

Quality leadership and structure (Part 2)

Chapter 2

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STRATEGIC PLANNING

- It is an organizationwide ongoing look into the future.
- Plans to progress from the current state to the desired future state.

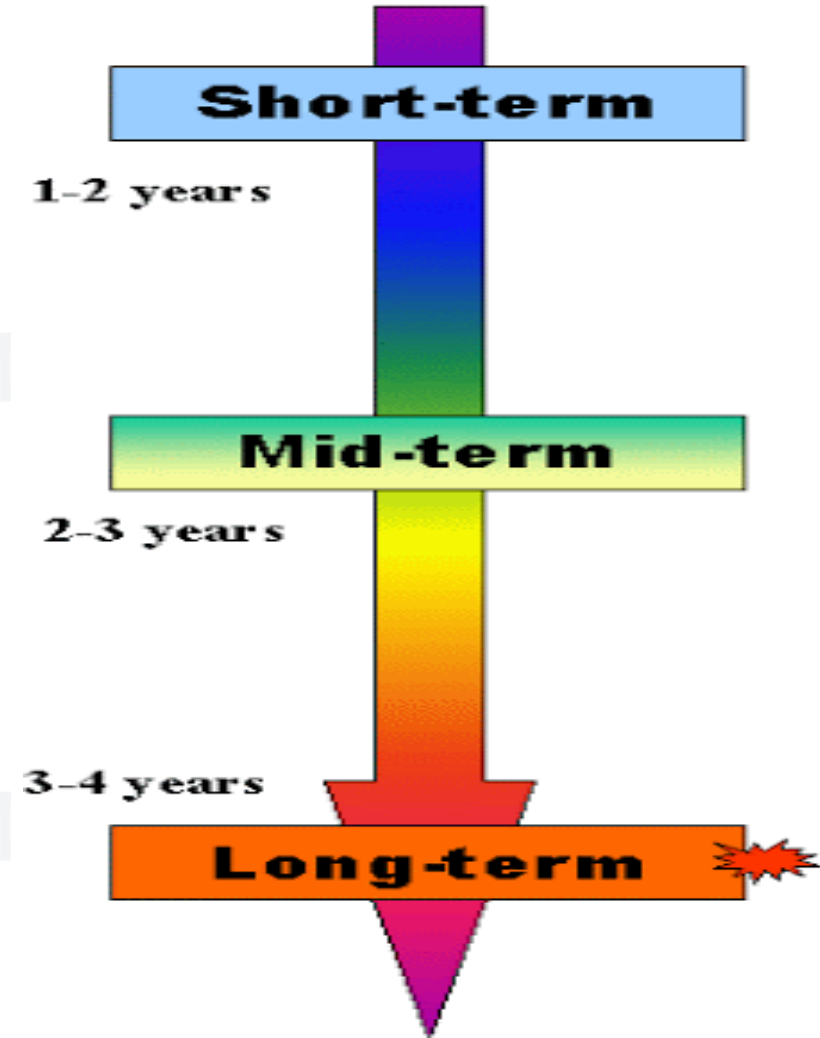


3-5 Years



STRATEGIC PLANNING

- The process is
Systematic and
rational, and
integrates the short, medium,
and long- term goals.



STRATEGIC PLANNING

- Who? **management teams.**
- The **healthcare quality professional** plays a key role in strategic planning for quality and safety.

T E A M



SAFETY & QUALITY

STRATEGIC PLANNING

- The key planning to successful is senior **leadership commitment**.
- Prepare those teams the minds of on management before the brainstorming sessions.



key tools and processes healthcare org. should use for success

1-Forecasting :

- The process of **predicting** what will happen in the future
- Forecast accurately and timely strategies are set with clarity of purpose



➤ Type of forecasting:

Qualitative	Quantitative
<ul style="list-style-type: none"> ➤ These method are used when historical data are not available at all ➤ Based more on expert opinion to predict future ➤ Used in sales of new product 	<ul style="list-style-type: none"> ➤ These method are used when historical data are available ➤ Based on approved technique and model available ➤ Full proof and reliable



2-prioritization :

- Using tools to analyze and evaluate of planning project and add objective.
- Ability of leader to allow candid arbitration in vetting the projects after sorting items into an order of importance is crucial :

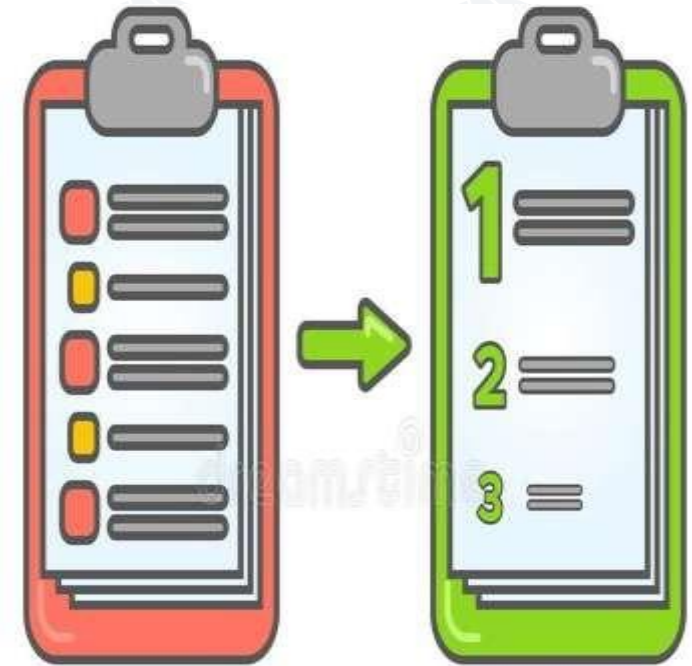
❖ Benefits of prioritization:

