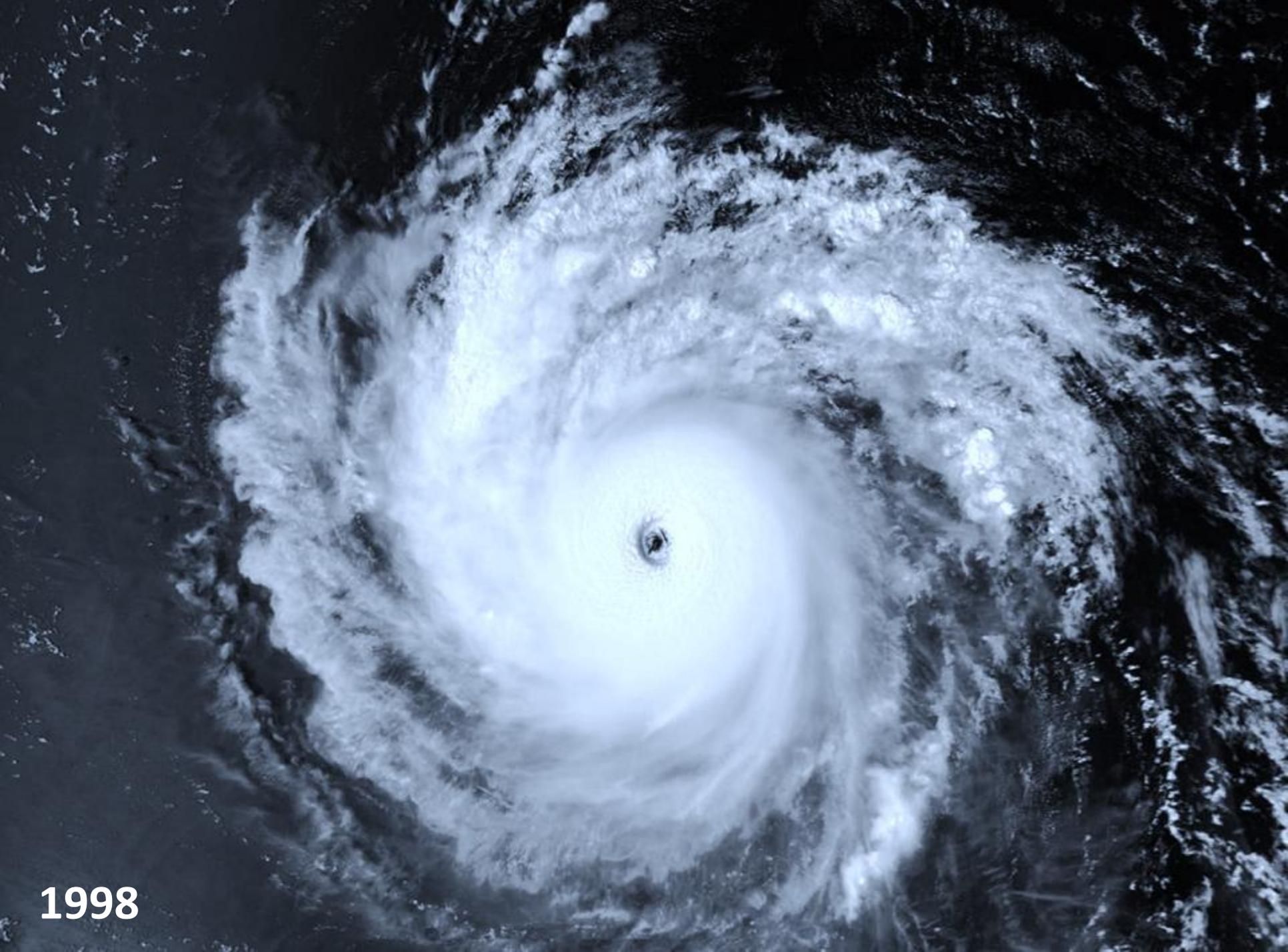


M3: Leadership for Improvement in Complex Healthcare Systems

Choluteca Bridge, Honduras

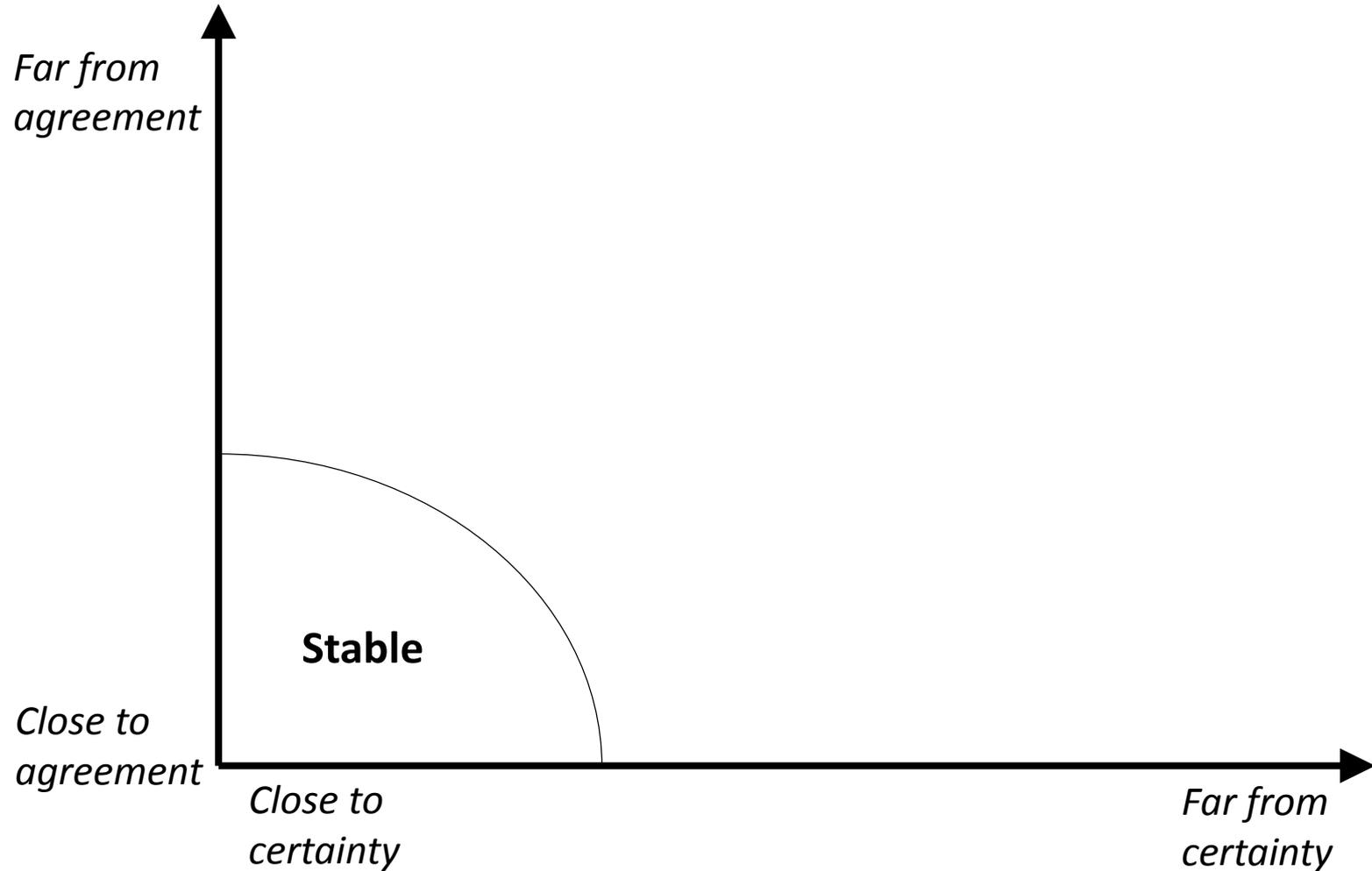




1998



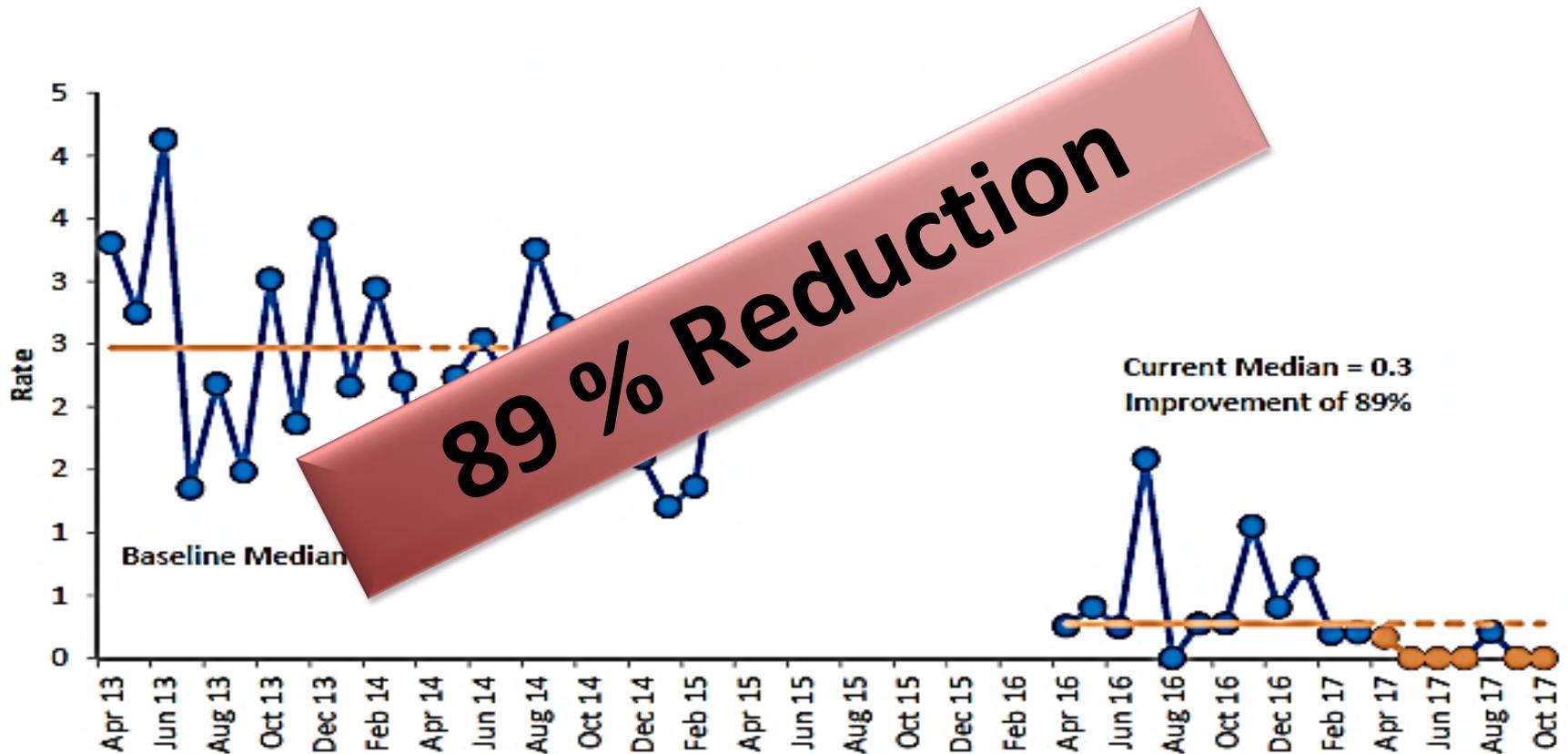
The Nature of the Challenge



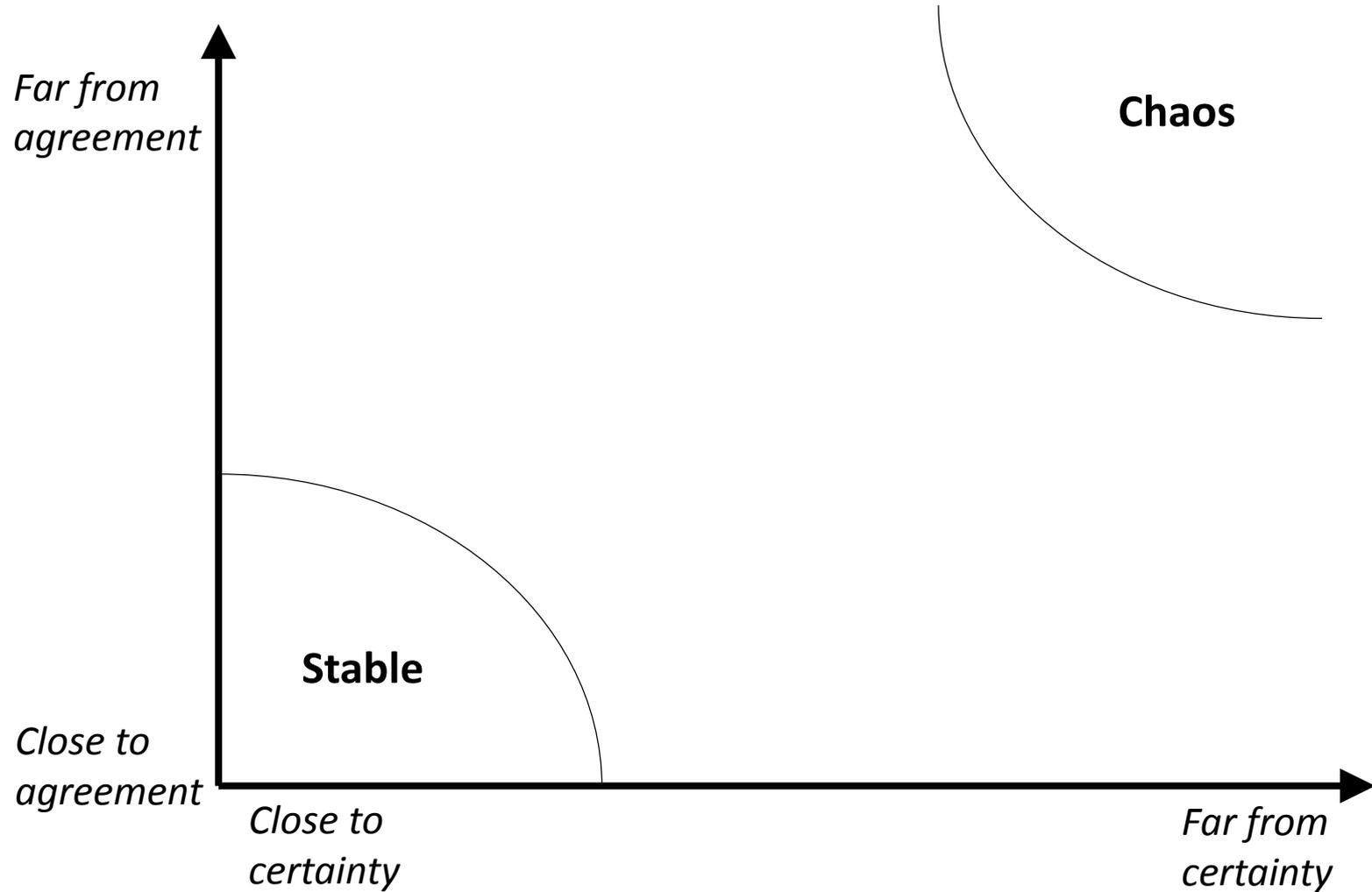


Rate of Ventilator Associated Pneumonia (VAP) for Scotland's 2 Paediatric Intensive Care Units

