

Reenergizing your Performance Culture:

Engaging Mindsets, Skillsets, and
Toolsets



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Now part of  ADVOCATEHEALTH

Organizational Overview

ACL operates as the enterprise laboratory for Advocate Health and is the largest non-profit laboratory in the nation supporting an IDN. ACL provides all laboratory services in clinical and anatomic pathology.



Geography

ACL reach spans six states:

- Alabama
- Georgia
- Illinois
- North Carolina
- South Carolina
- Wisconsin



Outreach

ACL has a robust and profitable inreach/outreach business.



Strategy and Growth

ACL has strategic plans through a series of goals that include expanding inreach/outreach, conversion to value-based care, precision medicine, academic/research (AI), partnerships, workforce development, digital pathology, and direct to consumer.

ACL KEY NUMBERS

5100
Teammates

60 Million
Tests Annually

205
Pathologists
with multiple
subspecialties

ONE
Academic Core
Wake Forest Baptist

72
Rapid Response
Laboratories

THREE
Core Laboratories
Charlotte • Chicago • Milwaukee

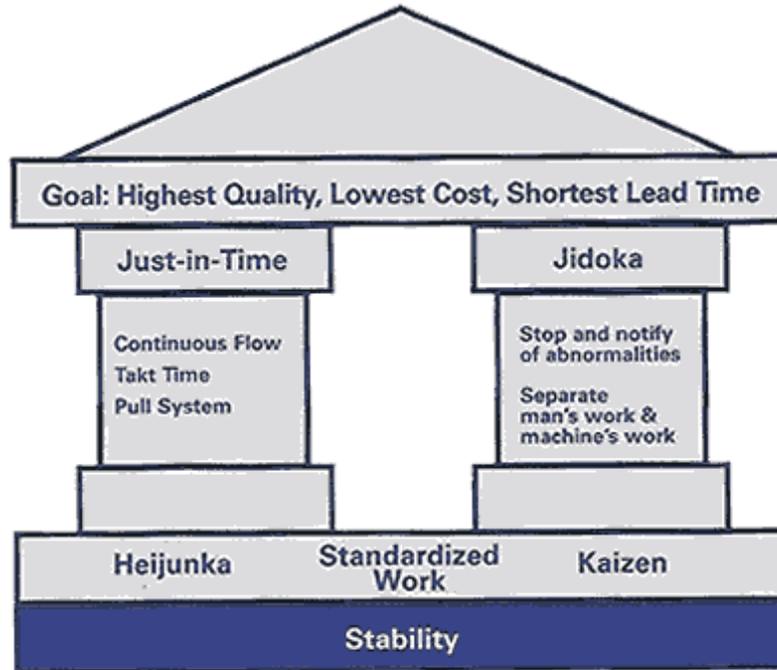
122
Patient Service
Centers

1300
External Clients



Now part of  ADVOCATEHEALTH

Once upon a time.... There was a House of Lean



Toyota Production System "House"

<https://leansigma.wordpress.com/whats-lean/>

The Lab of the Future



People, Plan, Process



Operating System Elements

- **Huddle**
- **Standard work**
- **Andon**
- **Visual controls**
- **Problem solving**
- **Team structure**
- **Schedule**
- **Staffing**
- **Audits**
- **Leader standard work**
- **Point-of-use materials**
- **Cross training**
- **Teammate development**

