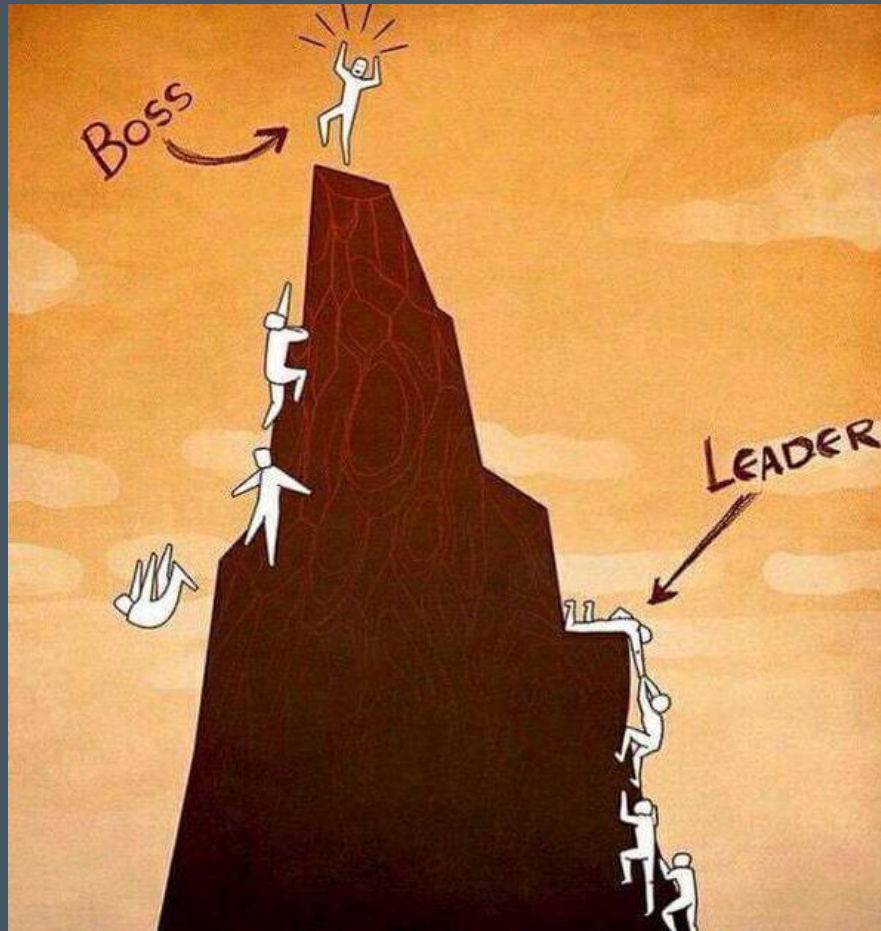


High Impact Leadership



Derek Feeley
IHI Chief Executive

Boss vs Leader



Interdependent dimensions of High-Impact Leadership

New Mental Models

How leaders think about challenges and solutions

High-Impact Leadership Behaviors

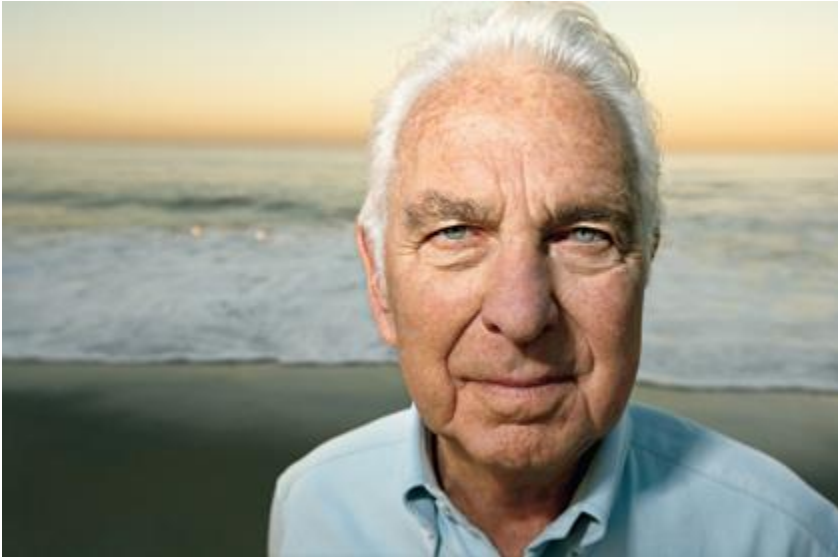
What leaders do to make a difference

IHI High-Impact Leadership Framework

Where leaders need to focus efforts



Warren Bennis



“Leadership is about getting people to want to do the right thing.”