1. help to prioritize complex and uncleared issue
2. Quick and easy method for evaluating
3. Take some of emotions out
4. Quantifies decision with numeric rankings
5. Facilitate the leaders reaching agreement on key issue

Key Tools and Processes for success

Prioritization

- **Sorting** the items into an order of importance is crucial.
- Facilitates the leaders reaching **agreement** on key issues.



Prioritize

3-Predictive analytics:

➤ Use **technology and statistical methods** to search through massive amounts of information analyze it to predict outcome for individual patients.

❖ **benefits of predictive analytics:**

1. Increase accuracy
2. Assist preventive health
3. Provide answers
4. Predict insurance product cost
5. Predict model for smaller population overtime
6. Provide potential for better outcome for patient

Key Tools and Processes for success

Predictive Analytics

- uses statistical methods to search through massive amounts of information analyzing it to predict outcomes for individual patients.



Strategic plan

- Managerial process to develop and maintain viable fit between org. objectives ,skills and resources and its market opportunities.
- Strategic Planning is a **process** by which an organization indicates the way it **plans to progress** from the **current state** to the desired **future state**.
- a valid and useful tool that **guides** an organization **to achieve goals**.
- The **process** is **systematic** and **rational**, and integrates the short , medium, and long-term goals allowing the healthcare organization to **focus on relevant and lasting transformation for the future**.
- How institution will move **over** period of years.
- Envisioning of desired outcome



Importance of strategic plan

Zukerman

1. **Sufficient scale and scope** are in order as inorganic growth through acquisitions (GAIN), mergers or partnerships occur)
2. **Cost competitiveness** in the foreseeable future will be based on **ability to provide value** (Quality+ Service ÷ Cost)
3. **Demonstrated quality** is part of the value equation. As quality measurement improves, the **focus on outcomes will increase**
4. **Exceptional service** is a key aspect in competitive success in the market
5. **Real integration of services** across the continuum is needed for true **patient-focused care**

Strategic plan process:

- 1-what we want to do?
- 2-what we can do?
- 3-what we should do?
- 4-formulating strategic plan?
- 5-implementation
- 6-measure and monitoring



strategic Planning Process

Step1: examination and analysis of **what is occurring** on the **national, regional, state, and local levels**, to determine if they need to react at this point in time to those upcoming requirements. (**external assessment**)

Step2: examination and analysis of **what is occurring within the organization itself**. What over the past year or years has been accomplished and what are the needs within the organization that the leadership should address. (**internal assessment**)

Step3: **SWOT** (Strengths, Weaknesses, Opportunities, and Threats). This will allow the organization to determine and prioritize the issues that could be addressed by that organization

Step4: taking the identified and **prioritized** issues from Step 3 and to consider each in terms of the organization's **mission, vision, and values**.

Step5: development of the **goals and objectives** to support the strategic plan. identify the **actions plan** that must be taken to meet the goals. These goals and objectives should then be reviewed throughout the year to determine if the organization is successfully progressing towards meeting the goals. The organizational goals and objectives should also be shared throughout the organization.

Strategic plan process

Strategic plan process

1-what we want to do?

2-what we can do?

3-what we should do?

4-formulating strategic plan?

5-implementation

6-measure and monitoring



External

Step 1

- Define and formulate **goals** and **should be aligns with org. mission and vision.**
- Consist of the **examination** and **analysis** of **what occurring in the national regional , state and local levels** also the development of new laws and regulation provided by the government
- The organization must examine **what is coming in the next several years** to determine **if they need to react** at this point in time to those upcoming requirements.

Strategic Planning Process

Step 1: External analysis

- **Environmental, Community, and Cultural Competency.**



- What is occurring on the national, regional, state, and local levels?



- The development of new laws and regulations, the incentives provided by the government and others.