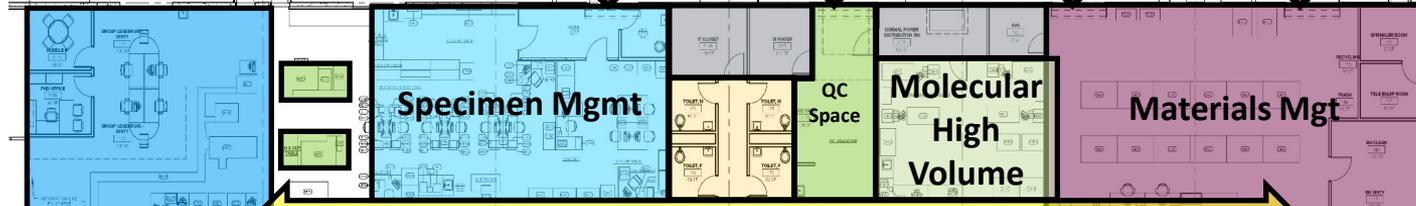


Master Layout Schematic Design

2015

28,400 sq ft

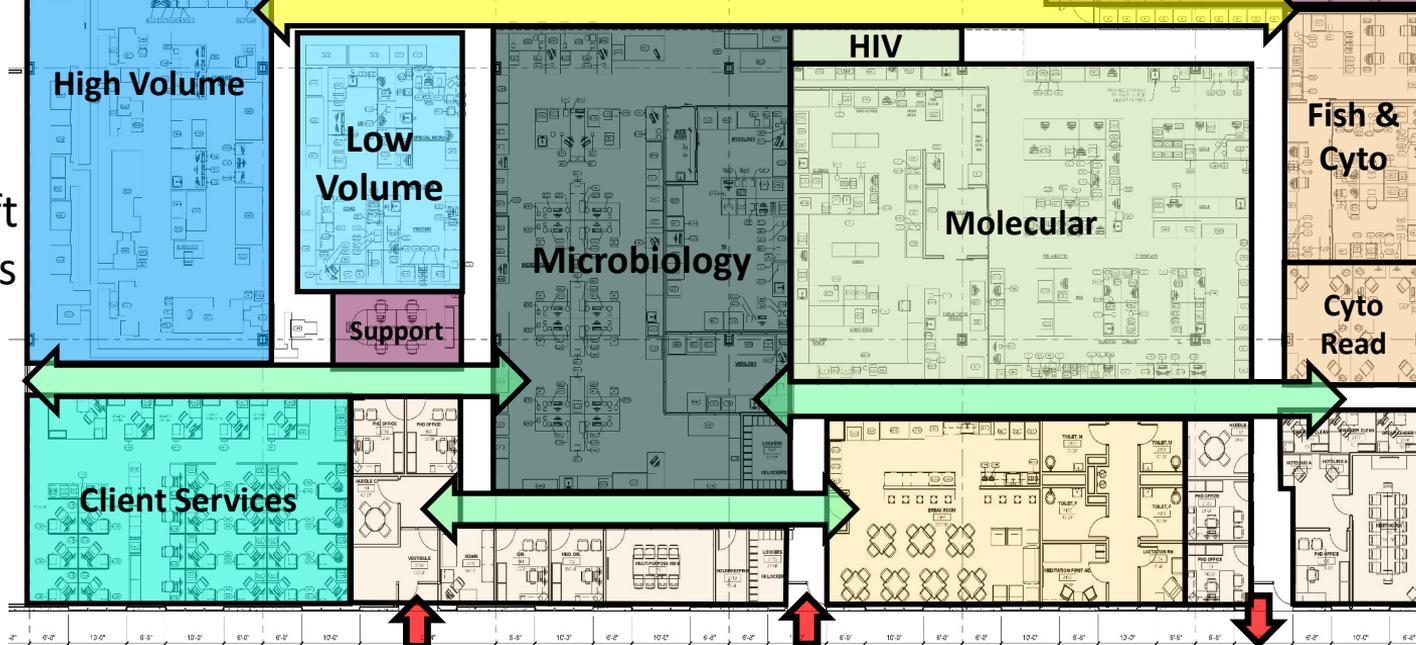
3M tests



2023

28,400 sq ft

6.75M tests



Visitors

Staff

Emergency Exit

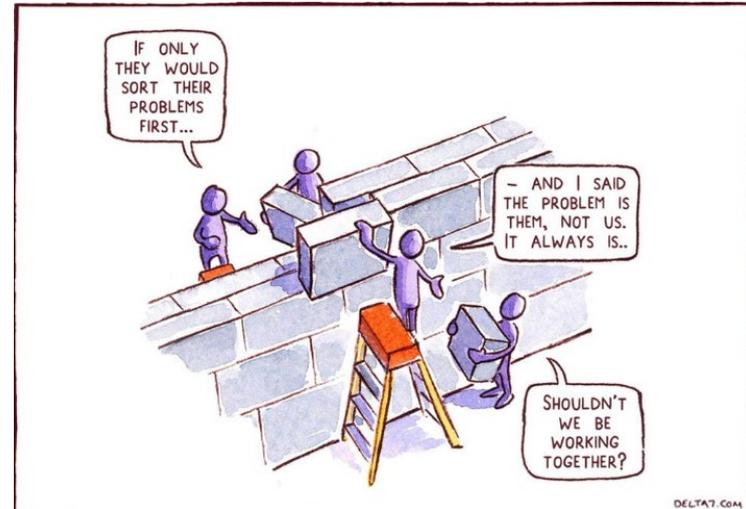
2019: State of the Lab

- New AVP and Director of Operations
- Many tools still in place
- Little to no change in original processes
- No process to onboard new staff or leaders
- Lack of understanding of improvement and purpose of tools
- Minimal teammate growth and advancement



Behaviors

- Teams working in silos
- Very little collaboration across departments
- Shift wars
- Limited teammate growth and development
- Limited problem-solving ability
- Lack of ownership
- No alignment of goals