“Good leaders make people feel that they’re at the very heart of things, not at the periphery. Everyone feels that he or she makes a difference to the success of the organization. When that happens, people feel centered and that gives their work meaning.”



New mental model?



An aerial photograph showing a wide river with a large, light-colored sandbar in the foreground. A bridge with a dark deck and metal railings spans across the river. The background shows a flat, arid landscape under a clear blue sky.

It can't be like this, either.
The Choluteca Bridge, after Hurricane Mitch

Some fundamentals (n=1)

- (Embracing) Complexity
- Shaping Culture
- Collaboration



1. Accepting complexity



For every complex problem there is an answer that is clear, simple, and wrong.



QuoteHD.com

H. L. Mencken
American journalist
(1880-1956)



Leadership of complex systems

- Destabilise the existing system
- Set some order generating rules
- Allow solutions to emerge
- Beware the persistence of deep structures and archetypes
- Accept paradox and contradiction



Presume that....

1. You will have to address complexity with complexity

2. The solutions are non-linear

3. You'll need a diversity of approaches

4. You will not have all of the answers

5. The power is not where you need it to be



2. Culture eats strategy for breakfast



“The only thing of real importance that leaders do is to create and manage culture.”

- Edgar Schein



Schein on Culture

- **Culture is a result of what an organization has learned from dealing with problems and organizing itself internally**
- **Your culture always helps and hinders problem solving**
- **Culture is a group phenomenon**
- **Don't focus on culture because it can be a bottomless pit. Instead, get groups involved in solving problems**



3. Collaboration

“

**VULNERABILITY IS THE
BIRTHPLACE OF
INNOVATION,
CREATIVITY AND
CHANGE.**

”

Brené Brown



TRADITIONAL LEADERS

vs.

COLLABORATIVE LEADERS



Believe **Power** comes from their **Position of Authority**

1

Believe **Power** is greatest in a **Collective Team**



Maintain **Ownership of Information**

2

Openly **Share Information** and **Knowledge**



Sometimes Listen to Suggestions and Ideas from their Team

3

Encourage **Suggestions** and **Ideas** from their Team



Deliver the **Approved Solution** to their Team

4

Facilitate Brainstorming with their Team



Allocate Time and Resources **Only when Proven Necessary**

5

Enable their Team by Allocating Time and Resources Right Away



Adhere to Specific **Roles** and **Responsibilities**

6

Allow **Roles and Responsibilities** to Evolve and Fluctuate



Fight Fires and Focus on **Symptoms**

7

Seek to Uncover the **Root Causes** of Issues



Review Staff **Performance Annually** According to Company Policy

8

Offer **Immediate** and **Ongoing Feedback** and Personalised Coaching



Discussion

- What are your leadership “fundamentals”?
- Describe the leadership culture at ELFT?



