



# Children's Hospital

## Take Aways:

What themes resonate for you?

What are some implications for your leadership context??

# Themes and Implications: Group 1

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## Themes

- Afraid to speak up
- Difficult to implement, easy to judge harshly
- Get buy in of stakeholders
- Build a coalition
- Communication skills are key
- Takes a long time for sustainable change
- Consistency of reinforcement, message consistency

## Implications

- Need patience for sustained change
- Be realistic about the pace of change

# Themes and Implications: Group 2

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## Themes

Dearth of reaching out to parents

Assumption of liability

People need to treat people like humans, is the right think

How to do the right thing

Empowered the whole group

## Implications

- Missing people in surveys and their opinions and no counseling how to deal with families
- By hiring Dr Knox it set up a culture to be continued
- Creating. A culture of doing something right reduces the risk of liability and being sued
- Creates an inclusive work environment

# Themes and Implications: Group 3

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## Themes

- Importance of addressing stigmas
- Idea of tackling a huge problem when you may not have answers
- Using data from outside your closed system to achieve a common goal

## Implications

- Leading by creating a process instead of a solution
- Relying on the stakeholders and frontline workers to create and implement changes
- Culture can be a challenge when creating systemic change

# Themes and Implications: Group 4

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## Themes

- The culture is completely wrong, you can have accountability.
- How do you define accountability?
- What are we holding people accountability for?
- Should be blame-free bc things happen but take responsibility for your part..
- Swiss cheese theory to decrease odds
- There are multiple people responsible so there needs to be redundancy
- Already in an impossible situation with a lot of fear and unknown - dealing with sick kids

## Implications

- Sometimes people are negligent - you need 2 processes:
- 1. space you can feel open?
- 2. space to acknowledge, did you do what you were supposed to do?
- Supervisors acknowledge staff incompetencies

# Themes and Implications: Group 5

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Themes

Implications

# Themes and Implications: Group 6

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## Themes

- Clear and open communication
- Transitions - both in process and leadership
- Systemic change takes time

## Implications

- Interprofessional team-based work enriches our ability to get the jobs done!
- Treat the process like a pilot and revisit the frameworks on a regular basis.

# Themes and Implications: Group 7

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## Themes

A lot of front-end time builds buy-in.

Buy-in requires multiple perspectives at all levels of the organization

Change takes time.

(you can run out of steam without a long-term plan)

Change sequencing is critical (managing one's hunger for change is critical for a good outcome).

Identifying outcomes and measures at the set at short, long, and medium term is critical at the outset.

COVID-19 has put all leaders in life and death situations for their organizations.

Less-fear, less-shame environment (especially in crime and punishment environment) is critical for change

## Implications

- Multiple contingency plans are necessary
- Take a "big picture" view



# Themes and Implications: Group 8

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## Themes

- Improvement vs. Blame.
- Collective and Personal Responsibility.
- Reflective and Proactive vs. Defensive.
- Building Trust among Employees.
- Whistleblowing vs. Team Accountability
- Safe Environment to share.

## Implications

- Delivery of Best Services.
- Hire/Retain Personnel who support system.
- Build Morale.
- Concern: Retribution for comments.

# Themes and Implications: Group 9

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## Themes

- Blame
- Identify constituencies
- Draw in constituencies
- Words matter

## Implications

# Themes and Implications: Group 10

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## Themes

- Building culture/changing culture
- Importance of being perceived as working hard as the leader. How do you build credibility?
- How much does change cost? Can these costs be anticipated?
- What are larger risks to organization - what leaps of faith are reasonable
- How does accountability work? People can hide in a team structure.

## Implications

- Cultures are never sealed. Be intentional to communicate culture - especially those coming in.
- Be aware of external culture - might not be able to change larger realities
- Importance of building credibility
- Don't forget to get out of the weeds - Go to the balcony (ahem - RJM)

# Themes and Implications: Group 11

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## Themes

- Establishing trust
- Sense of urgency
- Closed system needs to be an open system = need shareholder engagement
- Engaging people who are closest to the issue to be part of the analysis and solution
- Did not include any history - possible solutions

## Implications

- Engaging the right people as change agents
- Breaking down silos

# Themes and Implications: Group 12

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## Themes

- Connection b/t harm to patients and meaning of that loss to the larger purpose of change
- Changing culture is a long-term exercise: bottom up and top-down involvement is needed.
- Work to do alignment at the top first
- Ensuring buy-in from everyone - allow everyone to have a voice - everyone is important
- Don't wait for a crisis to motivate you to do change

## Implications

- This is a deep motivator for staff and board
- Culture change works if you walk the walk and talk the talk from the very top
- Need to take time to allow for everyone's input - that's critical
- However, be careful of being overly sensitive to every piece of input - however, we need to know when to be selectively porous about taking input
- leaders need to listen and then \*integrate\* and use their judgement to decide what needs to happen

# Themes and Implications: Group 13

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## Themes

- Building coalitions - getting buy-in at multiple levels
- Changing the language - the words we use (e.g., blame vs working on a process)
- Managing fear - not letting it get in the way
- Looking more globally at the issue

## Implications

- Creating specific language for your team/organization

# Themes and Implications: Group 14

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Themes

Implications

# Themes and Implications: Group 15

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## Themes

- Successful implementation requires fleshed out planning and initial steps
- Accountability / Trust
- Changing language
- Was Julie committed? Did she express this sufficiently to be able to pass it along?
- Importance of culture to encourage accountability
- Defining success - that's why the board supported her

## Implications

- Pause before action - consistency from strategy to action
- Can't have accountability without commitment. It feels like oppression. Spend more time to gain commitment before talking about accountability. Need to identify hurdles/barriers to gaining commitment.. Can inspire commitment through vision/passion/commitment
- If Julie doesn't express her commitment sufficiently, it won't be passed along.
- Your peers are the ones who can hold you accountable. They won't want to work with you if you aren't competent.
- Need to build a competent and committed team who have bought into the compelling vision.. Need to have a team that can maintain focus long-term so they have to be excellent.



# Themes and Implications: Group 16

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## Themes

- Reframing the issue, important approach we didn't speak about the minimized risk element
- Talking about accidents becomes cultural, enhances communication
- Taking silos for communication and collaboration
- Use of the focus group and hearing about the frustrations

## Implications

- Once benchmarks are established you need the buy in and time for these changes to be implemented
- Have to have partners in process with opinion leaders to help push forward the agenda.

# Themes and Implications: Group 17

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## Themes

- People want to learn & do no harm
- Anonymous may be counterproductive
- Change in language is essential to changing a system (e.g., in education—using "learners" rather than "children")
- Front end work essential to success in implementation

## Implications

- This process really does change environment/culture – moves away from blame
- Leaders become team members – have to take a back seat to experts – empower others

# Themes and Implications: Group 18

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Themes

Implications

# Themes and Implications: Group 19

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Themes

Implications

# Themes and Implications: Group 20

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Implications

# Themes and Implications: Group 21

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# Themes and Implications: Group 22

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# Themes and Implications: Group 23

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# Themes and Implications: Group 24

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# Themes and Implications: Group 25

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# Themes and Implications: Group 26

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# Themes and Implications: Group 27

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# Themes and Implications: Group 28

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# Themes and Implications: Group 29

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Themes

Implications