Leadership Development Plan

You must be the change you wish to see in the world."

Mahatma Gandhi
Leadership Development Plan

My philosophy on my work...

Healthcare leader specializing in clinical quality and patient safety practicing the use of IHI model for improvement, lean and six sigma. An advocate of everyone being their own CEO, I thrive on taking best practice and evidence-based medicine and putting my own creative spin on marketing compliance with healthcare clinicians. One of my other passions it to develop standardized programmatic training related to process improvement in patient safety, satisfaction and clinical outcomes. My favorite phrase is; “Healthcare must be delivered through the eyes of the patient – not through the eyes of the clinician...”

Gretchen Blake

Being a leader is doing the right thing, even when it’s the hardest choice in front of you... Gretchen Blake
In order to be an effective leader, I believe one must have many tools in their toolbox. Just like people are different, they respond and are motivated in different ways. A leader must be equipped to know which tool to use in each unique situation to yield the final result. Of the six basic leadership styles, the most common I tend to use include:

- **Affiliative Leadership:** “People come first”
- **Democratic Leadership:** “What do you think?”
- **Coaching Leadership:** “Try this...”

In the Goleman article *Leadership that Gets Results*; “There are six basic styles of leadership; each makes use of the key components in emotional intelligence in different combinations. The best leaders don’t’ know just one style of leadership – they’re skilled at several, and have the flexibility to switch between styles as the circumstances dictate.” (p. 1)
My current role is Director of Quality and Patient Safety for the Wichita Network. This includes three acute care hospitals, two rehabilitation hospitals, a behavioral health hospital which all together makes over 900 licensed beds. In addition, we now have Home Health Services in our umbrella. I report directly to the Executive Director of CCE, who reports to the Chief Medical Officer for the health system and then up to the CEO for Via Christi Health.
Via Christi Hospitals Wichita
- Via Christi Hospital St Francis
- Via Christi Hospital Harry
- Via Christi Hospital St Teresa
- Via Christi St Teresa Rehab Hospital
- Via Christi Rehab Hospital
- Via Christi Behavioral Health
- Via Christi Home Health Services

**Chief Medical Officer**

**Administrative Assistant**

**Executive Director, Center for Clinical Effectiveness**

**Al Miller**

**HC Accreditation Coordinator**

**Director, Process Improvement**

**Director, Quality/Patient Safety**

**Gretchen Blake**

**Scope:** Patient Safety and clinical quality, CMS reporting, NDNQI, and Infection prevention and control

**Director, Quality/Patient Safety**

**Quality Manager**

**Quality Analyst**

**Quality Analyst**

**Quality Analyst**

**Quality Analyst**

**Quality Manager**

**Quality Analyst**

**Quality Analyst**

**Quality Analyst**

**Infection Control Manager**

**IC Coordinator**

**IC Coordinator**

**IC Coordinator**

**Quality Analyst**

**PI Specialist Black Belt**

**PI Specialist Black Belt**

**PI Specialist Black Belt**

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To evaluate performance and provide part of the feedback process; I have designed several standardized tools which assist employees with goal development, a periodic performance review and annual evaluations:

- **Bi-weekly updates**
  - Accomplishments / Status update
  - Roadblocks
  - High-level “To Do” list for next two weeks
  - Areas to develop / resources needed

- **Individual Development Plan (IDP)**

- **Quarterly Goal Review**
  - Review IDP and goal progress
  - Assess needs
  - Support continual learning

- **Orientation Schedule: New Employees**

- **Annual Appraisal**
**Individual Development Plan**

**INDIVIDUAL DEVELOPMENT PLAN** | Planning Worksheet

Before starting this worksheet, the employee and manager will have agreed upon two core competencies in which to develop the plan. Please list those in the box provided.

This worksheet is designed for the employee to complete.

It allows for personal reflection, goal setting, and identification of possible development activities to be included in the IDP. The completed form will be used when meeting with the manager to create the final IDP Agreement.

In this meeting, specific action steps to develop the desired competency related goals will be determined.

**PERSONAL SOAR EXERCISE**

Individual development planning is all about creating current and long-term goals for your job and developing action steps towards accomplishing your plan. Before you know where you want to go, you need to look at where you are now. What is working, what needs attention, how can the department benefit from your learning?