High-Impact Leadership Behaviors

What leaders do to make a difference

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



High Impact Leadership Behaviours

Person Centeredness

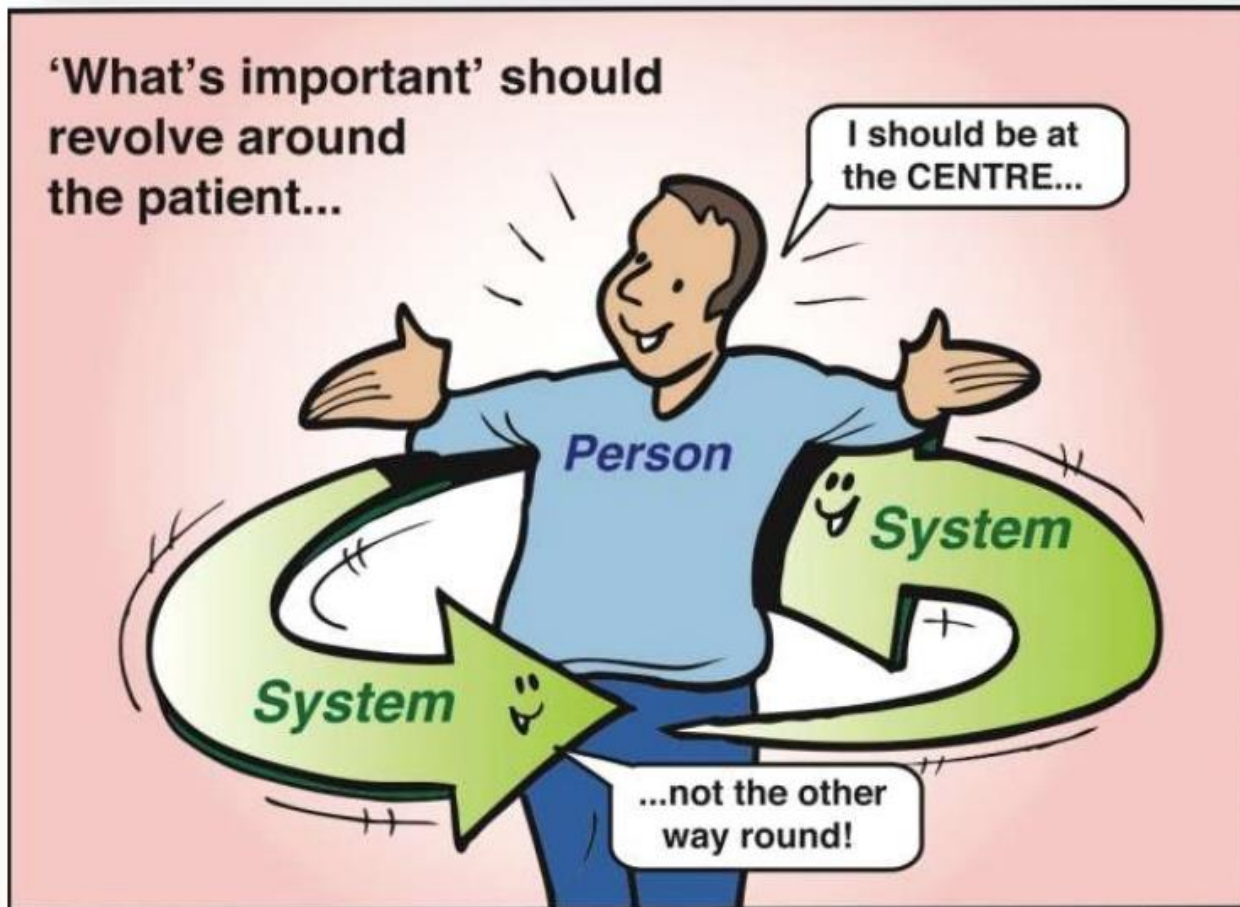
Front Line Engagement

Relentless Focus

Transparency

Boundarilessness

Person Centeredness





From...
“What’s the matter?”
to
“What matters to you?”

Front Line Engagement

A DESK IS A DANGEROUS
PLACE FROM WHICH TO
VIEW THE WORLD.

