

Quality & Patient Safety Fellowship

LEADERSHIP & ENGAGING TEAMS, PATIENTS, FAMILIES, AND PARTNERS

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Objectives



BUILD FOUNDATIONAL
KNOWLEDGE OF QUALITY &
SAFETY



DEVELOP LEADERSHIP AND
PROJECT SKILLS



APPLY LEARNING TO A QI
PROJECT

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Leading Quality Improvement

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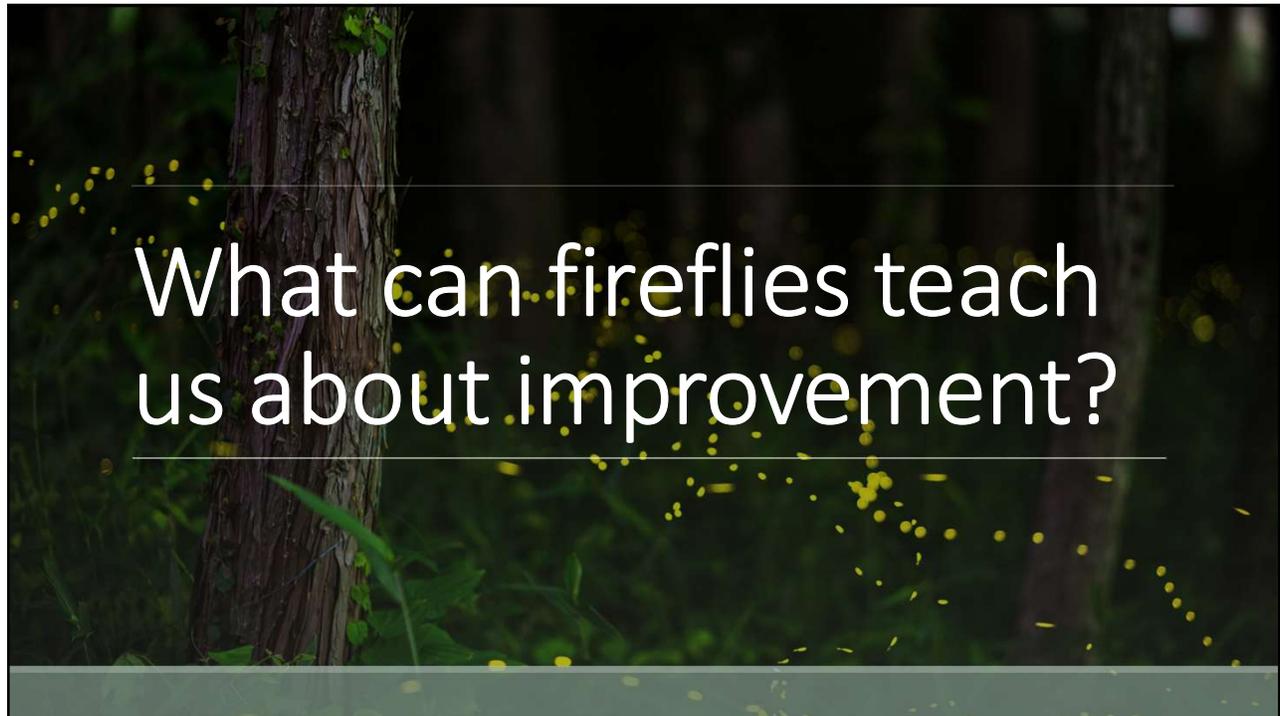


A leader is anyone who takes responsibility for finding the potential in people and processes and has the courage to develop that potential.

Leadership is not about titles or the corner office. It's about the willingness to step up, put yourself out there, and lean into courage.

-Brene' Brown

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<p>Why Leadership Matters</p>	<ul style="list-style-type: none">Sets expectations for safe, high-quality careBuilds a culture of continuous improvementAligns improvement work with organizational prioritiesEngages teams in problem-solving and innovationCreates the conditions for reliable, sustainable change
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Leading Quality Improvement

- Build the right team
- Navigate conflict constructively
- Work effectively across disciplines
- Spread successful changes
- Sustain improvements over time

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Keys to Successful QI Leadership



Leadership Mindsets

Be a learner
Live your values



Leadership Behaviors

Build strong relationships
Grow your network
Inspire engagement in the work

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Take initiative.

