Building Capacity for Adaptive Change at Allina Health

Val Ulstad MD, MPH, MPA

Principles and practices of AL
Application at Allina
Lessons learned

The Leadership Institute February 2017



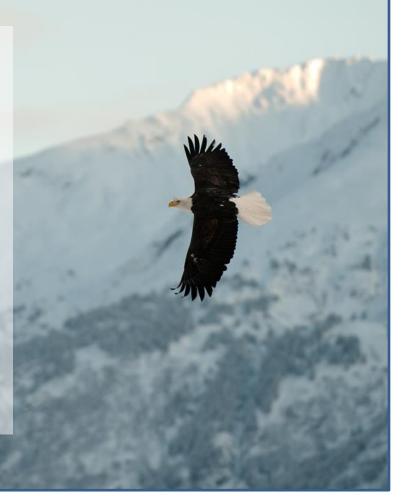


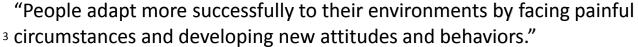
Adaptive Leadership

Work of Ron Heifetz, M.D.

Why Adaptive Leadership?

- Describes what people do
- Describes what people exercising leadership can do if they see differently
- A way of developing a shared language to describe group dynamics
- Describes a way to be an active engaged organizational citizen
- Really resonates with professionals in health care







Properties of an Adaptive Challenges Wicked Problems

- Gap between way things are and desired state
- Varied points of view
- Involves facing loss
- Requires trying things
- Requires difficult learning
- Takes longer than technical work
- New competencies must be developed
- Generates disequilibrium, distress and work avoidance
- People with problems have problem solving responsibility







Allina Health

Principles and Practices of AL

- Productive range of tension
- Difference between technical and adaptive work
- Difference between role of authority and the exercise of leadership
- Work avoidance as a signal of being outside the productive zone
- Polarities are present in all adaptive work.
- Reflect in action



The most common cause of leadership failure is treating an adaptive challenge with a technical fix.





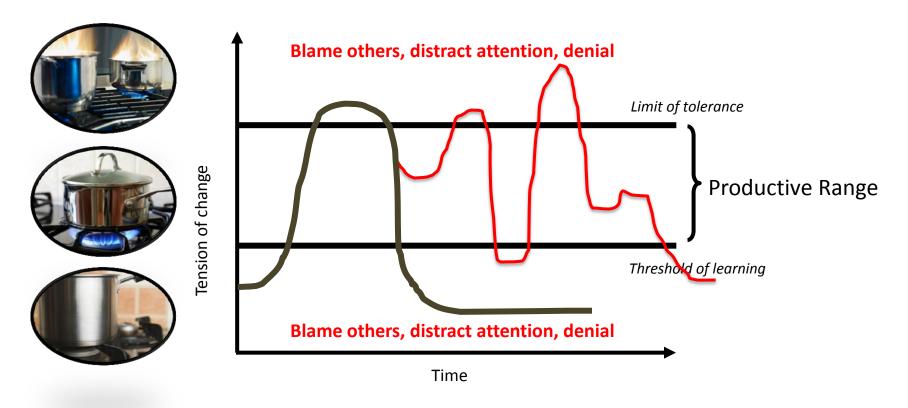
Allina Advanced Training Program 10 Cohorts Applications of Adaptive Leadership

Resistance is a signal



The Work

What people will not tell you, their behavior will reveal

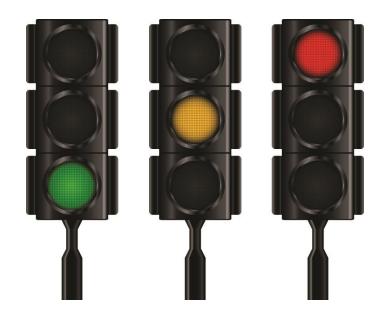


Based on R. Heifetz. and M. Linsky. *Leadership on the Line*, Harvard Business School Press, Boston, MA, 2002, pg 108.



Begin to Plot a Strategy

- What do you need to do to make progress?
- What can you do to lower the distress on the stakeholders that are above the limit of tolerance?
- How can you maintain engagement of stakeholders that are currently engaged in trying to make progress?
- What can you do to raise the distress to a productive level for the stakeholders below the level of learning?