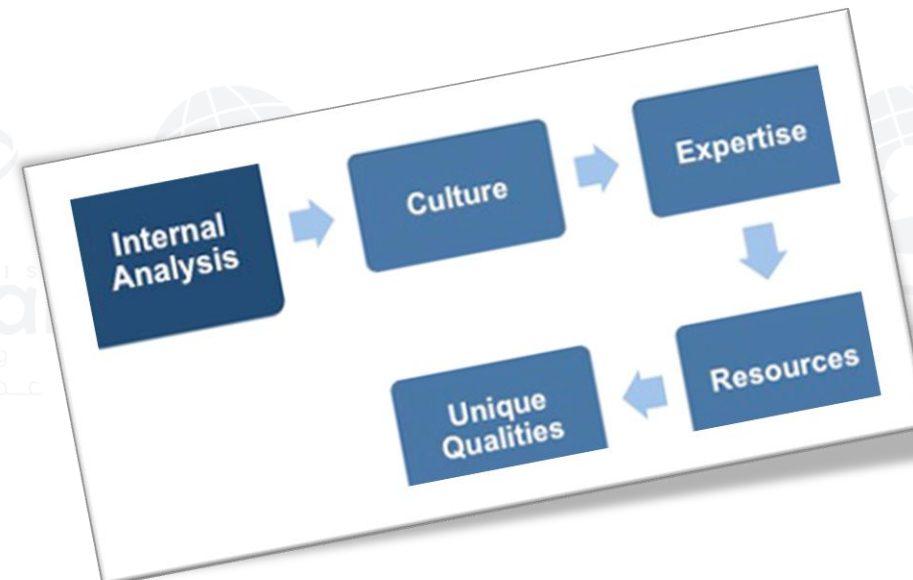
Step 2

- Consist of **examination** and analysis of **what occurring with the organization itself** (**internal analysis**)
Resources , capabilities , core competencies
- What over the past year or years has been accomplished and what are the needs within organization.

Ex. Expanding the cardiac services provided.

Strategic plan process

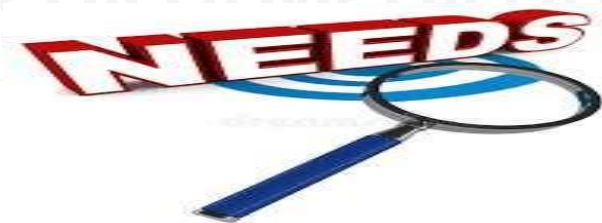
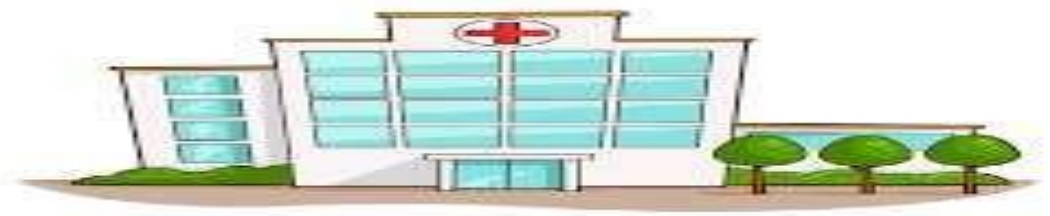
- 1-what we want to do?
- 2-what we can do?
- 3-what we should do?
- 4-formulating strategic plan?
- 5-implementation
- 6-measure and monitoring



Strategic Planning Process

Step 2: Internal analysis

- What is occurring within the organization itself?
- What over the past year o
accomplished?
- What are the needs within the organization that the
leadership should address?



Step 3

- Assessment of **external analysis**
- Key **constituent** that can **influence the ability to meet the stated objective**
 1. Public report
 2. Incentive penalties
 3. Customer demand
 4. Value based
- **Pubic repot**
transparency and accountability
- **Incentive penalties** مین ممکن یدینی فلوس
accreditation and insurance company
- **Customer demand**
survey
- **value**
 $(Q \times O) / C$

Strategic plan process

- 1-what we want to do?
- 2-what we can do?
- 3-what we should do?
- 4-formulating strategic plan?
- 5-implementation
- 6-measure and monitoring



Strategic Planning Process

Step 3: Analysis of the identified issues

- Utilizing a tool such as a **SWOT** (Strengths, Weaknesses, Opportunities, and Threats).
- This will allow the organization to determine and **prioritize** the issues that could be addressed by that organization.



How to Conduct a SWOT Analysis for Your Small Business



Internal

- **Strength**
experts , technology ,
reputation , cost
- **Weakness**
staffing , lack of service,
marketing deficiencies

external

- **opportunities**
new market , new technology , no
competition
- **threat**
new competition , insurance plan to
changes, demographic changes ,
regulation , economic slow down

Strategic Planning Process

Internal analysis:

S: STRENGTH

- Special expertise.
- Highly reputable.
- Knowledge of Advanced technology.
- Very efficient Processes.
- Collaboration.

Internal analysis:

W: WEAKNESS

- Low awareness of quality.
- Poor interdepartmental communication.

Strategic Planning Process

• External analysis:

O:



- Population ageing - more care needed.
- Increased Safety and Risk awareness in healthcare.

• External analysis:

T:



- New competitors entering markets.
- Government regulations.
- Technology changing fast.
- Healthcare costs rises rapidly.

Step 4

- taking the identified and prioritized issues from Step 3 and to consider each in terms of the organization's **mission, vision, and values**.

Where
we re ?