Investigate.

Make connections.

Identify solutions.

Take action.

How Do Leaders Tackle Problems?

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Focus on processes

Reduce hierarchy

Create teamwork

Engage steering committees

Develop agile processes

How Leaders Influence Quality

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Foundations of Trust & Respect



Leaders build trust when they:

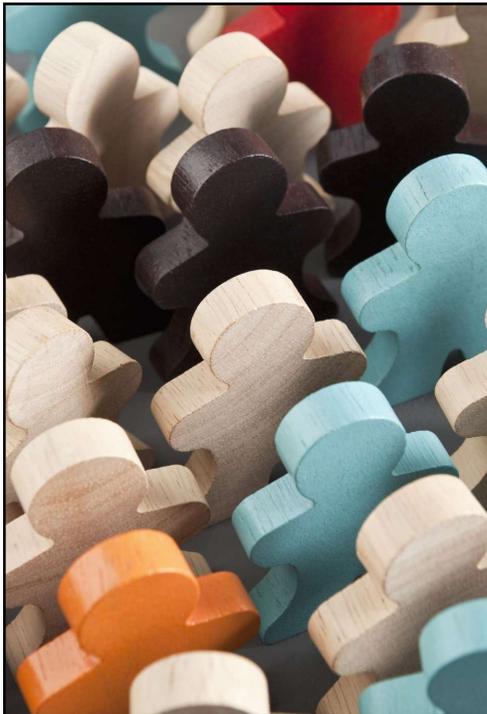
Demonstrate values people can rely on
 “Walk the talk” through consistent behavior
 Show competence in their role
 Create psychological safety
 Sustain optimism and steadiness



Leaders show respect by:

Being approachable and open to concerns
 Inviting all voices into the conversation
 Establishing shared goals before the work begins

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Leadership Principles

- Listening
- Empathy
- Self-awareness
- Stewardship
- Building community
- Supporting growth in others

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What Leaders Do

- Set clear, meaningful goals
- Focus on the *what*, while empowering teams to design the *how*
- Accept imperfection and create space for learning
- Lift people up — never reject the person, only refine the work
- Recognize team strengths and potential
- Build trust and teamwork through humility and consistency

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How Leaders Communicate & Listen



How Servant Leaders Communicate

- Use clear, respectful words
- Maintain tone that conveys support and curiosity
- Demonstrate openness through body language



How Servant Leaders Listen

- Check in with staff regularly
- Ask simple, human questions
- Stay willing to hear concerns without defensiveness
- Take notes and follow up

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How Leaders Build Connections



Build connections by knowing:

- What motivates each team member
- Their strengths and growth areas
- How to help turn challenges into strengths

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Thriving "I got this."	Surviving "Something isn't right."	Struggling "I can't keep this up."	In Crisis "I can't survive this."
<ul style="list-style-type: none"> Calm and steady with minor mood fluctuations Able to take things in stride Consistent performance Able to take feedback and to adjust to changes of plans Able to focus Able to communicate effectively Normal sleep patterns and appetite 	<ul style="list-style-type: none"> Nervousness, sadness, increased mood fluctuations Inconsistent performance More easily overwhelmed or irritated Increased need for control and difficulty adjusting to changes Trouble sleeping or eating Activities and relationships you used to enjoy seem less interesting or even stressful Muscle tension, low energy, headaches 	<ul style="list-style-type: none"> Persistent fear, panic, anxiety, anger, pervasive sadness, hopelessness Exhaustion Poor performance and difficulty making decisions or concentrating Avoiding interaction with coworkers, family, and friends Fatigue, aches and pains Restless, disturbed sleep Self-medicating with substances, food, or other numbing activities 	<ul style="list-style-type: none"> Disabling distress and loss of function Panic attacks Nightmares or flashbacks Unable to fall or stay asleep Intrusive thoughts Thoughts of self-harm or suicide Easily enraged or aggressive Careless mistakes and inability to focus Feeling numb, lost, or out of control Withdrawal from relationships Dependence on substances, food, or other numbing activities to cope

Self-Awareness: The Leadership Superpower

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Leadership in the Rural Setting

Smaller teams

Staff wear multiple hats

Leaders may be clinicians

Relationships are more personal

Collaboration with community partners is essential

Staff turnover has higher impact

Access and resources vary widely

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Teams

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A team is a group of people that work together in a coordinated way, maximizing each team member's strengths, to achieve a common goal.

