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**The Baldridge Foundation
Institute for Performance Excellence**

Presents:

**Building A Culture Of Performance
Excellence Through Team-Based Coaching**

January 31, 2023



Mac Baldrige Society Institute Trustees



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Opening Remarks/Agenda

Introduction	Jerry Rees, Chief Operating Officer, Baldrige Foundation
Presenters	Dennis Delisle, Sc.D., FACHE, Executive Director, University and Ross Heart Hospitals, The Ohio State University Wexner Medical Center Michael Martin, PT, MPT, Associate Executive Director, Ross Heart Hospital and Heart & Vascular Center, The Ohio State University Wexner Medical Center
Audience Questions	Moderator – Jerry Rees
Closing Remarks	Jerry Rees

Building A Culture Of Performance Excellence Through Team-Based Coaching

Dennis R. Delisle, Sc.D, FACHE
Michael Martin, PT, MPT

January 2023



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Disclosures

Dr. Delisle and Mr. Martin have no relevant financial relationships nor relevant non-financial relationships to disclose.

Objectives

By the end of this webinar, participants will be able to:

- Develop a strategy to adopt/ adapt a team-based coaching program to accelerate cultural transformation with your organization and teams
- Prioritize and integrate leadership development into your core operation to achieve long-lasting results



Agenda

- Introduction/ Organizational Overview
- Why: Vision & Leadership Philosophy
- What/ How: Team Coaching Approach
- Results & Next Steps
- Q&A





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Introductions and Organizational Overview

Presenter Introductions



**Dennis Delisle, Sc.D.,
FACHE**

Executive Director

University Hospital and
Ross Heart Hospital



Michael Martin, PT, MPT

Associate Executive Director

Ross Heart Hospital and
Heart & Vascular Center

About The Ohio State University Wexner Medical Center

U.S. News and World Report | Best Hospital Rankings



Nationally ranked in 10 of 15 specialties	Ranked #2 in Ohio
Rated "High Performing" in 13 of 17 procedures and conditions	
Recognized in 24 types of care	Ranked #1 Columbus Metro
#1 HOSPITAL IN COLUMBUS	



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- 7 Hospitals
- Comprehensive Ambulatory footprint
- Post-acute Division
- 23,000 employees
- Health Science Colleges (Medicine, Nursing, Pharmacy, Public Health, Health & Rehab Sciences, etc.)

About University Hospital and Ross Heart Hospital

University Hospital:

- Level I Trauma Center, advanced intensive care units, Level III neonatal intensive care unit and a comprehensive burn center, comprehensive transplant center

Richard M. Ross Heart Hospital:

- Heart & Vascular dedicated facility with each floor specializing in services such as cardiac and vascular surgery, heart and lung transplantation, ECMO, and heart failure

Combined Operation:

- 900-beds
- 6,000 employees
- \$1.5 B operating revenue



- **The future is bright: New Hospital Tower opening Spring 2026!**
 - 26 floors, 2 Million sqft
 - 820 beds (180 ICU beds)
- 24 ORs, 20+ Procedural Rooms



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Why:

Vision & Leadership Philosophy

Our Vision

- Goal: To ***“be the best at getting better”***
- Developing a Culture of Excellence in **WHAT** we do and **HOW** we do it



Moving from Current to Future State

Our Challenges:

- Quality is strong with potential to be exceptional
- Large organization, inefficient and slow to respond
- Financial pressure

