

Changing Culture By Changing Thinking

Presented by:

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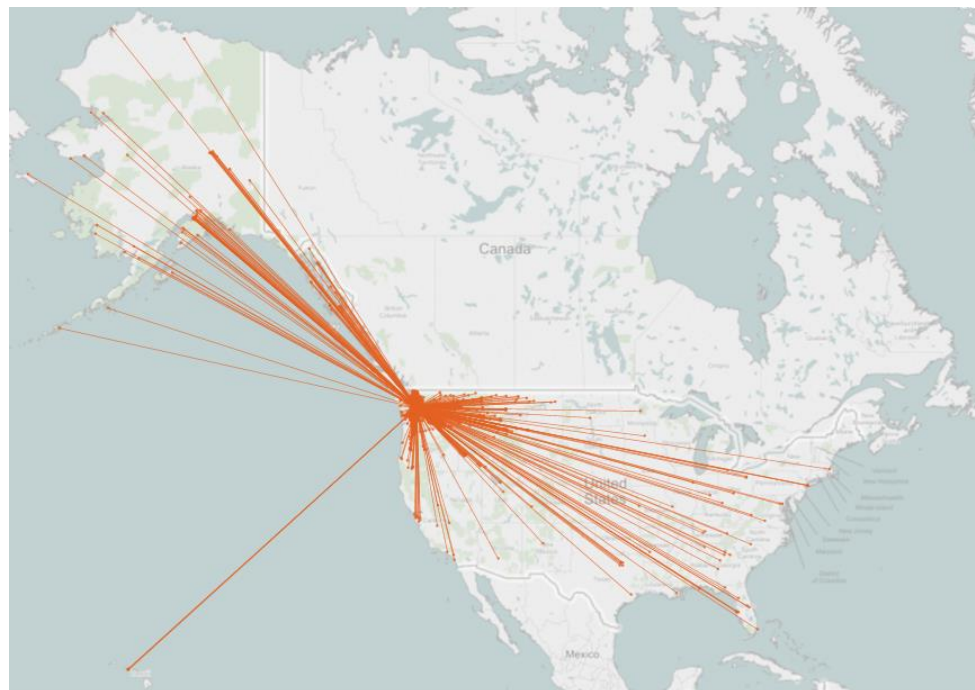
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About Seattle Children's

- **48%** of patients come from outside King County
- **\$2.173 Billion** in gross revenue
- **\$102.1 Million** in research funding
- **371** licensed beds
- **420,996** annual patient visits
- **6,664** employees
- **1,466** active medical staff



Providing Care Closer to Home

Care where you are, when you need it



37 regional sites with training and outreach across four states



- Seattle Children's has 7 regional clinics serving the needs of children in Washington State
- Additionally we send our providers to over 35 hospitals and clinics throughout WAMI to provide care for patients closer to home



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One Team. One Mission. One Vision

Our Mission

We provide hope, care and cures to help every child live the healthiest and most fulfilling life possible.

Our Vision

Seattle Children's will be an innovative leader in pediatric health and wellness through our unsurpassed quality, clinical care, relentless spirit of inquiry, and compassion for children and their families.