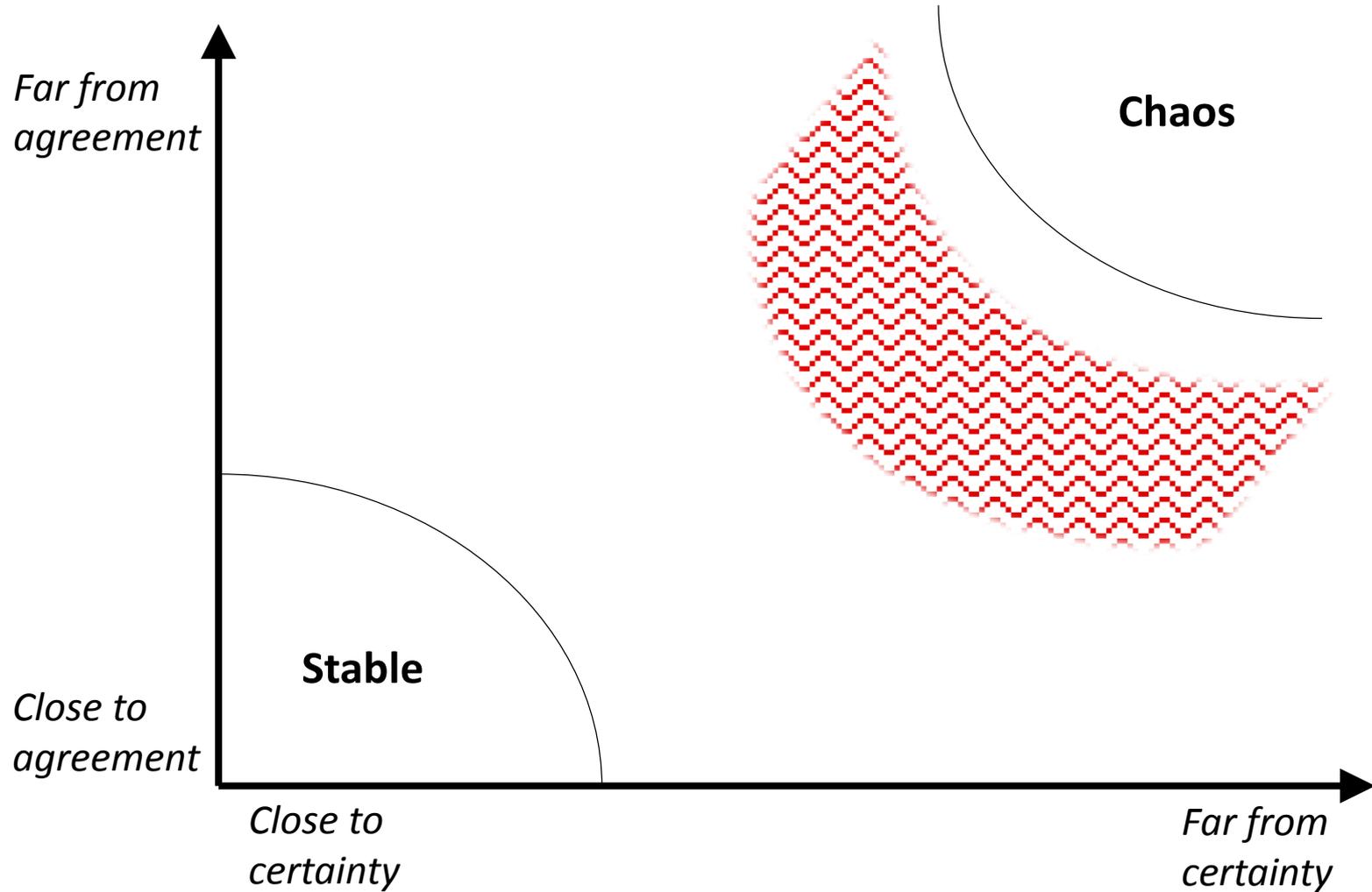
April 2013 – October 2017



The Nature of the Challenge



The Nature of the Challenge





HMP SHOTTS

100

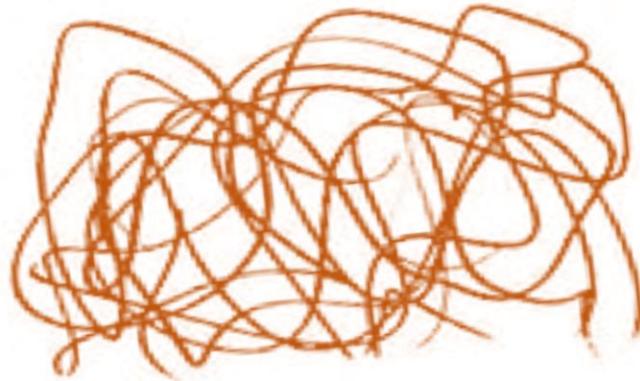
Source: Storybook Dads 2016

Visitation Day

my heart... 

my stomach... 

my mind...



**5
Grandfathers**

2 Uncles

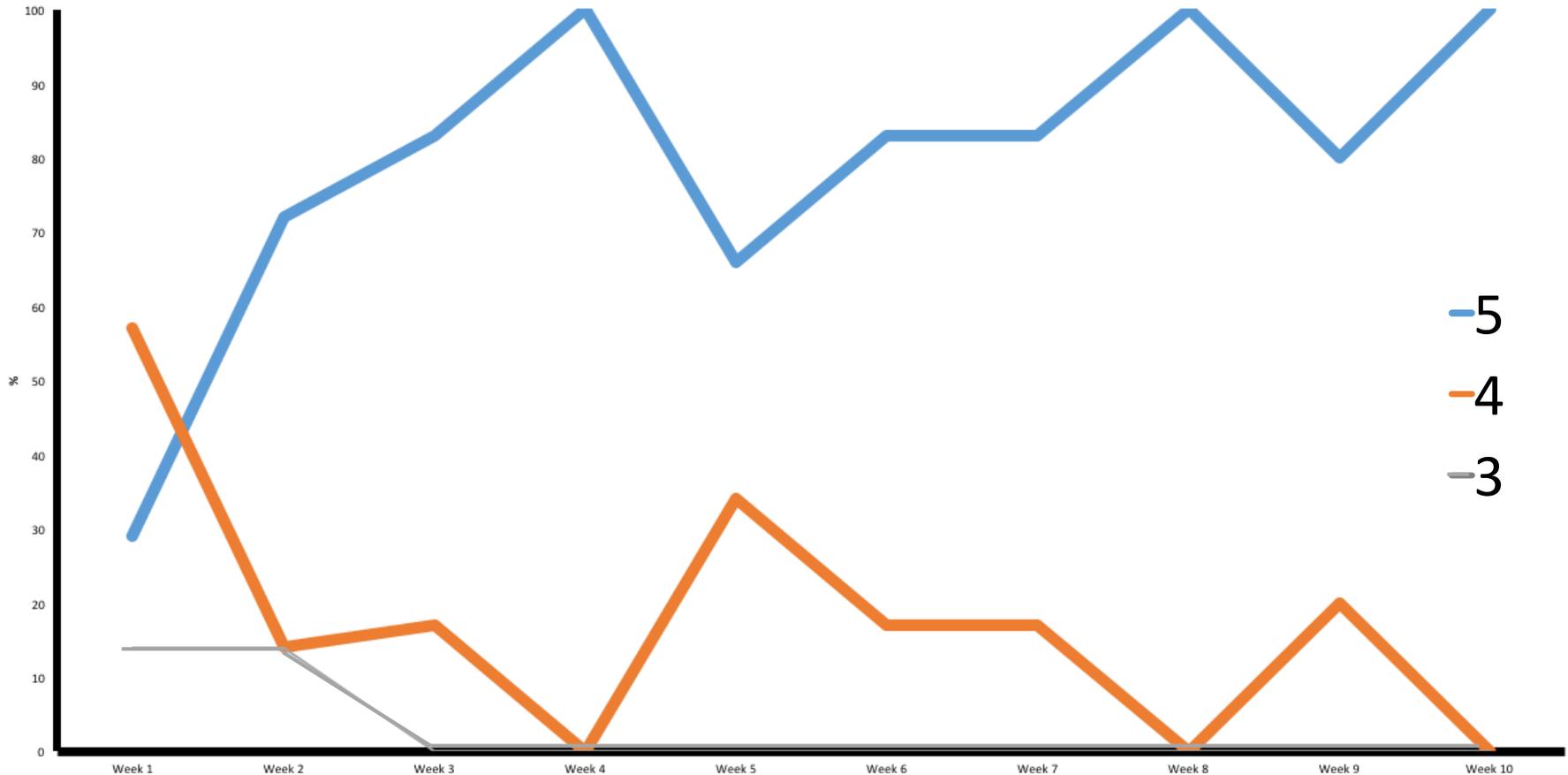
21 Dads

1 Brother

**10 week
parenting
group**

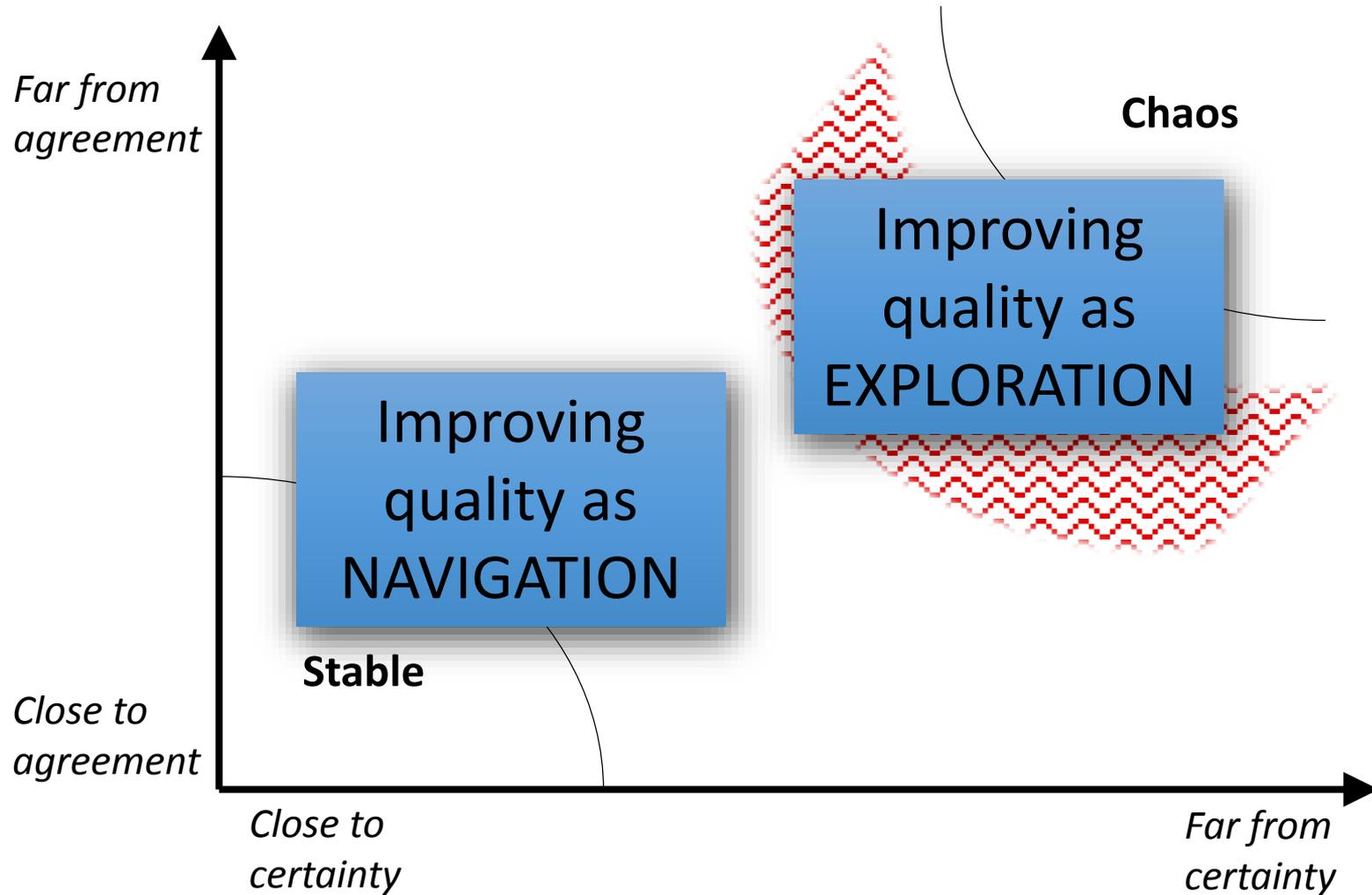
How helpful was the group to help you understand your child better?

1= low 5=high





The Nature of the Challenge



Complex Adaptive Systems

“A way of thinking about and analysing things by recognising complexity, patterns and interrelationships rather than focusing on cause and effect.”