Lower the Heat



Raise the Heat



- Validate feelings, acknowledge loss
- Simplify and clarify
- Restore, add, or reallocate resources

- Raise the standards
- Increase accountability
- Change the task to something more motivating
- Refocus on higher, more widely shared and yet compelling purpose

Keep an Experimental Mindset

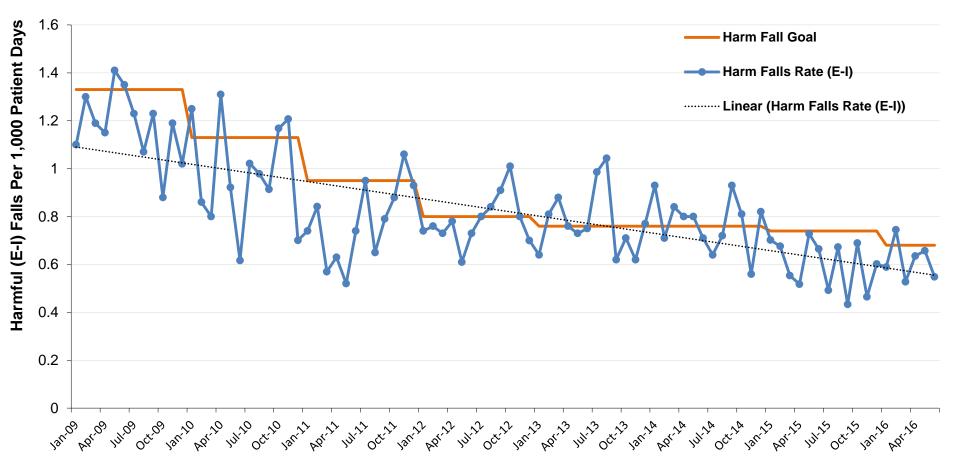
- Exercising leadership requires keeping an experimental mindset
- Work avoidance looks the same when the heat is too high OR when the heat is too low
- Keep rechecking your assumptions
 - What looks like laziness may be exhaustion
- If what you try makes things worse try the opposite





Making it Real

Allina Health Monthly Inpatient Falls with Harm Rate





Team Leadership Lessons

- Consider trans-disciplinary standardized toileting care across service lines in acute care units
- Consider environmental cues for toileting assist- something more permanent than a laminated door sign
- Addressing the tension between patient safety and patient autonomy around toileting
- Future benefits: protecting patients from harm; collaborative clinical practice- each of us are responsible for keeping patients safe from harm- every role in the hospital.
- Develop a valid and reliable trans-disciplinary fall risk assessment tool
- Work with Excellian to improve the care pathway to rehabilitation for patients at risk of falls
- Barriers that may affect the sustainability- to truly accomplish accountability, nursing involvement must be supported by the union and go through appropriate channels to accomplish this.



AH 2015 Performance Means Lives Impacted

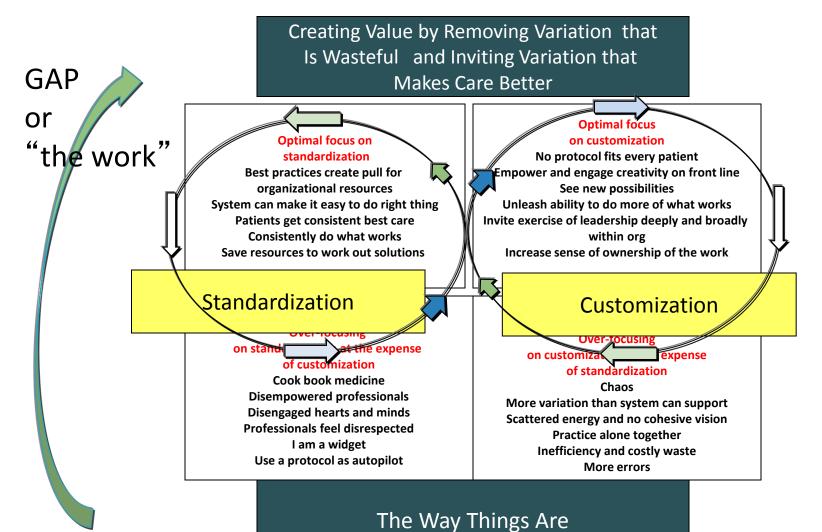
Measure	2015
more patients who had Healthy Weight Counseling in Wellness Visits (ACCD)	4,426
more patients who had Glycemic Control in Diabetes (A1c<8%)	573
additional depression patients achieved remission	4,283
more patients between 51 and 79 who had a colon cancer screening	6,005
more patients who had Psychiatric Discharge Planning (HBIPs 7a)	247
more patients who had Pediatric Immunization	63
less patients with Obstetrical Potentially Preventable Complications	162
more patients received Sepsis Optimal Care	1,432
more patients received VTE Optimal Care	101
less patients with Hospital Acquired - CAUTI	2.62
less patient falls with harm	67.75
less patients with Pressure Ulcer	4.13
more patients avoidable Readmission	153
Increase in percentiles for rating their hospital stay as a 9 or 10	13.00
Increase in percentiles for rating willingness to recommend clinic	15.00
additional patients with Controlled Substance Management	2,835
days saved with having Appropriate Hospital Stay (LOS)	142,513