Such a group can anticipate mistakes, overcome obstacles, and navigate difficult situations.

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Teamwork & Communication in Safe Care



Promote a shared understanding of the plan of care



Help teams anticipate needs and potential problems



Support the use of standard tools for communication and conflict management

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Work Styles

1. DiSC Profile
2. IHI Work Styles Inventory Worksheet
3. StrengthsFinder 2.0
4. Myers-Briggs Type Indicator
5. Strength Deployment Inventory
6. Riso-Hudson Enneagram Type Indicator

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Influencing Styles



Image: <https://www.linkedin.com/pulse/influencing-styles-health-care-professionals-2023/> All rights reserved.

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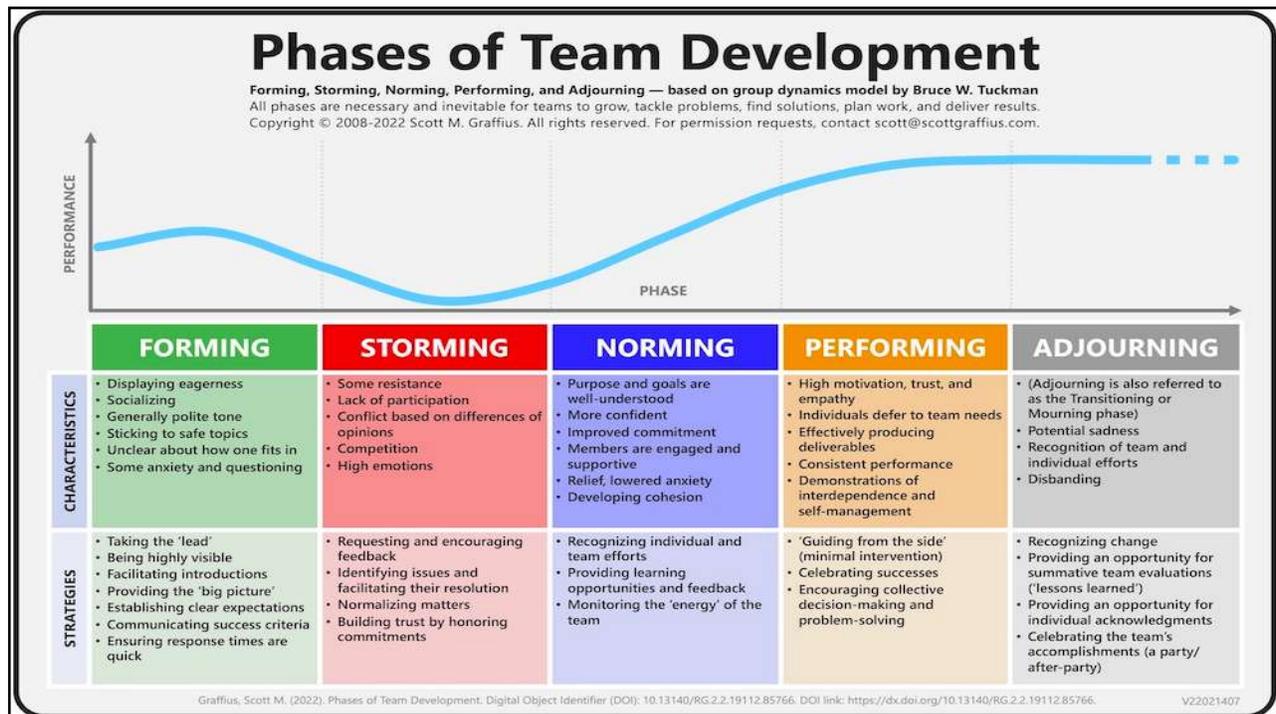
Professional Values