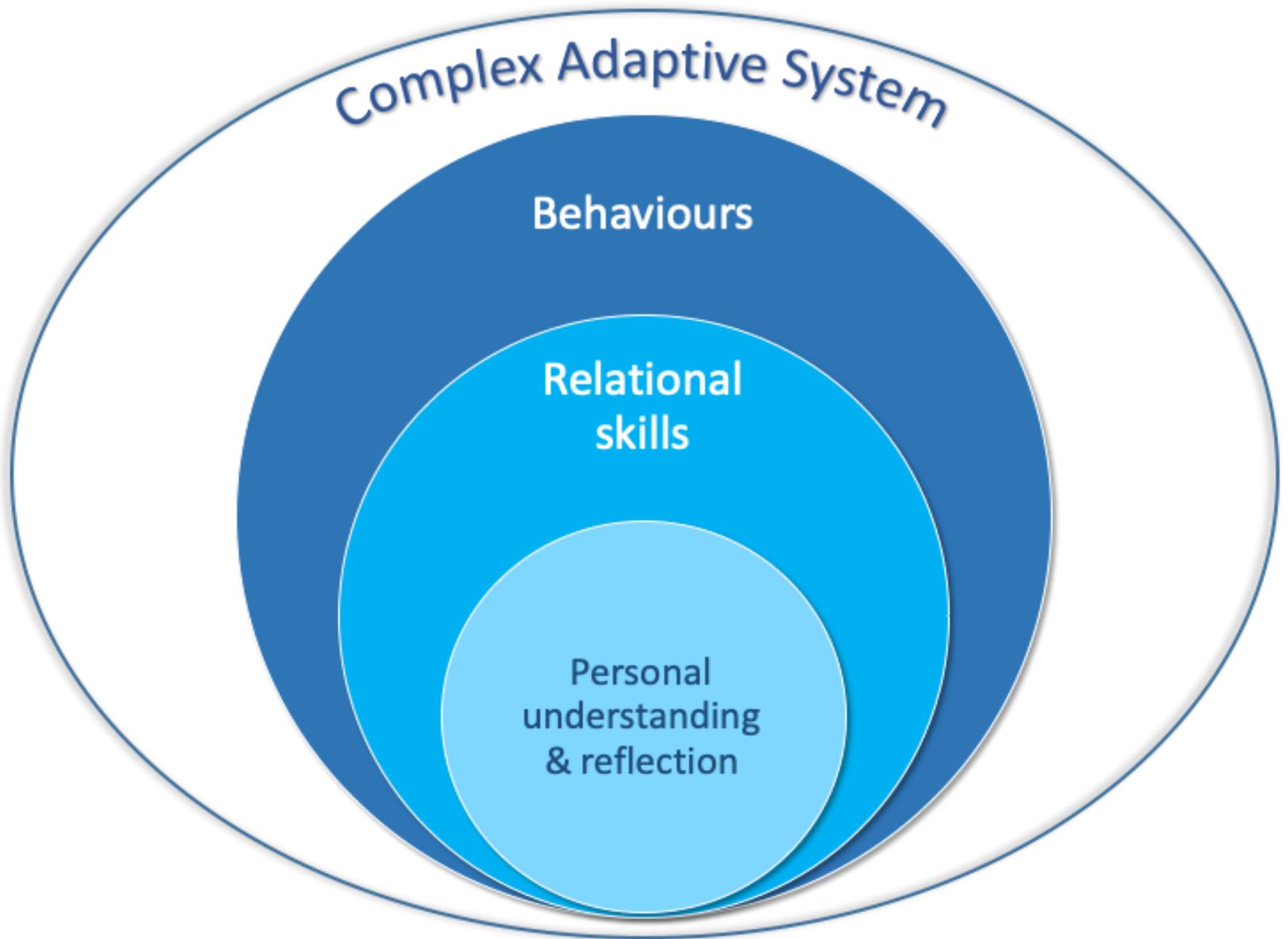


Murmurations





Source: Amanda Tipton



Complex Adaptive System

Behaviours

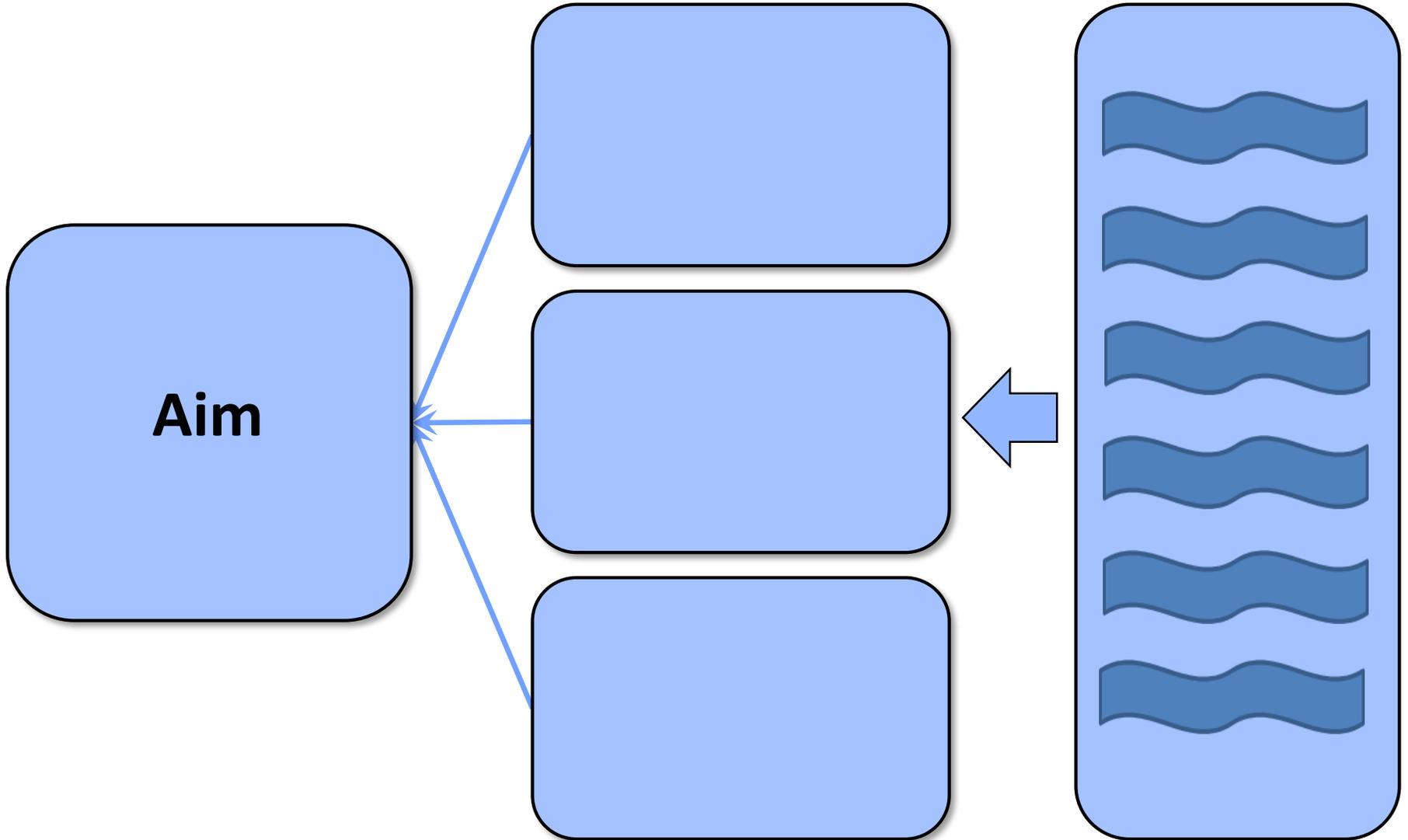
Relational
skills

Personal
understanding
& reflection

Aim

**Primary
Drivers**

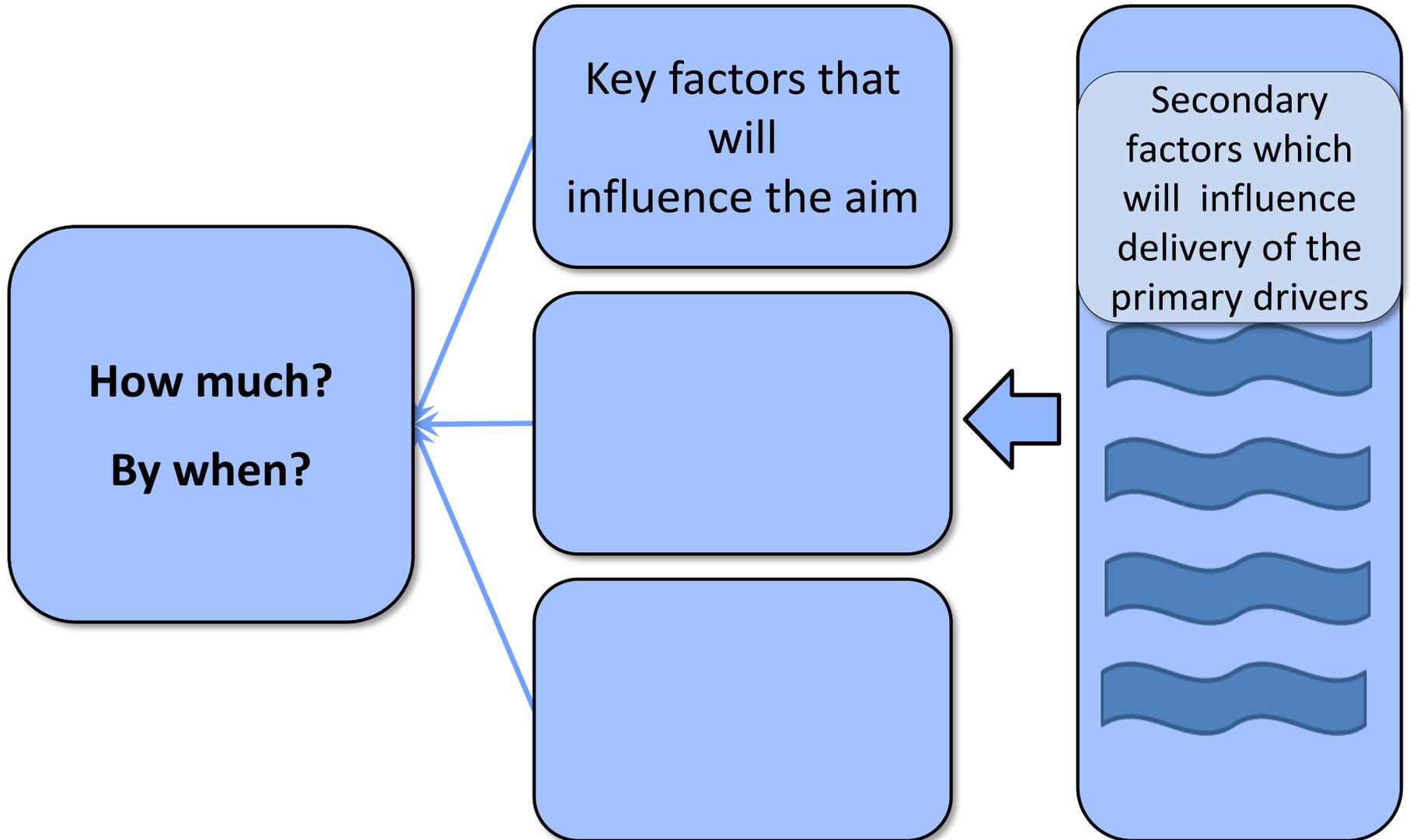
**Secondary
Drivers**



Aim

Primary Drivers

Secondary Drivers



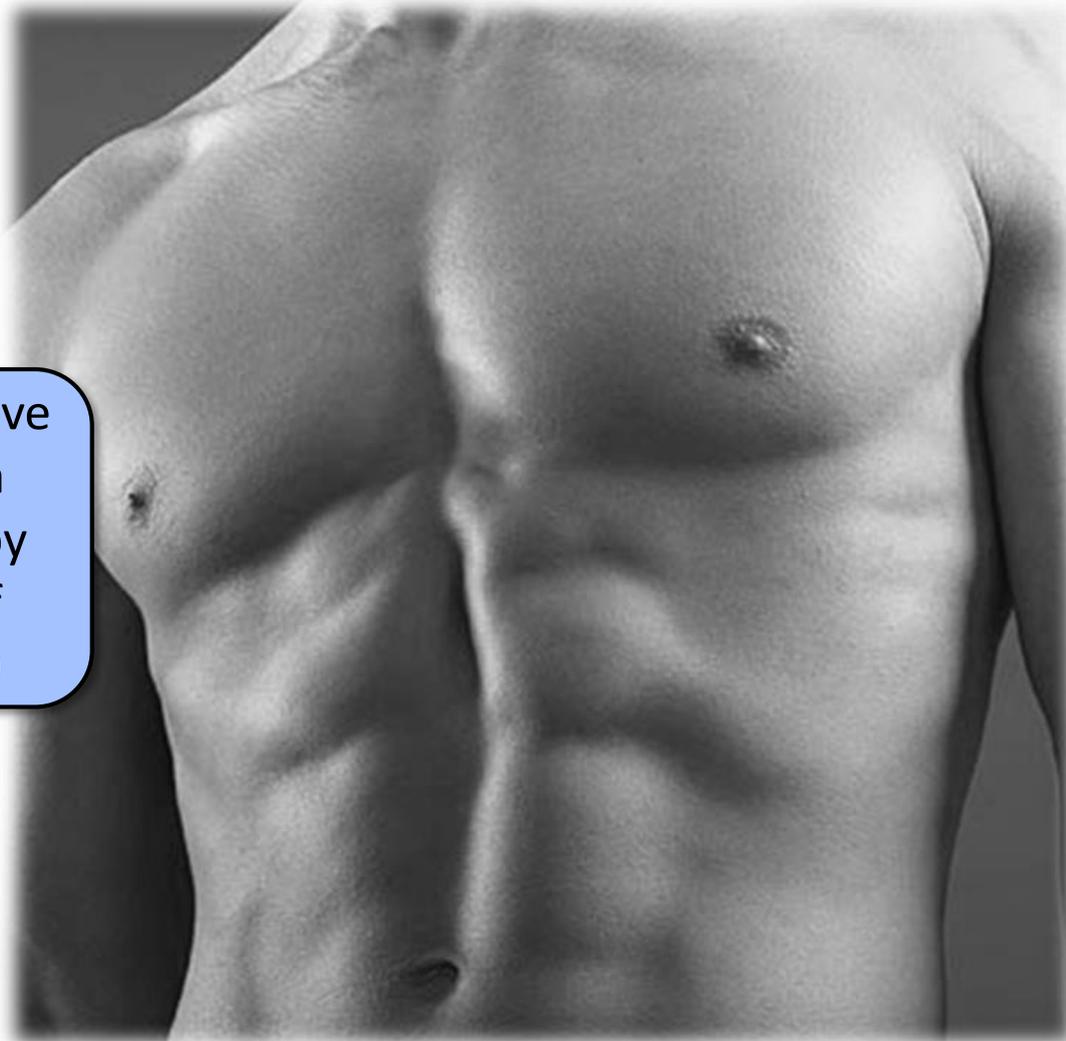
Improving Jason's Silhouette

Aim

Primary Drivers

Secondary Drivers

Jason will have achieved a BMI of 23 by the end of April 2020



Improving Jason's Silhouette

Aim

Primary Drivers

Secondary Drivers

Daily
calorie
count

Number of
calories per
meal

Calories in

Limit daily intake

Substitute with low calorie
foods

Avoid alcohol

Average
drinks/week

Jason will have
achieved a
BMI of 23 by
the end of
April 2020

Weight,
BMI

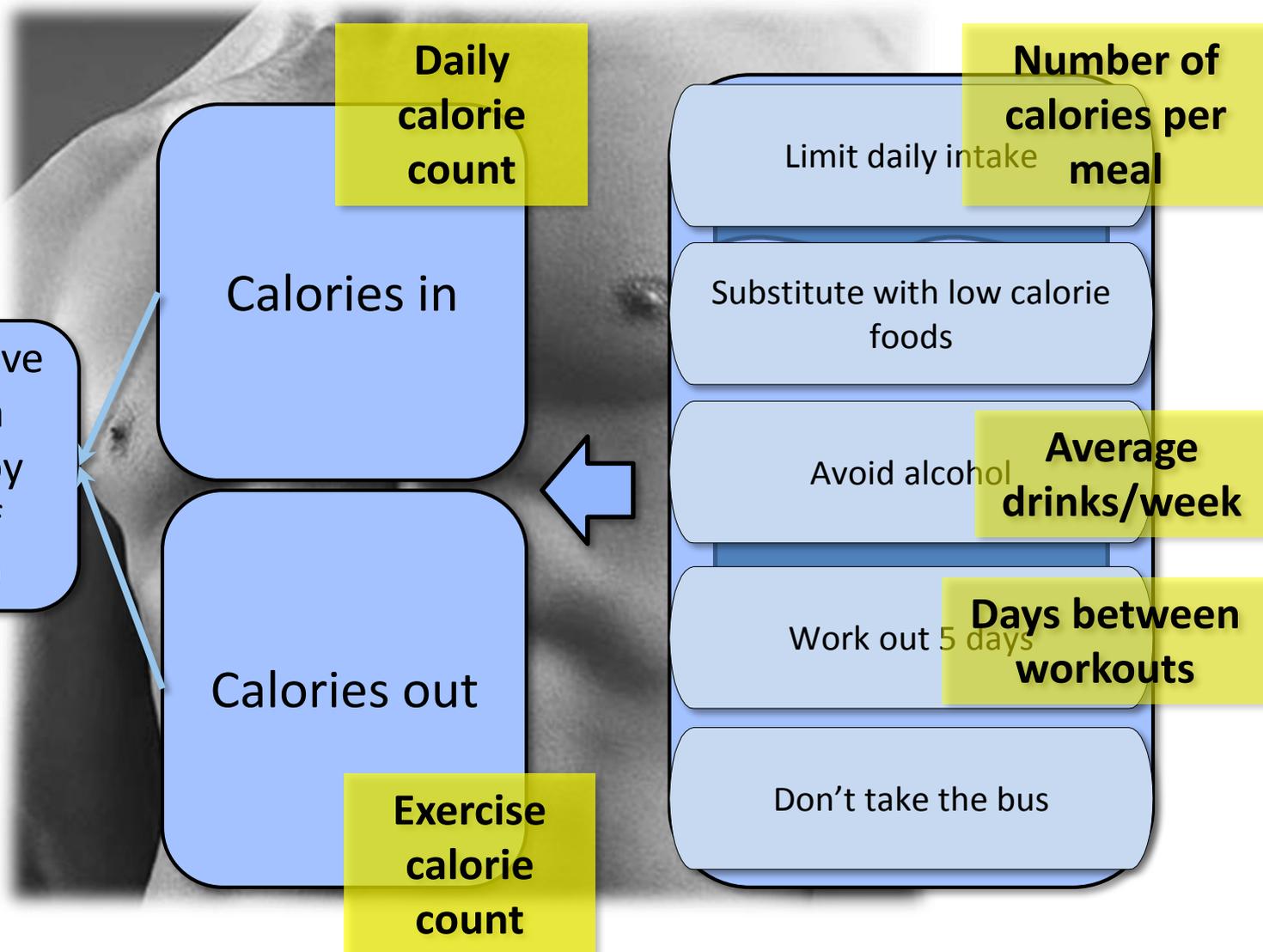
Calories out

Work out 5 days

Days between
workouts

Exercise
calorie
count

Don't take the bus



Improving Jason's Silhouette

Aim

Primary Drivers

Secondary Drivers

Change Ideas

Jason will have achieved a BMI of 23 by the end of April 2020

Calories in

