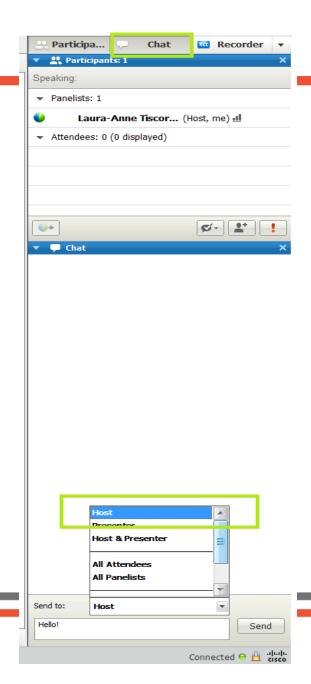


Leadership for Safety: Setting Safety Goals

Essential Hospitals Engagement Network September 25, 2014

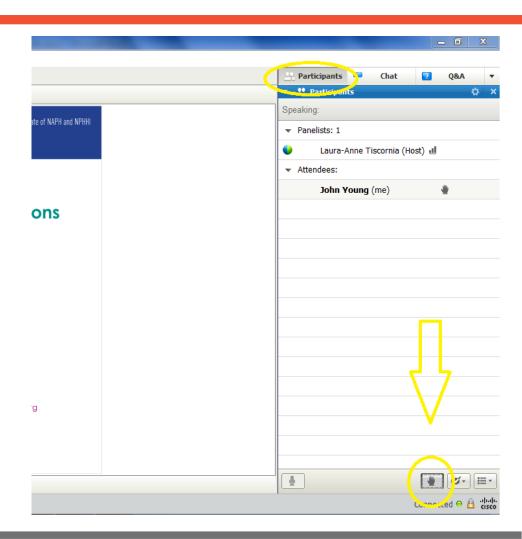
CHAT FEATURE

The chat tool is available to ask questions or comments at anytime during this event.



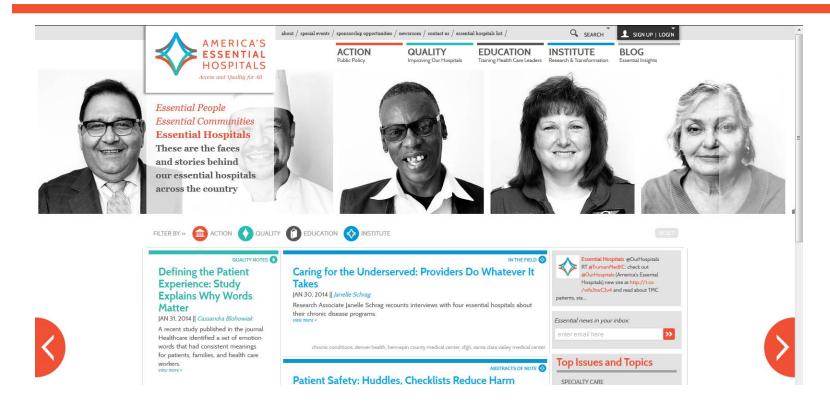
RAISE YOUR HAND

 If you wish to speak telephonically, please "raise your hand". We will call your name, when your phone line is unmuted





ENGAGE AT OUR NEW WEBSITE!



Network with peers, learn how essential hospitals are changing lives

Now live at essentialhospitals.org

SETTING SAFETY GOALS

America's Essential Hospitals Leadership for Safety Webinar Series

James L. Reinertsen, M.D.

jim@reinertsengroup.com

307.353.2299



John Gardner

The Tasks of Leadership

In the case of many leaders, goals are handed to them by higher authority. The factory manager and the combat commander may be superb leaders but many of their goals will have been set at higher levels....Out of the welter, leaders accept some goals as given, make their own contribution, select and reformulate a set of objectives. It may sound as though leaders have only marginal freedom, but in fact there is usually considerable opportunity, even for lower-level leaders, to put their personal emphasis and interpretation on the setting of goals.

Paul O'Neill on Leadership Goals and a Great Organization





Let's talk about what you just heard

- What do you like about Paul O'Neill's approach to goals?
- Would you like to work in his organization?
 Why? Why not?
- If he came to your hospital, and looked at the goals in your quality and safety plan, what do you think he would say?



Let's Talk Further About Your Organization's Safety Goals

- If you achieve your goals this year, how many patients will be harmed?
- Why do we hesitate to aim at the "theoretical ideal?"
 - We don't want to fail?
 - Incentive compensation systems and "baseline, target, and stretch"
 - "Everything on the dashboard would be red"
- What are the downsides of tepid aims?