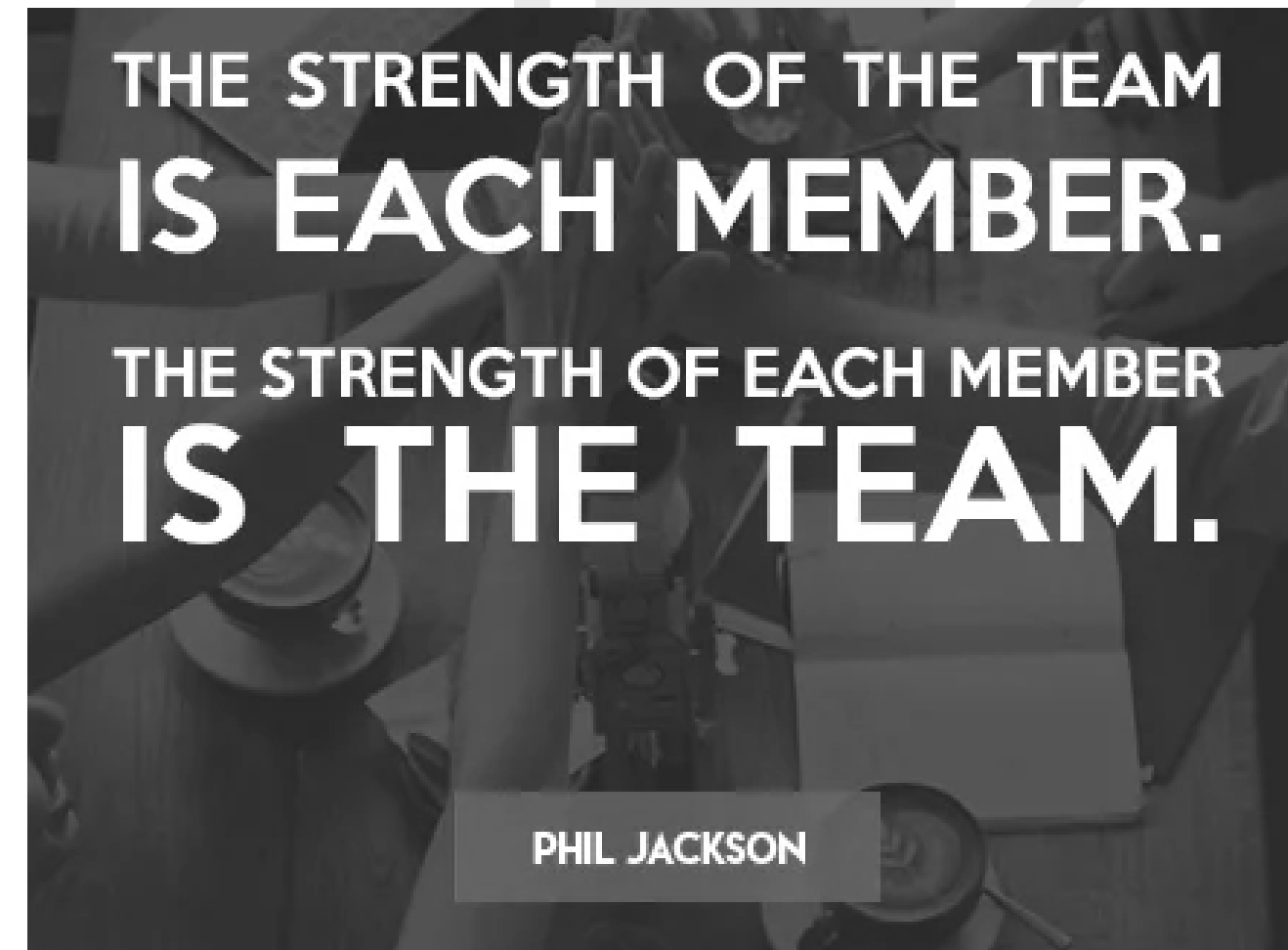
Our Aspirations:

- Top decile performance in quality
- Nimble, team-of-teams model to drive efficiency and collaboration
- Meaningful employee engagement/ connection to our 'Why'
- Financially resilient



Leadership Philosophy

- Team-first mentality (“we before me”)
- Intention development:
 - **What** we do: Operational Excellence Training
 - Process-focus
 - Improvement orientation
 - Standard toolkit for project management/ execution
 - **How** we do it: Leadership Development
 - Alignment, Action, Accountability
 - Team-based culture
 - Trust within and amongst teams
 - Healthy conflict, challenge the status quo



The WHY

- **Our Mission:** To improve health in Ohio and across the world through innovation in research, education and patient care.
- Initial step in establishing the WHAT and HOW
- Aims:
 - Mobilize our team of teams around organizational mission, vision, values and enterprise priorities
 - Cascade goals and performance metrics to align with the organization's **WHY**

“He who has a why to live for can bear almost any how.” — Friedrich Nietzsche





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What and How:

Team-Based Coaching Approach

Forming the Team: Foundational Restructuring

Proven model to drive outcomes and accountability in a complex system

- **Triad Leadership Model** (senior leader oversight)
 - Physician, Nurse, Administrative senior leaders working in a “Team of Teams” model
 - Create focus on priorities and ownership
- **Dyad Leadership Model** (local, unit-specific oversight)
 - Physician and Nurse unit leaders (e.g., nurse managers, medical directors)
 - Create focus on priorities and ownership, especially around **quality, safety, patient experience, and efficiency**



Why Do This?