Calories out

Limit daily intake

Substitute foods

Avo

Work

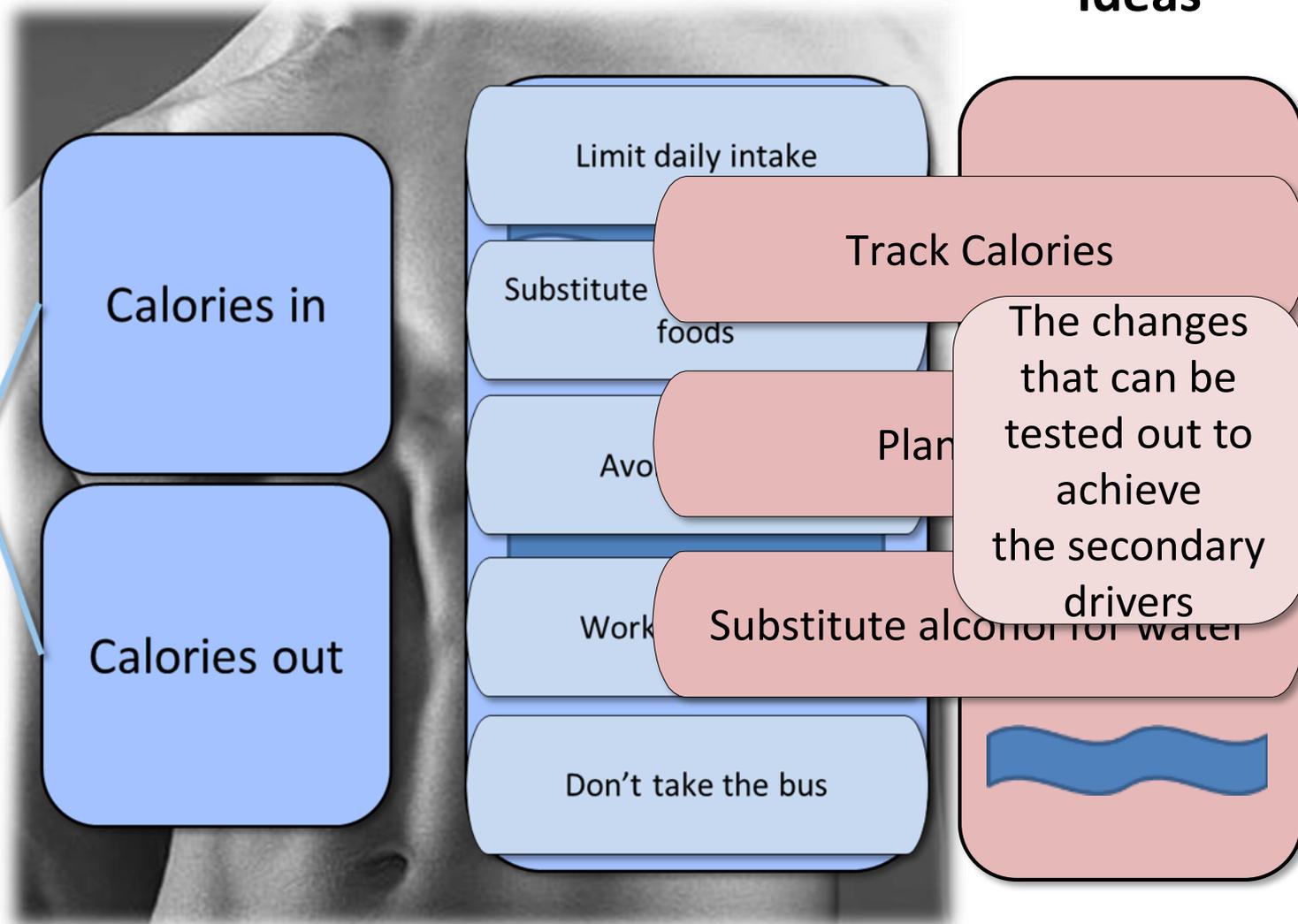
Don't take the bus

Track Calories

Plan

Substitute alcohol for water

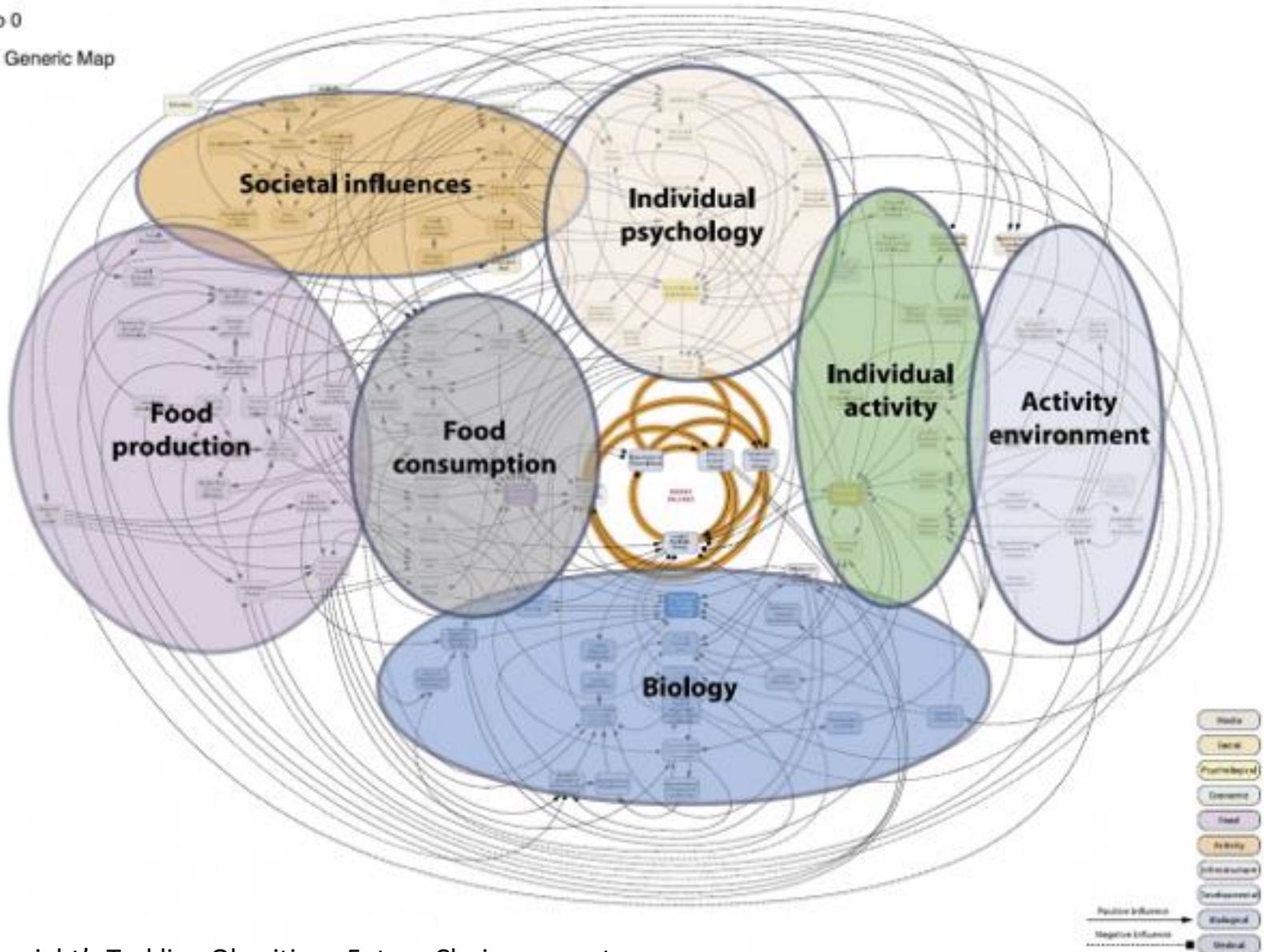
The changes that can be tested out to achieve the secondary drivers



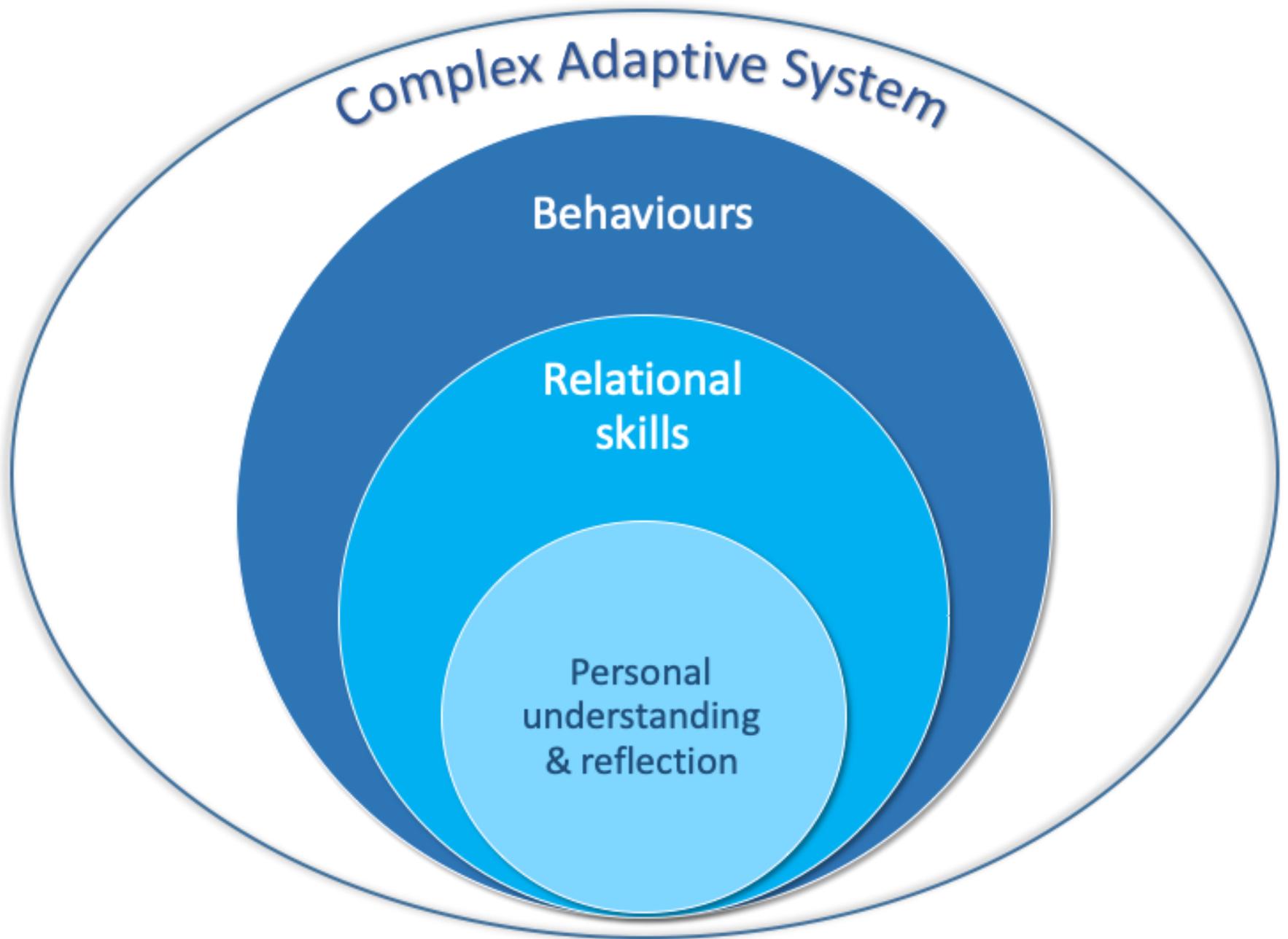
Obesity Systems Map

Map 0

Full Generic Map



Source: Foresight's Tackling Obesity - Future Choices report.



Complex Adaptive System

Behaviours

Relational
skills

Personal
understanding
& reflection

Aim

Primary Drivers

Secondary Drivers

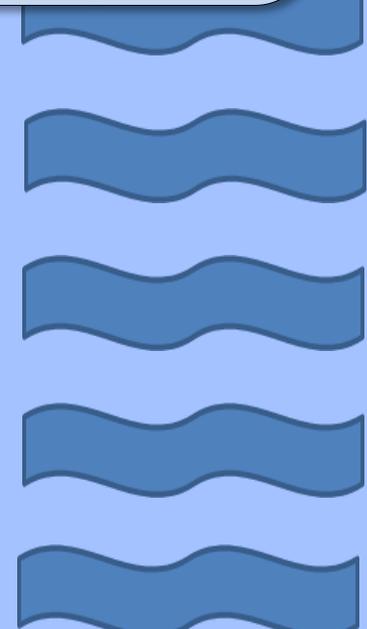
By the end of 2020, I will be the best improvement leader in my organisation

Personal Understanding & Reflection

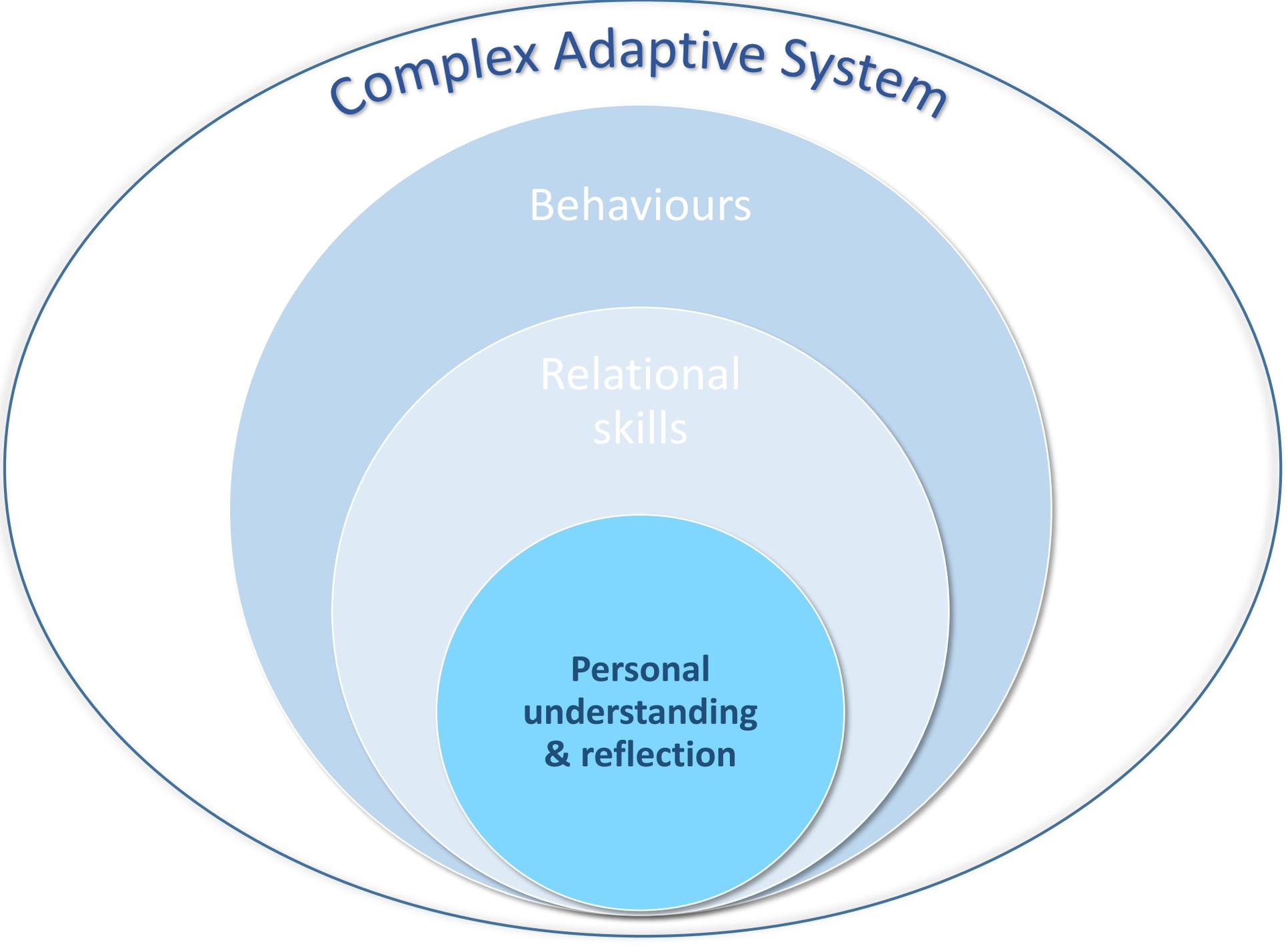
Relational Skills

Behaviours

Secondary factors which will influence delivery of the primary drivers



Complex Adaptive System



Behaviours

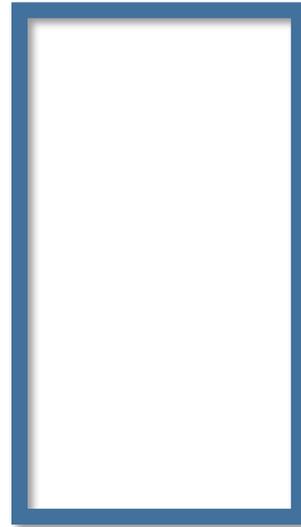
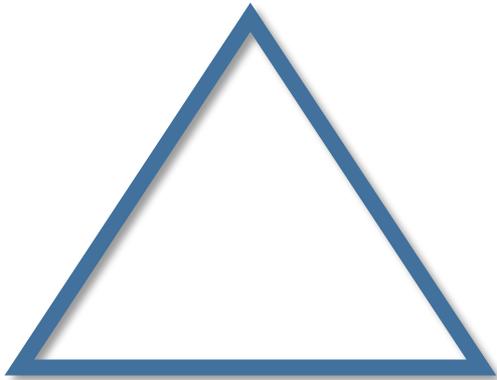
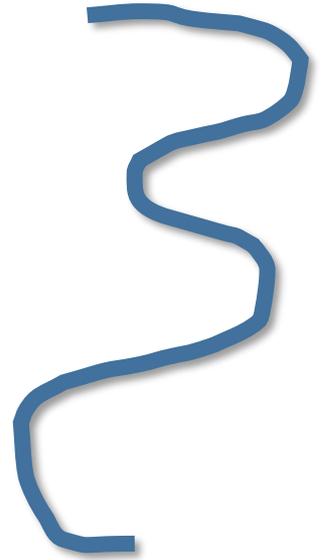
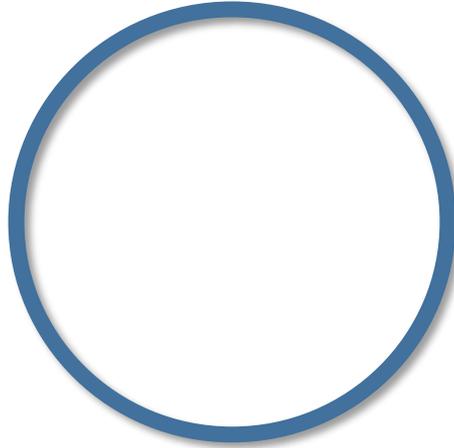
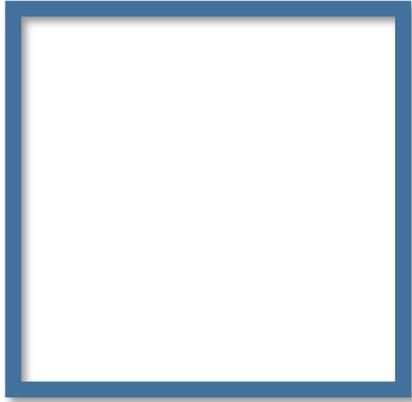
Relational
skills