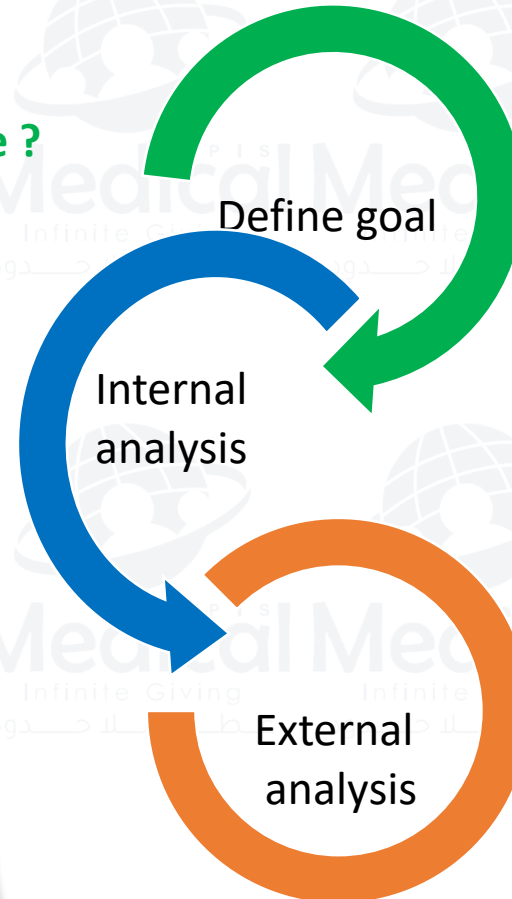
Gab analysis

Skills needed to get where u r going

Where we
need to be ?

Prioritization of issue

Formulate your plan



Strategic plan process

- 1-what we want to do?
- 2-what we can do?
- 3-what we should do?
- 4-formulating strategic plan?
- 5-implementation
- 6-measure and monitoring

Strategic Planning Process

Step 4: Write your guiding statements:

- Mission
- Vision
- Core values



- Quality and patient safety are integral parts of strategic plan.

Strategic Planning Process

Mission statement.....

- Why we exist?
- Purpose and role of the organization.
- Commitment to quality in all organization activities.

Mission Statement



Strategic Planning Process

Mission statement.....

- Commitment to patient care.
- Commitment to competency and professional growth of employees/staff.
- Commitment to serving the community.

Mission Statement



Strategic Planning Process

Vision statement..

- What we want to be?
- Intent and inspirations for the future.
- It should espouse forward-thinking goals for quality and customer service.



Strategic Planning Process

Core values.....

- Reflect the organization's sense of right and wrong.



Core Values

Step 5

➤ Involve stakeholder (.....)

1. Select appropriate **approach to integrate** quality and safety and improvement with strategic plan.
2. Ensure that the plan and strategy are being carried out
3. Overseeing and communication

Strategic plan process

- 1-what we want to do?
- 2-what we can do?
- 3-what we should do?
- 4-formulating strategic plan?
- 5-implementation**
- 6-measure and monitoring



Step 6

- Development of **goal and objective to support** strategic plan. (**share it through the organization**)(evaluate it annually to check what achieved)

- 1-what we want to do?
- 2-what we can do?
- 3-what we should do?
- 4-formulating strategic plan?
- 5-implementation
- 6-measure and monitoring



Strategic Planning Process

Step 6: The development of the goals and objectives (strategies) to support the strategic plan just developed.

- Determine strategic initiatives that support the goals.



Goals vs. Objectives vs. Initiatives



Outcome or Goals: Broad statements of measurable outcomes to be achieved on behalf of customers

Strategies or Objectives: Statements of what you must do well or barriers that you must overcome to achieve a specific goal

If _____, then _____

Tactics or Initiatives: Specific programs and activities that will help you meet your strategies or objectives and performance targets



Strategic Planning Process

Objectives “strategies” must:

- Offer more detail concerning how the organization plans to reach the goal.
- Be measurable.
- Specify a time for completion.
- The organizational **goals and objectives** should also be **shared** throughout the organization.



Strategic Planning Process

Initiatives.....

- Planned actions to achieve objectives.
- Become the tools to describe the roll-out of strategic goals, and the objectives.
- Ex. Replace at least 50 % of laboratory machines within 1 year.



Strategic Planning Process

Hoshin planning

- Strategy implementation.
- Deployment or rolldown to departments to develop plans including targets and means (Heart of Hoshin planning process).
- Implementation of departmental plans (PDCA).
- Regular process review - monthly + quarterly.
- Annual review





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Balanced Scorecard

- It translates Mission, Vision and strategies into operational performance indicators.
- Give you a balanced snapshot of how well the organization is doing now and how it will perform in the future.



