Leadership’s impact on quality

Norman Faull – Lean Institute Africa
- Alcoa & the Pittsburgh Regional Health Initiative (Paul O’Neill)
- Virginia Mason Medical Center (Gary Kaplan)
- Beth Israel Deaconess Medical Center (Paul Levy)
- ThedaCare (John Toussaint)
Stories…

• Alcoa & the Pittsburgh Regional Health Initiative (Paul O’Neill)
• Virginia Mason Medical Center (Gary Kaplan)
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• ThedaCare (John Toussaint)
"I remember Paul O’Neill (the former Treasury secretary and Alcoa CEO who became active in the Institute for Healthcare Improvement) saying, ‘Virginia Mason is engaged in a bet-the-farm strategy on quality.’ He knew at that time that we were embracing this management system because of what it meant to quality and safety, which was what it was really all about.”

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“People want to work in a place that’s working on their work, where continuous improvement is embedded in the foundation.”

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So much for leaders…what of leadership?
Leadership in targeting quality
A mental model

- Vision
- Challenge
- Current Condition
- Target Condition
- Obstacles
- Experiments and Problem Solving

Supported by the leader’s humble enquiry
Connecting Strategy & Execution
The role of the leaders in an organization

**Managers** develop people by coaching the application of a problem-solving routine in the organization.

**Leaders** establish the organization's strategic concept (the “rallying point” or overall direction).

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By Mike Rother
Connecting Strategy & Execution

The role of Challenge in an organization

**Managers** develop people by coaching the application of a problem-solving routine in the organization.

**Leaders** establish the organization’s strategic concept (the “rallying point” or overall direction).

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By Mike Rother
Consider this:
The people in every organization acquire work habits. Those habits constitute the organization's culture.

Consider this:
All managers are teachers, whether consciously or not. With their everyday words and actions, managers teach their people a mindset and approach which determines the organization's capability.
The Manager’s job is to ...
The Manager’s job is to develop her or his people
ThedaCare Goal: “Develop our people to solve problems and improve performance”

Responsibility of:
- Management
- Staff

Do with:
- Coaching Routine
- Problem-solving Routine

Kim Barnas, How ThedaCare created Its Own Management System, LEI Webinar, 2014
Question: What do you need to do to become the leader of an organisation filled with problem solvers?

😊 This is your homework question for the next year!? 
Senior Leader Self-Assessment on Fundamental Behaviors

- Willingness
- Humility
- Self-Discipline
- Perseverance
- Curiosity
Senior Leader Self-Assessment on Fundamental Behaviors

- Willingness
- Humility
- Curiosity
- Perseverance
- Self-Discipline
- Reflection
- Go See, Listen & Learn
- Asking Questions
- Effective Listening
- A3 Thinking
- Coach
- Partner, Buddy System
- Leader Standard Work
• Alcoa & the Pittsburgh Regional Health Initiative (Paul O’Neill)
• Virginia Mason Medical Center (Gary Kaplan)
• Beth Israel Deaconess Medical Center (Paul Levy)
• ThedaCare (John Toussaint)

• Charlotte Maxeke Johannesburg Academic Hospital (Gladys Bogoshi)
• Leratong Hospital (Grey Dube)
Leader’s ‘True North’ metrics

NDoH Minister’s Priorities

1. Waiting times
2. Patient safety
3. Infection control
4. Cleanliness
5. Availability of essential medication
6. Values and attitude
Leadership Influence

• Practices what he preaches

• His behavioural self-assessment
### True North metrics 2017

#### Safety

<table>
<thead>
<tr>
<th>Metric</th>
<th>2018 Target</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preventable Mortality</td>
<td>5.2</td>
<td>0</td>
</tr>
<tr>
<td>Hospital Acquired Infection</td>
<td>&lt;5%</td>
<td>0</td>
</tr>
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</table>

#### Quality

<table>
<thead>
<tr>
<th>Metric</th>
<th>2018 Target</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability: Medicines and supplies</td>
<td>90%</td>
<td>100%</td>
</tr>
<tr>
<td>Cleanliness</td>
<td>90%</td>
<td>100%</td>
</tr>
<tr>
<td>Average Length of Stay</td>
<td>5.5</td>
<td>&lt;5.5</td>
</tr>
<tr>
<td>Bed Occupancy rate</td>
<td>85%</td>
<td>&lt;85%</td>
</tr>
<tr>
<td>Pt Waiting time (min)</td>
<td>120</td>
<td>100</td>
</tr>
<tr>
<td>Patient Complaints resolution rate</td>
<td>90%</td>
<td>97.4%</td>
</tr>
</tbody>
</table>

