Leadership and Cesarean Section Reduction

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Change

“Ever since we figured out fire, stone tools, language and the other great innovations of early humankind, change has been upon us. That’s why they call it evolution. That the rate of change today is arguably faster than it has ever been before is probably true.”

From: Design Thinking for Strategic Innovation
Idris Mootee
Opinion Leaders vs. Audit/Feedback

- 76 physicians in 16 community hospitals
- Looked at trial of labor
- After 24 months no difference between control and groups in audit and feedback group
- Opinion leader groups were 85% higher than controls and 46% higher than audit groups
- No adverse outcome differences

Lomas et al, JAMA 1991;265:2202
The role of leadership

- Leadership, tools, and organizational processes play an important role in developing and embedding a reliable-seeking culture across an organization.
- Progress toward a reliability-seeking, system-oriented approach to care remains ongoing, and movement in that direction requires deliberate and sustained effort by committed leaders in health care.

Weaver, Health Care Manage Rev. 2015 Jul-Sep;40(3):183-92
Checklist for Change

✓ Governance/Champion
✓ Culture of Multidisciplinary Teamwork
✓ Ability to develop “best designed workflow”
✓ Robust data skills
✓ Can appeal by all forms of persuasion
✓ Can focus efforts on target clinicians
✓ Adequate support/ educational/ communication staff and systems
4 Key Strategies to Reduce Primary Cesareans

Establish the view that “Cesarean Section rates are important” among employers, purchasers and health plans

Provide rapid-cycle data with standard measures for all facilities and providers

Promote public and patient engagement

Change the culture on L&D to better support labor and vaginal birth
Governance and Champions

• Senior leadership on board and will support
• A well defined governance structure with multidisciplinary representation which provides oversight, defines the goals, approves the changes and backs up the staff/champions
• A champion (opinion leader) who is highly visible, enthusiastically supports and is well respected
Primary CS Reduction Champions

- Must be multidisciplinary
  - OBGYN/MFM Champion
  - Anesthesia Champion
  - RN Champion
  - Information Systems/Data Analyst
Culture of Safety/Improvement

• Must be multidisciplinary effort with all members of the teams needs respected
• Team must meet regularly
• Ability to provide a safe environment for: 1) Listening; 2) Questioning; 3) Persuading; 4) Respecting; 5) Helping; 6) Sharing and 7) Participating
• Successful teams will soon learn to have a “system-wide” view rather than just their own area or discipline
Expert in “Best Designed Care”

• Ability to develop best practice guidelines which are clearly evidence/expert opinioned supported
• Should be designed with both “patient” and “staff” views of the workflow attempting to optimize both
• Input from all disciplines
• Workflow is efficient and “makes the right thing the easiest thing to do”
Using Data to Fullest

- Must have the ability to collect and distribute robust clinical data: Debrief all drills and hemorrhage events
- Should be a by-product of digital clinical record
- Accurate and up-to-date data provided
- Routinely analyzed for completeness and accuracy (providers must believe accurate)
- Feedback in multiple forums/techniques on regular basis
- Hawthorn effect is encouraged
Being Persuasive

• Aristotle’s "ingredients for persuasion"
  – **Ethos** is an appeal to ethics, and it is a means of convincing someone of the character or credibility of the persuader.
  – **Pathos** is an appeal to emotion, and is a way of convincing an audience of an argument by creating an emotional response.
  – **Logos** is an appeal to logic, and is a way of persuading an audience by reason

• Vast majority of healthcare providers went into our profession to help patients
How to Be Persuasive

• Examples:
  – **Ethos** – “patients deserve the best care”, “patient safety must come first”, “patient centered care”
  – **Pathos** “we went into healthcare to help patients”, “it feels good to improve our care”, *tell a patient story*, “we will all be patients”
  – **Logos** “statistics show better long term outcomes”, “results return quicker”, “reduced complications”

• Good idea to share “WIIFM” with all users
Focus on the Target Population

- Analyze your those who will by their utilization statistics
- Example: “75% of deliveries done by 25% of physicians”
- Target groups get specialized messaging and training, what persuasion method works best?
- Move the bell shaped curve to move the “laggards”
Geoffrey Moore’s ‘Crossing the Chasm’ diagram

circa 1991
Adequate Support

• Adequate support/ educational/ communication staff and systems
• Staff to organize information and materials
• At the elbow support
• Educational support in multi-modal adult learning
• Professional internal marketing expertise
• Defined change management techniques and systems
Where do you stand?

✔ Governance/Champion
✔ Culture of Multidisciplinary Teamwork
✔ Ability to develop “best designed workflow”
✔ Robust data skills
✔ Can appeal by all forms of persuasion
✔ Can focus efforts on target clinicians
✔ Adequate support/ educational/ communication staff and systems
Collaboration Helps

- Experience shows change is easier when we work with others
- Sharing ideas accelerates everyone and stimulates/rewards with positive reinforcement
- Rely on natural competitive nature
- “I was going to ask that but…”
Confidence Helps:
The difficult we do immediately,
The IMPOSSIBLE takes a little longer!

Gen. George S. Patton
First Steps

- Confirm senior leadership support
- Define multi-disciplinary team
- Assess your culture and governance strengths and weaknesses
- Get some quick wins
- Market your efforts (burn the bridges)

  - Change is about using “golden parachutes” to get off “burning platforms”
Have Fun!

- Keep the positive attitude
- Celebrate the successes, one win leads to another
- Use transparent enthusiasm
- "Realists" are between "Cock-eyed optimist" and "Blatant pessimists"
- Remind everyone that it is always a work in progress
Questions?