Balanced Scorecard

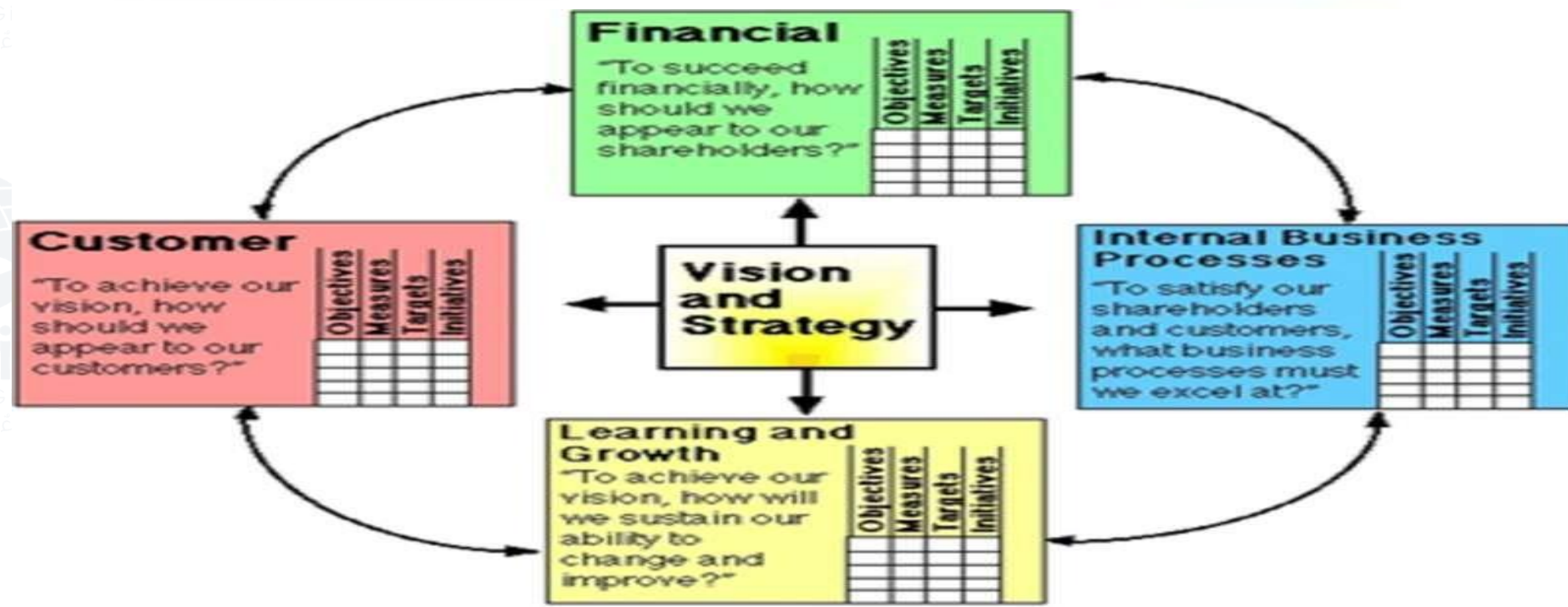
- The governing board, leadership, and the Quality Council should identify the important areas for reporting.



- Quality professionals report selected performance measures on dashboards or balanced scorecards to the governing body.

What is a Balanced Scorecard?

The Balanced Scorecard is a strategic planning and management system used to align business activities to the vision and strategy of the organization by monitoring performance against strategic goals.



Leadership in quality

➤ Goal of leadership:

1. **Commitment** to quality (aligned)
2. **Involved** in quality activities to **sustain** and achieve desired outcomes
3. **Communicate** goals to improve in and sustain of quality for the organization
4. Creating **a vision of quality** care and creating **a culture** that supports an expectation
5. **Commitment** of governing boards to foster Continuous improvement
6. A culture supportive of **change**
7. Designated and **accountable leadership**
8. Appropriate **organizational structure** (committees , education , clinical management tool , reward system)
9. **Adaptive** capability

Process of leadership

- **Establish system** , **process** and **structure** are needed to support effective quality efforts and positive outcomes (not just support)
- Start with **strategic plan** and **quality planning** for the organization must be align with the strategic goals and initiative of those organization
- Facilitate between **leaders** and those who **have data and information** to identify the organization's outcomes , so **all levels** understand the organization strengths and weaknesses and are aware of activities taken undertaken to improve them.(involvement)
- **Education and support** need to be provided to those tasked with pulling together the organization's accreditation , regulation , quality outcome (clinical and non clinical) and client satisfaction

Standards, Regulations, Guidelines for Leadership Involvement

- The leaders **must** be aware of the key rules, regulations, and standards that **pertain** to that type of organization.
- **Medicare and Medicaid** are known as Conditions of Participation (CoPs) and/or Conditions for Coverage (CfCs) outlining Leadership Responsibilities for Quality :

Quality Assessment and Performance Improvement Program

- must develop **ongoing data-driven** quality assessment & performance improvement program reflects the complexity of the organization & services; involves all departments (including services under contract)

Program Activities

- must **track** medical errors & adverse patient events, **analyze** their causes, and implement **preventive actions** and mechanisms that include feedback and **learning** throughout the hospital

Executive Responsibilities

- The hospital's governing body medical staff, and administrative officials are **responsible and accountable**

National Association for Healthcare Quality (NAHQ) Leadership Development Model

Table 5: NAHQ Six Domains of Leadership Competency

Domains	Competencies
Professionalism and Professional Values	Consumer advocacy; Future focus; Professional ethics
Performance Management	Data management; Analytical thinking and knowledge-based decision making; Development of a knowledge-rich environment
Communication	Verbal communication skills; Written communication skills; Ability to listen to and receive feedback; Emphasis on educating
Self-Development and Self-Management	Management of personal limits; Resilience and self-restraint; Lifelong learning
Organizational Awareness	Strategic planning; Strategic thinking and alignment; Financial acumen; Systems Thinking
Fostering Positive Change	Ability to advocate for and adapt to change; Engagement in partnerships for change; Cultivation of quality; Drive for results

Roles of Organizational Quality Leaders

Positional Leadership

- defined by their **title** and where they **sit** within an organization.
- those leaders are the ones in the organization that **have power ascribed to the position** they hold.
- As a quality professional, your report to whom? Middle or senior leadership

Influential Leadership/Importance (your style)

- leaders within an organization and **not all of them have positional power, can influence decisions**. This is done through expert power and influence. It is based on having the respect and trust of others.
- As a leader in Quality/UM/RM, one wants to have the power to influence decisions on important aspects of the quality improvement processes.