Our Values

Compassion

Excellence

Integrity

Collaboration

Equity

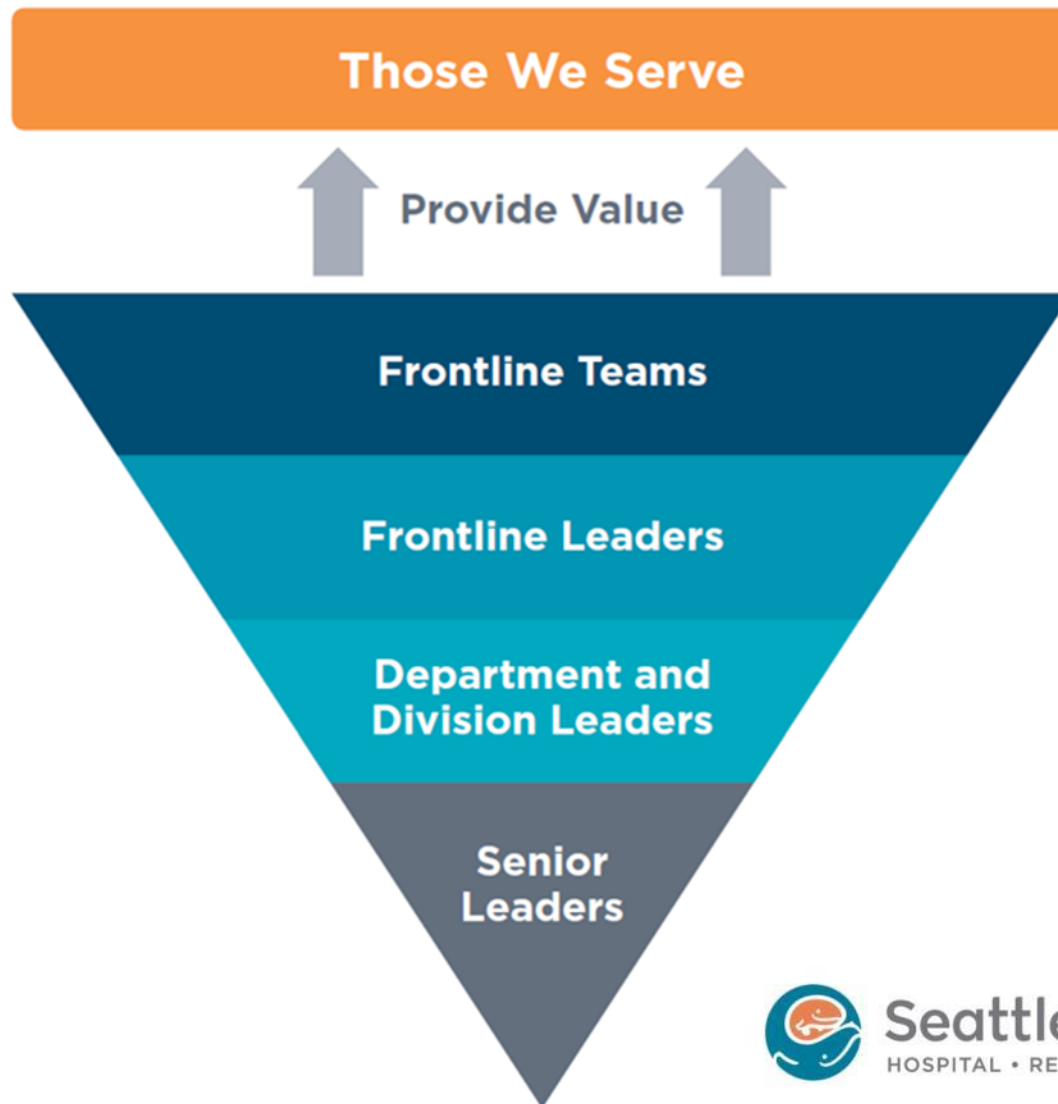
Innovation

Our Philosophy



- **Focus on the patient and family**
 - Involve them in our improvement work
 - Listen! – Don't assume we know what they want
 - Uniqueness of our patients should be our only variation
- **Support faculty and staff in their work**
 - Give them the opportunity to participate
 - Make it easy to do the right thing
 - No layoffs
- **Take a long term view**
 - Relentless, iterative improvement (PDCA)
 - Patience, this is generational work
 - Focus on priorities

