



Empowering Staff and Managing Change

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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

Ownership	Accountability
<ul style="list-style-type: none">• Connection• Collaboration• Opportunity• Autonomy/choice• Meaning• Fun• Challenge	<ul style="list-style-type: none">• Roles• Expectations• Feedback• Measurement• Evaluation• Rewards/recognition• Consequences

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

- F
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- 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

FOCUS Model: Pre-Planning for PDSA Activity

The model's name is an acronym that describes the basic components of the improvement process. The steps include:

Find a process to improve

Organize an effort to work on improvement

Clarify current knowledge of the process

Understand process variation and capability

Select 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

The Bottom Line: Committed, Engaged, Supportive Leadership

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!

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