	Physician	Nurse	Pharmacist	Health Care Administrator
Key Values of the Profession	<ul style="list-style-type: none"> • Competence • Scientific knowledge • Honesty with patients • Patient confidentiality • Appropriate relationships with patients • Improved quality of care • Improved access to care • Just distribution of finite resources • Maintenance of trust through management of conflicts of interest 	<ul style="list-style-type: none"> • Integrity • Compassion and respect for the inherent dignity of all patients • Primacy of commitment to the patient, whether an individual, a family, or the community • Effective collaboration with other team members to achieve health goals of patients • Protection of the health, safety, and rights of patients • Maintenance of competence, improved work environments, and improved quality of care 	<ul style="list-style-type: none"> • Obligation to improve professional knowledge and competence • Welfare of humanity and relief of suffering • Application of knowledge, experience, and skills to ensure optimal outcomes for patients • Respect for and protection of all personal and health information • Highest principles of moral, ethical, and legal conduct • Changes that improve patient care • Utilization of knowledge, skills, experiences, and values to educate and train the next generation 	<ul style="list-style-type: none"> • Fiduciary duties • Efficiency and effectiveness • Competence • Teamwork • High ethical standards • Organizational Change • Relationships with all stakeholder groups • Leadership

Image: IHI

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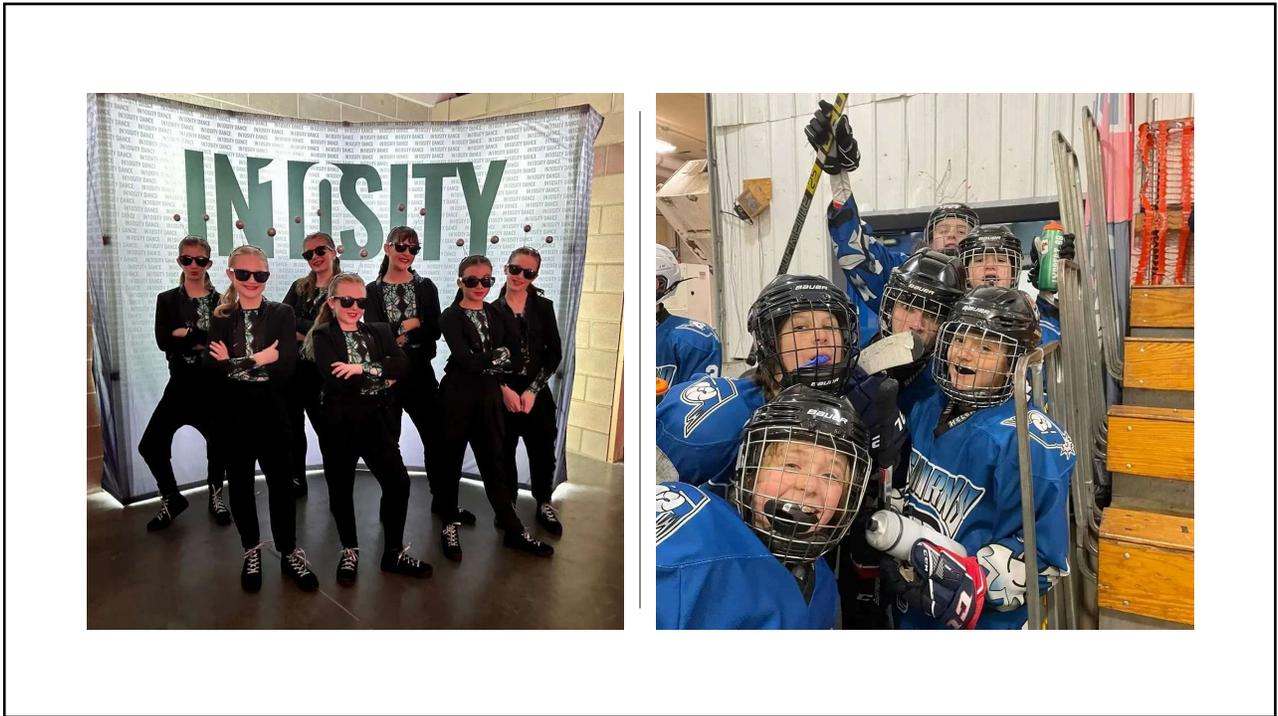
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Project Charter

A Project Charter is a living document for an improvement team that outlines the presenting problem, the target and the boundaries of a process improvement effort.