Creating and Strengthening Clinical Service Lines at Allina Health Applications of Adaptive Leadership

Resistance is a signal Standardization AND Customization

Mindful Continual Readjustment





Organizational Alignment at Allina Health Applications of Adaptive Leadership

Resistance is a Signal Standardization AND Customization Parts AND Whole

Fair Process

Engage Explain (Be clear about) Expectations

Involve people in decisions that affect them



"People will forget what you said, people will forget what you did, but people will never forget how you made them feel."

Maya Angelou

Three Tensions – Diagnostic View

- Tension between profitability and growth
 - Focuses on business model
 - Questions of strategy
- Tension between short term and long term
 - Focuses on management model
 - Questions about targets, processes and routines
- Tension between whole and parts
 - Focuses on organizational model
 - Questions about culture, structure and people

Allina Health 💸

Horizontal assets and Capabilities

Example – AHG, divisions, regions

Vertical Assets and Capabilities

Example -Hospitals, System Diagonal assets are the best source for making the whole worth more than the sum of the parts

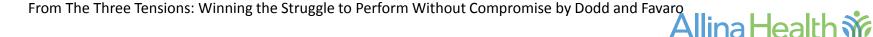
Diagonal Assets (org resources and capabilities that help vertical assets to have horizontal value and horizontal assets to have vertical value)

A sense of connectedness

A common aspiration

A shared language

A shared sense of how we do things



Mindful Continual Readjustment

Diagonal assets:

Best practices come to life in local context

Requested system resources make it easy to do the right work in part

Patients get consistent best care

People feel recognized for their contribution

Bring honest perspective of what the challenge looks like from part perspective

Performing well creates learning that is shared

Red flags:

Feel I am evaluated and appreciated on how my part does only

System is an impediment to my work

Our way is the way

If other parts fail that is good for us

Tell other team members what they wants to hear when you don't mean it

Creating Value by Removing Variation that
Is Wasteful and Inviting Variation that
Makes Care Better

Sitive results focusing on part Situational adaptability

Standardization
Performance of unit at highest standard
Trust in belonging
Local experiments

Inspires and energizes other parts

Parts

Results o _______ at the expense of whole

Devalued contribution
They don't get it
Extreme autonomy
Us vs them
Withhold information

Pasitive results focusing on whole

Common aspiration
Shared concepts
Connectedness
Congruence
Transparency
Abundance
Culture of Improvement

Whole

Results of over peusing on whole at the expense of parts

Tampering
Command control
Over engineering
Judgment

The Way it Is

Diagonal assets:

Shared vision

Common language for cross cutting work

Clear consistent expectations about organizational citizenship

Cultivate abundant resources

Governance structures that distribute work

Resource spread of local learning to whole

Red flags:

In times of distress cut resources from system perspective without understanding impact on part