**Personal
understanding
& reflection**

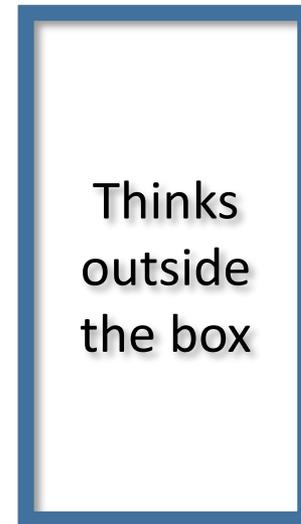
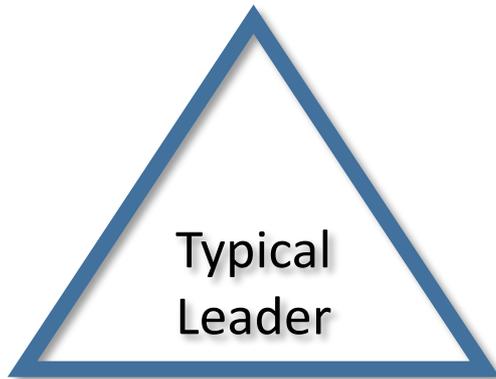
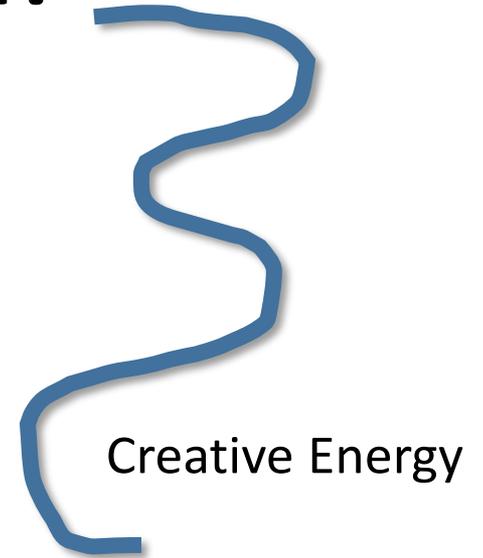
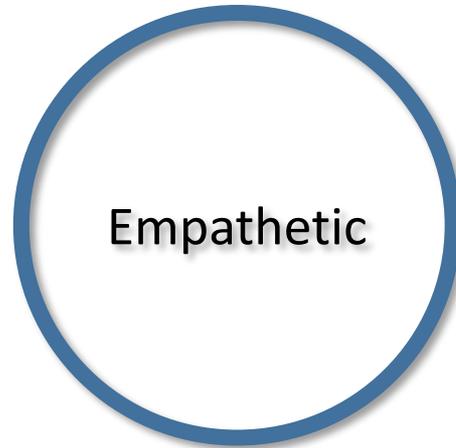


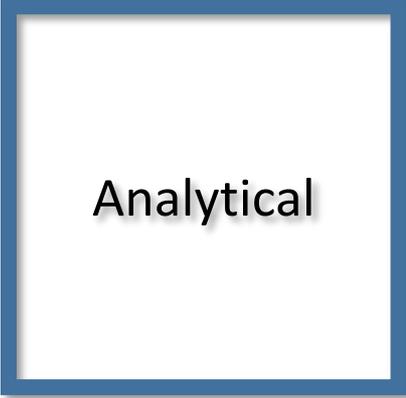


What shape are you?



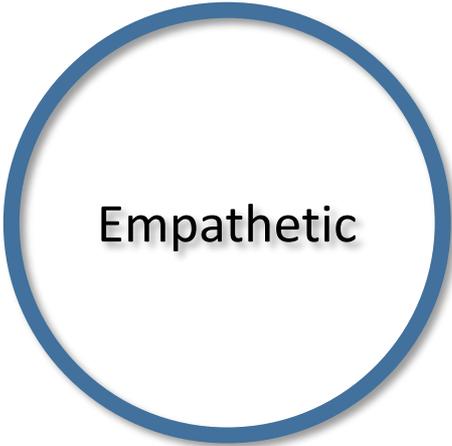
What shape are you?





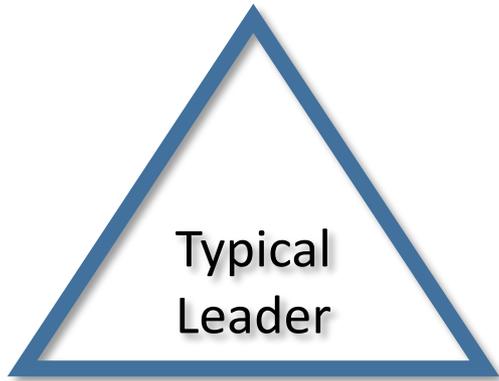
Analytical

Squares are organized, work hard, love structure and order in the universe. They dislike situations where they don't know what's expected. Squares prefer working alone, are logical, sequential thinkers, and they often collect loads of data and file it so it's easy to locate. They have trouble saying, "I've got enough information," and making a decision. They strive to label everything as black or white.



Empathetic

Circles get their energy from other people and work well with others due to their ability to communicate and empathize. They read people and can spot a phony right off. Circles like harmony and have more difficulty in dealing with conflict or making unpopular decisions. Circles can be swayed by other people's feelings and opinions. They can be very effective managers in egalitarian business structures. Circles like to talk!

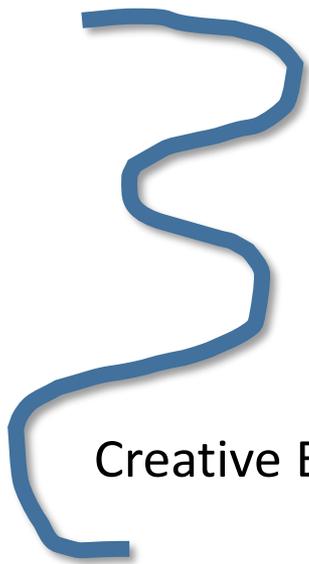


Triangles are leaders, decisive and able to focus on the goal. They are self-confident and carry strong opinions. Triangles can be dogmatic and shoot from the hip. They like recognition and put stock in status symbols. American business has been run by triangles, and this shape is most characteristic of men. A huge positive is that they can communicate well with all the other personalities.



Thinks
outside
the box

Rectangles are a seeker and an explorer who is always searching for ways in which to grow and change. Rectangles often ask themselves “Who am I? What is the world about?” They are the most receptive of the five shapes to new learning. Rectangles are the least attached to a specific ideology and often cause their co-workers confusion when changing from day-to-day. Most people go through rectangular periods when they’re in a state of change.



Creative Energy

Squiggles are creative, a “what if” person who’s always thinking of new ways to do something. Squiggles are starters, but struggle with finishing because their mind never stops as they leap from A straight to Z. They do not like highly structured environments and can’t tolerate the mundane due to their shorter attention span. If Squiggles don’t get excitement at work, they’ll cause it elsewhere in life.

Aim

**Primary
Drivers**

**Secondary
Drivers/Change Ideas**

Personal
Understanding &
Reflection

Relational Skills

Behaviours

By the end of
2020, I will
be the best
improvement
leader in my
organisation

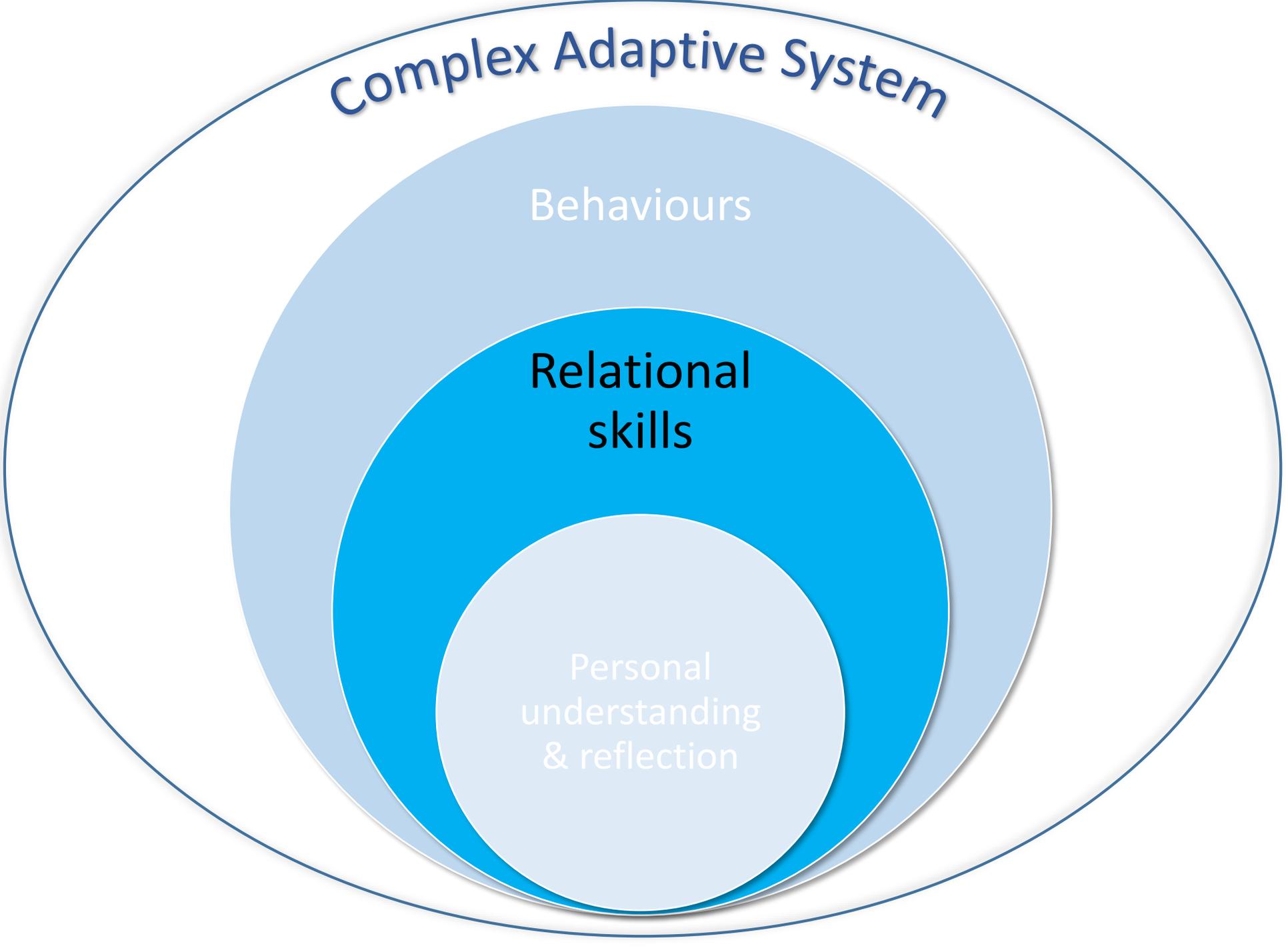


Southcentral Foundation



Alaska Native People Shaping Health Care

Complex Adaptive System



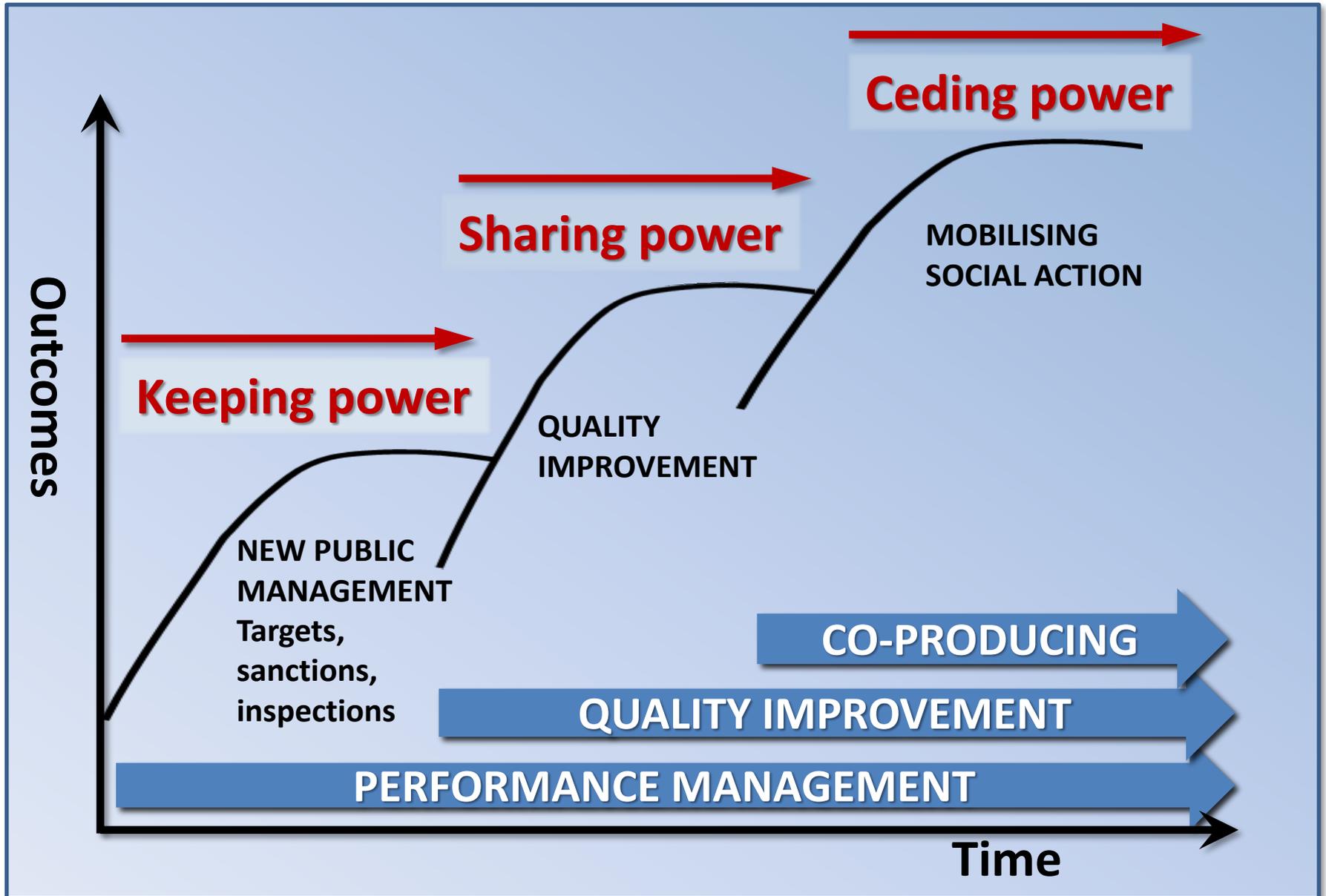
The diagram consists of three concentric circles. The outermost circle is white with a blue border and contains the text 'Complex Adaptive System' at the top. Inside it is a light blue circle containing the text 'Behaviours'. Inside that is a bright blue circle containing the text 'Relational skills'. The innermost circle is a very light blue circle containing the text 'Personal understanding & reflection'.