- Drive **ALIGNMENT, ACTION,** and **ACCOUNTABILITY**
 - Proven model to drive outcomes and accountability in a complex system
- Opportunity to empower/ develop leaders
- Create focus on priorities and ownership for managing

Evaluating Leadership Effectiveness

Criteria of Effective Leadership	Operations	Dyad/Triad
1. Speed of decision making	Quick	Moderate to slow
2. Implementation of change	Moderate to slow	Quick
3. Executive Power	Centralized	Shared
4. Trust of Administration	Weak	Strong
5. Stakeholder engagement	Poor	Good
6. Role clarity	Clear	Mixed
7. Communication and coordination of decisions	Good	Good
8. Rapid cycle/Point of care innovation	Poor	Good

Triad Oversight Teams:

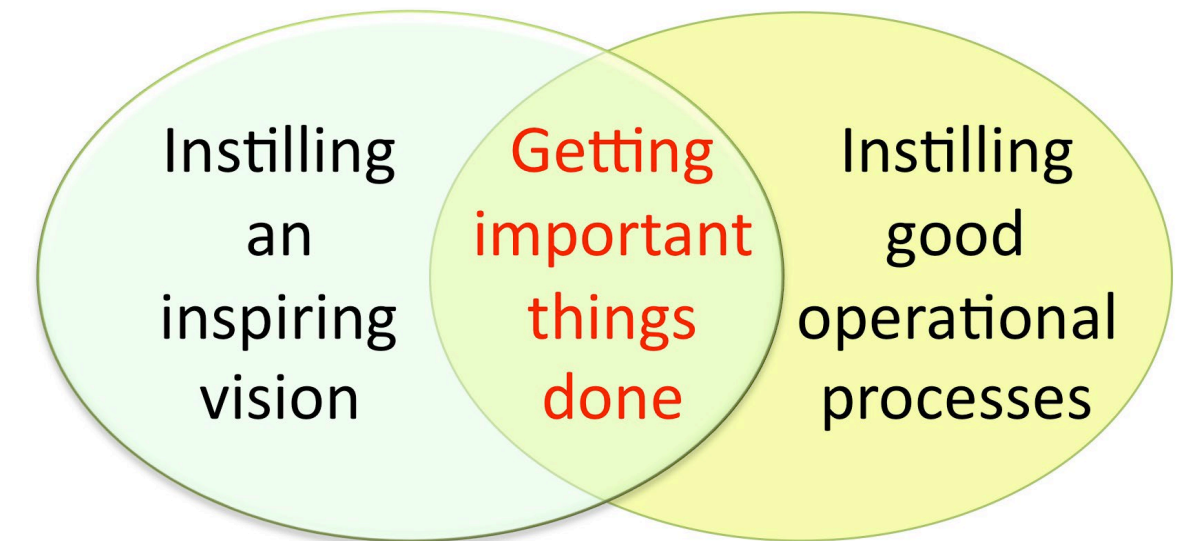
- Quality and Safety
- Critical Care
- Inpatient Medical Services
- Inpatient Surgical Services
- Emergency Medicine
- Perioperative Services
- Patient Flow



WHAT: Strategies for Leadership Development

- Focus on developing our leaders through multimodal learning mechanisms
 - Individual **management** competencies
 - Operational Excellence
 - Lean Six Sigma training and application
 - “Know Your Numbers”
 - Individual **leadership** competencies
 - “Leader Learner Conferences”
 - Leadership Rounding
 - Mentorship
 - Team-based **leadership** and **culture-shaping** competencies
 - Team-based coaching
 - Appreciative Inquiry

Leadership & Management



By David Truss – <http://pairadimes.davidtruss.com/leadership-and-management/>

WHAT: Team Coaching Framework



The 5 Dysfunctions of a Team

- Simple framework built on foundation of Trust
- Model shapes arc of discussions throughout fiscal year, progressing from Trust through Results


HOW:

- Approach: Limit “homework”; focus on practical content with tangible application; leader facilitation with peer discussion and mentorship
 - Assignments: Monthly TED Talks/ short videos on topics aligned to 5 Dysfunctions Model
- 90-minute monthly meeting with Triad Leadership team
 - Small group discussion question reflection
 - Large group debrief/ discussion facilitated by operational executives
- Bi-monthly participant 1:1s (random rotation/assignment) to conduct Appreciative Inquiry Interviews
 - ***Shift from transactional to relationship-based culture***



Team-Based Coaching: Examples of Monthly Progression

JULY
5 dysfunctions of a team
Patrick Lencioni




Lencioni reveals the five dysfunctions which go to the very heart of why teams even the best ones often struggle. He outlines a powerful model and actionable steps that can be used to overcome these common hurdles and build a cohesive, effective team. A Powerful yet deceptively simple message for all those who strive to be exceptional team leaders.

Discussion Questions:


1. Which of the '5 Dysfunctions' do you feel is the biggest obstacle for your team/ our organization?
2. What characteristics of an ideal culture would help us reach our aspirational goals/ vision?
3. What actions would you take to contribute to the lack of trust and psychological safety?

Challenge of the Month:

- What one action will you take to help build trust and safety on this team? Share this action with your direct reports and discuss how they can support you.



AUGUST
Building a Psychologically Safe Workplace
Amy Edmondson



It matters because every one of these moments, every time we withhold, we rob ourselves and our colleagues of small moments of learning, and we don't innovate. We don't come up with new ideas. We are so busy, unconsciously, for the most part, managing impressions that we don't contribute to creating a better organization. The nurses don't call, the pilot doesn't speak up, the executive doesn't say anything.


The good news is that not every workplace is in fact this way. There are some workplaces where people absolutely wake up in the morning, if not eager, at least willing and ready to take the interpersonal risks of learning. I call these special workplaces ones that have psychological safety.

Discussion Questions:


1. Do you agree with each of Amy Edmondson's observations about the benefits of a psychologically safe work environment? Why or why not?
2. Think of a time when you worked in a psychologically safe environment. What behaviors contribute to creating psychological safety?
3. What behaviors damage psychological safety?

Challenge of the Month:

- Share this video with your direct reports and discuss where they see your team within the four zones and why.



SEPTEMBER
Why Good Leaders Make You Feel Safe –and- Performance vs. Trust
Simon Sinek




What makes a great leader? Management theorist Simon Sinek suggests, it's someone who makes their employees feel secure, who draws staffers into a circle of trust. But creating trust and safety – especially in an uneven economy -- means taking on big responsibility.

Discussion Questions:


1. Describe a time when you felt like you could trust your organization's leaders. What did the environment look/feel like to you?
2. What is the role of a leader to create an environment/circle of trust and safety? Where do we excel and what are our gaps?
3. Do you agree with Simon Sinek's philosophy to put more of an emphasis on trust rather than performance? Why or why not?

Challenge of the Month:

- Meet with your team to discuss what a safe and trusting environment looks/feels like to them. Discuss how you can partner to maintain or develop a safe/trusting space.
- Reflect on your team members' performance vs. trust. Discuss expectations with your team regarding the important balance of performance and values.



OCTOBER
How to disagree productively and find common ground
Julia Dhar




Some days, it feels like the only thing we can agree on is that we can't agree -- on anything. Drawing on her background as a world debate champion, Julia Dhar offers three techniques to reshape the way we talk to each other so we can start disagreeing productively and finding common ground -- over family dinners, during work meetings and in our national conversations.

Discussion Questions:

1. What does "intellectual humility" look like and how can we model this for our teams?
2. How does opening up to the idea of being wrong change the conflict conversation?
3. What strategies could you use to find "common ground" that everyone agrees on?

Challenge of the Month:

- Over the next 4 weeks, identify situations where conflict arises at work. Notice what assumptions you may have based on the person's identity. Practice the strategies from the TED Talk:
 - Find common ground. *What is it that we agree on?*
 - Stop talking and start listening
 - Stop dismissing and start persuading
 - Stop shutting down and start opening minds