					
Problem Statement	Business Case	Goal Statement	Timeline	Scope	Team Members
The problem captured in the form of a measurement	The business reasons for doing the project	The target of the process measurement	When each project phase will be completed	What's in and what's out of the project	The people who will participate in the project


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Team Communication

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Engagement

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Rules of Engagement



Myths of Engagement

Showing data is sufficient to change behavior
 Everyone engages at the same time
 The same message works with everyone
 Every intervention is equally easy or hard to implement



Rules of Engagement

Connect to the core
 Engage the engaged
 Customize communication
 Align and segment

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Engaging Patients, Families & Community

Patients & Families

- Invite patient/family advisors into QI teams
- Use patient stories to identify real barriers
- Include caregivers in testing changes
Use simple feedback tools

Community Partners

- EMS & Community Paramedicine
- Public Health
- Long-Term Care / Assisted Living
- Rural clinics & FQHCs
- Tribal or cultural community groups
- Home health agencies

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Change Management

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While all changes do not lead to improvement, all improvement requires change. The ability to develop, test, and implement changes is essential for any individual, group, or organization that wants to continuously improve.

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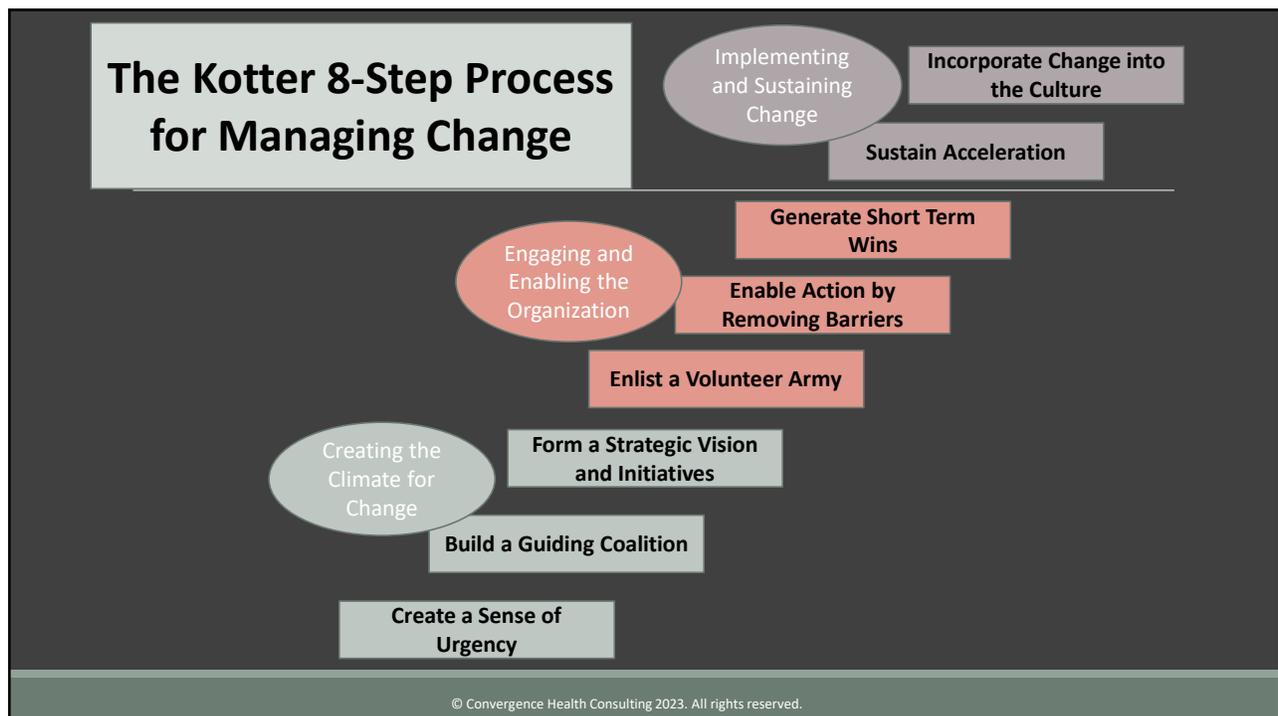