Flipping the Organizational Pyramid

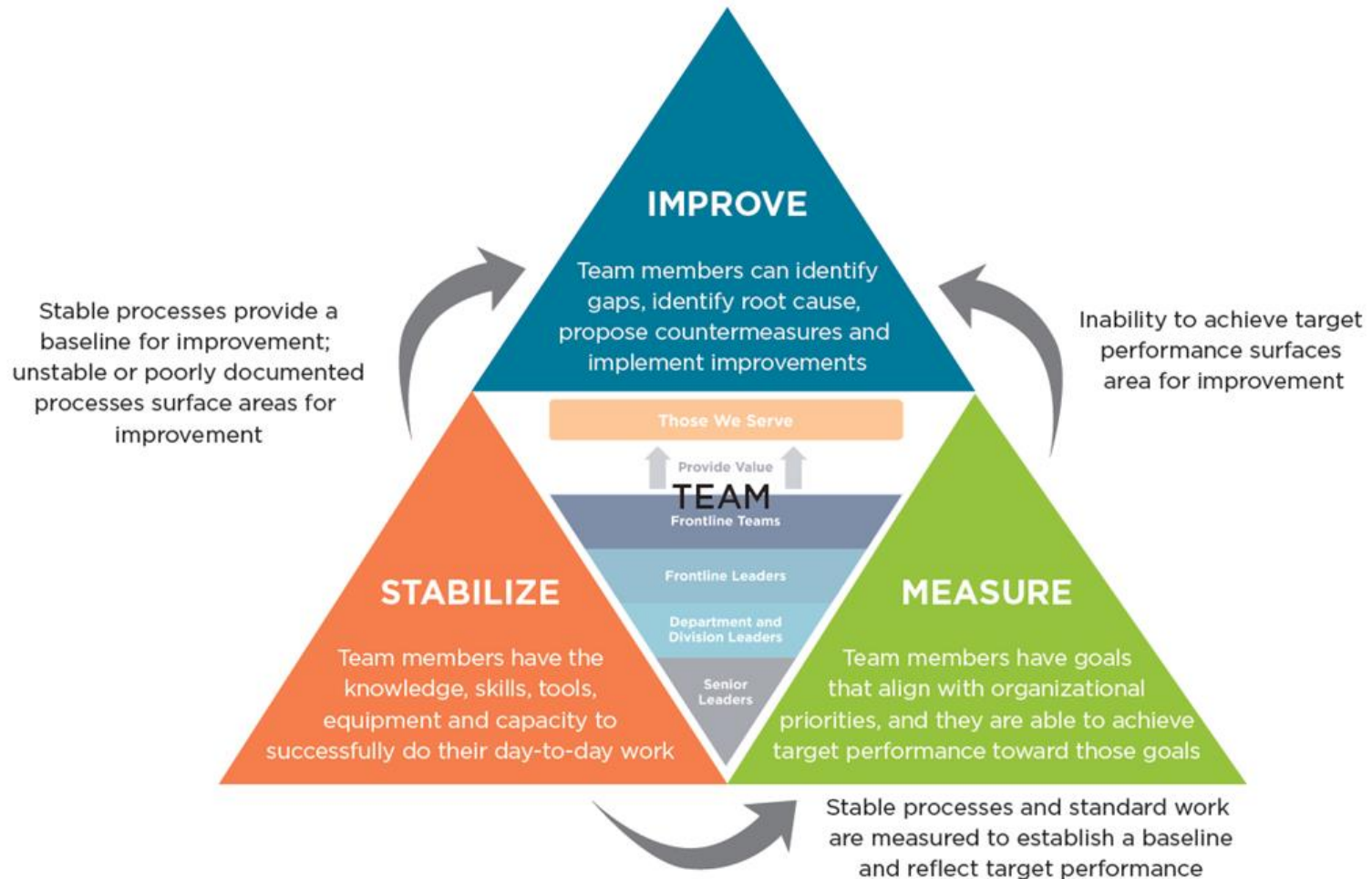


New Leadership Behaviors



Traditional	New
Authority	Responsibility
Give answers	Ask questions
Results at all costs	The right process will lead to the right results
Plans	Experiments
Decisions made remotely with data	Decisions made at work site with facts
Go fast to go slow	Go slow to go fast
Overcome barriers	Take time to deeply understand a problem and root cause before acting

The System for Daily Improvement



Leaders Role in the SDI

What Leaders Do

How Leaders Do It

Coach the Problem-Solving Process	<ul style="list-style-type: none"> • Listen and ask questions • Support team to systematically solve problems • Support and celebrate the team's improvement ideas 	<ul style="list-style-type: none"> • Operational huddles • Rounding with team
Reinforce the Values of Seattle Children's	<ul style="list-style-type: none"> • Communicate organizational direction and ensure work is aligned 	<ul style="list-style-type: none"> • Start with Safety and Reliability • Staff meetings
Deliver Results	<ul style="list-style-type: none"> • Analyze team's ability to complete work and establish priorities for completion • Escalate and remove barriers • Set targets and monitor performance 	<ul style="list-style-type: none"> • Operational huddles • Leadership meetings



How the System Works

Front line staff
practice daily
improvement within
the SDI construct

Leaders
support and
coach front
line staff

Creates a
problem-
solving
culture

Ultimately
benefits our
patients and
families



Where to Start?