Tips about change management :

- Change is moving from an existing state through transition to a future state
- Change is inevitable/ **essential for growth**

Different models and strategies are required, depending on:

- ☐ **Type of change**
- ☐ **People involved**
- ☐ **Magnitude of behavior to be modified**
- An organization's ability to handle frequent change is dependent **upon individuals, including leaders**
- Successful transformation is **70%-90% leadership and 10%- 30% management**
- Stakeholder **involvement is key**
- **Resiliency of individuals** is a critical element in an organization's ability to:
 - ☐ Make changes quickly
 - ☐ Rebound from one change to another

Tips about change management :

Change is not a linear process

- ✓ Individuals will be **at different stages** of accepting and implementing change
- ✓ It is critical to **continuously assess staff acceptance**
- The **quality professional's role** is as **change agent, improvement advisor, and facilitator**

Category	10% Readiness	90% Readiness
1. Leading change	No one is in charge	The change has a clear sponsor and management commitment
2. Creating shared need	Most people happy with status quo	Everyone knows a change is needed
3. Shaping a vision	People ask "What vision?"	Everyone knows the needed outcome
4. Mobilizing commitment	A staffer might help someone	All needed resources have been dedicated and are available
5. Monitoring progress	Everyone has own opinion	Clear metrics exist for every activity being performed
6. Finishing the job	Situation looks like "dump & run"	A pilot run, training, and recognition have occurred, and everyone is ready
7. Anchoring the change	People ask "Why does anything have to be done?"	Everyone knows exactly what needs to be adjusted to embed the change



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Theory of Organizational Change

lewin's change model

- The impetus to change is based on **force field of driving and restraining forces**
- For change to occur , the force field must be altered so that **driving forces are stronger than restraining forces**
- Brainstorming, in **a verbal format**, and “**brainwriting**,” in a written format, are tools that can be used to identify the driving and restraining forces if they are not clear.
- **Driving forces**, such as incentives and competition, tend to push change in a direction and keep it going.
Restraining forces, which might include apathy or hostility, tend to restrain or decrease the driving forces.
- **For change to be possible, the driving forces must be greater than the restraining forces.**

lewin's change model

- 1) **unfrozen** :
- *should identify the process in current and the way u need to change*
- 2) **change**
- 3) **refrozen** : *to be permanent part of the system*

- *Even after the change take place , it is necessary to **recheck that the process** is still working later as it is not unusual for people to revert to a previous process out of habit .*
- *Frequently , the change was put in place but wasn't checked for **sustainability***

Reducing resistance

Situation	Strategies
Not willing to make the change (who)	Set goals, measure performance, provide coaching and feedback, reward and recognize positive efforts
Not able to perform the change (how)	Provide education and training in new skills and use various management techniques
Lack of necessary knowledge to make the change (why)	<ul style="list-style-type: none"> • Communicate what, why, how, when, and who of change process; present positive outlook; • have clear focus and goal for change for expectations; • be adaptable; • use structured approach to manage ambiguity and confusion; • plan/coordinate change; • use proactive rather than reactive approach