Embracing Change

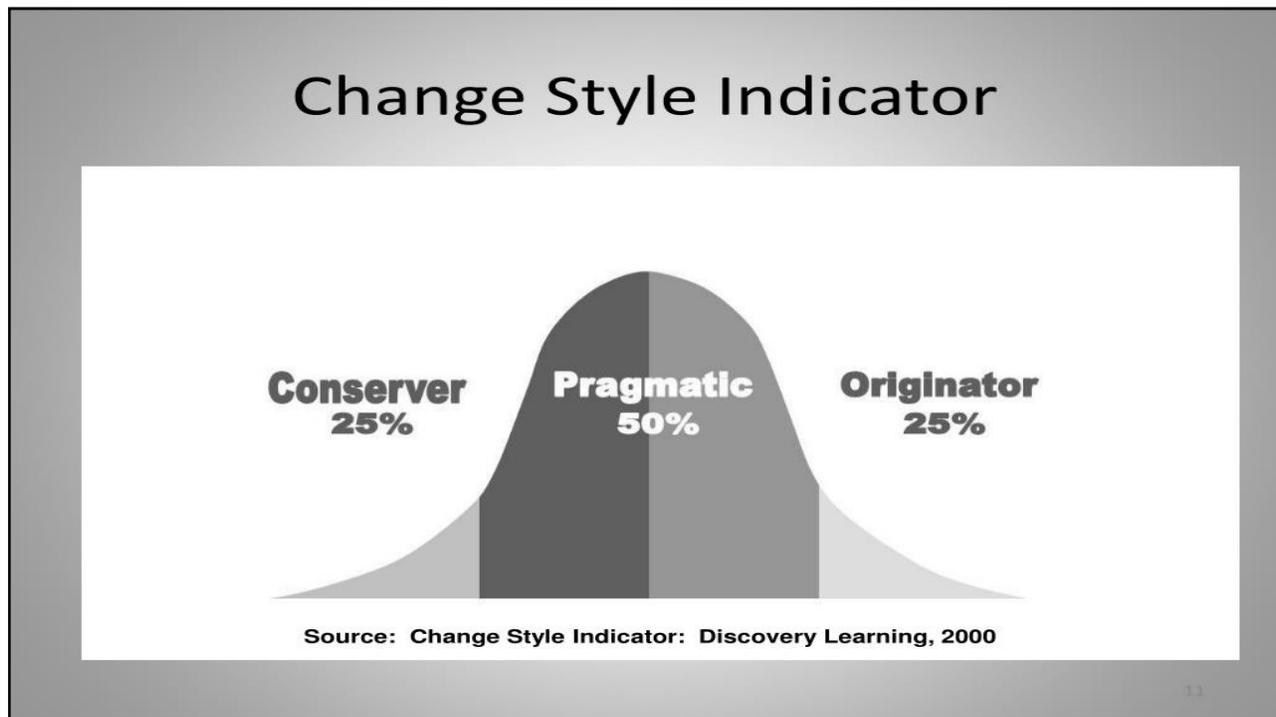
QI leaders help others embrace change by:

- § Speaking the language of improvement
- § Creating a non-punitive learning culture
- § Using stories to connect the work to real people

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What is Your Change Style?

Question 1:

When asked to brainstorm a whole new way of doing work, I typically:

- A. Welcome the opportunity to wipe the slate clean.
- B. Want to make sure the current processes that already work are retained.
- C. Try to balance new ideas with current practices

Adapted from Change Style Indicator: <https://www.profileassessments.com/change-style-indicator/>

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What is Your Change Style?