- Environmental scan
- Identify and ask the key customer for their requirements
- Discuss and review requirements and feedback with team
- Identify overall approach and process
- Identify which processes you can control and impact

The System for Daily Improvement: Measure

Customer Requirement	Outcome Measure	Process Measure
Improve response time to resource client projects	Reduce lead time to decision in days for project requests from 9 days to 5 days	Team capacity target = 80%



The System for Daily Improvement: Stabilize

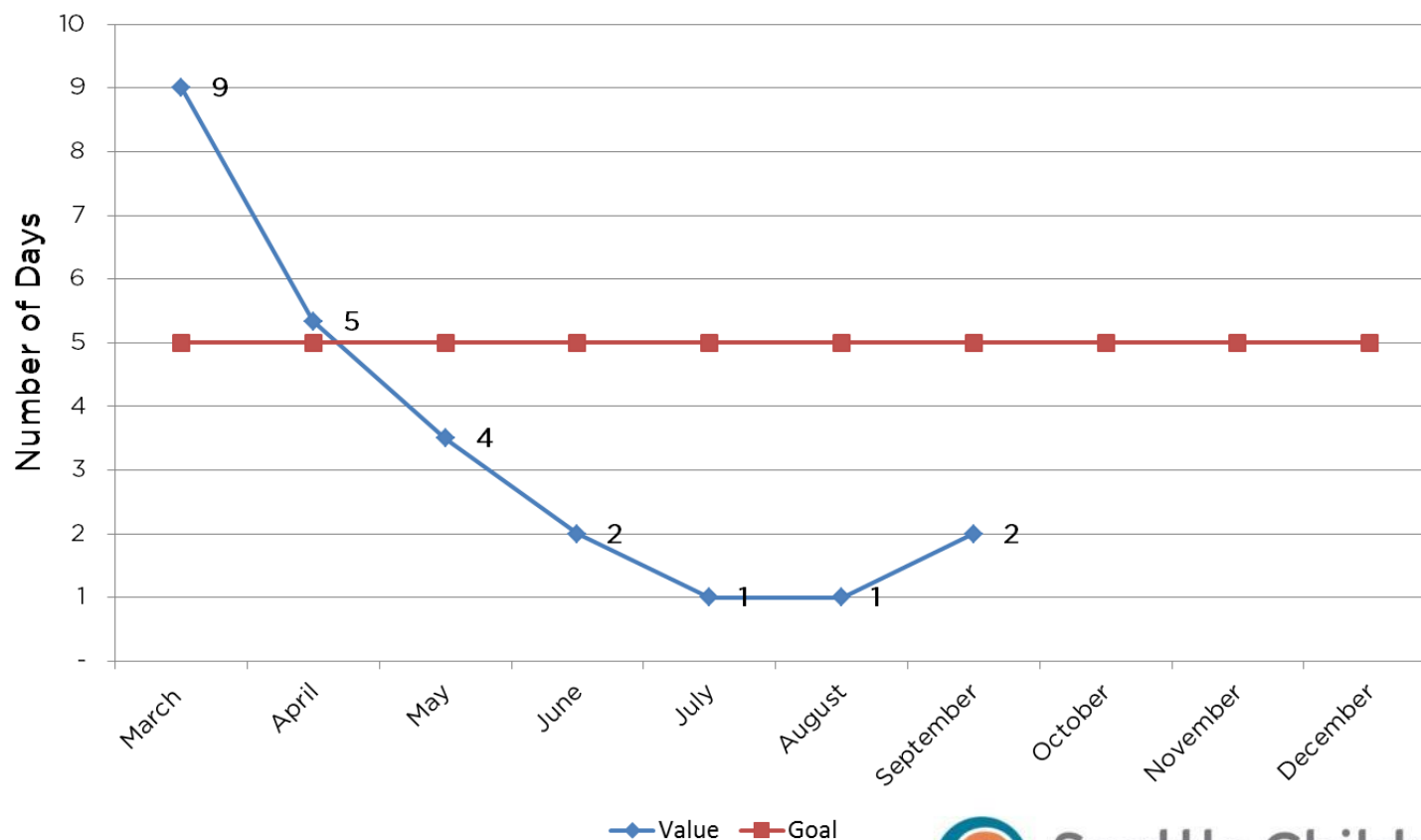
Documented Standards	Our Work	Our Resources	Issues and Risks
<ol style="list-style-type: none">1. Team members update capacity weekly2. Discuss capacity at bi-weekly 1:1 meetings	<ul style="list-style-type: none">• Immunotherapy• Neurosciences• Partnerships• Top 5 service lines	Dedicated staff time	<ul style="list-style-type: none">• Decision maker unavailability• Scope creep