#### People

<table>
<thead>
<tr>
<th>Metric</th>
<th>2018 Target</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Injuries</td>
<td>&lt;1%</td>
<td>0</td>
</tr>
<tr>
<td>Staff Attendance</td>
<td>90%</td>
<td>100%</td>
</tr>
</tbody>
</table>

#### Financials

<table>
<thead>
<tr>
<th>Metric</th>
<th>2018 Target</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>90%</td>
<td>100%</td>
</tr>
<tr>
<td>Budget (prog 4)</td>
<td>95%</td>
<td>100%</td>
</tr>
</tbody>
</table>
Manager’s standard work and self-assessment
Asking questions – leader as coach

1. What are we trying to achieve?
2. Where are we now?
3. What obstacle is now in our way?
4. What’s our next action, and what do we expect to achieve from it?
5. When can we see what we’ve learned from taking that action?

Or full presentation at [http://www.youtube.com/watch?v=fYoppX3VHIY](http://www.youtube.com/watch?v=fYoppX3VHIY)
One CEO’s lessons learned from coaching

DEVELOPING FRONTLINE STAFF TO SOLVE THEIR PROBLEMS

Most fulfilling part in my daily work
• Gemba visits

Most exciting when engaging with staff
• The excitement and level of confidence in all of them
• The level of accountability
• Teamwork

Most difficult part of my journey
• Leader standard work
Waiting times at one hospital in 2015

**Patient Registration**
- Pt journey in minutes
- January: 160 mins
- October: 40 mins
- Prov. Benchmark: 140 mins

**MOPD**
- Pt journey in minutes
- January: 140 mins
- October: 40 mins
- Prov. Benchmark: 140 mins

**Pharmacy**
- Pt journey in minutes
- January: 60 mins
- October: 30 mins
- Prov. Benchmark: 100 mins
Overall Patient Journey – Reg/MOPD/Pharmacy: Four hospitals in 2015

Journey time (minutes)

Before
After

C1F1
C1F2
C1F3
C1F4
Wednesday 9\textsuperscript{th} Feb 11 at 14h30

Thursday 10\textsuperscript{th} Feb 11 at 13h15
Prior to intervention
Waiting time averaged > 5 hours
Staff worked 2 hours overtime per day
High staff turnover
50 -70 pts told to return next day

Post intervention (immediate & 2 years later):
Waiting time averaged 1.5 hours & < 1 hour
Staff worked no overtime
Low staff turnover
Booking system spreads load

Average on 4-day week

Waiting of over 10 hrs

Average on 5-day week

Waiting of 5 hrs

Waiting of 4 hrs

<table>
<thead>
<tr>
<th>Week</th>
<th>Mon</th>
<th>Tues</th>
<th>Wed</th>
<th>Thur</th>
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<tbody>
<tr>
<td>1st Wk</td>
<td></td>
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<tr>
<td>2nd Wk</td>
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<tr>
<td>3rd Wk</td>
<td></td>
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<tr>
<td>4th Wk</td>
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</tbody>
</table>
Cumulative Maternal Deaths
April 17 - January 19
Cumulative Inpatient Neonatal Deaths
April 17 - January 19
Monthly Inpatient Neonatal Deaths - Target Condition?
Leadership styles*

Old “Dictator” Style: “Do it my way...”

1970s “Empowerment” Style: “Do it your way...”

Lean Style: “Follow Me, and we’ll figure this out together”.

*John Shook, LEI& LGN 2014
https://slideplayer.com/slide/5254383/
Lauded internationally

Where is the leadership to take this forward locally.....?
12TH ANNUAL SUMMIT
LEAN HEALTHCARE SUMMIT
#LEANAFRICA19
31 OCTOBER 2019, SANDTON, JOHANNESBURG

REGISTER TODAY!

KEYNOTE
Dr John Toussaint
USA

START SMALL,
GO BIG OR GO HOME

Visit website for costs and
registration.

Public sector speakers include Hospital CEOs: Gladys Bogoshi, Charlotte Maxekeke (CMJAH); Grey Dube, Leratong; Bhavna Patel, Groote

Private sector speakers include Life Healthcare Executive: Sharon Vasuthevan

www.lean.org.za/lean-summit
mia.faull@gsb.uct.ac.za

7 CPD POINTS
How about trying?:

“Be the leader you would like to work for”
Acknowledgements

• The leaders who have taught me, and
• Yourselves!

Thank you!

Questions?