Question 2:
If I attended a conference and learned about new ideas, I would typically:

- A. Set up meetings to discuss the exciting new ideas I heard.
- B. Wait and try to follow key developments you have learned about to see how they work for other people
- C. Do some research on the developments and contact other people using them to learn more

Adapted from Change Style Indicator: <https://www.profileassessments.com/change-style-indicator/>

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What is Your Change Style?

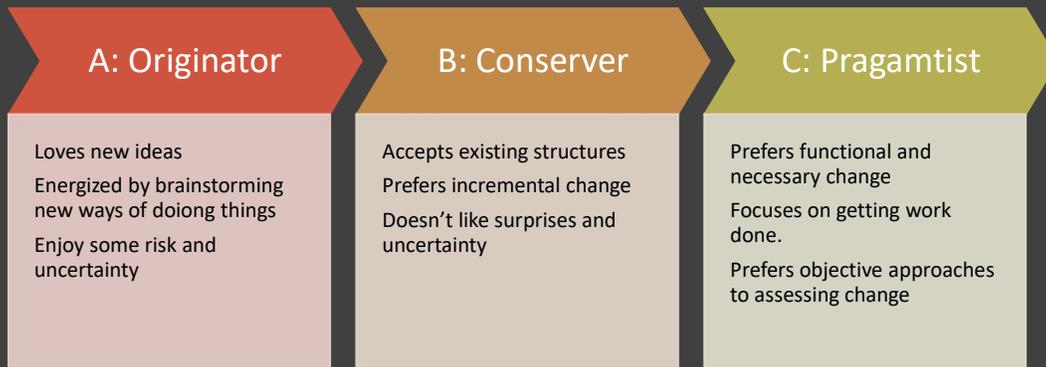
Question 3:
When I hear about new ways of doing things that might impact my work, I typically:

- A. Talk with others right away about applying the new method.
- B. Wait and see how the new methods work somewhere else before trying them myself.
- C. Go talk to someone using the new method to learn more.

Adapted from Change Style Indicator: <https://www.profileassessments.com/change-style-indicator/>

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What is Your Change Style?



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Barriers to Change



Health care worker autonomy.



Stability that comes with routine



Programmed behavior or behaviors that result from the system



Limited focus or tunnel vision

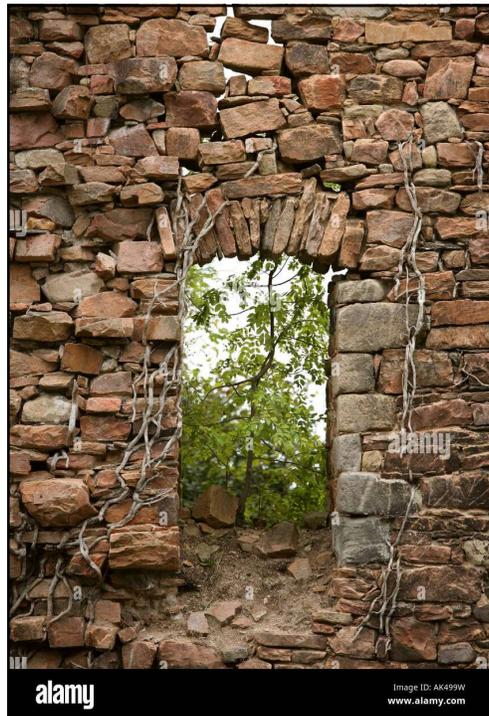


Real or perceived limit on resources



Accumulation of policies, procedures, regulations

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Barrier Busters

- Provide education based on evidence grounded in reliable research
- Post signs or other reminders for staff, patients and caregivers.
- Include staff in tests of change and ask them to provide feedback
- Use creative ways to make resources available.

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Applied Learning

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Quality & Patient Safety Fellowship

Date	Content
February 26	Leading Quality Through the Triple Aim: Integrating Population Health and Health Equity
March 12	Introduction to Patient Safety
March 26	Project Sharing Celebration

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Questions & Contact

Reach out anytime!

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