Developing Managers to Lead Health Care Transformation at the Front Line of Care in the Microsystem

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Organizational dilemma

- Front line leaders had been instilled with an undesirable mental model of leadership - top down, expectations of being all-knowing, setting expectations/accountability was largely punitive, little investment in skill development

- In the US – a shortage of clinical leaders

- Leaders needed a heavy dose of development and a different way of "showing up" as a leader

- Desired engaging, participatory leadership and distributed decision-making to spread like a virus

- Organizational culture change requires awareness and strategy around the “tipping point” (Gladwell, 2000) Organizational culture - the collective attitudes, beliefs and behaviors of the people
Tactics

• Send front-line leaders to the **TDI Microsystems Academy eCTC program** in substantial numbers, beginning Fall 2015

• **Learning cohort** - support system for the learning, the practicing of new behaviors, and reentry into the organization

• Program – blended virtual/live learning over 5 months, **Team Coaching Model**, fishbowl, coaching faculty

• Create the buzz and desire to be part of the "in-group“ demonstrating exciting new leadership

• Ongoing gathering and sharing within the cohort provides needed support in a unwelcoming organizational culture

• What impact would eCTC have on the quality improvement skill, coaching ability and confidence in leadership and communication?
Results – Skills of participants in understanding and communicating data (QIA)

n=11
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## Results (QIA)

### Participant confidence with conflict management and relationships

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<tr>
<th>Statement</th>
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<th>Post</th>
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<tr>
<td>Strongly Disagree</td>
<td>Disagree</td>
<td>Neither Agree nor Disagree</td>
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<tr>
<td>I am confident in my ability to use reflection in responding to sensitive team members</td>
<td>18%</td>
<td>64%</td>
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**n=11**
Results – Confidence of coaches (CIT Self Rating)

Pre – ave rating 3.05 (sd=1.73); Post – ave 7.07 (sd=1.05)
(Difference – t=10.63 p<.0001)

n=11
Conclusions

• Program is effective in increasing some Quality Improvement skills in participants
• Program has a powerful impact on leadership skill, and leaders’ confidence in those skills
• Program created more empowered teams through creation of empowering leaders
Unique organizational issue – Creating a subculture within an unwelcoming organizational culture

What happens when these leaders begin using new approaches and behaviors and their supervisors still embrace the old leader behaviors?

Potential for new leader/coaches to be devoured - multi pronged approach for organizational reset needed

Intervention:

- **Special session** with the Supervisors on content, tools, language
- **Clear expectations from executive** – expectations for a culture that empowers clinical staff and engages them in making decisions about their practice.
- Publicly **recognize** the graduates, tell and applaud their stories
The new leadership model takes hold

• eCTC students hungry for more development of their relationship skills
• Clinical nurses and other nursing staff commenting about how their manager has changed, and how appreciative they are about the change
• Restructured the model for governing nursing practice - great engagement, particularly from nurses under the leadership of the coaching graduates
Words of the leaders…

• This program changed my whole view of my role as a leader
• Leadership had felt like a mystery, and a drudgery. I wasn’t sure how long I wanted to continue. Now, I have new energy and excitement. I love seeing results!
• I found confidence in myself as a leader.
• I learned that my role is not to necessarily solve the problem...rather to empower others to tackle the challenges
• I’m a coach, not a boss!
Closing thoughts

- eCTC program is an effective intervention in creating empowering leadership skills and behaviors
- eCTC helps create a different mental model of leadership, which leads to more inspired, motivated leaders
- The environment needs to support and reinforce this new way of leading
- The organization must reach the “tipping point”, or critical mass of leaders with these new behaviors, beyond which a new culture is established and this effective leadership style will spread.
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