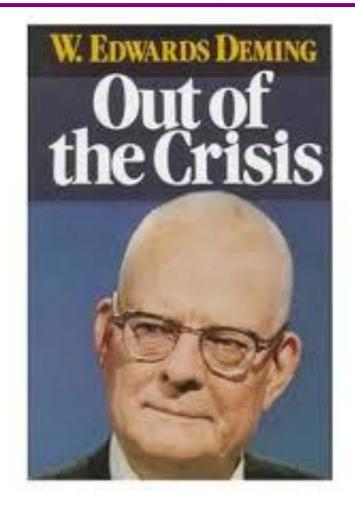


3 ways to achieve a number

- 1. <u>Improve</u> the system (achieve the number in a way that truly makes things better)
- 2. <u>Sub-optimize</u> the system (achieve the number for one part of the system at the expense of other, unmeasured, perhaps more important, aspects of the system
- 3. Cheat

W. Edwards Deming

"Eliminate numerical goals for management."





Deming, in "Out of the Crisis"

....The only number that is permissible for a manager to dangle in front of his people is a plain statement of fact with respect to survival. Examples: 1) Unless our sales improve 10% next year, we shall be out of business. 2) The average level of carbon monoxide in an area, over an 8-hour period, must not exceed 8 parts per million. Reason: 9 or more parts per million has been declared injurious to health.

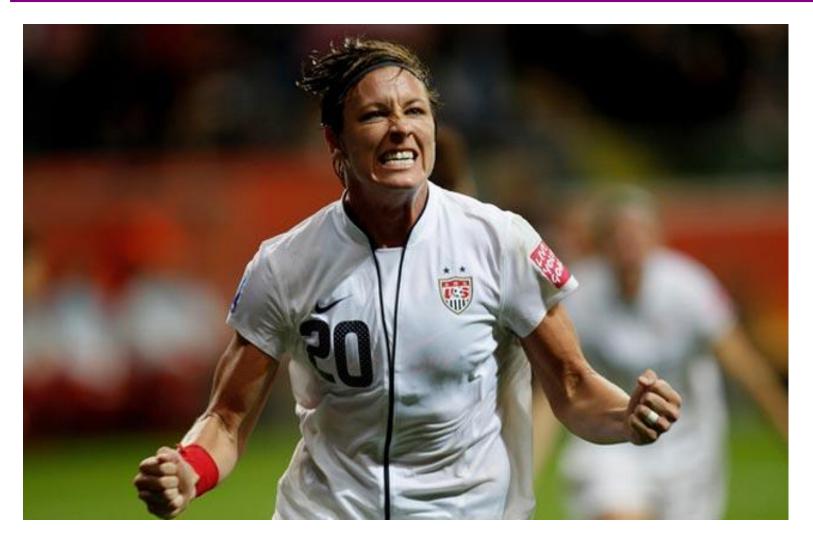
Findings from a multi-industry study of organizations that achieve breakthrough results

- Focus: They tend to set <u>fewer</u> goals
- Ambition: They tend to set <u>higher</u> goals
- Execution: They develop a well-thought out strategy to achieve the goals, and execute that strategy with skill and persistence.

Nolan et al, IHI Execution White Paper



Leaders do not act like victims. They take a *leadership stance*.





The job of a leader is to remove excuses.

Paul O'Neill



The difference between organisations that get results, and those that just try hard, is leadership.



ASSIGNMENT FOR THE NEXT WEBINAR

- Find out if your organization has a crisis management plan for safety disasters. What is the plan for notifying the board? Which board members? When? By whom? Who will speak for the organization? Who is to speak to family members? What training is in place? Be prepared to discuss your plans on the webinar.
- Send Veronica <u>vamaya@essentialhospitals.org</u> your crisis management plan
- Watch IHI Paper: http://www.wsha.org/files/177/CT_2.pdf



UPCOMING EVENTS

- Summit on Harm Reduction Sustaining Progress, Building on Success Nov 10 | Chicago
- Next webinar: Leadership for Safety: Responding to Patient Safety Disasters Dec 4 | 12-1 pm EST



THANK YOU FOR ATTENDING

- **Evaluation**: When you close out of WebEx following the webinar, an evaluation will open in your browser. Please take a moment to complete. We greatly appreciate your feedback!
- Check out the new EHEN Leadership for Safety Program website: http://essentialhospitals.org/institute/ehen-leadership-safety-program/

Visit http://essentialhospitals.org/groups/ehen/ to collaborate today.