Personal SOAR analysis (Strengths, Opportunities, Aspirations, and Results) will help in planning IDP Goals.

**Strengths**
- What are your greatest assets as they relate to the competencies you've identified?
- What do you really do well? What are your unique skills?
- What skills do other people recognize in you?
- What do you do better than most people you work with?
- What about yourself, are you most satisfied with?
- What experiences do you have that others don't?

**Opportunities**
- What possibilities exist to further develop skills, knowledge or ability related to competencies identified?
- Is there a future learning project that would allow you to learn new skills?
- What certifications would help you move ahead?
- What courses would help you expand your current role and help you move within the organization?
- What opportunities exist within your current job or job-related activities? How can these activities supplement your current plan? How will you track your progress and report these to your manager?

**Aspirations**
- What do you hope your professional future will look like related to the competencies identified?
- Do you want to coach, teach or train?
- Do you want to improve your leadership skills?
- Do you want to get a Bachelor's or Master's degree in what?

**Results**
- How will you measure your development in the 1 to 2 competencies identified?

Based on your Personal SOAR Analysis, identify the 2 professional goals you’d like to accomplish by this time next year. Use the SMART approach to setting your goals.

1. 

2. 

3.
Individual Development Plan

Stating "S.M.A.R.T." Goals and Objectives

S = SPECIFIC
Goals should be straightforward and emphasize what you want to happen, focus efforts, and clearly define what you are going to do. Specific is the What, Why and How.

WHAT are you going to do? Use action words such as direct, organize, coordinate, lead, develop, plan
WHY is this important to do at this time? What do you want to ultimately accomplish?
HOW are you going to do it?
Ensure goals are very specific, clear and easy.

M = MEASURABLE
If you cannot measure it, you cannot manage it. If the goal is accomplished, then it is a success. However, there are usually several short-term or small measurements built into the goal.

Choose a goal with measurable progress so you can see the change occur. How will you know when you reach your goal? Be specific!

Establish concrete criteria for measuring progress toward the attainment of each goal you set. When you measure your progress, you stay on track, reach your target dates, and experience the satisfaction of achievement that you pawn in continued efforts required to reach your goals.

A = ATTAINABLE
When you identify goals that are most important to you, you begin to figure out ways you can make them happen. You develop attitude, ability, skill and financial capacity to reach them. You begin seeing previously overlooked opportunities to bring yourself closer to the achievement of your goals.

Goals you set which are too far out of your reach, you probably will not commit to doing. Although you may start with the best intentions, the knowledge that it is too much means your subconscious will keep reminding you of this fact and stop you from even giving it your best.

R = REALISTIC
This is not a synonym for “easy”. Realistic in this case means “do-able”. It means the learning curve is not a vertical slope; the skills needed to do the work are available; the goal fits the overall strategy of the organization. A realistic goal may push the skills and knowledge of the people working on it, but it should not break them.

Be sure to set goals that you can attain with some effort; too difficult and you set the stage for failure, but too easy sends the message that you are not very capable. Set the bar high enough for a satisfying achievement!

T = TIMELY
Set a timeframe for the goal; for next week, in a month, in three months. Putting an end point on your goal gives you a clear target to work toward.

If you do not set a time, the commitment becomes too vague. It tends not to happen because you feel you can start at any time. Without a time limit, there is no urgency to start taking action now.

Time must be measurable, attainable and realistic.
### Employee: Quality Analyst Orientation Schedule

