

New Roles in the Transformation of KP

Evolving Leader Roles

Although a lot is changing, many things are staying the same. For management, the duty to manage is still a key component of the job, which includes performance management, hiring and firing authority and ensuring safe working conditions. Physician sponsors/leaders retain ultimate responsibility for clinical decision making, and union leaders retain the responsibility to represent. You retain these individual responsibilities, while working in a more collaborative way to solve problems.

All three constituencies are responsible for:	
[✓]	Success of the department
[✓]	Success of Kaiser Permanente and the unions
[✓]	Involving employees in effective decision making
[✓]	Supporting the Partnership
[✓]	Securing LMP and UBT training for employees
[✓]	Establishing effective labor management relations
[✓]	Making sure employees provide a superior health care experience for health plan members



Each retains the following constituency-specific responsibilities:

Union Leaders/Stewards	
[✓]	Duty of fair representation
[✓]	Grievance filing/handling
[✓]	Contract enforcement/negotiation
[✓]	Building solidarity within the union
[✓]	Organizing

Physicians	
[✓]	Ultimately accountable for clinical decision making for care of member/patients
[✓]	Clinical supervision of allied health personnel
[✓]	Responsible for clinical quality

Managers	
[✓]	Personnel responsibilities (final authority for hiring and firing)
[✓]	Performance management (goals, reviews, rewards, development)
[✓]	Safe work environment

Management Sponsors and Leaders

The role of mid-level management leaders is evolving from directing the workforce to coaching, facilitating and supporting frontline teams with necessary systems and resources, while representing the interests of management through interest-based problem solving. Most mid-level management leaders will become sponsors of UBTs by the end of 2010. **If management UBT co-leads report to you, you are a UBT sponsor.**

Management Sponsors:	
[✓]	Ensure success of the department
[✓]	Help teams understand regional priorities and what's at stake financially
[✓]	Support teams as they develop skills for performance excellence
[✓]	Meet regularly with UBT co-sponsors and co-leads to review results, identify problems and facilitate team development of PDSA cycles using the RIM model
[✓]	Broadcast results so everyone is motivated to participate
[✓]	Provide timely and appropriate rewards and recognition for UBT performance



Key Tip!

The hardest change for many managers is to let go. You're used to driving the work. But now you are being encouraged to ask people to step up, own a problem and develop solutions. People learn by doing. Ensure your teams are prepared and then let them go. Check in with them, monitor progress and be responsive when asked for help. Then acknowledge and reinforce the efforts and results.



POCKET COACHING

AS MANAGERS, SUCCESSFULLY SPONSORING UNIT-BASED TEAMS MEANS:

1. As UBTs become effective at improving performance, and address issues for themselves, you will have more time for other responsibilities.
2. Using time in new and creative ways. Use standing meetings with your teams (staff) and co-leads (direct reports) to conduct your sponsorship activities and address UBT issues.
3. Your employees will feel more satisfied, which leads to stable staffing and less turnover.
4. You will help create a culture of "no blame and no excuses."
5. Your members/patients will benefit from improved quality and service.

This tool and many others may be found **online** at the [Sponsor and Leader Resource Guide for UBTs](#).



Key Tip!

Traditionally, physicians have not been trained to work in a team of equals to design efficient, patient-centered workflows. With UBTs, physicians may need to practice communicating more clearly, listening attentively and sharing some of the non-clinical decision making. Doing these things will motivate team members to participate, take risks and have increased confidence in their ability to make changes for the betterment of patients and members.



