

Background

As part of the leadership team at a large family medicine teaching clinic, we identified low morale among staff, particularly medical assistants as a key factor affecting our ability to transform our health center into a highly functioning primary care clinic and engage in the dynamic process of change.

We identified a disparity among staff and providers over a 3 year period on the Gallup satisfaction survey and particularly wanted to target the question, "My supervisor or someone at work cares about me as a person?" Providers rated their responses in the 90th percentile, whereas nursing staff rated theirs in the 30th percentile. Two large projects that we will implement in the next 2-5 years are moving into a new building and implementing a new EHR enterprise. We need strong teams to succeed with these major changes.

We are undertaking a multifactorial approach over a series of years to change our clinic culture. We are currently working with practice facilitators to build trust among leaders and staff as trust is the foundational pillar of successful teams.

Current State

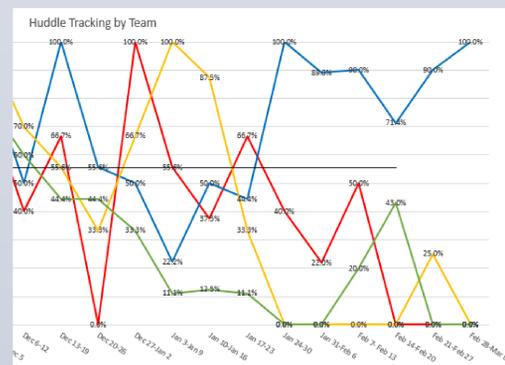
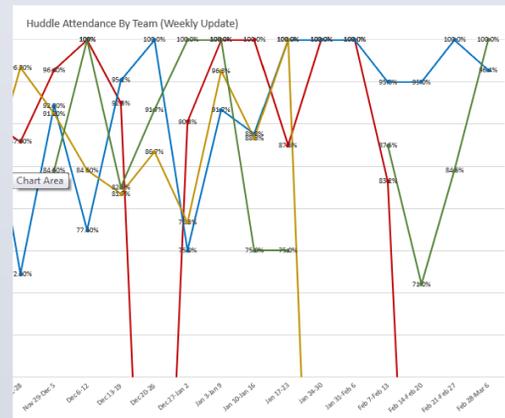


Countermeasures

COUNTERMEASURE IMPLEMENTATION		
Cause/Barrier	Action	If/Then
Safety	Safety committee	If we create a multi-disciplinary safe space to discuss what it means to feel safe from provider, staff and patient perspectives, we will improve people's sense of safety in the clinic -> ACT Team
Work space	Facilities tracker	If we have a systematic way to identifying items that are not working in clinic and ergonomic needs as well as those things that cannot be changed, people's work experience will be more comfortable.
Gossip/Communication/Leadership accountability	Collaborate with CEPC building trust workshops	If we collaborate with a 3rd party to further identify areas of job dissatisfaction, we will be able to improve communication and accountability.
Gossip/communication	Collaborate with UCSF Ombud office	If we teach and practice skills in difficult conversations, people will feel more empowered to resolve conflicts on their own which will lead to decreased negative gossip in the work place.
Huddle	Track huddle attendance	If providers are at huddle, it will become a more valuable part of clinic and contribute to staff feeling more valued as part of the team.
Staffing	HR tracker	If we are appropriately staffed, people will have less burnout and sick calls will decrease.
Gossip/communication	Team Rounding	If local leaders check-in with clinic teams regularly, communication will improve among teams.
Leadership Accountability	Leadership retreats on role clarity and communication	If the clinic leadership team has protected time to develop themselves as a team, communication will improve throughout the clinic.