Behaviours

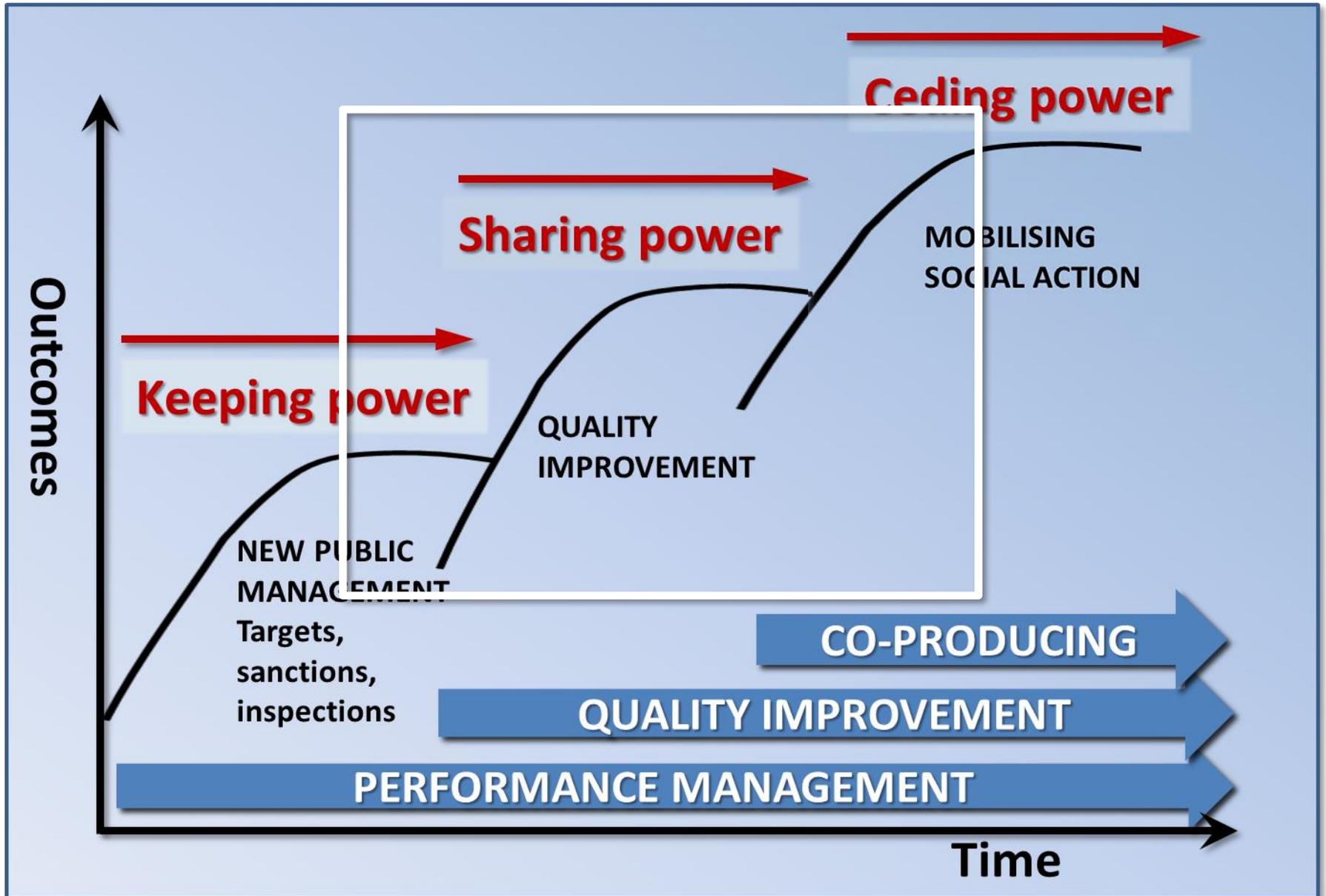
**Relational
skills**

Personal
understanding
& reflection

Getting to the Third Curve



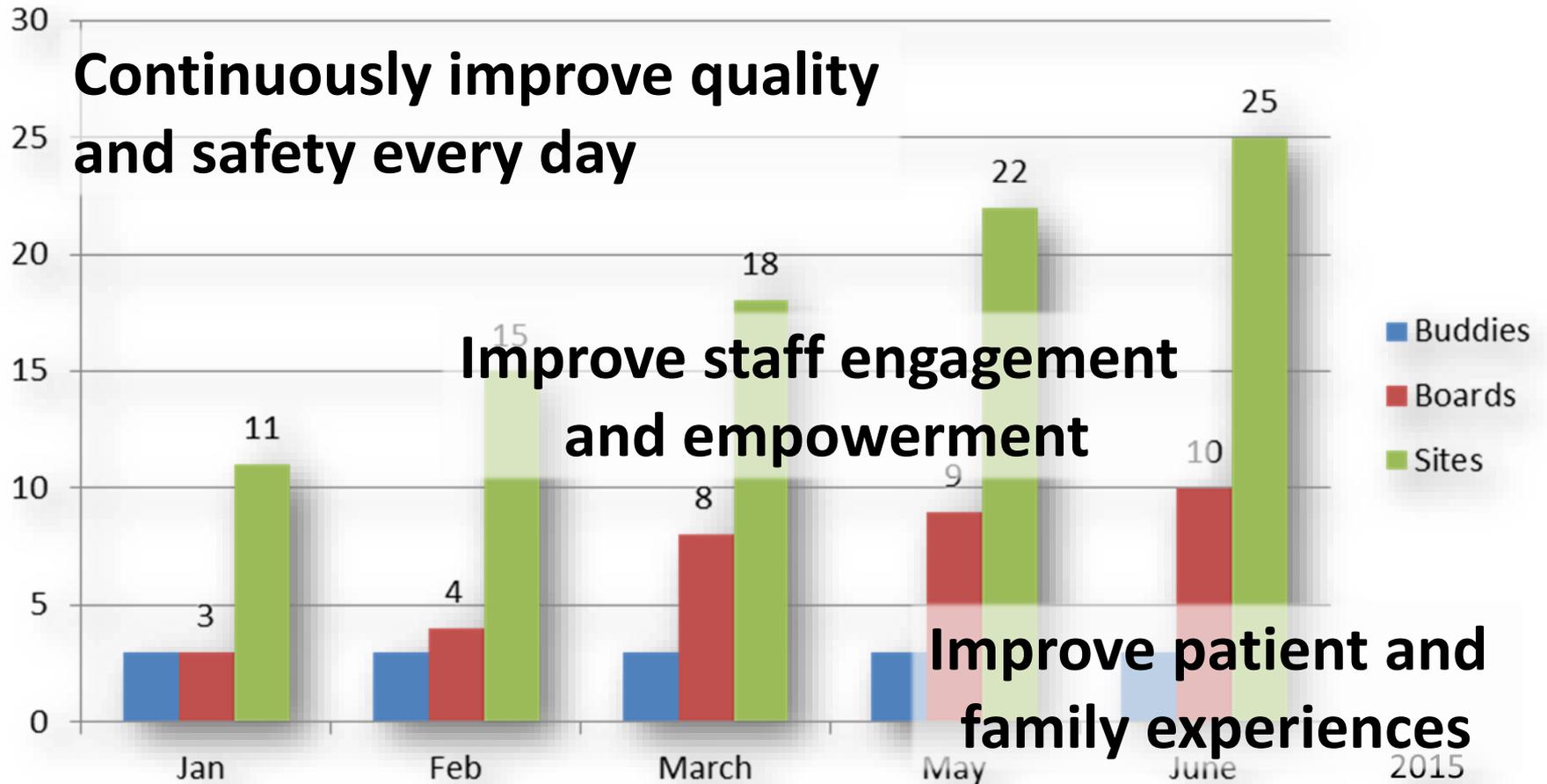
Getting to the Third Curve



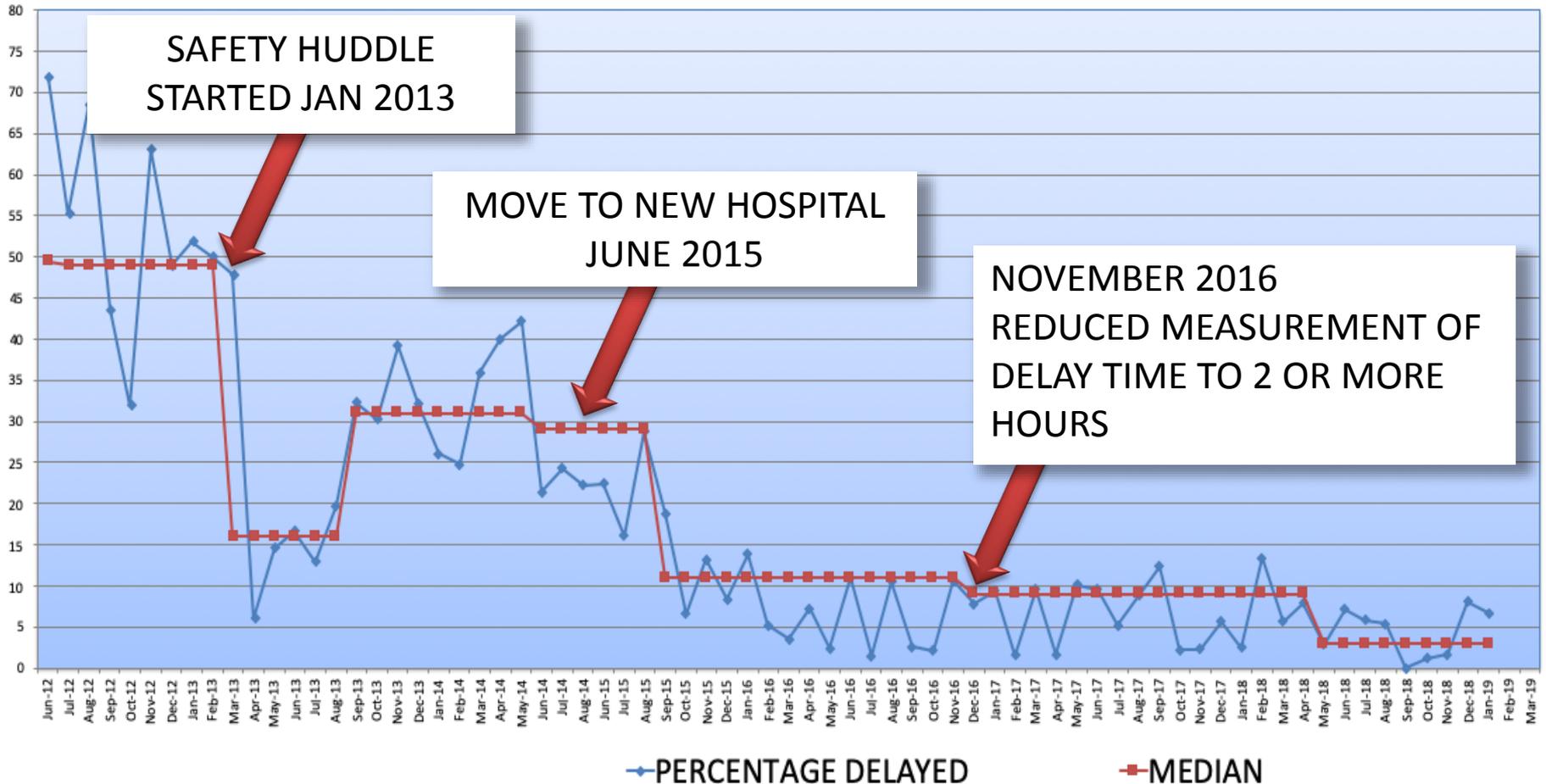




Scotland's Hospital Safety Huddles



Royal Hospital for Sick Children, Yorkhill, PICU Total Delayed Discharges





Gives me an
overview of the
whole hospital
who needs help

**Gives me real time
information that is
being acted on**

ways felt
in my
the middle
Feels like we are
one team working
together

Aim

Primary Drivers

Secondary Drivers/Change Ideas

Personal Understanding & Reflection

Relational Skills

Behaviours

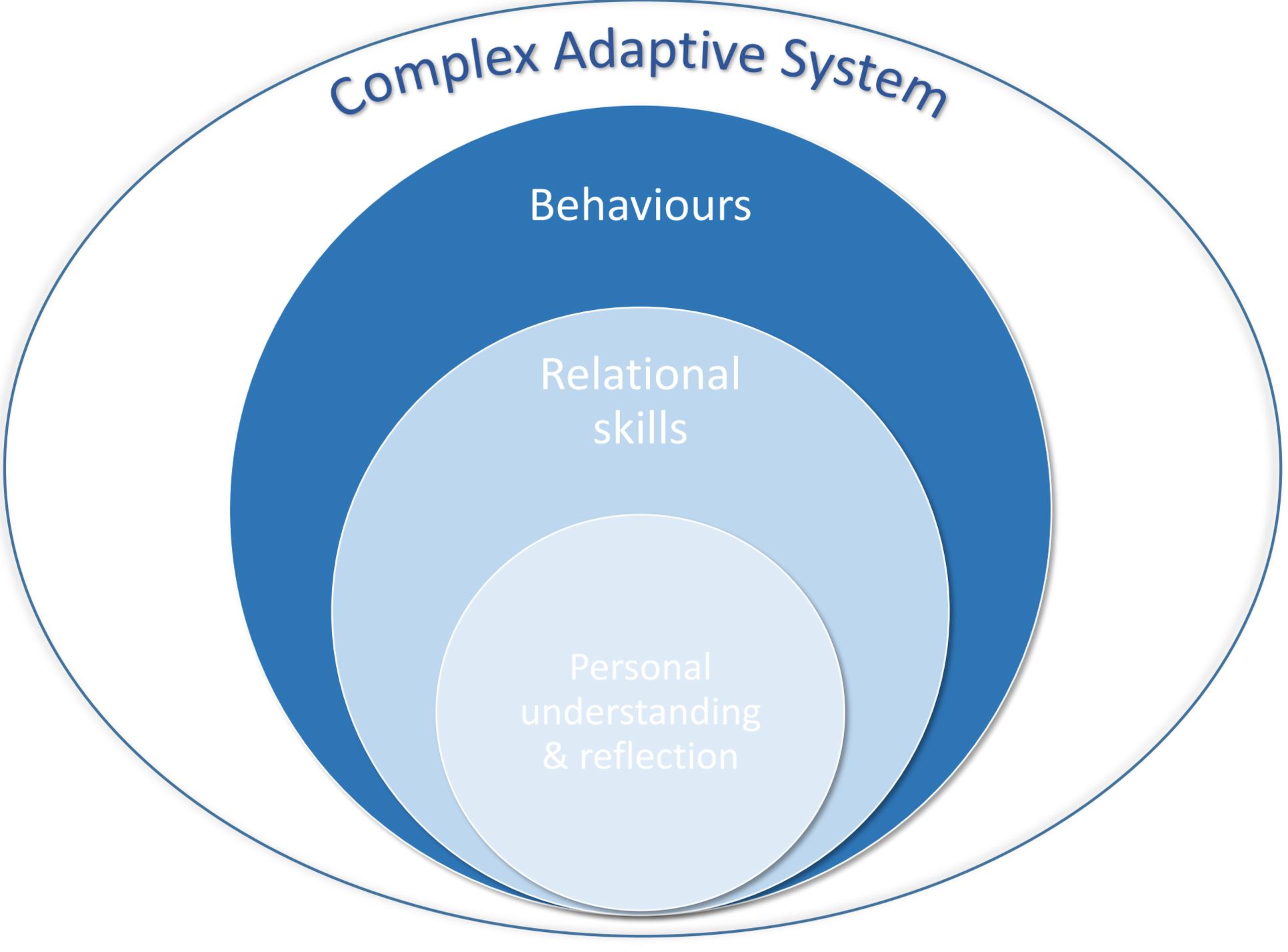
By the end of 2020, I will be the best improvement leader in my organisation