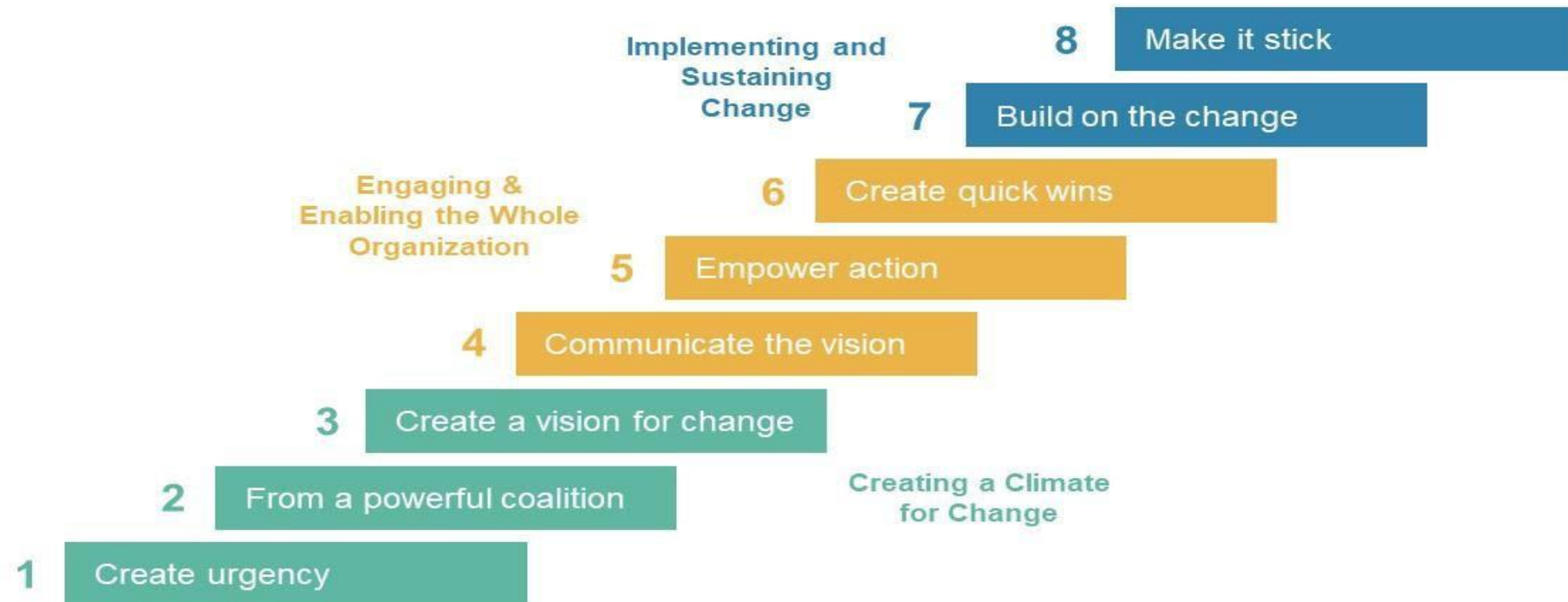
Leadership behavior affecting change

- **Coaching :**
- *rely in strengths of individual and minimize the weakness.*
- **Communication :**
- *positively impact the success of the change*
- **Involving other :**
- *allowing people affect of change be part of it.*
- **Motivating :**
- *allowing the employees to reach high level of goal accomplishment*
- **Rewarding :**
- *motivating other help in change achievement*
- **Promoting teamwork :**
- *synergistic energy from working with other motivate people to continue participating in change process*

Kotter change model

8 Step Kotter Model of Change for PowerPoint

You can edit this subtitle



Kotter change model

Kotter writes extensively on leadership and change management. His view of change is based on ensuring that people fully accept and incorporate the change into their belief system.

Common errors of organizational change efforts include:

- *allowing too much complacency,*
- *failing to create a sufficiently powerful guiding coalition,*
- *underestimating the power of vision,*
- *under communicating the vision,*
- *permitting obstacles to block the new vision,*
- *failing to create short-term wins,*
- *declaring victory too soon, and*
- *neglecting to anchor changes firmly in the corporate culture.*

Kotter change model

Kotter provides ***an eight-stage process of creating a major change*** that proactively addresses errors common to organizational change efforts.

The first four steps in the process help “defrost” a hardened status quo, the next three phases introduce many new practices, and the last stage grounds the changes in the corporate culture and helps make them stick.

Increase urgency:

The first and most critical step in Kotter’s model is to shake up the status quo and create a feeling of urgency. At this stage, people must be shocked into action. (“We must do something!”) The major challenge at this stage is to get people ready to move.

Build the guiding team:

The next step is to organize a team of influential, effective leaders. It is important to get the right people in the right place with the right change process. Team members must be fully committed to the change initiative, be well-respected within the organization, and possess power and influence to drive the change effort.

Kotter change model

Get the vision right:

As with other models presented, a clear vision is essential. Without clear direction, the team cannot focus on the change and the implementation process. Providing this direction is leadership's responsibility. It is the vision that will steer the team into the new direction.

Communicate for buy-in:

It has already been said: communicate, communicate, communicate! Once a vision and strategy are developed, they must be communicated to the organization. Sending clear, credible, and heartfelt messages about the direction of change establishes genuine, gut-level buy-in, which sets the stage for getting people to act.

Empower action:

is to empower people to act by removing barriers. Removing obstacles will promote confidence in change, allowing more people to feel able to act.

Kotter change model

Create short-term wins:

Short-term wins provide visible immediate successes and inspire people to believe that the change can be implemented. The challenge is to create short-term wins and energize users about the change.

Don't let up:

The process is not complete until the change is a reality. Leaders need to support the change over time, building on the momentum of short-term wins by keeping the sense of urgency alive. It is difficult to sustain excitement and energy over time and easy to become sidetracked by other tasks.

Make change stick:

The end of the change process often is one of the most difficult stages. Once the change is implemented, it must be ingrained (hardwired) in the organization, so that gains can be sustained, and a return to the previous way of doing things is prevented.



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Diffusion of Innovation Theory

Diffusion of Innovation (DOI) Theory, developed by **E.M. Rogers** in 1962, is one of the oldest social science theories.

It originated in communication to explain how, over time, an idea or product gains momentum and diffuses (or spreads) through a specific population or social system.

Adoption means that **a person does something differently than what they had previously (i.e., purchase or use a new product, acquire and perform a new behavior, etc.).**

The key to adoption is that the person must **perceive the idea, behavior, or product as new or innovative.** It is through this that diffusion is possible.

Adoption of a new idea, behavior, or product (i.e., "innovation") **does not happen simultaneously** in a social system; rather it is a process whereby some people are more apt to adopt the innovation than others.

Researchers have found that people who adopt an innovation early have different characteristics than people who adopt an innovation later.

When promoting an innovation to a target population, **it is important to understand the characteristics** of the target population that will help or hinder adoption of the innovation.