The System for Daily Improvement: Improve

Submitted	On Deck	Doing	Done
<ul style="list-style-type: none">Ask staff to reassess % of time predicted once assigned a new project	<ul style="list-style-type: none">Improve intake model for projects	<ul style="list-style-type: none">Review hours for estimating engagement with deadlines	<ul style="list-style-type: none">Omit PTO hours from available capacity template

Evidence Of Success

Average Time to Decision in Days



Evidence Of Success

“Changing Culture By Changing Thinking”

- Team didn't feel this was “separate” work
- 1 stop shop methodology for team
- Visibility of the team's capacity
- Level loaded team's capacity resulting in work life balance... Personal value

How Did We Achieve Success?

- Leader as a learner
- Experimentation and reflection
- Coaching

Learning The SDI

How can you coach if you haven't learned first?



Comfortable With Uncertainty



Practice Experimentation

6/6/17

Activity	What do you expect to happen?	What actually happened?	What did you learn?
<p>EXAMINE TOTAL ACCOUNT HOURS</p> <ul style="list-style-type: none"> - DEPLOY CAPACITY AGAINST HOURS - LOOK @ DROPPING PTO TRACK - THING LOOK @ 	<p>SEE ACTUAL PRODUCTIVE % CAPACITY</p>	<p>DID SEE ACCURATE REPRESENTATION OF INDIVIDUAL % OF ACTUAL WORKING CAPACITY</p>	<ul style="list-style-type: none"> o READ THE DATA RESULTS CAREFULLY o CREATES MORE CREDIBILITY & TEAM

% OF DEPLOYMENT OF ACTUAL AVAILABLE HOURS
 > EXAMINE CAPTURE OF %

∴ Really looking at capacity - let me help you.

Do the activity

o ↑ MUMIT TOOL VALUE!!!



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Learning How To Coach

Self assess and work with a coach to develop a skill

Coaching Behaviors Self-Assessment					
Coaching for Development Self-Assessment Questions		Feel Capable	Can Do Some	Struggle With	Practice Focus (✓)
1	Asking open-ended rather than Yes/No or leading questions.				
2	Listening with consistent focus on the other person and what he/she is saying.				
3	Listening without trying to do the problem solving thinking.				

Listening without trying to do the problem solving thinking

7	Asking questions to prompt the other person to examine the basis of her/his ideas and impressions.				
8	Asking questions or summarizing to help the other person recognize where he/she is or move ahead in his/her problem solving thinking.				