Framework for Improving Joy in Work



Complex Adaptive System



Behaviours

Relational
skills

Personal
understanding
& reflection

High Impact Leadership Behaviours

Person Centeredness

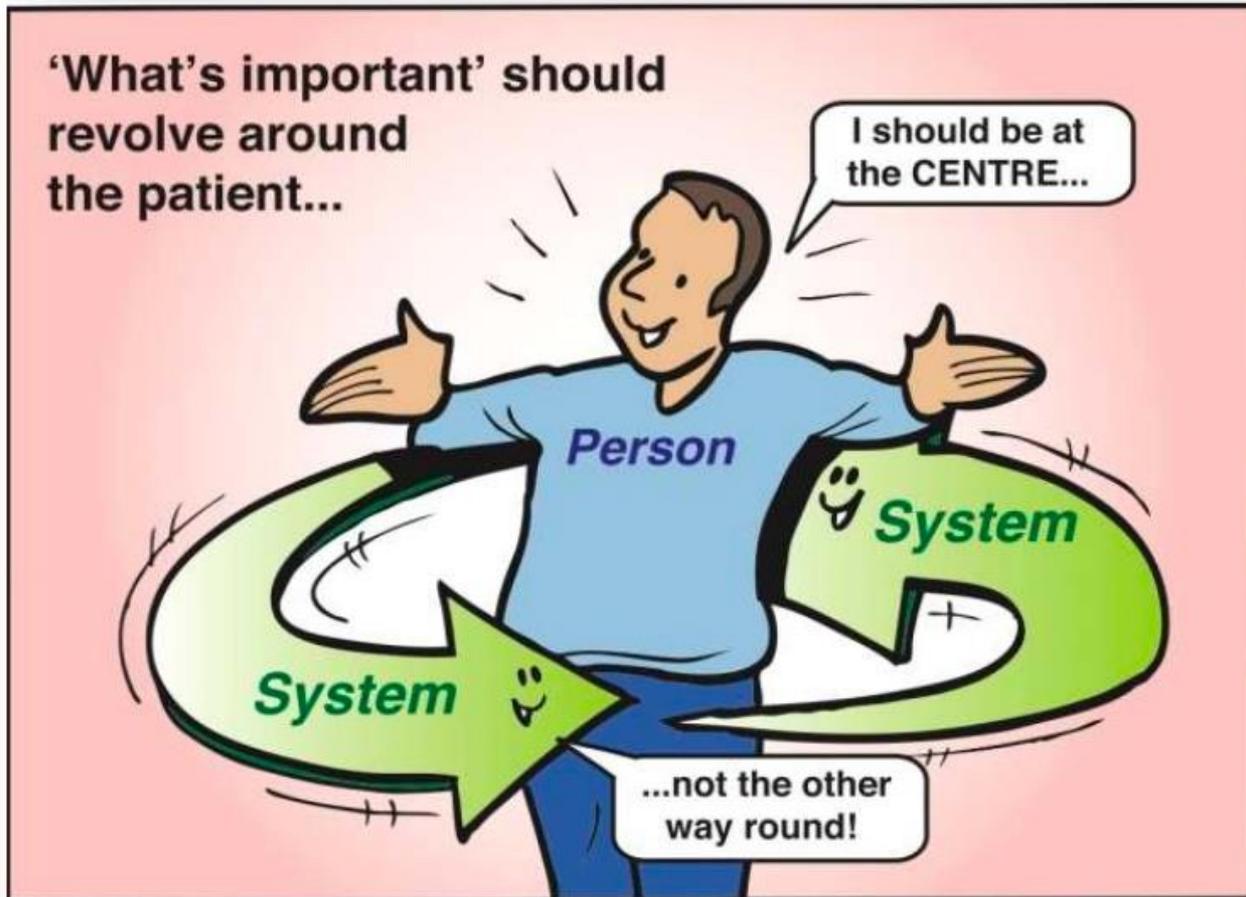
Front Line Engagement

Relentless Focus

Transparency

Boundarilessness

Person Centeredness

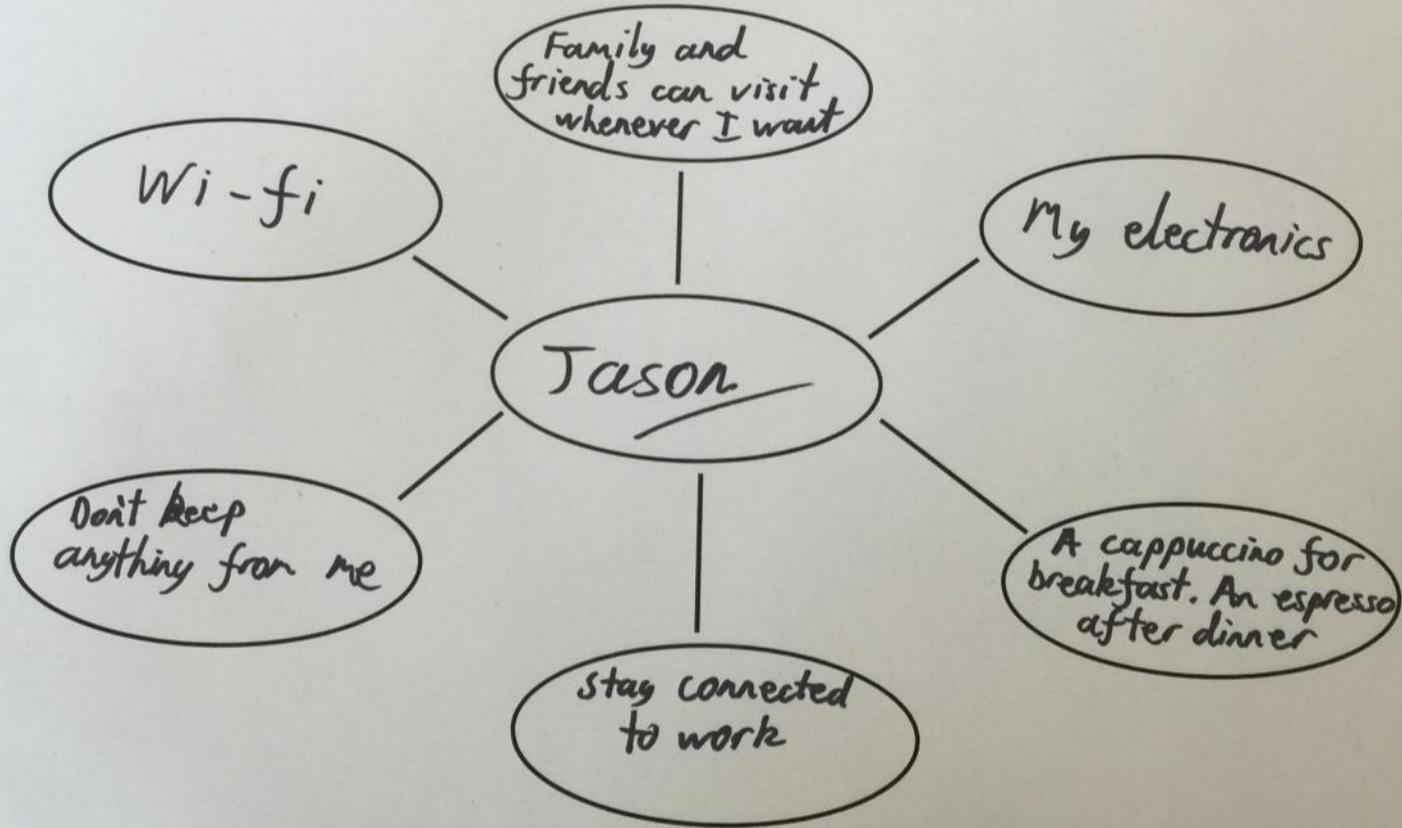




From...
“What’s the matter?”
to
“What matters to you?”



What Matters to You?



Draw your own “What Matters To You” and share it with your neighbour

What Matters to You?

The diagram consists of a central oval containing the text "Your name". Five lines radiate from this central oval to five larger, empty ovals arranged in a circle around it. The top oval is connected by a vertical line, the bottom by a vertical line, the left by a diagonal line, and the right by a diagonal line. The top-left and top-right ovals are connected by diagonal lines. The bottom-left and bottom-right ovals are connected by diagonal lines. The entire diagram is enclosed in a rectangular frame with a light gray background.

Front Line Engagement

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

- John Le Carre



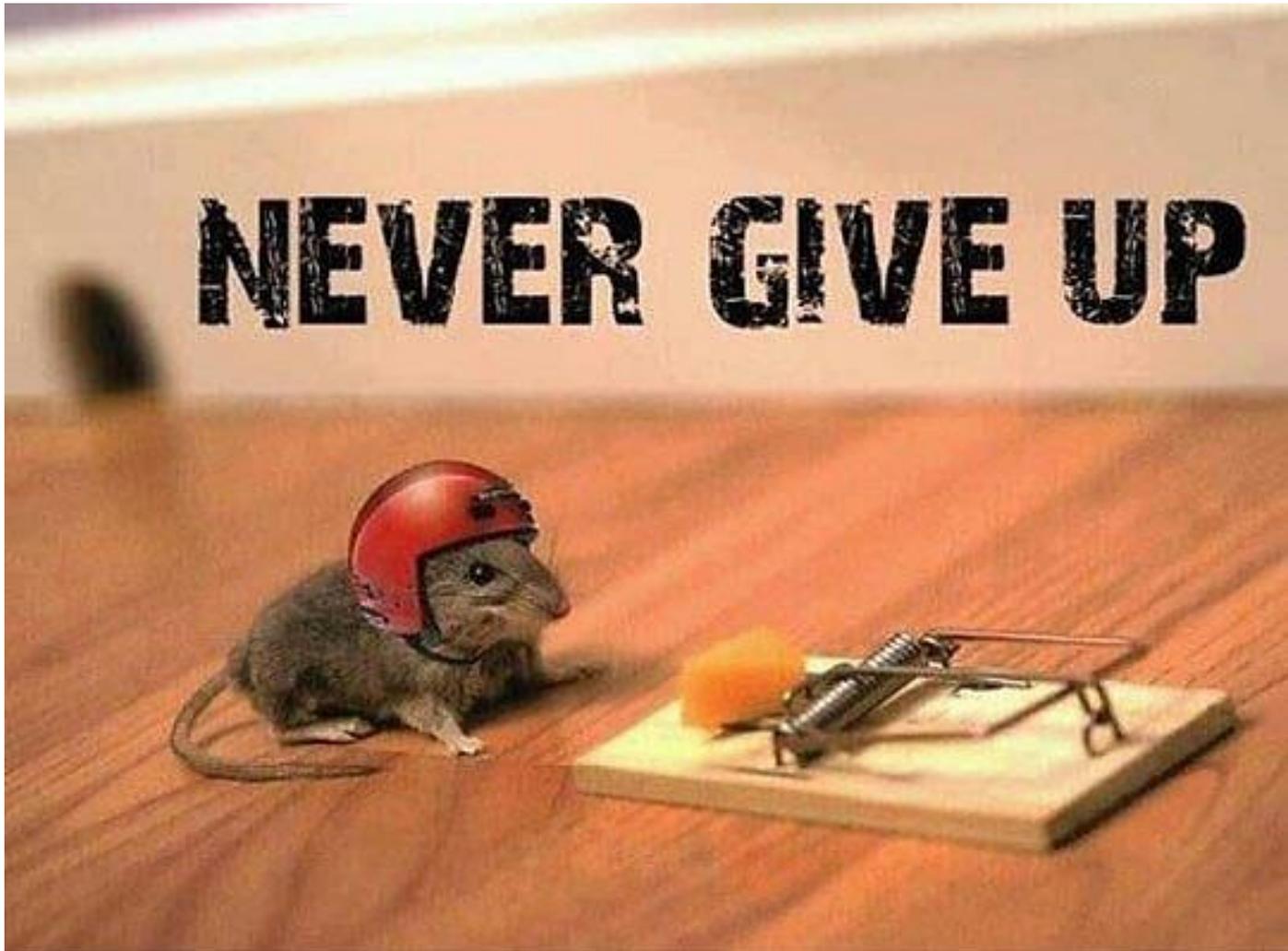
Since 2008.....

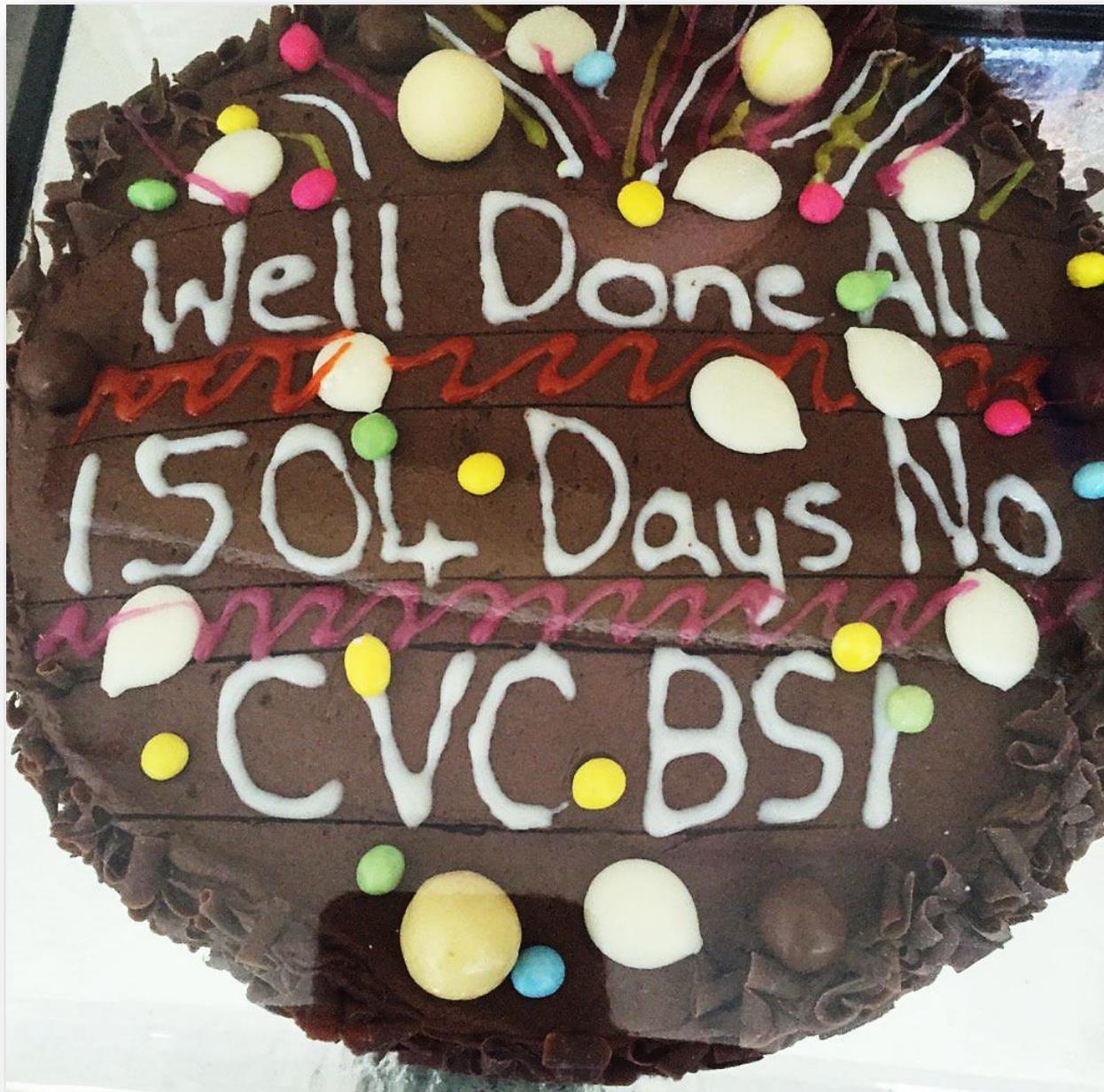


....over 1,700 leadership walkrounds have been conducted in Scotland.

