Empowering Staff and Managing Change

Andrea Silvey, PhD, MSN
Chief Quality Improvement Officer
Health Services Advisory Group (HSAG)
The Relationship Between Empowering Staff and Managing Change
Two Different Systems—
Two Different Approaches: Mutual Goal

• Goal for managing change
• Goal for empowering staff
  – Create an environment to support safe care and positive clinical outcomes for your patients
Empowering Staff Is the Key to Managing Change

- Empowering staff creates ownership and accountability for the work they perform.
- Creating ownership and accountability provides the environment necessary to successfully manage change.
The Art and Science to Managing Staff and Quality

• Managing staff is a social art
  – Conversations matter
  – Anything that erodes relationships erodes performance

• Managing change is a quality science
  – Quality improvement frameworks
  – Evidence-based practices
Managerial Actions and Environment to Improve Ownership and Accountability

- Empowering staff creates ownership and accountability for the work they perform.

<table>
<thead>
<tr>
<th>Ownership</th>
<th>Accountability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Connection</td>
<td>Roles</td>
</tr>
<tr>
<td>Collaboration</td>
<td>Expectations</td>
</tr>
<tr>
<td>Opportunity</td>
<td>Feedback</td>
</tr>
<tr>
<td>Autonomy/choice</td>
<td>Measurement</td>
</tr>
<tr>
<td>Meaning</td>
<td>Evaluation</td>
</tr>
<tr>
<td>Fun</td>
<td>Rewards/recognition</td>
</tr>
<tr>
<td>Challenge</td>
<td>Consequences</td>
</tr>
</tbody>
</table>
Discussion Starters

• Questions to consider:
  – Do you spend more time on activities that build accountability or ownership?
  – How do your physicians participate in your quality improvement projects?
Managing Change
Quality Improvement Science Framework

FOCUS

- What are we trying to accomplish?
- How will we know that the change is an improvement?
- What changes can we make that will result in an improvement?

- Plan
- Do
- Study
- Act
The model’s name is an acronym that describes the basic components of the improvement process. The steps include:

- **F**ind a process to improve
- **O**rganize an effort to work on improvement
- **C**larify current knowledge of the process
- **U**nderstand process variation and capability
- **S**elect a strategy for continued improvement
Team Member Roles in Managing Quality

- Team sponsor
- Operational leader
- Subject matter expert
- Quality improvement (QI) expert
- Day-to-day leader
- Frontline staff
- Administrative leader
Leadership’s role in empowering staff and managing change:

• Provide resources, remove barriers, shape the environment

• Develop processes to hear the voices of patients and families and apply their input in the design and improvement of care processes.

• Engage the medical staff as meaningful partners in the development and implementation of the patient safety/quality strategy.
Open Discussion

Questions and Answers
Thank you!

Andrea Silvey, PhD, MSN
Chief Quality Improvement Officer
HSAG
asilvey@hsag.com
This material was prepared by Health Services Advisory Group, the Medicare Quality Improvement Organization for California, under contract with the Centers for Medicare & Medicaid Services (CMS), an agency of the U.S. Department of Health and Human Services. The contents presented do not necessarily reflect CMS policy. Publication No. CA-11SOW-ASC-06022016-02