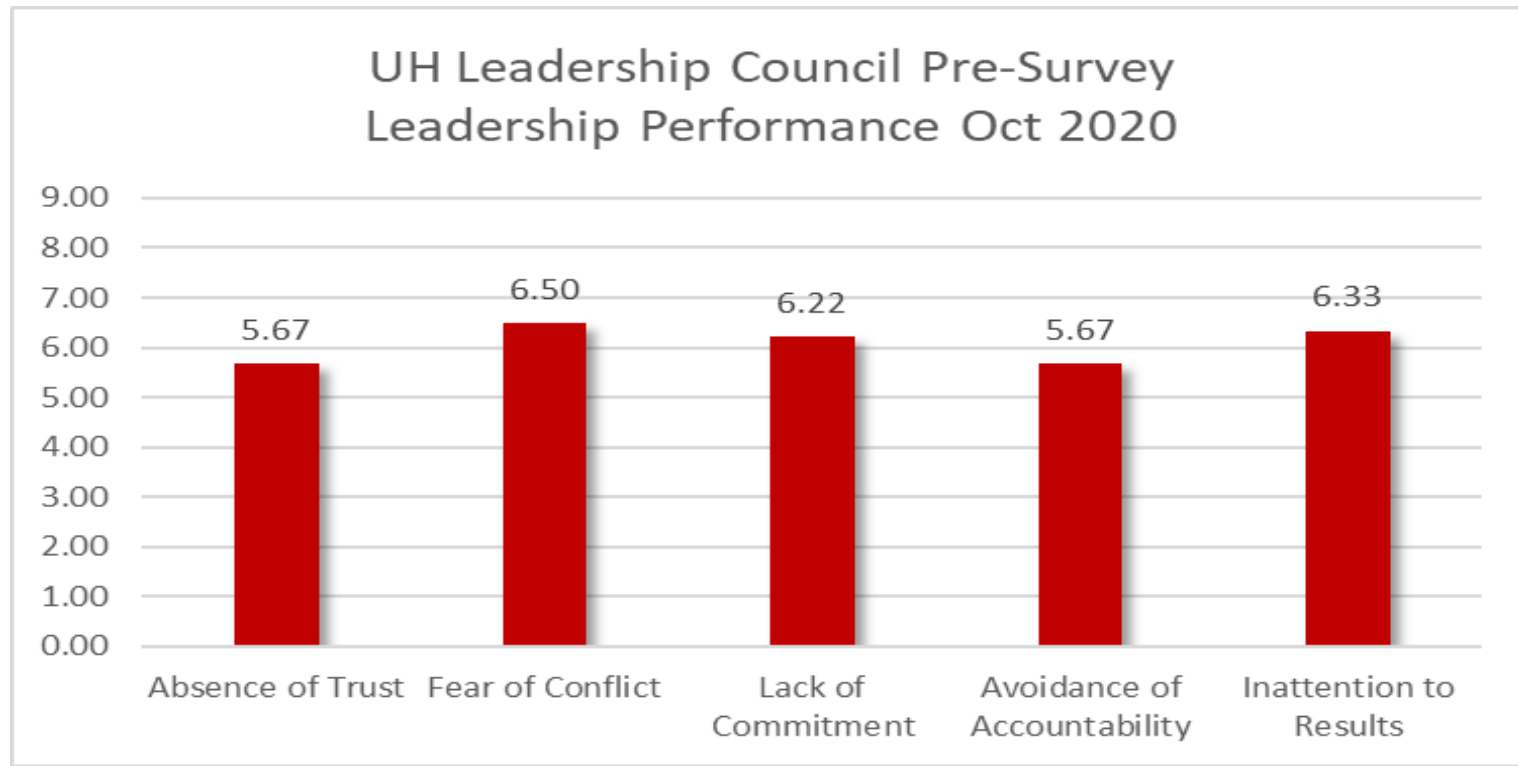


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Results and Next Steps

Baseline Results



5 Dysfunctions of a Team Assessment

Using the scale below, indicate how each statement applies to your team. Please briefly evaluate the statements without over-thinking your answers.

3 = Usually 2 = Sometimes 1 = Rarely

1. Team members are passionate and honest in their discussion of issues.
2. Team members call out one another's unproductive behaviors.
3. Team members know what their peers are working on and how they contribute to the collective good of the team.
4. Team members quickly and genuinely apologize when they say or do something inappropriate or possibly damaging to the team.
5. Team members willingly make sacrifices (such as budget, turf, head count) in their departments or areas of expertise for the good of the team.
6. Team members openly admit their weaknesses and mistakes.
7. Team meetings are compelling and not boring.
8. Team members leave meetings confident that their peers are completely committed to the decisions that were agreed on, even if there was initial disagreement.
9. Morale is significantly affected by the failure to achieve team goals.
10. During team meetings, the most important and difficult issues are put on the table to be resolved.
11. Team members are deeply concerned about the prospect of letting down their peers.
12. Team members know about one another's personal lives and are comfortable discussing them.
13. Team members end discussions with clear and specific resolutions and calls to action.
14. Team members challenge one another about their plans and approaches.
15. Team members are slow to seek credit, but quick to point out those of others.