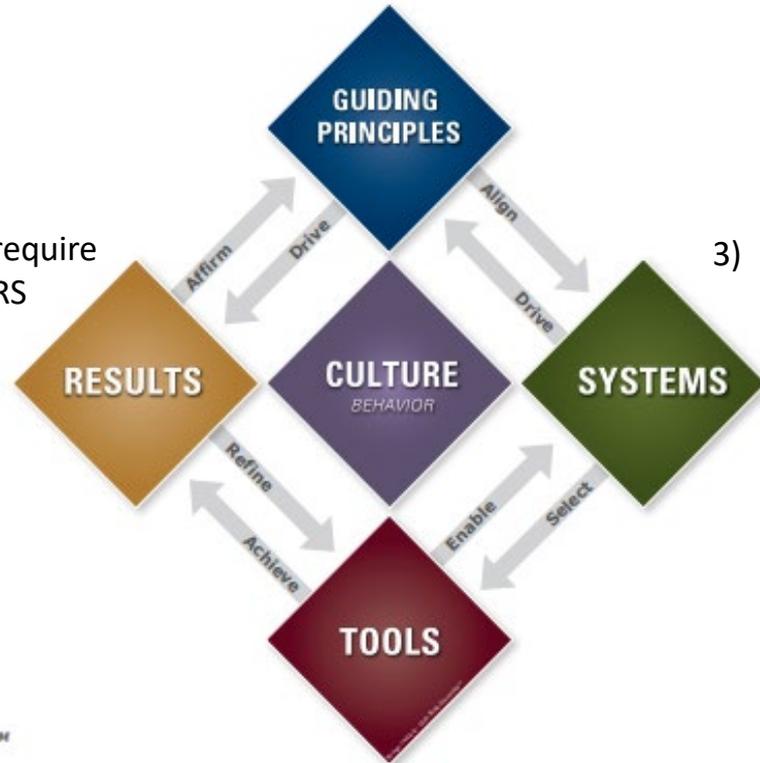


Utilizing Shingo Principles

2) PRINCIPLES inform **ideal** BEHAVIORS

1) Ideal RESULTS require ideal BEHAVIORS

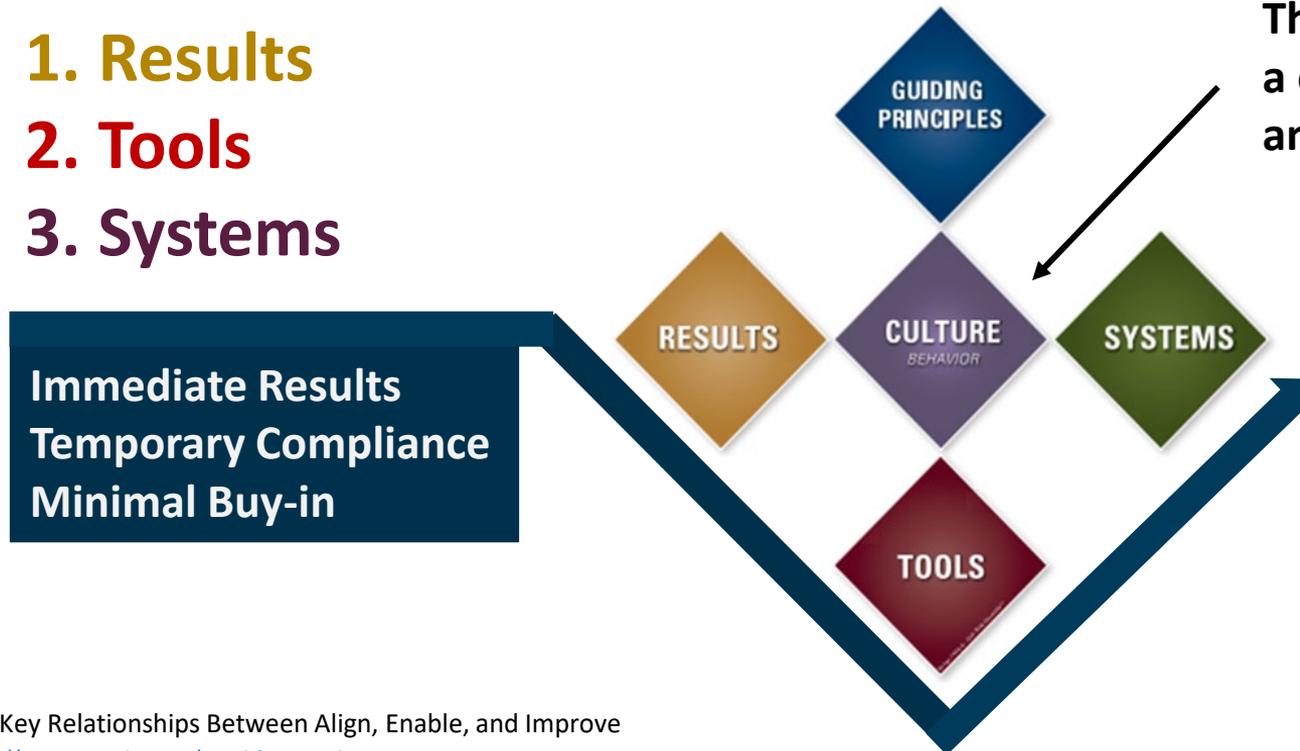
3) SYSTEMS and supporting processes drive behavior