Physician Sponsors and Leaders

If UBT physician co-leads report to you, you are a UBT sponsor. Unit-based teams are more successful with **active physician engagement**. The key is to engage physicians in new ways, while continuing to maximize clinical time—such as physicians being active participants on clinical care UBTs. As sponsors, physician leaders help other physicians use their natural leadership and clinical expertise to guide teams by ensuring the member/patient is at the center of all decisions, metrics are used appropriately and implications of proposed changes are understood. **Remember, the team is the building block in the care delivery system.**

Physician Sponsors:	
[✓]	Understand the frames of reference (perspectives, culture, history, needs, maps, interests) of their co-leads and team members
[✓]	Help co-leads lead teams in developing appropriate milestones and good problem statements
[✓]	Get other physician input and share with the team
[✓]	Promote UBT projects and changes with colleagues
[✓]	Suggest successful practices that the UBT could emulate
[✓]	Are informed and engaged with the work of the UBT

AS A PHYSICIAN LEADER, SUCCESSFULLY SPONSORING UBTs MEANS:

1. Team members are more engaged. UBTs become a great place to work, leading to a more stable team. This contributes to continuity of care and quality improvement.
2. You will see improved patient care as work flows become more efficient and total panel ownership/management is shared by the team.
3. You will have more success introducing new initiatives or guiding the improvement of clinical care through the team-based platform.
4. Your team will spend more time focused on system issues rather than personal issues.
5. Physicians are still leaders of the clinical team and all members of the team focus on caring for member/patients—keeping them as healthy as possible.

This tool and many others may be found **online** at the [Sponsor and Leader Resource Guide for UBTs](#).

Union Sponsors and Leaders

Union Leaders—union stewards and other representatives—play a critical role as sponsors of unit-based teams. With UBTs they take on increased leadership responsibilities, partner with managers and physicians in interest-based problem solving and consensus decision making, and coach and support their union member colleagues who participate on UBTs.

Union Leader Sponsors:	
[✓]	Use their skills and experience to help teams advocate for member/patients, make better decisions about patient care and improve quality and service.
[✓]	Help create a more satisfying workplace by working with co-leads and teams to select improvement work that maximizes scope of practice and leads to real improvement.
[✓]	Improve morale and the quality of work life by demonstrating active partnership with their co-leads, co-sponsors and colleagues.
[✓]	Empower employees in decision making and create an environment where teams see their work in new and different ways.



Key Tip!

Union stewards are used to representing workers in bargaining or addressing workers' issues in grievances. Now, along with other union leaders, they are being asked to communicate about and lead change, connect the goals of UBTs to organizational strategies and partner with other sponsors to obtain resources and remove barriers. As a sponsor/leader, union stewards model new behaviors and help set the tone for UBT work.



POCKET COACHING

AS A UNION LEADER, SUCCESSFULLY SPONSORING UBTs MEANS:

1. You will see team members develop confidence as you encourage all voices to be heard.
2. You will spend less time on issues as teams learn to reach resolution themselves.
3. You will develop personal skill with RIM as you support teams in using it.
4. You will create a learning environment in which employees learn by doing and see the resulting improvement.
5. You will have more collaborative relationships with your co-sponsors.

This tool and many others may be found **online** at the [Sponsor and Leader Resource Guide for UBTs](#).

Transformative Behaviors



A New Mindset

Given the Case for Change, we know KP has to move quickly to achieve its goals. We want to be the model for health care in our country. To accomplish this, labor, management and physicians must collectively examine their behaviors and attitudes and refocus energy on the member.

All three constituencies will have to give up stereotypes about the other entities, as well as their own—and understand that everyone needs to change for us to be successful. **If everyone changes a little, we all change a lot.**

Physicians will have to acknowledge that...	Labor will have to acknowledge that...	Management will have to acknowledge that...
Labor is well positioned to identify system problems/waste and create viable, sustainable solutions.	Physicians are ultimately accountable for clinical care and all employees must work upward within their scope of practice.	Management must be part of the team, coaching and empowering to achieve a balance between process, relationships and results.
Each member of the team contributes to the total member/patient experience.	Labor’s role is to support the physician/patient plan, contributing to the best possible outcomes for patients/members.	Labor wants to be a credible contributor and partner. This requires management to be transparent with information and encourage participation in areas that are new to labor.
Physicians must hold themselves and each other accountable for top performance to ensure the viability of KP.	Labor input is important, but to management traditionally has been held accountable for the budget.	Physicians, labor and management will be required to understand each other’s work in order to create an environment that supports the goals of Kaiser Permanente.

Joint decision making means joint accountability for labor, management and physicians.