#### Quality Analyst Position Summary
Assists with the quality improvement, risk management, and infection control programs by completing clinical reviews, abstracting clinical data, conducting surveillance activities, maintaining and utilizing a variety of software programs and providing requested reports, charts and graphs.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Element of Performance</th>
<th>Mentor</th>
<th>Date Complete</th>
<th>Employee Initials</th>
<th>Mentor Initials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department Orientation</td>
<td>Introduction of peers, job description, establish personal goals, attendance policy, reporting structure, meetings, QRM shared drive, supplies, equipment setup, etc.</td>
<td>Gretchen Blake</td>
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<tr>
<td>Policies and Procedures</td>
<td>Read and understand the following P&amp;P: QRM: G-QIRM: 01,02, 63, 06; IC: IC-ADM-05, IC-HWP-03, IC-PRE-01, 04, 05, 06, 09.</td>
<td>Self Study</td>
<td></td>
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<tr>
<td>P&amp;P Database Maintenance</td>
<td>Overview of process, archiving, master log maintenance and filing.</td>
<td>Becky Hotze</td>
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<tr>
<td>Continuous Quality Improvement Learning</td>
<td>Readings from the following Textbooks: The Quality Toolbox, The Improvement Guide, The Memory Jogger 2, Lean Six Sigma Pocketbook</td>
<td>Self Study</td>
<td>TBD</td>
<td></td>
<td></td>
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<tr>
<td>Premier Academy and Database Overview</td>
<td>Complete the following training modules: QRM: Understanding QM Data Collector, Data Validation and Patient Data Extracts, IP Specification Changes effective 07/01/2012, All Quality Advisor Educational Sessions, Submitting and validating quarterly data.</td>
<td>Self Study, Diana Chipas</td>
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<tr>
<td>Quality Net (QNet) Overview</td>
<td>Basic orientation on database, reports, secured email and downloading reports.</td>
<td>Diana Chipas</td>
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</table>
The manager completes a competency assessment at the end of the orientation period which assists in uncovering needs and additional training for the new employee.

### GENERAL SKILLS

<table>
<thead>
<tr>
<th>Has knowledge of:</th>
<th>Areas to address (scores of 2 or 3)</th>
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<tbody>
<tr>
<td>Principles of quality process improvement and Lean-Six Sigma</td>
<td>1 2 3</td>
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<tr>
<td>Principles of Risk Management</td>
<td>1 2 3</td>
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<tr>
<td>Principles of epidemiology</td>
<td>1 2 3</td>
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<tr>
<td>Basic understanding of Microsoft Office, particularly Excel functions</td>
<td>1 2 3</td>
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<tr>
<td>Basic statistical calculations</td>
<td>1 2 3</td>
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<tr>
<td>Data display</td>
<td>1 2 3</td>
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<tr>
<td>Policy and Procedure maintenance</td>
<td>1 2 3</td>
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### DATABASE MANAGEMENT

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<th>Shows ability to function as database user/administrator for:</th>
<th>Areas to address (scores of 2 or 3)</th>
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<tr>
<td>Premier</td>
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<td>Quality Net</td>
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<td>Press Ganey</td>
<td>1 2 3</td>
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<td>DJRNI</td>
<td>1 2 3</td>
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<td>RL Solutions</td>
<td>1 2 3</td>
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<tr>
<td>Quality Net and NHSN</td>
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Excerpt from Orientation Schedule

During the new hire period, the manager uses this tool to monitor progress with the IDP. For those goals where progress is behind schedule, the employee and manager will work together on an action plan to assist in successful training and skill development.

<table>
<thead>
<tr>
<th>Description of Goal and Progress</th>
<th>Started</th>
<th>Good Progress</th>
<th>Completed</th>
<th>Not Started</th>
<th>Goal for Completion</th>
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Date of Review: ___________________________  Completed by: ___________________________  Employee Initials: ___________________________
Bi-Weekly Updates...

- Accomplishments / Status update
- Roadblocks
- High-level “To Do” list for next two weeks
- Areas to develop / resources needed
Communication is vital in business today and one of the most succinct and simple methods I have found is in the methodology outlined by Kerry Patterson, et al in the book Crucial Conversations. At the heart is to address issues real-time and “SHARE”

- Share your facts
- Tell your story
- Ask for other’s paths
- Talk Tentatively
- Encourage Testing
Conflict is a normal part of relationship and business. The difference is being able to discuss issues head-on and turn those disagreements into an opportunity to move forward is the key. The following are the ground rules that I employ:

- Observe body language as well as what is being said
- Resolution is the goal – not in winning or “being right”
- Stay focused on the present
- Pick your battles
- Be willing to forgive and say “thank you for the feedback”
- Know when to let it go
Change Management Process

Kotter's Eight Steps to Change...

According to John Kotter’s research, 70% of all major change efforts in organizations fail because simply, most fail to take a fundamental approach and see the change through. My approach to change management follows Kotter’s 8-step process:

1. Establish a sense of urgency
2. Create a guiding coalition
3. Develop a change vision
4. Communicate the vision and obtain buy-in
5. Remove obstacles
6. Go after a few short-term wins to gain momentum
7. Never let up
8. Incorporate change into the culture of the organization