Traditional Improvement Sequence

1. Results
2. Tools
3. Systems

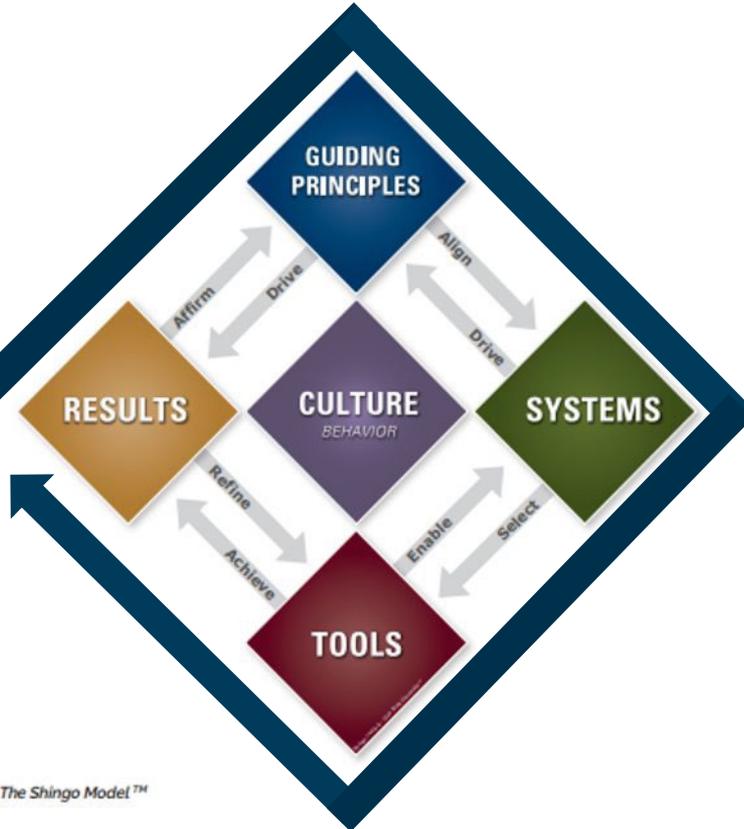
This sequence drives a cultural mindset and behavior