Micromanage centrally in ways that lack relevance locally

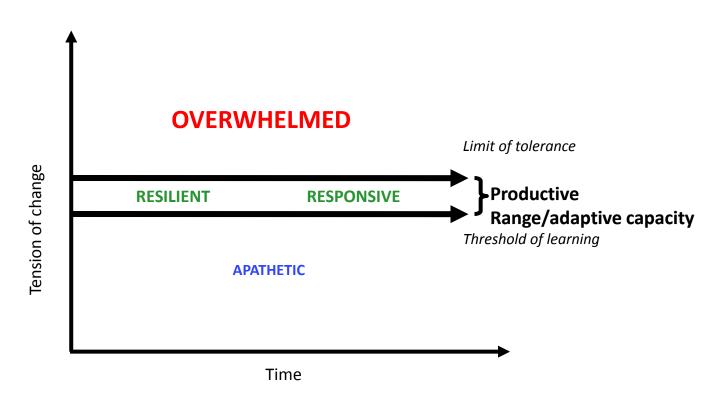
Close off avenues for creativity in parts in name of expediency

Scapegoat parts



Creating Value in a Distressed System

Strain of uncertainty, compressed adaptive capacity



Based on R. Heifetz. and M. Linsky. *Leadership on the Line*, Harvard Business School Press, Boston, MA, 2002, pg 108.





Predictable fundamental human error of attribution

- Other behaves badly because of a character flaw
- I behave badly when I am in a tough situation

Common belief: Those who resist don't care

Nobody behaves badly from a place of strength.



Start with Compassion

Nobody misbehaves from a place of strength

When you don't know what to try first, lower the heat

- •Validate feelings, empathize, acknowledge loss
- Simplify and clarify
 - Address the technical aspects
 - Break the problem into parts
- •Restore, add, or reallocate resources
 - Temporarily reclaim responsibility for tough issues
 - Give your attention, appreciation, recognition
 - Take stock of what is available
 - A lot more time, enrich knowledge and skills





"Practice isn't the thing you do once you're good. It's the thing you do that makes you good."

- Malcolm Gladwell



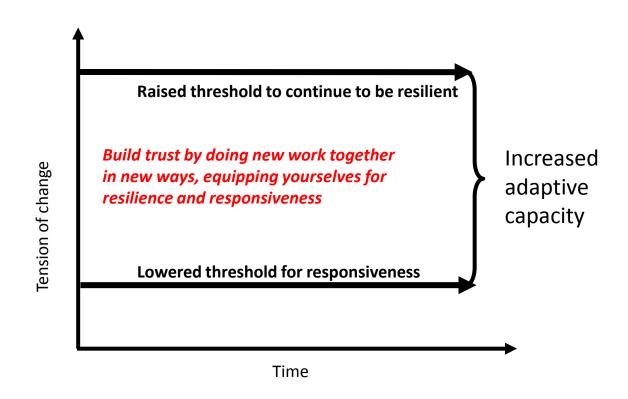
AH Cultural Manifestations of Adaptive Capacity

- Recognition of the difference between technical and adaptive work
- Common language of leadership; endorsement and practice in the C-Suite/ELT and frontline
- Increased awareness and practice of stakeholder engagement as an ongoing practice to enliven work in a matrixed organization
- Openness and willingness to stay in difficult conversations that often require both/and thinking (polarity recognition) and polarity management
- Willingness to learn through first time experiences
- Individual leaders recognizing and practicing keeping themselves in the productive zone (healthy boundaries and self care) in order to hold others in the work with fierceness and generosity (imagining the heat is high)
- Recognition of importance to go slow (formulation, planning, engagement, prioritizing) to go fast (make progress, learn together, strengthen relationships and sense of shared purpose.)



Increase Capacity for Adaptive Work

Widened range for holding tension of uncertainty productively



Based on R. Heifetz. and M. Linsky. *Leadership on the Line*, Harvard Business School Press, Boston, MA, 2002, pg 108.



Leadership Challenges

Technical work

- Clear answers, minimal uncertainty
- Straightforward, few big choices
- Execute via precise instructions
- Requires hands, feet, mouths
- Focus on task
- Linear, demands precision
- Runs smoothly

Adaptive work

- No clear answers, often high uncertainty
- Time consuming, difficult choices (losses)
- Demands lots of conversations
- Requires hearts, eyes and ears
- Focus on people
- Spiral, demands creativity
- Conflict, distress and fear





1 hour later.....

- What do you see differently?
- Will anything be different in your approach to your work?