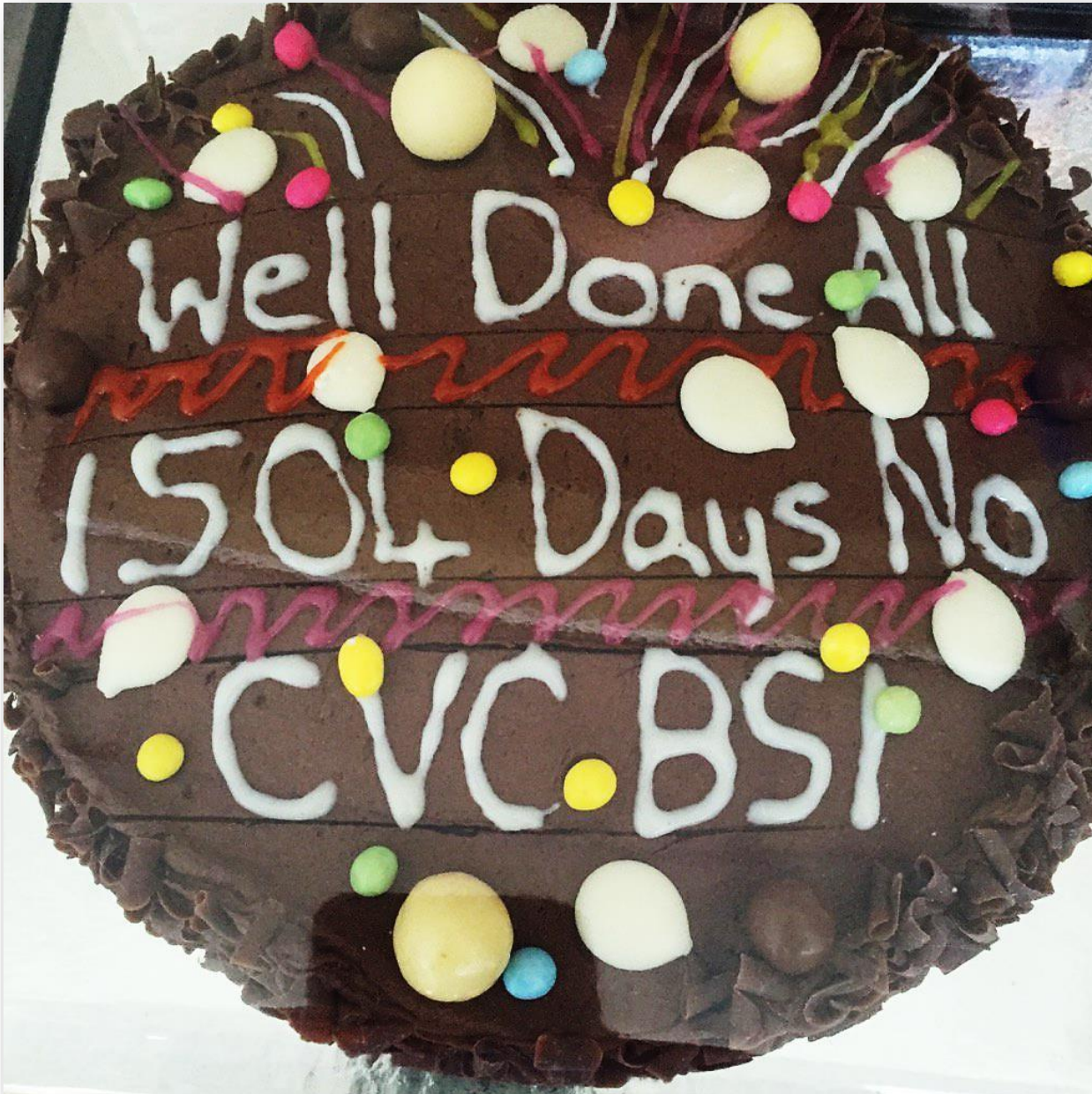
- John Le Carre



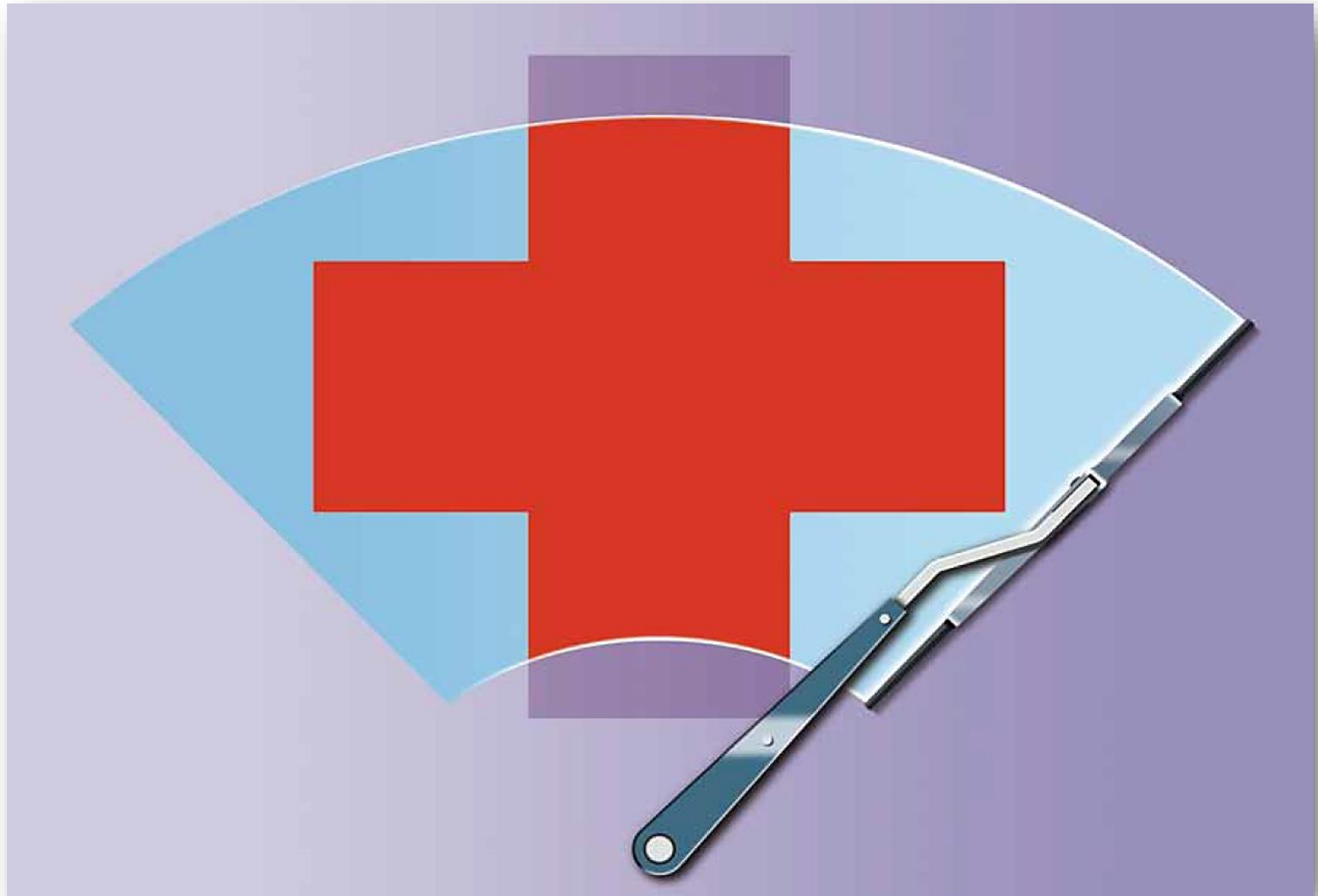


Relentless Focus





Transparency



SEPSIS

Aim - To implement actions to support early recognition and intervention to reduce hospital mortality rates due to sepsis.

Sepsis is when infection in one part of the body spills over to have effects on all the body systems. This can lead to multi-organ failure and death, especially if not recognised and treated promptly.

Sepsis is a leading cause of death and harm. Sepsis is a complication of severe infection characterised by a systemic inflammatory response.

Mortality rates
 15% to 30% for severe sepsis
 40% to 70% for septic shock.

DUPLICATE FORM → 1x COPY MEDICAL NOTES
 1x COPY IN SEPSIS FORM BOX FOR AUDIT.

SEPSIS 6 SHOULD BE ACTED UPON WITHIN 1 HR OF IDENTIFYING SEPSIS.

*** MEDICAL EMERGENCY ***

Seizures
 A small seizure through not usually to sepsis, provide clear evidence of metabolic compromise and development of severe sepsis.

Levetiracetam is a marker for seizure focus.

Levetiracetam level	%
> 3.0 mmol/L	7%
> 2.0 mmol/L	7%
> 1.0 mmol/L	7%

Altered Mental State

Mental function is often altered. Mild disorientation or confusion is especially common in elderly individuals. Agitation, anxiety, agitation, and, eventually, coma are manifestations of severe sepsis. The most cause of metabolic encephalopathy is uremia. Altered consciousness and stimulation may also occur.

NHS
 This is sepsis. This is septic shock.

THIS IS SEPSIS

THIS IS SEPTIC SHOCK

Respiratory Rate
 Identifying the respiratory rate cannot occur without oxygen from the blood in arterial.

Urgent input
 Clinical input is a great indicator of circulating volume and renal function, and therefore essential for goal based management and the prevention of acute kidney injury.

Temperature
 Patients usually present with fever or hypothermia. A normal temperature in presentation is uncommon but may occur in sepsis. The elderly, children and the recently immunosuppressed.

Fluid Input
 Hypothermia is when patient, usually in children, and may suggest dilution haemostasis.

Arterial
 Blood oxygen saturation should be given within one hour of upper limb blood test having checked patient oxygen.

Oxygen
 Patients with sepsis need high flow oxygen and should have arterial blood gas and oxygen saturation monitored.

FALLS

Don't Fall for it!
Safe steps to reducing Falls...