Relentless Focus

NEVER GIVE UP





Well Done All

1504 Days No

CVC BSI



ORKNEY DIALYSIS UNIT HAD ~



**Hospital Associated
Infections**

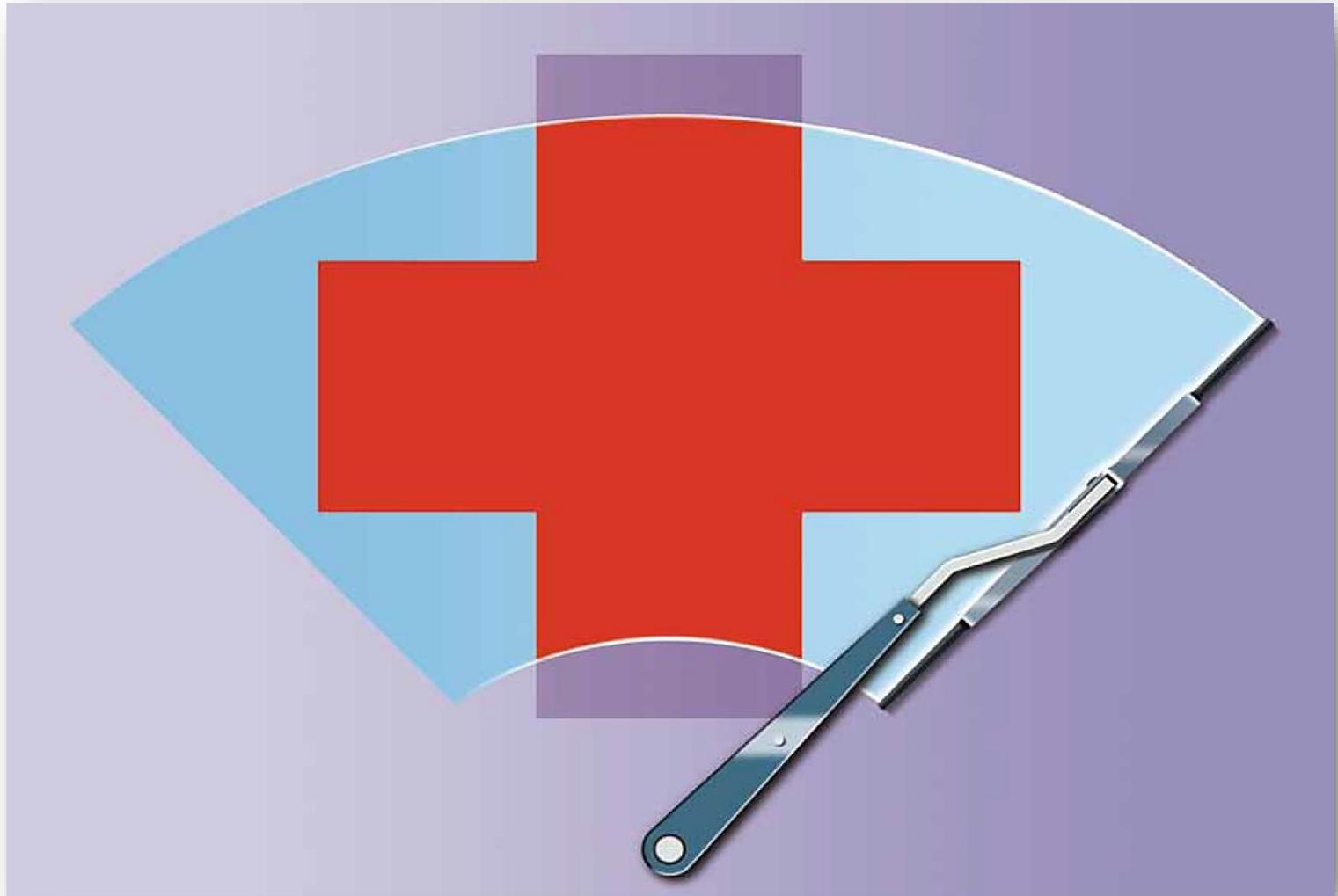


MRSA incidences

Since opening in July 2006



Transparency





Care Opinion

What's your story?

3,200

stories shared (*21% increase
on previous year*)

98%

stories are responded to

66

**stories led to system
changes**



Boundarilessness



Multi-agency Collaborative...

Education

Social care

Health

Justice

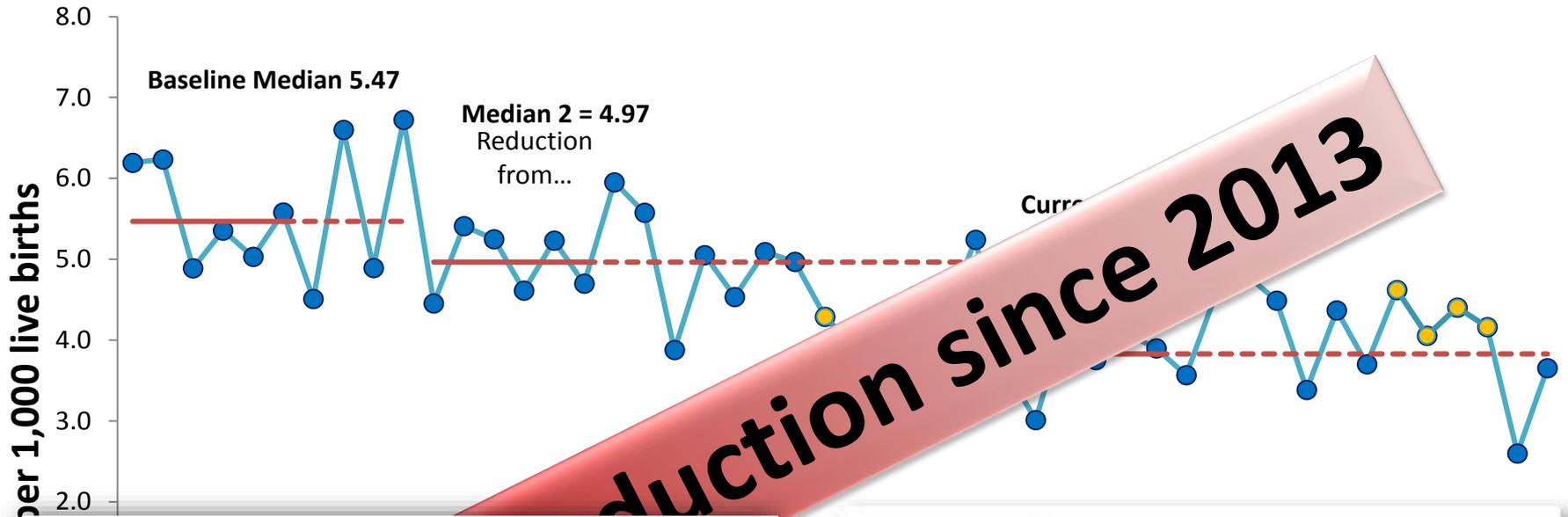


Families

Police

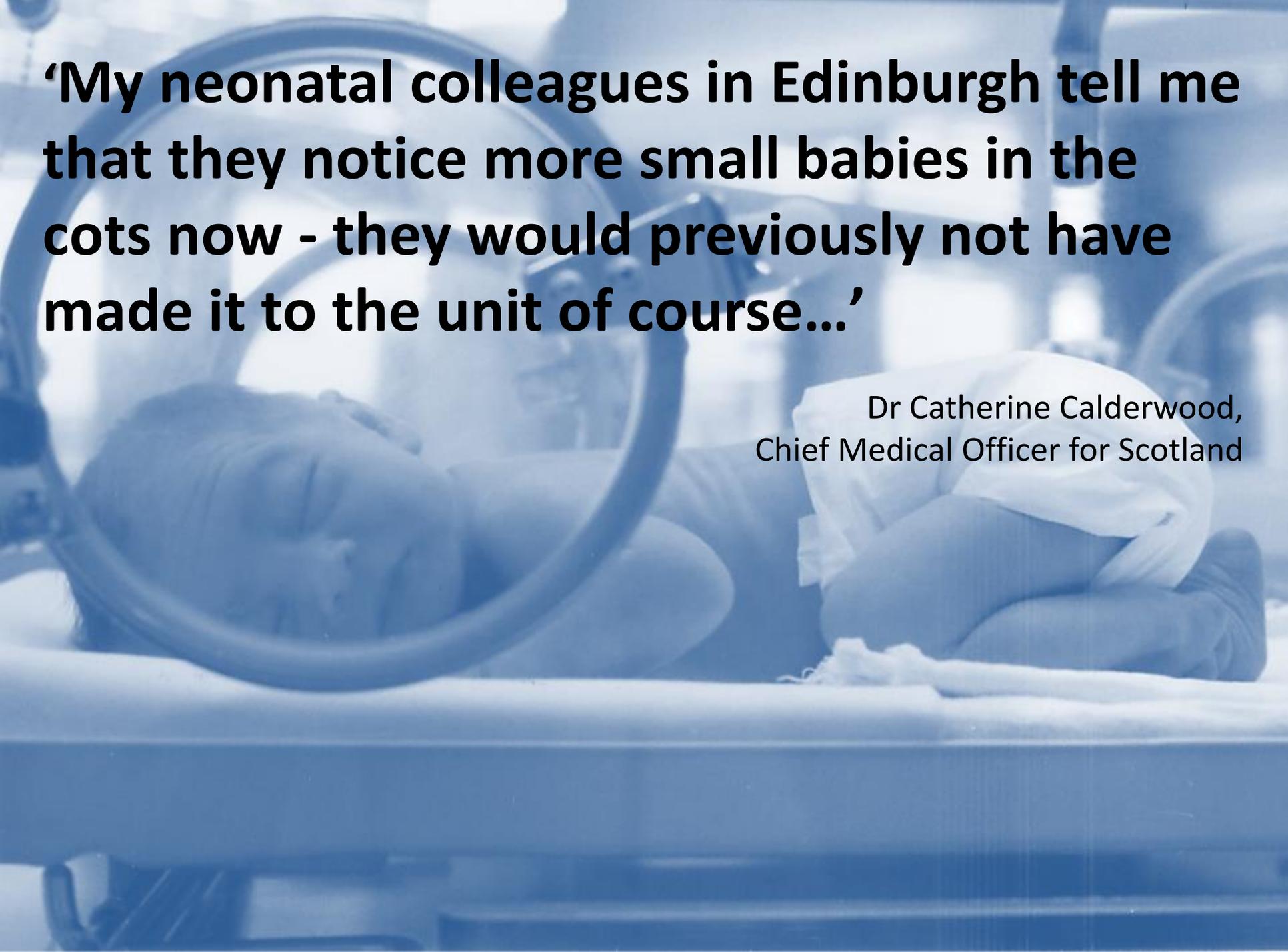
Third Sector

Scottish Stillbirth Rate (per 1000 births) 2007 - 2018



Children and
Young People
Improvement
Collaborative





‘My neonatal colleagues in Edinburgh tell me that they notice more small babies in the cots now - they would previously not have made it to the unit of course...’

Dr Catherine Calderwood,
Chief Medical Officer for Scotland

Aim

**Primary
Drivers**

**Secondary
Drivers/Change Ideas**

**By the end of
2020, I will
be the best
improvement
leader in my
organisation**

**Personal
Understanding &
Reflection**

Relational Skills

Behaviours



Table Exercise: Boundarilessness

- Bring out your phones / Look at your diaries
 - Map out what teams & organisations you have worked with for the last month
 - What was the nature of the interaction
 - Building relationships? Delivering work with other teams? Shifting work to others? Learning from others? Sharing information?
 - Look for themes / be Honest
 - Share what you have learned and what you need to improve

High Impact Leadership Behaviours Self Assessment Tool



High Impact Leadership Behaviors Self-Assessment Tool

This self-assessment tool is intended to help leaders understand and improve their effectiveness by practicing the high impact behaviors. The questions and statements under each behavior are not intended to be prescriptive, but rather examples of specific actions/behaviors which support the concept. Each question is scored on a 0-4 point scale. There is no "passing" score. Instead, the scoring is intended to help leaders identify the subset of leadership behaviors which may need additional effort and focus.

Leaders may also find it useful to have their associates and team members utilize this tool to provide a "360 degree" view of an individual's leadership behaviors and or find it useful as a tool to provide feedback on the senior leadership team's collective practice of the High Impact Leadership Behaviors.

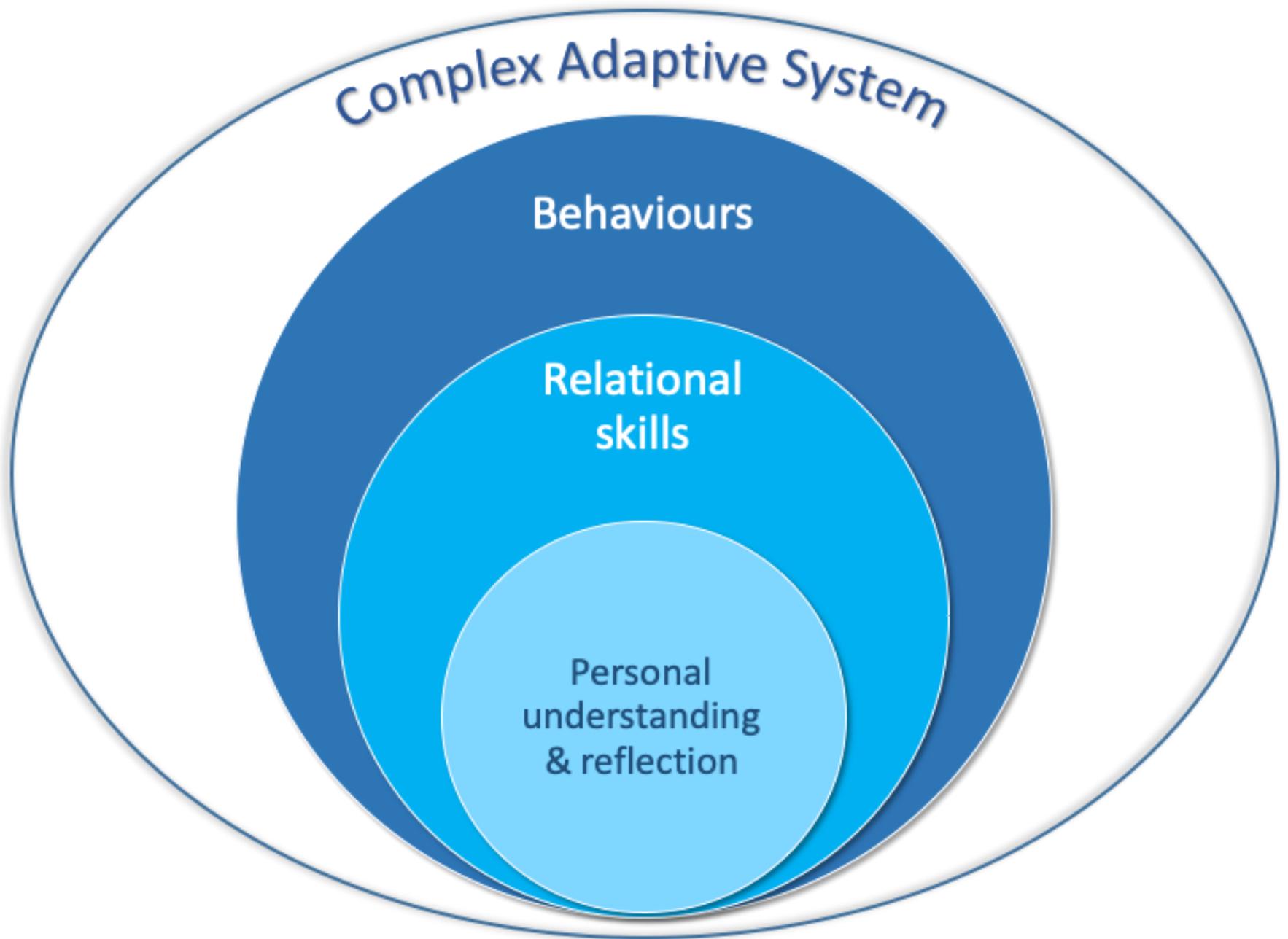
A. Person-centeredness: *Be consistently person-centered in word and deed*

1. How frequently do you talk with community members and others outside the organization about their care issues, desires and expectations?
2. How frequently do you include patients and/or community representatives as members of improvement teams, departmental/leadership meetings or Board Meetings?
3. How frequently do you visit with patients and families in the care setting and talk with them about the care provided?
4. How frequently do you review patient experience and safety data and meet with others to drive improvement in the results?
5. How frequently do you use patient stories and experiences to build will or shape culture with those you lead?

	0	1	2	3	4
	Never	Quarterly	Monthly	Weekly	Daily

Section Score _____





Complex Adaptive System

Behaviours

Relational skills

Personal understanding & reflection

Ingredients for:

The Cake



flour



sugar



eggs



vanilla



butter



milk



baking powder



salt

Ingredients...

IHI White Paper: High-Impact Leadership

Swensen S, Pugh M, McMullan C, Kabcenell A. High-Impact Leadership: Improve Care, Improve the Health of Populations, and Reduce Costs. IHI White Paper. Cambridge, Massachusetts: Institute for Healthcare Improvement; 2013.

www.ihl.org/resources/Pages/IHIWhitePapers/HighImpactLeadership.aspx

IHI High-Impact Leadership: Developing Core Leaders

Michael Pugh, MPH, Anne Peach, RN, MSN, Dave Munch, MD, Amy DeYoung, MBA, RRT, Cindy L. Reed, MBA, R.T.,(R)(MR)

http://app.ihl.org/Events/Attachments/Event-2916/Document-6322/Presentation_Slides.pdf

The Health Foundation: Complex adaptive Systems Evidence Scan

https://www.health.org.uk/publications/complex-adaptive-systems?gclid=EAlaIqobChMIsoB5K6_5AIVDLTtCh0GhgffEAAYASAAEgKTO_D_BwE

The Scottish Improvement Journey: a nationwide approach to improvement

<https://www.gov.scot/publications/scottish-improvement-journey-nationwide-approach-improvement-compiled-2016-17/>







Thank you