5 stages of adopting an innovation:

- 1. Knowledge:** Socioeconomic characteristics, personality variables, communication behavior
- 2. Persuasion:** Attending to perceived characteristics of innovation such as relative advantage, compatibility, complexity, visibility, and uncertainty
- 3. Decision:** Adoption or rejection
- 4. Implementation:** Direct application, reinvention
- 5. Confirmation:** Evaluation of effectiveness

Innovation perception

Factors	Questions
Perceived benefit/advantage	Is it better? Will it help me?
Complexity	Is it simple to understand/use?
Compatibility with values, beliefs, past history, and current individual needs	Is it consistent with organization's and my values?
Trialability by users	Can it first be tested on a smaller scale?
Observability by users	Can I see it in use first?
Communicability	Can it be clearly communicated?

There are five established adopter categories:

Innovators :

These are people who want to be the first to try the innovation. They are venturesome and interested in new ideas. These people are very willing to take risks, and are often the first to develop new ideas. Very little, if anything, needs to be done to appeal to this population.

Early Adopters:

These are people who represent opinion leaders. They enjoy leadership roles, and embrace change opportunities. They are already aware of the need to change and so are very comfortable adopting new ideas. Strategies to appeal to this population include how-to manuals and information sheets on implementation. They do not need information to convince them to change.

Early Majority :

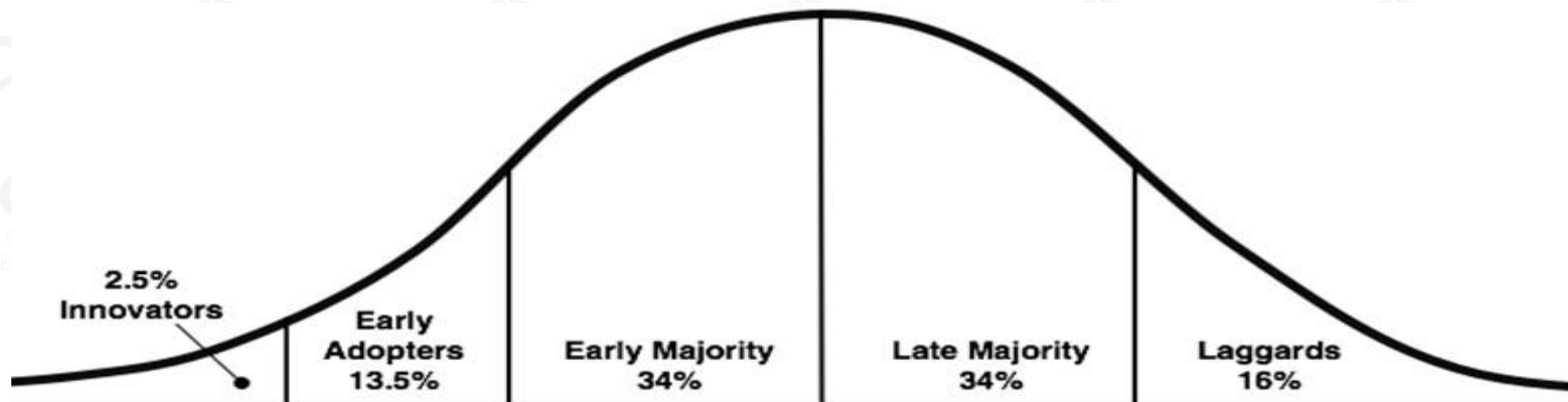
These people are rarely leaders, but they do adopt new ideas before the average person. That said, they typically need to see evidence that the innovation works before they are willing to adopt it. Strategies to appeal to this population include success stories and evidence of the innovation's effectiveness.

Late Majority :

These people are skeptical of change, and will only adopt an innovation after it has been tried by the majority. Strategies to appeal to this population include information on how many other people have tried the innovation and have adopted it successfully.

Laggards :

These people are bound by tradition and very conservative. They are very skeptical of change and are the hardest group to bring on board. Strategies to appeal to this population include statistics, fear appeals, and pressure from people in the other adopter groups.



Source: Everett Rogers, Diffusion of innovations model

Culture

- *Assesses readiness for change*
- *Supports creativity, innovation, and risk-taking*
- *Accepts failures, successes, and encourages ideas*
- *Supports participative structure (staff levels too)*
- *Focuses/values group learning and improvement*
- *Encourages diversity*
- *Focuses on systems/processes*
- *Rewards individuals and teams*

Techniques

- *Makes tools available for teams*
- *Uses available tools and technology*
- *Applies change models and concepts*
- *Replaces old ways with new customs/norms*
- *Uses training to reinforce the change*
- *Puts procedures in place to reinforce the change*
- *Links promotion and pay to desired behaviours*
- *Simplifies, standardizes, and uses technology*

Leadership

- *Active, visible, supportive of change*
- *Makes focus or goal of change clear*
- *Strong communicator of change*
- *Accountable for change (owns, doesn't delegate)*
- *Involves all leaders and expects results*
- *Manages perceptions and expectations*

**Strategies
to
accelerate
change**

Structure

- *Develops strong team infrastructure*
- *Empowers team members*
- *Makes resources available for the change*

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A- Culture of the performance improvement

B- Resources of the organization

C- Cost benefit analysis of patient safety program

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B- non clinical staff

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Thanks a lot