Desired Improvement Sequence: Principles Drive Enterprise Excellence

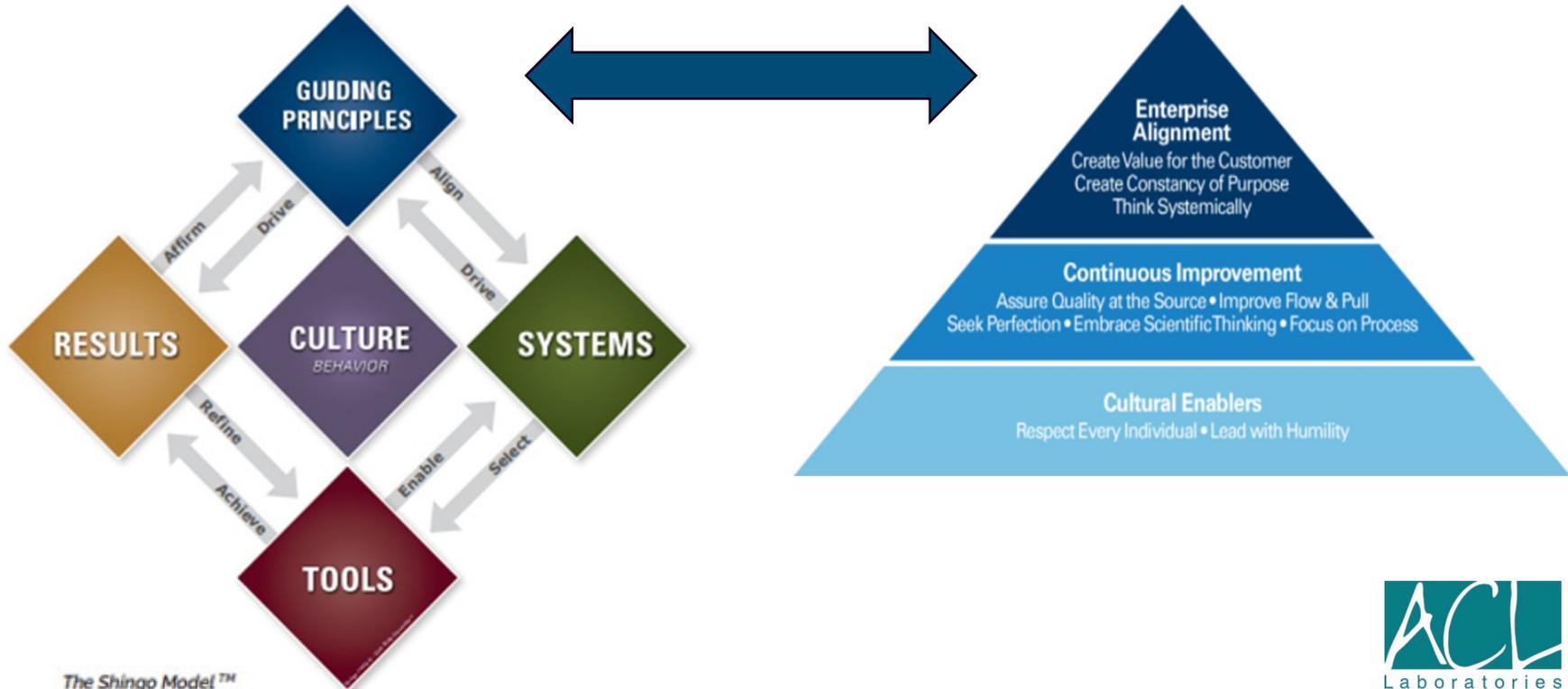
Relationships

Connect meaning of WHY
Connect meaning of HOW



The Shingo Model™

Shingo Basics



The Shingo Model™

Cultural Enablers: Humility and Respect for People

Humility

- Thank others
- Redirect praise
- Not having to be right
- Appreciate those who came before you
- Don't be first
- Appreciate everything
- Listen more than you speak
- Don't judge others

Respect

- Practice active listening
- Seek to understand other's perspectives
- Admit and apologize when you're wrong
- Celebrate achievements and show gratitude
- Offer support or help where you can

Continuous Improvement

Focus on the Process

Don't blame teammate(s) when something goes wrong

Look for process failures in the system

Ask questions, seek to understand

Go and observe at the gemba

Embrace Scientific Thinking

PLAN, DO, STUDY, ACT

Clarify the problem to be solved

Experiment

what can we do differently?

What result do we expect from changes?

What are the actual results?

What's next?

What did we learn?

Assure Quality at the Source

Defects are identified and not passed on to the next step in the process

Quality is built into all processes

Problem solving is conducted to determine root cause and prevent reoccurrence

Seek Perfection

Zero defect mindset

Never satisfied with status quo

Improvement in part of the work, not an extra activity

A standard can always be improved

Be the first and best choice for care

Enterprise Alignment

Create Value for the Customer

Value is defined through the lens of what the customer wants and is willing to pay for.

Create Constancy of Purpose

Unwavering understanding of why our organization exists, where it is going, and how it will get there.

Actions and innovations are aligned to purpose.
Innovation, adaptation and risk taking are done with confidence

Think Systemically

Deep understanding of the relationships and interconnectedness systems

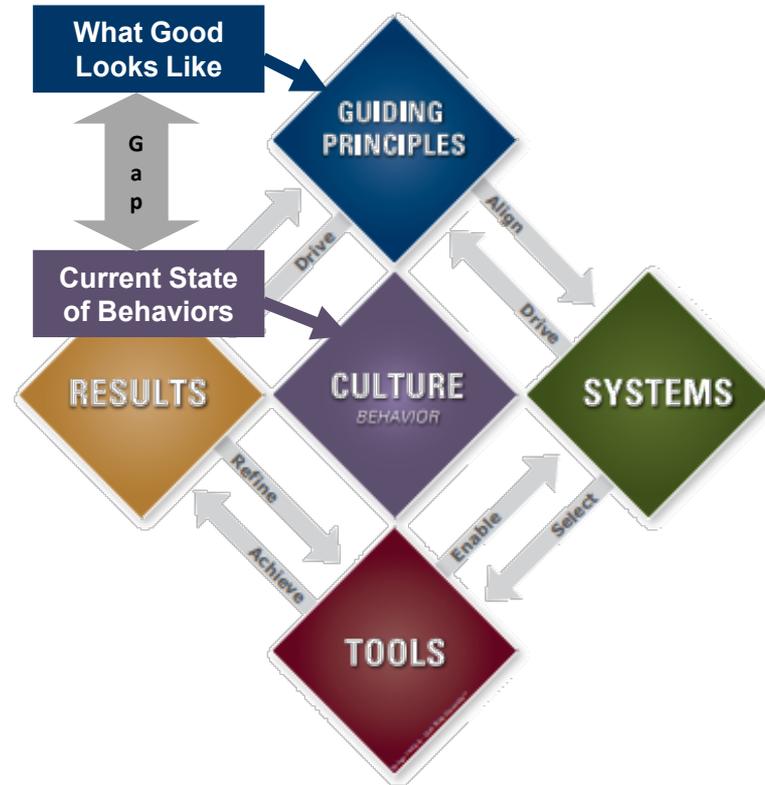
Decisions and improvements are naturally aligned with desired outcomes of the organization