Scoring: Combine your scores for the preceding statements as indicated below.

Absence of Trust	Fear of Conflict	Lack of Commitment	Avoiding Trust Accountability	Inattention to Results
4:	1:	3:	2:	5:
6:	7:	8:	11:	9:
12:	10:	13:	14:	15:
Total:	Total:	Total:	Total:	Total:

Scores
 High Functioning = 8 - 9
 Medium Functioning = 6 - 7
 Low Functioning = 0 - 5

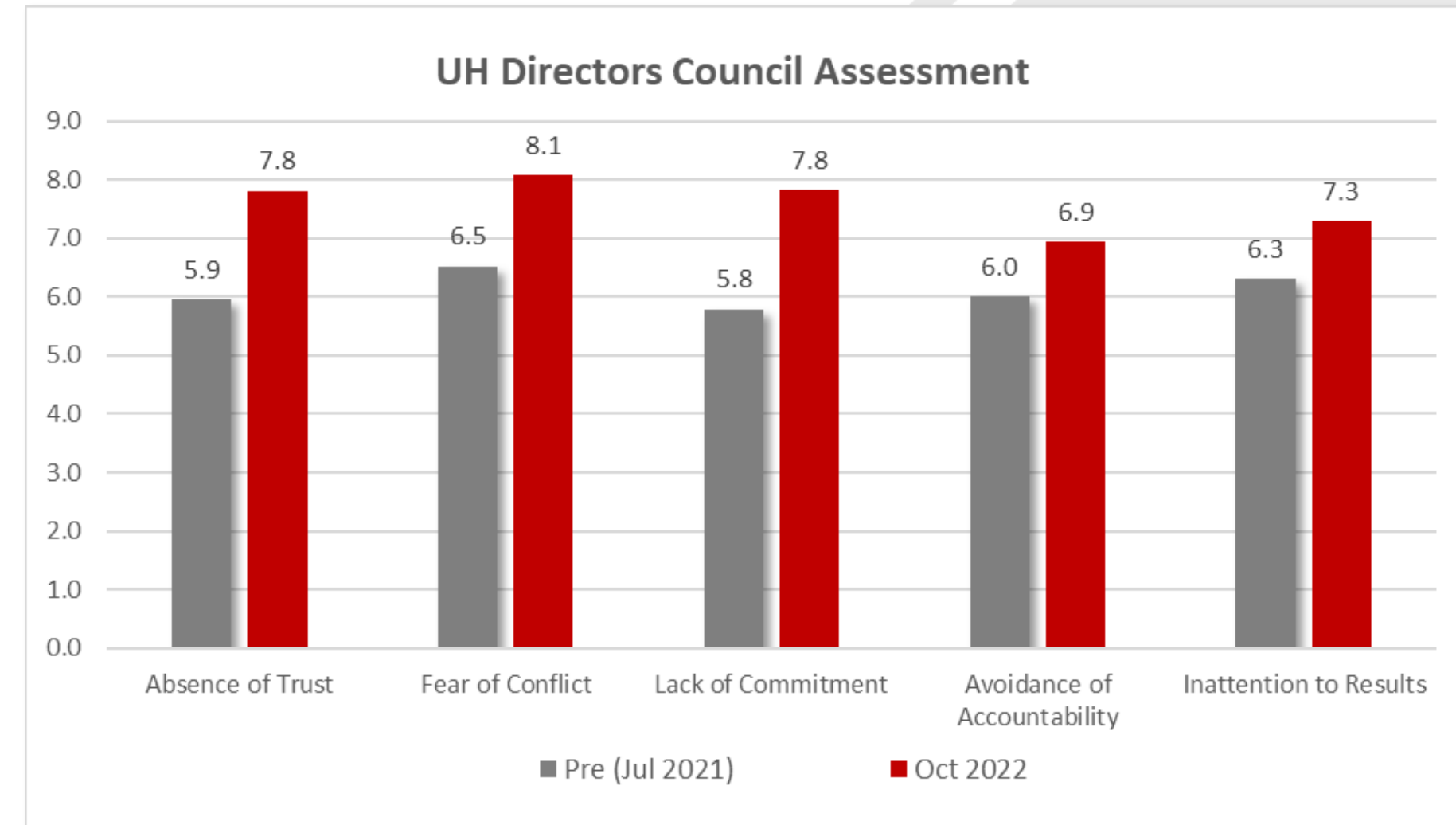