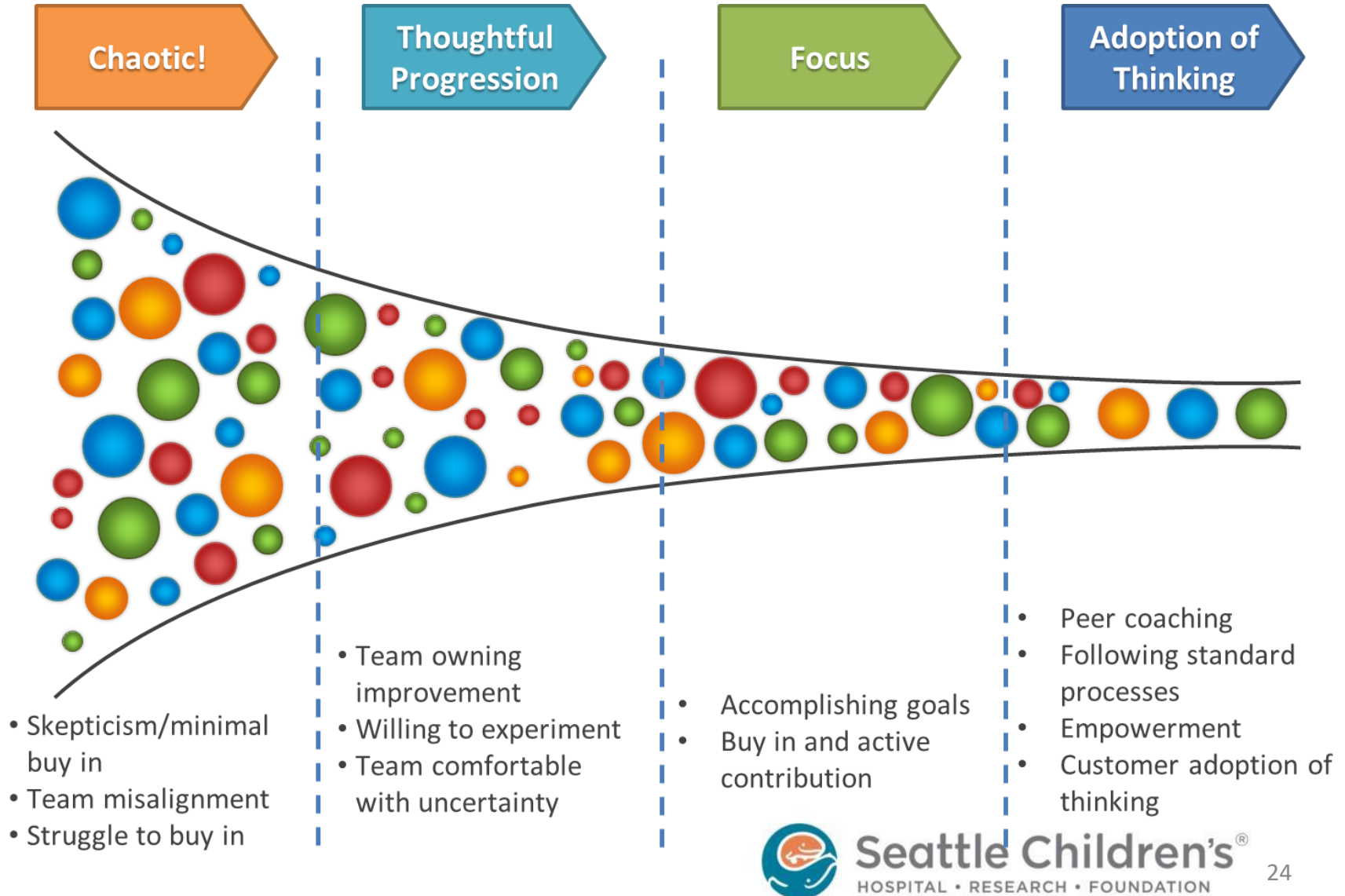
Learning How To Coach

- Communicate the vision
- Empower the team
 - “I gave them the power to determine their future”
- Comfortable not knowing all the answers
- Dealing with frustration
- Coaching with intent