FALLS are the most common patient safety incident in all inpatient settings
 FALLS can result in severe injury and death
FALLS are everyone's business

F FOOTWEAR
 Ensure safe footwear

F FLEXIBLE VISITING
 Flexible visiting can be considered for care of our patients, where possible they will be allowed to change

A ALL AIDS, POSSESSIONS & CALL BELL IN REACH
 Remove clutter from the room
 Remove call bell from the room

L LIGHTING & ENVIRONMENT
 Lights should be on in all rooms at all times, with extra or portable lamps for visibility

S STIMULATION
 Patients have to be encouraged to get up and move around the ward

NON-SLIP SOCKS OR SHOES WITH GRIP

DO NOT LEAVE AIDS OUT OF REACH. THIS IS RESTRAINT.

All spare time should be used to engage patients in activity.

Ward	Room	Ward	Room	Ward	Room	Ward	Room	Ward	Room	Ward	Room
WARD 1	101	WARD 1	102	WARD 1	103	WARD 1	104	WARD 1	105	WARD 1	106
WARD 1	107	WARD 1	108	WARD 1	109	WARD 1	110	WARD 1	111	WARD 1	112
WARD 1	113	WARD 1	114	WARD 1	115	WARD 1	116	WARD 1	117	WARD 1	118
WARD 1	119	WARD 1	120	WARD 1	121	WARD 1	122	WARD 1	123	WARD 1	124

LOOKING FOR PATTERNS OF FALLS IN WARD 1

WARD 1. MEASLES CHAIR ANY FALL TO BE!

MARCH 2017

Day	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	
Falls																																

EVERY FALL OR NEAR MISS SHOULD HAVE 14/15 BP ECG MEDICAL REVIEW POST FALLS BUNDLE

THE OUTCOME OF ALL THESE SHOULD THEN INFORM - BE EVIDENT IN CARE PLAN TO REDUCE FURTHER RISK!

Fall Risk Bundle
 Complete following every fall

Fall Risk Review

Public Board Case Analysis

Fall Risk Review

Fall Risk Review

CAUTI

REMOVE ASAP WHEN NOT REQUIRED

REDUCES RISK OF BACTERIAL CONTAMINATION

My ward CONFIDENTIAL NEW PATIENT IDENTIFIABLE AIDS 95 SEPSIS Single Risk Chart

Ward	Room	Ward	Room	Ward	Room	Ward	Room	Ward	Room
WARD 1	101	WARD 1	102	WARD 1	103	WARD 1	104	WARD 1	105
WARD 1	106	WARD 1	107	WARD 1	108	WARD 1	109	WARD 1	110
WARD 1	111	WARD 1	112	WARD 1	113	WARD 1	114	WARD 1	115
WARD 1	116	WARD 1	117	WARD 1	118	WARD 1	119	WARD 1	120

ENSURE BAG IS ALWAYS BELOW LEVEL OF BLADDER IN BED APPLY NIGHT BAG!

My ward CONFIDENTIAL NEW PATIENT IDENTIFIABLE AIDS 95 SEPSIS Single Risk Chart

My ward CONFIDENTIAL NEW PATIENT IDENTIFIABLE AIDS 95 SEPSIS Single Risk Chart

CONTINENCE

CONFIDENTIAL

Ward	Room	Ward	Room	Ward	Room	Ward	Room	Ward	Room
WARD 1	101	WARD 1	102	WARD 1	103	WARD 1	104	WARD 1	105
WARD 1	106	WARD 1	107	WARD 1	108	WARD 1	109	WARD 1	110
WARD 1	111	WARD 1	112	WARD 1	113	WARD 1	114	WARD 1	115
WARD 1	116	WARD 1	117	WARD 1	118	WARD 1	119	WARD 1	120