Results/Analysis

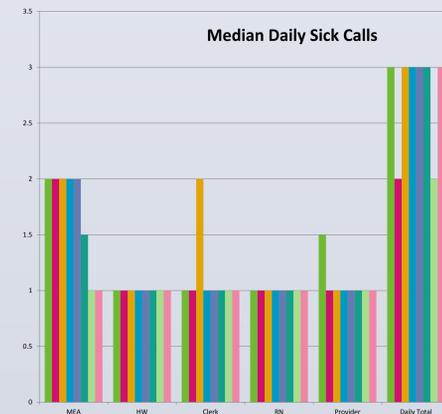
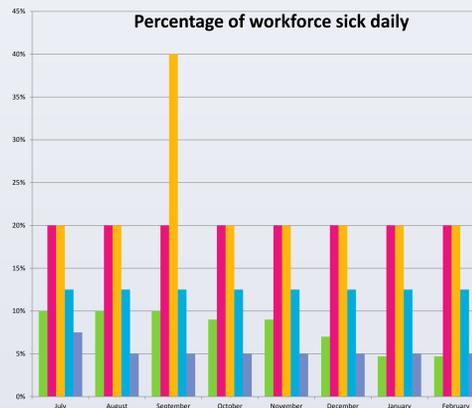
Huddle Tracking-abandoned PDSA



Results/Analysis

- Hired 10 nursing staff over the past year
- Hired 4 leadership positions, Practice Manager position remains unfilled
- 2/4 teams have begun rounding each month
- Role clarity-identified as pain point during day to day clinic operations

Gallup results-pending



Sample of staff feedback from Building Trust Workshop

- 1. Too many last-minute orders
- 2. Need more consistent enforcement of late policy, including no orders past 4:45 PM
 - a. "Everyone has to do their part" to abide by policy
- Clarify last order policy and reinforce policy accordingly
- [fishbone activity at All Team Meeting in May]

Leadership Lessons Learned

Strengths Based Leadership-Tom Rath. Gallup Press 2008

How can I develop my own strengths?
What are the strengths of the rest of my team members?
What strengths are we missing?

Executing- Arranger
Influencing
Relationship Building- Developer, Harmony, Positivity, Relator
Strategic Thinking

TED talks- helped me to think about a problem or a process and to learn about myself

Brene Brown- The Power of Vulnerability
Margaret Heffernan- Forget the Pecking Order at Work
Dan Pink: The Puzzle of Motivation
Susan Cain: The Power of Introverts

Change Management- Leading Change by John Kotter. Harvard Business Review Jan. 2007.

EIGHT STEPS TO TRANSFORMING YOUR ORGANIZATION

- Establishing a Sense of Urgency**
 - Examining market and competitive realities
 - Identifying and discussing crises, potential crises, or major opportunities
- Forming a Powerful Guiding Coalition**
 - Assembling a group with enough power to lead the change effort
 - Encouraging the group to work together as a team
- Creating a Vision**
 - Creating a vision to help direct the change effort
 - Developing strategies for achieving that vision
- Communicating the Vision**
 - Using every vehicle possible to communicate the new vision and strategies
 - Teaching new behaviors by the example of the guiding coalition
- Empowering Others to Act on the Vision**
 - Getting rid of obstacles to change
 - Changing systems or structures that seriously undermine the vision
 - Encouraging risk taking and nontraditional ideas, activities, and actions
- Planning for and Creating Short-Term Wins**
 - Planning for visible performance improvements
 - Creating those improvements
 - Recognizing and rewarding employees involved in the improvements
- Consolidating Improvements and Producing Still More Change**
 - Using increased credibility to change systems, structures, and policies that don't fit the vision
 - Hiring, promoting, and developing employees who can implement the vision
 - Reinvigorating the process with new projects, themes, and change agents
- Institutionalizing New Approaches**
 - Articulating the connections between the new behaviors and corporate success
 - Developing the means to ensure leadership development and succession

Next Steps

1. Skill building

Conflict Conversations Ladder

- BATTLE**
- no communication
 - acting out; sabotage
 - anger, fear, depression

Challenging situations

- more people; gossip
- increased intensity;
- blaming; "always", "never"

Everyday irritating behaviors/events

- unreliable; miss deadlines
- lack of recognition for contributions
- arrogant, sarcastic, abrasive

2. Creative Time Together



3. Stoplight Report Communication Tool

Green Light: Completed Work!

- Team Roundtable
- Training Review & Brief Demo
- Additional Staffing

Yellow Light: Working on it...

- Team Roundtable
- Training Review & Brief Demo
- Additional Staffing

Red Light: Cannot be completed now and here's why.

If you have any questions, or feel we missed something on the Stoplight Report, email Alanna at alanna.labat2@ucsf.edu

Acknowledgments/Contact Information

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