr. Feeley served as Director General for Health and Social Care in the Scottish Government and Chief Executive of the National Health Service (NHS) in Scotland. In that role he was the principal advisor to the Scottish Government on health and health care policy and on public service improvement. He also provided leadership to NHS Scotland’s 140,000 staff in their delivery of high-quality health and health care. In 2013, Mr. Feeley was made a Companion of the Order of the Bath by Her Majesty, Queen Elizabeth II, in recognition of his services to health and health care.

**David M. Williams**, PhD, Executive Director, Institute for Healthcare Improvement (IHI), is co-lead of Improvement Capability and head of Leadership. He served as the Improvement Advisor for large Collaboratives in the United States and Europe. Dr. Williams is faculty for the IA Professional Development Program, IHI Open School and the Massive Open Online Course (MOOC) developed with HarvardX and the Harvard T.H. Chan School of Public Health. He coaches teams and has taught improvement science programs in the US and abroad. He created the Mr. Potato Head exercise used worldwide to teach PDSA testing and measurement. A paramedic by background, Dr. Williams practiced in urban EMS systems for many years and is internationally known as an expert on paramedic care and emergency medical services systems. Prior to joining IHI, he led a consulting practice focused on improvement science and expert consulting in education, public safety, and health care.

**Cindy Betti-Sullivan**, Director, Institute for Healthcare Improvement, co-leads the Building Capability Group. She oversees the development and execution of IHI’s Seminars, Professional Development and Virtual Programs. Previously, Ms. Betti-Sullivan worked in IHI’s New Business team, designing and delivering programs and managing operations for IHI’s grants and contracts. She also managed IHI’s Office Practice initiatives, including the Robert Wood Johnson Foundation funded initiative, New Health Partnerships, and the Redesigning the Clinical Office Practice Learning Community. Prior to her work at IHI, Ms. Betti-Sullivan worked in television production at MTV Networks.
2017 IHI Change Conference
Removing Barriers, Making Progress

Join us: March 6–7 | San Francisco, CA
Enroll at: ihi.org/2017IHIChangeConference
IHI Introduction

Mission
Improve Health and Health Care Worldwide

Vision
Everyone Has the Best Care and Health Possible

Value Proposition
IHI brings practical improvement science and methods to generate the optimism, fresh ideas, and local capability to improve and sustain performance in health and health systems across the world.
Removing Barriers

Kotter’s 8-Step Change Model

Organizational Change
Facebook Poll, December 2009

Which of John Kotter’s steps to transformation is most challenging for your company?

5 27% EMPOWERING OTHERS TO ACT ON THE VISION
1 20% ESTABLISHING A SENSE OF URGENCY
3 13% CREATING A VISION TO GUIDE THE CHANGE
4 10% COMMUNICATING THE VISION
6 7% CREATING SHORT-TERM WINS
2 9% FORMING A TEAM TO LEAD CHANGE
7 2% PRODUCING STILL MORE CHANGE
Deming’s 14 Points of Management

- Create constancy of purpose for improving products and services.
- Adopt the new philosophy.
- Cease dependence on inspection to achieve quality.
- End the practice of awarding business on price alone; instead, minimize total cost by working with a single supplier.
- Improve constantly and forever every process for planning, production and service.
- Institute training on the job.
- Adopt and institute leadership.
- Drive out fear.
- Break down barriers between staff areas.
- Eliminate slogans, exhortations and targets for the workforce.
- Eliminate numerical quotas for the workforce and numerical goals for management.
- Remove barriers that rob people of pride of workmanship, and eliminate the annual rating or merit system.
- Institute a vigorous program of education and self-improvement for everyone.
- Put everybody in the company to work accomplishing the transformation.

Deming’s 14 Points of Management

1. Create **constancy of purpose** for improving products and services.
2. Adopt the new philosophy.
3. Cease dependence on inspection to achieve quality.
4. End the practice of awarding business on price alone; instead, minimize total cost by working with a single supplier.
5. **Improve constantly** and forever every process for planning, production and service.
6. Institute training on the job.
7. Adopt and institute leadership.
8. Drive out fear.
9. **Break down barriers between staff areas.**
10. Eliminate slogans, exhortations and targets for the workforce.
11. Eliminate numerical quotas for the workforce and numerical goals for management.
12. **Remove barriers that rob people of pride of workmanship**, and eliminate the annual rating or merit system.
13. Institute a vigorous program of education and self-improvement for everyone.
14. Put everybody in the company to work accomplishing the transformation.