Focus on Behavior

Guiding Principles describe what good looks like – ideal.

Culture is all current behaviors: What is occurring today- good or bad

The gap between our actual and ideal is what we want to work on



Mission & Vision as Guiding Principles

OUR CULTURE COMMITMENTS

We create a space where all belong.

WE... care for one another like family and with kindness.
are first to treat each other with respect.
represent those without a voice.

We work as one team to make great things happen.

WE... do what's best for the greater good.
use all teammates' talents to achieve more together.
connect and collaborate with everyone we work with.

We earn trust in all we do.

WE... keep our word.
build trust to go further faster.
act with integrity.

We innovate to better the now and create the future.

WE... are open to great ideas from anywhere across our enterprise.
learn something new daily and put it into action.
work to make us better every single day, in big and small ways.

We drive for excellence – always.

WE... aspire to lead in everything we do.
inspire each other to be great.
make every experience matter for everyone.

***Our culture commitments serve as a GUIDING POST
for WHAT and HOW we will conduct ourselves.***

Defining How We Work & Enterprise Alignment



Identify Opportunities – Blank A3

Structure A3

Owner: Shikha Dharamrup
Sponsor: Linda Mirkes

Rev. 7 01052023



OPPORTUNITY STATEMENT

To build a sustainable leadership structure across the Core laboratory that maintains a culture of quality, growth and development, process improvement and retention.



- Sustain CAP readiness and a high level of quality throughout the lab
- Connect to organizational Cultural Commitment
- ONE Department - Create a value stream owner for each department
- ONE Voice - Improve consistent communication across shifts w/in department
- Aid in timely decision making and facilitate active process improvement activities and project completions.
- Promote teammate engagement and trust
- Promote growth of teammates and leaders – flex up not down
- Increase retention by promoting leader stability w/in department

CURRENT STATE/OBSERVATIONS

- Gaps in communication across shifts
- Silos/shift wars within department. Lack of trust, teamwork and working as ONE department.
- Disconnect in alignment to a common goal across department. No clear vision or path for moving department forward.
- Poor retention at Group leader and Team Leader level



GRASPING THE SITUATION

- Obtained VOC at all levels to include Group leaders, PhDs, Team leaders and teammates
- Evaluated other leadership structure models through inquiry and past experiences (Quest, ACH, other reference laboratories)

INVESTIGATION/FINDINGS

Gaps Identified	WHY?	Countermeasure	Date Complete
Too many 'chiefs' in department; no ONE VOICE	Multiple leaders leading department	Pilot 1 group leader per department	11/1/2021; 1/7/2022
Group leader not performing all GL tasks	Standard work is outdated	Re-evaluate/update standard work at group leader level.	2/1/2022
	GL unclear of responsibilities	Realign GL expectations/responsibilities and behaviors	2/14/2022
	Group leader flexing down into department	Re-evaluate staffing standards at team leader level to create GL capacity.	2/1/2022
Team leaders not performing team leader duties	Standard work is outdated	Re-evaluate/update standard work at team leader level.	In progress. Complete by 3/1/23
	TL unclear of responsibilities	Realign TL expectations/responsibilities and behaviors	2/14/2022
Team leader capacity limited	TL flexing down to fill staffing gaps 50% of time	Re-evaluate staffing standards at teammate level in department to include PTOs and to create capacity for team leaders	In progress. Capacity studies in progress
Weekend team leaders not functioning as other team leaders	Responsibilities on weekend are different and house-wide not department specific	Align job code to current job responsibilities of the weekend team leaders	11/1/2022
Team leaders and teammates to not know who to escalate to when support is needed	No clear escalation process in place	Create and implement a defined escalation process	11/1/2022



GOALS/ TARGETS – How will we measure success/change?