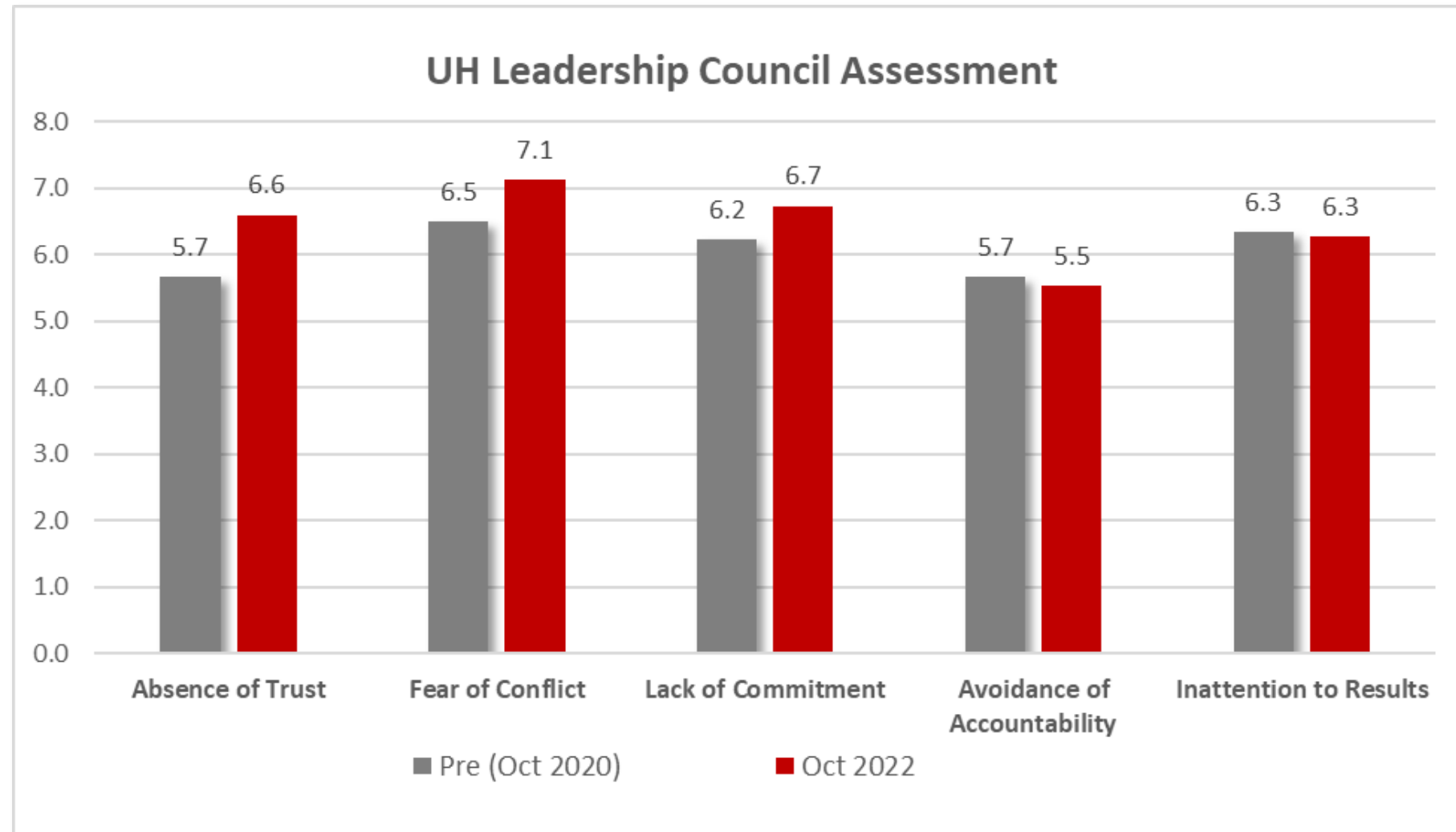
Teams are surveyed every 6-8 months using this assessment



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Initial Results after Initiating Team Coaching Program



- Positive Results: Trust, Conflict, and Commitment
- Opportunities for Improvement: Accountability and Results

Team Culture Self-Assessments

“What feels different (positive) about how we are working together?”