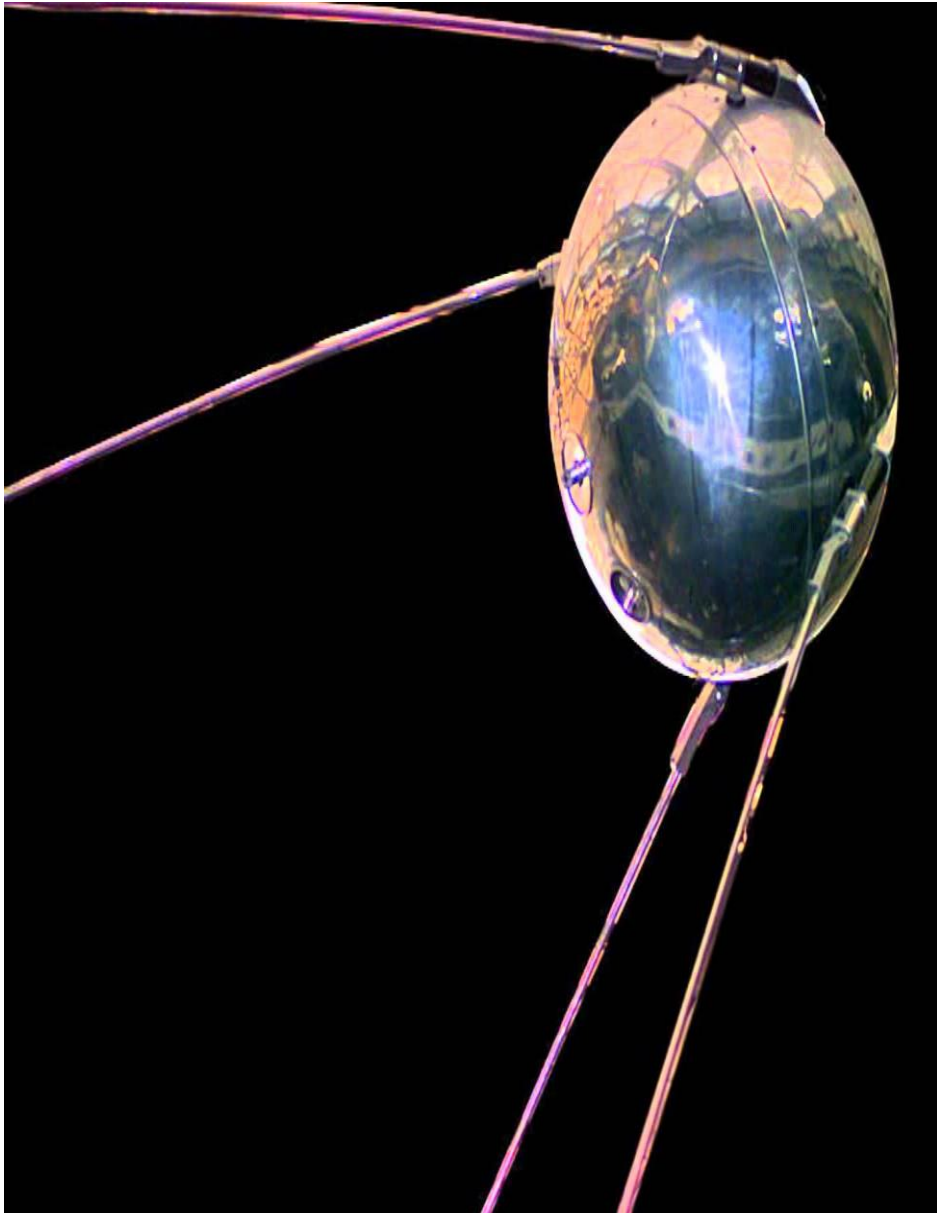
Early identification and treatment of sepsis