Goal	Metric	Baseline	Current	Target
Increase in Engagement	Anniversary Survey scores	72%	85%	80%
Behaviors aligned to Cultural Commitments	% Behaviors observed via audits	0	80%	95%
Staffing standards maintained	% Staffing standard maintained (weekly audits)	0	85%	98%
Standard work Audits	% Leader standard work maintained (weekly audits)	0	85%	95%

Clarifying Roles & Behaviors

Laboratory Behaviors – Manager

Leader Name: _____

Responsibilities	Manager Responsibilities	Culture Commitment	Behaviors
Quality	<ul style="list-style-type: none"> Actively participate in CAP readiness, Quality Monitoring and QSE activities. Own at least 1 CAP Checklist. Actively participate in CAP PT responses/corrective actions. Perform Quality reviews/signoffs in department (at least 1). Ensure personnel files are up to date and in compliance with regulatory requirements. Consistently hold team leaders and teammates accountable to policy, procedures, and standards. 	<ul style="list-style-type: none"> We drive for Excellence – always 	<ul style="list-style-type: none"> Meet deadlines. Show up to meetings on time. Follow CLN/regulatory defined guidelines and if not followed, address or escalate. Submit and investigate PT failures by due date. Investigate PT failures/quality gaps and implement corrective actions to prevent recurrence.
Patient Focus	<ul style="list-style-type: none"> Investigate, respond to, and implement corrective actions for CARE Events. Monitor TATs and impact on patient care. Monitor staffing standards to ensure they are maintained and create corrective action plans to prevent impact to patient care. Drive focus on patient-centered care and connect to purpose. Build collaborative relationships with department across Core laboratory and Acute care facilities. 	<ul style="list-style-type: none"> We Work as One Team to make great things happen We drive for Excellence – always 	<ul style="list-style-type: none"> Acknowledge and respond to patient care issues as soon as possible (maximum within 24 hours) by identifying root cause and corrective actions. Review and adjust department staffing standards based on department needs. Review quality metrics and implement improvements. Share Connect to Purposes and incorporate into meeting agendas. Participate and/or lead cross-functional projects
Engagement	<ul style="list-style-type: none"> Drive and own engagement in department. Participate in engagement for Core laboratory. Own engagement action plans for department/shift. Actively participate in 1:1 rounding with direct reports. Actively participate in 1:1 with Team leaders. Actively participate in leadership team meetings. 	<ul style="list-style-type: none"> We earn Trust in all we do We Work as One Team to make great things happen We create a space where all Belong 	<ul style="list-style-type: none"> Smile 😊 Be positive. Assume positive intent. Maintain eye contact and positive tone when facilitating huddles and meetings. Say what needs to be said during meetings with professionalism and positive intent. Send e-cards on a normal cadence or provide verbal recognition to leaders, peers, and teammates.

Accountability & Behaviors

- Clear expectations
- Deliver feedback
- Ask clarifying questions
- Lead by example
- Show you care
- Celebrate successes



Changing Mindset & Enabling Culture

- Focus on Growth Mindset
- Enhancing Teammates
- Advancing Teammates



Lu, 2017. Understanding Growth Mindset.

Developing Skillsets

- Ladder opportunities
- Internal Promotions
- Raising the level of Quality at the bench-level
- Enabling problem-solving
- Leader soft skills



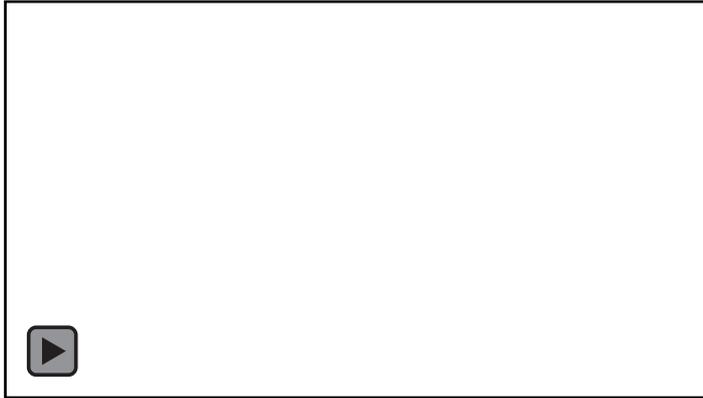
SKILLS

Utilizing Toolsets & Continuous Improvement

- Kata
- A3
- 5 Whys
- RCA
- Managing for Daily Improvement Huddle
- Leader onboarding
- Teammate onboarding
- Performance management system