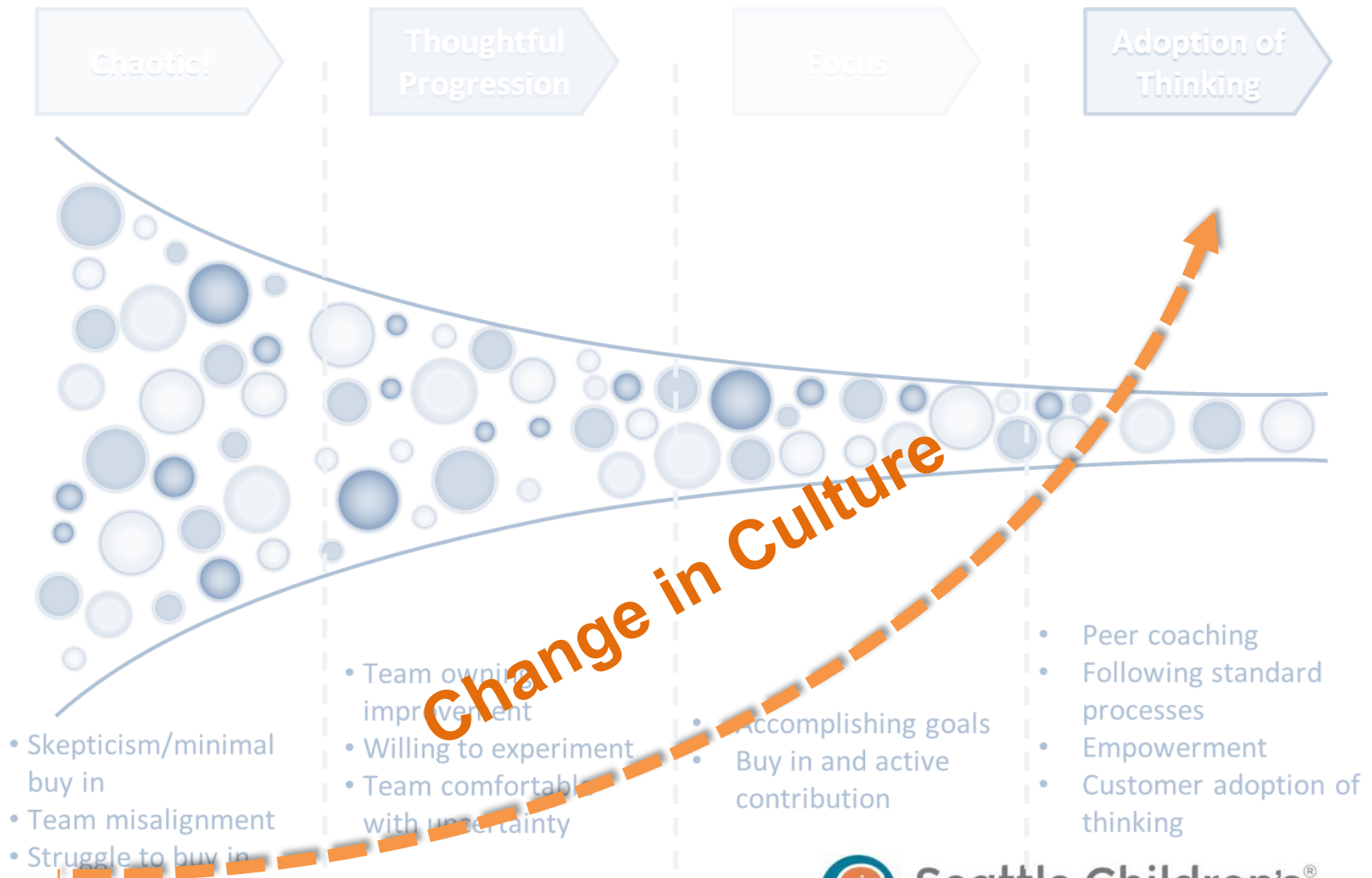
Comfortable With Uncertainty



Evidence Of Culture Change



Evidence Of Culture Change



Next Steps and Hypothesis

Activity	What do you expect to happen?	What actually happened?	What did you learn?
1. Coaching roles: <ul style="list-style-type: none"> - Doran from learner to 1st coach - Vinay from 1st coach to 2nd coach - Team member as learner 	1. Doran will coach learner on problem-solving and change management within team. Vinay will be more focused on Doran's coaching. It will be fun!		
2. Learner and team to practice the SDI focused on increasing the capacity of the team	2. Increased project throughput for the organization, improved project processing time, leadership support, and system wide adoption		

Do the activity





Thank You!

What questions can we
answer for you?