Boundarilessness

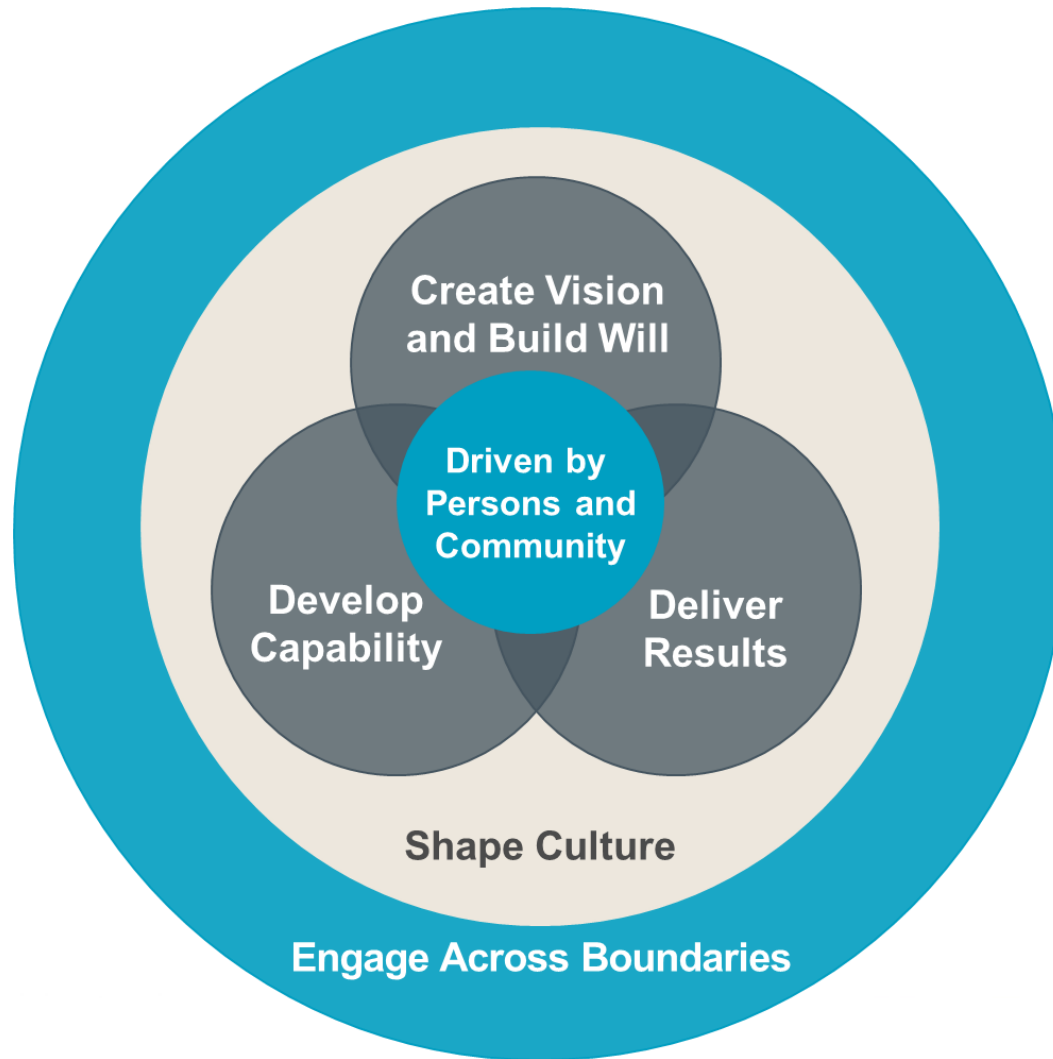


Steven Johnson – Where Good Ideas Come From





IHI High-Impact Leadership Framework



IHI High-Impact Leadership Framework

Driven by Persons and Community

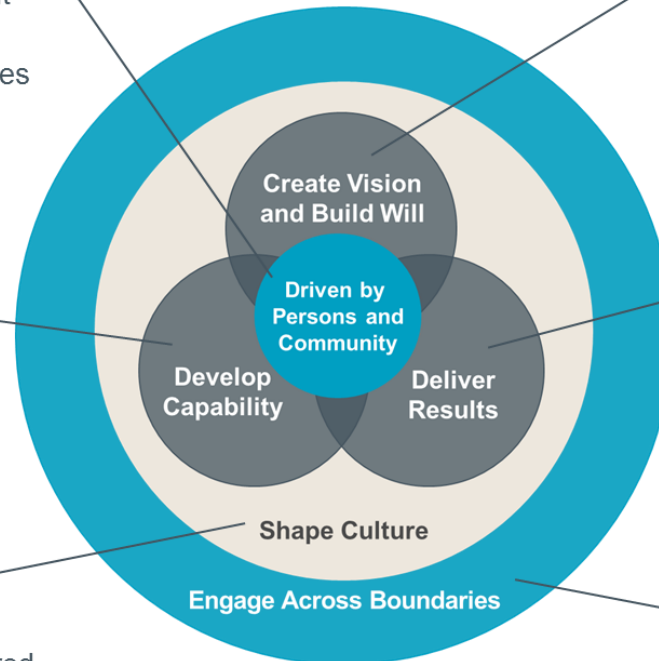
- Include patients on improvement teams
- Start meetings with patient stories and experience data
- Use leadership rounds to model engagement with patients and families

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
- Frequently 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



Discussion

- When it comes to exemplifying these 5 high impact leadership behaviours, what's the best example you can think of at ELFT?



Thank You!

Derek Feeley

President and CEO

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 @DerekFeeleyIHI