System of Profound Knowledge

Foundation of the Science of Improvement
System of Profound Knowledge

Foundation of the Science of Improvement

System of Profound Knowledge

Foundation of the Science of Improvement


**High-Impact Leadership Behaviors**

1. **Person-centeredness**
   - Be consistently person-centered in word and deed

2. **Front Line Engagement**
   - Be a regular authentic presence at the front line and a visible champion of improvement

3. **Relentless Focus**
   - Remain focused on the vision and strategy

4. **Transparency**
   - Require transparency about results, progress, aims, and defects

5. **Boundarilessness**
   - Encourage and practice systems thinking and collaboration across boundaries

IHI High-Impact Leadership Framework

Create Vision and Build Will

Driven by Persons and Community

Deliver Results

Develop Capability

Shape Culture

Engage Across Boundaries

IHI High-Impact Leadership Framework

Driven by Persons and Community
- Include patients on improvement teams
- Start meetings with patient stories and experience data
- Use leadership rounds to model engagement with patients and families

Develop Capability
- Teach basic improvement at all levels
- Invest in needed infrastructure and resources
- Integrate improvement with daily work at all levels

Shape Culture
- Communicate and model desired behaviors
- Target leadership systems and organizational policies with desired culture
- Take swift and consistent actions against undesired behaviors

Create Vision and Build Will
- Boards adopt and review system-level aims, measures, and results
- Channel leadership attention to priority efforts
- Transparently discuss measures and results

Deliver Results
- Use proven methods and tools
- Frequent and systematically review efforts and results
- Devote resources and skilled leaders to high-priority initiatives

Engage Across Boundaries
- Model and encourage systems thinking
- Partner with other providers and community organizations in the redesign of care
- Develop cross-setting care review and coordination processes

Poll Question #1

Reflecting on the framework we just shared, where do you experience barriers?
Poll Question #2

What do you look for in an IHI Leadership Program?
<table>
<thead>
<tr>
<th>Day 1</th>
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<tbody>
<tr>
<td>8:00-8:15</td>
<td>Welcome and Introductions</td>
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<tr>
<td>8:15-8:45</td>
<td>Why Focus on Barriers Now?</td>
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<td>8:45-9:30</td>
<td>Panel: Vision and Strategy: How to Set a Clear Path</td>
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<td>9:30-9:45</td>
<td>Break</td>
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<tr>
<td>9:45-10:45</td>
<td>Breakout by Role: A Strategic Approach to Tackling Barriers</td>
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<tr>
<td>11:00-12:00</td>
<td>Exercise: Changing Culture Through Action</td>
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<td>12:00-1:00</td>
<td>Lunch and Team Meetings</td>
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<td>1:00-2:00</td>
<td>Panel: Leading People to Achieve Goals</td>
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<td>2:15-3:15</td>
<td>Breakouts</td>
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<tr>
<td></td>
<td>a) Building Improvement Capability</td>
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<td>b) Leadership from the Board to the Bedside</td>
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<td>c) Innovation Everywhere</td>
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<td>3:15-3:30</td>
<td>Break</td>
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<td>3:30-4:30</td>
<td>Tackling Barriers at the Point of Service</td>
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<td>4:30-5:30</td>
<td>Team and Faculty Time/Networking Reception</td>
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## Agenda – Day Two

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<thead>
<tr>
<th>Day 2</th>
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<tr>
<td>8:00-8:30</td>
<td>Review of Day 1</td>
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<tr>
<td>8:30-10:30</td>
<td>Meeting the Personal Challenge of Shaping Culture</td>
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<td>10:30-10:45</td>
<td>Break</td>
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<tr>
<td>10:45-11:45</td>
<td>Breakout by Role: Behaviors that Create Common Ground</td>
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<tr>
<td>11:45-12:45</td>
<td>Lunch and Topic Tables</td>
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<tr>
<td>12:45-1:45</td>
<td>Making it Stick</td>
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Program Faculty

- **Neil J. Baker, MD**, Principal, Neil Baker Consulting and Coaching, LLC
- **America Bracho, MD, MPH**, is the Executive Director of Latino Health Access
- **Derek Feeley, DBA**, President and CEO, Institute for Healthcare Improvement
- **Anne Peach, RN, MSN**, Partner, Future Vision Group
- **Michael D. Pugh, MPH**, President, MdP Associates, LLC
- **Gilbert Salinas**, Chief Clinical Officer, Rancho Los Amigos National Rehabilitation Center, and Interim Director of Performance Improvement, Los Angeles County Department of Health Services
- **Kevin W. Sowers, MSN, RN, FAAN**, President, Duke University Hospital
- **Stephen J. Swensen, MD, MMM**, Medical Director, Leadership and Organization Development, Senior Fellow, Institute for Healthcare Improvement, Professor, Mayo Clinic College of Medicine
Who Should Attend

This conference is ideal for leaders and their core teams within the same organization. We offer specific tracks for:

• Board Members
• C-suite Executives
• Senior Clinical Leaders
• Front Line Leaders

Individual attendees will have the opportunity to network with and learn from colleagues from similar organizations, those with common challenges, and those who have found creative solutions to getting past barriers.
Details

• All program information can be found at ihi.org/2017IHIChangeConference
  – Date: March 6-7, 2017
  – The Marriott Marquis San Francisco, CA
    – Book your hotel reservation by February 5\textsuperscript{th} to receive IHI’s discounted rate
    – $1975 per person; group discounts and scholarships are available

• Questions? Contact Cindy Betti-Sullivan at cbetti@ihi.org or 617-301-4912.