- Understand system priorities and strategic plans, better goal alignment
- Sense of connection
- Teamwork (fewer silos)
- Collaboration/ communication
- Focused structure (meetings and agendas)

What feels the same that needs to change for us to achieve our vision/ expectations?

- Courage to do things differently, ask why and make change
- System-wide alignment of goals/ initiatives
- Not everyone displays expected leadership behaviors
- Some people focused on individual/ personal success rather than team success
- Diversity of leaders and their input



Team Coaching Progression – Our Journey

- **Year 1:** Introduction of format, core themes, team -of-teams model
 - Senior Leadership Level
- **Year 2:** Cascade and elevate expectations
 - Senior Leader and Director Levels
- **Year 3:** Scale programming and expectations
 - Associate Directors, Managers and Dyad Leaders

Next Steps

- Dedicated resources to partner with executive leaders
- “Train the trainer” to scale to additional Dyad and frontline leaders
- Create robust development platform/ institute to drive Performance

Excellence

- Lean Six Sigma, Coaching for Performance, Financial/Business Acumen, High Reliability

Conclusion

**The truth is that
teamwork is at the heart
of great achievement.**

John C. Maxwell

- Invest in your people and develop leaders
- Real culture change requires intentional action, long-term view, and daily diligence
- Keep it simple- the interactions/ reflections are where real growth happens
- Be brave and vulnerable

Thank You

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Panelist Questions and Discussion



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Jerry Rees
Chief Operating Officer
Baldridge Foundation
(Moderator)



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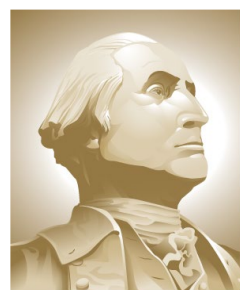
Construct organizational components and align the design with the strategy.

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Provides a framework for planning in uncertain times by giving organizations a structured way to think about the future.

Strategic Thinking in the 21st Century

Align day-to-day decisions to your organization's strategic direction.

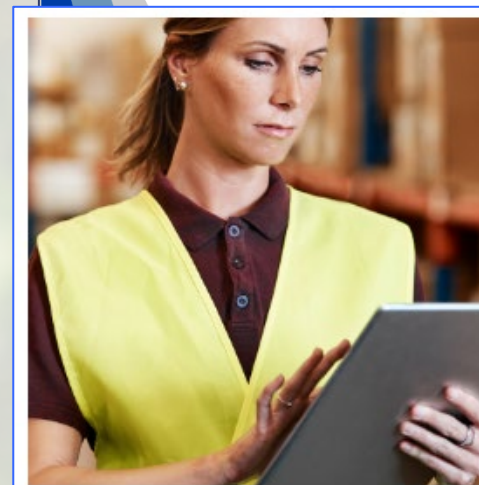


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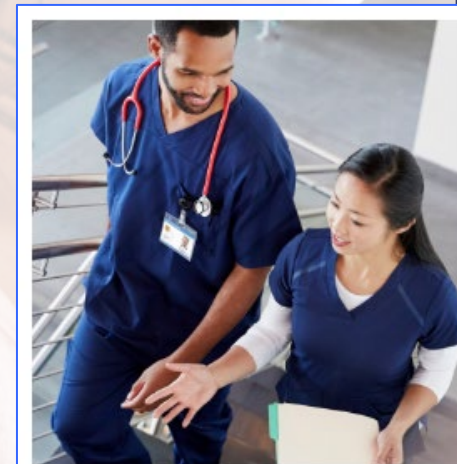
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Lean Six Sigma Yellow Belt	\$125
Lean Six Sigma Green Belt	\$257
Lean Six Sigma Black Belt	\$399
Lean Six Sigma Master Black Belt	\$699
Diversity & Inclusion Yellow Belt	\$99
Process Improvement Specialist	\$299
Project Management	\$157
Supply Chain Management	\$299
Agile Professional	\$299
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Health Care White Belt	\$50
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Supply Chain Management



Lean Healthcare Professional





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