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

• 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
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
### New Leadership Behaviors

**Creating a community of problem solvers**

<table>
<thead>
<tr>
<th>Traditional</th>
<th>New</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authority</td>
<td>Responsibility</td>
</tr>
<tr>
<td>Give answers</td>
<td>Ask questions</td>
</tr>
<tr>
<td>Results at all costs</td>
<td>The right process will lead to the right results</td>
</tr>
<tr>
<td>Plans</td>
<td>Experiments</td>
</tr>
<tr>
<td>Decisions made remotely with data</td>
<td>Decisions made at work site with facts</td>
</tr>
<tr>
<td>Go fast to go slow</td>
<td>Go slow to go fast</td>
</tr>
<tr>
<td>Overcome barriers</td>
<td>Take time to deeply understand a problem and root cause before acting</td>
</tr>
</tbody>
</table>
The System for Daily Improvement

IMPROVE:
Team members can identify gaps, identify root cause, propose countermeasures and implement improvements.

STABILIZE:
Team members have the knowledge, skills, tools, equipment and capacity to successfully do their day-to-day work.

MEASURE:
Team members have goals that align with organizational priorities, and they are able to achieve target performance toward those goals.

Inability to achieve target performance surfaces area for improvement.

Stable processes and standard work are measured to establish a baseline and reflect target performance.

Stable processes provide a baseline for improvement; unstable or poorly documented processes surface areas for improvement.
# Leaders Role in the SDI

## What Leaders Do

<table>
<thead>
<tr>
<th>Coach the Problem-Solving Process</th>
<th>Reinforce the Values of Seattle Children’s</th>
<th>Deliver Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>• <strong>Listen</strong> and ask questions</td>
<td>• Communicate organizational direction and ensure work is <strong>aligned</strong></td>
<td>• Analyze team’s ability to complete work and establish <strong>priorities</strong> for completion</td>
</tr>
<tr>
<td>• Support team to <strong>systematically</strong> solve problems</td>
<td></td>
<td>• Escalate and remove barriers</td>
</tr>
<tr>
<td>• <strong>Support</strong> and <strong>celebrate</strong> the team’s improvement ideas</td>
<td></td>
<td>• Set targets and monitor performance</td>
</tr>
</tbody>
</table>

## How Leaders Do It

- Operational huddles
- Rounding with team
- Start with Safety and Reliability
- Staff meetings
- 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
<table>
<thead>
<tr>
<th>Customer Requirement</th>
<th>Outcome Measure</th>
<th>Process Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve response time to resource client projects</td>
<td>Reduce lead time to decision in days for project requests from 9 days to 5 days</td>
<td>Team capacity target = 80%</td>
</tr>
</tbody>
</table>
### The System for Daily Improvement: Stabilize

<table>
<thead>
<tr>
<th>Documented Standards</th>
<th>Our Work</th>
<th>Our Resources</th>
<th>Issues and Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Team members update capacity weekly</td>
<td>• Immunotherapy</td>
<td>Dedicated staff time</td>
<td>• Decision maker unavailability</td>
</tr>
<tr>
<td>2. Discuss capacity at bi-weekly 1:1</td>
<td>• Neurosciences</td>
<td></td>
<td>• Scope creep</td>
</tr>
<tr>
<td>meetings</td>
<td>• Partnerships</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Top 5 service lines</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Submitted</td>
<td>On Deck</td>
<td>Doing</td>
<td>Done</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------</td>
<td>----------------------------------------------</td>
<td>-----------------------------------------------</td>
<td>----------------------------------------------</td>
</tr>
<tr>
<td>Ask staff to reassess % of time predicted once assigned a new project</td>
<td>Improve intake model for projects</td>
<td>Review hours for estimating engagement with deadlines</td>
<td>Omit PTO hours from available capacity template</td>
</tr>
</tbody>
</table>
Evidence Of Success

Average Time to Decision in Days

- **March**: 9
- **April**: 5
- **May**: 4
- **June**: 2
- **July**: 1
- **August**: 1
- **September**: 2
- **October**: 5
- **November**: 5
- **December**: 5

**Value vs Goal**
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

- Comfort Zone
- Apparent Certainty
- Uncertainty
- Mystery
- Shutdown
- Learning Zone

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## Practice Experimentation

### Activity

<table>
<thead>
<tr>
<th>Activity</th>
<th>What do you expect to happen?</th>
<th>What actually happened?</th>
<th>What did you learn?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Did see accurate representation of individual % of actual utilizing capacity</td>
<td>Read the data results carefully; created more credibility &amp; team.</td>
</tr>
</tbody>
</table>

### Notes:

- % of deployment of actual % available hours
- Examine capture of %
- Really look at capacity - let us help you.

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Learning How To Coach

Self assess and work with a coach to develop a skill

Listening without trying to do the problem solving thinking

<table>
<thead>
<tr>
<th>Coaching for Development Self-Assessment Questions</th>
<th>Feel Capable</th>
<th>Can Do Some</th>
<th>Struggle With</th>
<th>Practice Focus (✓)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Asking open-ended rather than Yes/No or leading questions.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Listening with consistent focus on the other person and what he/she is saying.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Listening without trying to do the problem solving thinking.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7 Asking questions to prompt the other person to examine the basis of her/his ideas and impressions.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8 Asking questions or summarizing to help the other person recognize where he/she is or move ahead in his/her problem solving thinking.</td>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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

- Comfort Zone
- Uncertainty
- Apparent Certainty
- Mystery
- Shutdown
- Learning Zone
Evidence Of Culture Change

- Chaotic!
  - Skepticism/minimal buy in
  - Team misalignment
  - Struggle to buy in

- Thoughtful Progression
  - Team owning improvement
  - Willing to experiment
  - Team comfortable with uncertainty

- Focus
  - Accomplishing goals
  - Buy in and active contribution

- Adoption of Thinking
  - Peer coaching
  - Following standard processes
  - Empowerment
  - Customer adoption of thinking
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Change in Culture
## Next Steps and Hypothesis

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<tr>
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<th>What do you expect to happen?</th>
<th>What actually happened?</th>
<th>What did you learn?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Coaching roles:</td>
<td>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!</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Doran from learner to 1&lt;sup&gt;st&lt;/sup&gt; coach</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Vinay from 1&lt;sup&gt;st&lt;/sup&gt; coach to 2&lt;sup&gt;nd&lt;/sup&gt; coach</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Team member as learner</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Learner and team to practice the SDI focused on increasing the capacity of the team</td>
<td>2. Increased project throughput for the organization, improved project processing time, leadership support, and system wide adoption</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Thank You!

What questions can we answer for you?