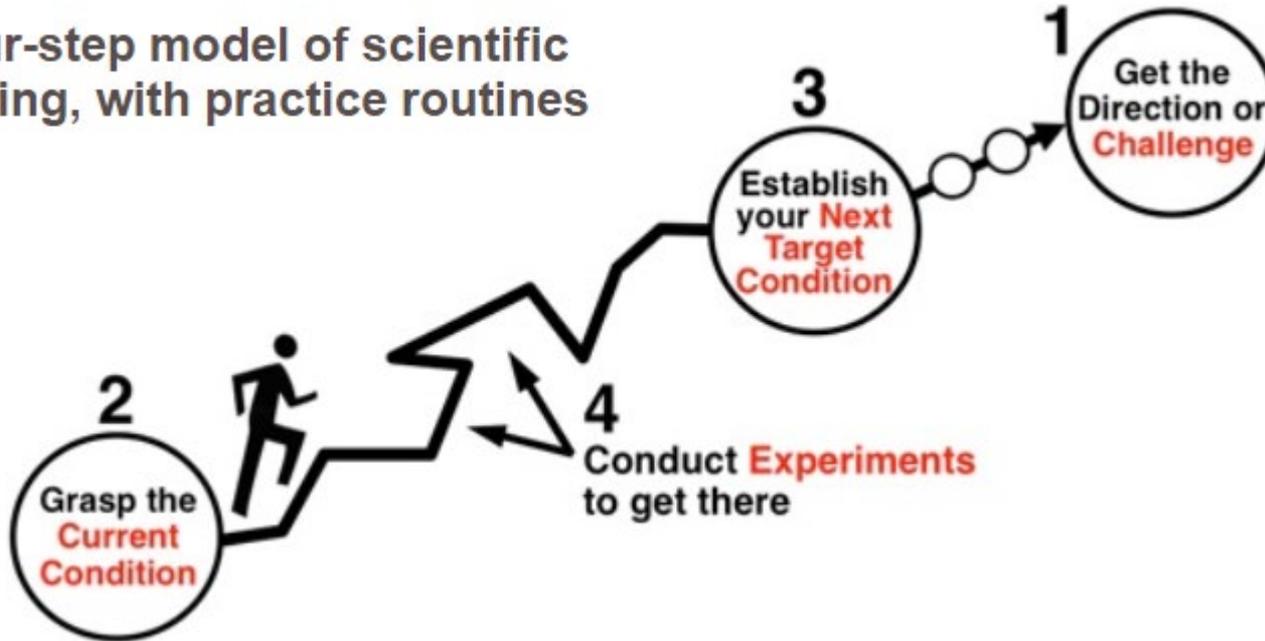
Create a Culture of Learning



- Find a way to create a culture open to new ideas
- Reduce fear of failure
- Encourage experimentation

Improvement Kata

A four-step model of scientific thinking, with practice routines



https://public.websites.umich.edu/~mrother/The_Improvement_Kata.html

Coaching Kata

Learn
Coach
(Master)

Understand Grasp the Establish Experiment Improvement

COACHING KATA

The Five Questions

- 1) What is the **Target Condition**?
- 2) What is the **Actual Condition** now?
-----*(Turn Card Over)*----->
- 3) What **Obstacles** do you think are preventing you from reaching the target condition?
Which ***one*** are you addressing now?
- 4) What is your **Next Step**?
(Next experiment) What do you expect?
- 5) How quickly can we go and see what we **Have Learned** from taking that step?

**You'll often work on the same obstacle with several experiments*

Reflect on the Last Step Taken

Because you don't actually know what the result of a step will be!

- 1) What did you plan as your **Last Step**?
- 2) What did you **Expect**?
- 3) What **Actually Happened**?
- 4) What did you **Learn**?

----->
Return to question 3

Performance Improvement

Huddle Metric Gate Chart

Department/Area	CORE Laboratory	Target Condition	95%	G	Report Writer:	
Opportunity/Metric	Results Available to Physician by 7am	Actual	98%		Last Updated:	3-Jan-23

#	Countermeasures	Responsible	Start	Due	Complete	okoten Opp	% Complete				
A	Kata huddles began mid July						Status of Action Items	25	50	75	100
B						25		50	75	100	
C						25		50	75	100	
D						25		50	75	100	
E						25		50	75	100	

	Month of 2022												2023					
Metrics Defining Success	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar			
Target	95	95	95	95	95	95	95	95	95	95	95	95	95	95	95			
Actual	89	88	93	65	80	79	82	93	97	97	97	98	96	96	96			
Countermeasures, Actions & Activities (100% Complete)							A											

Notes/Comments:



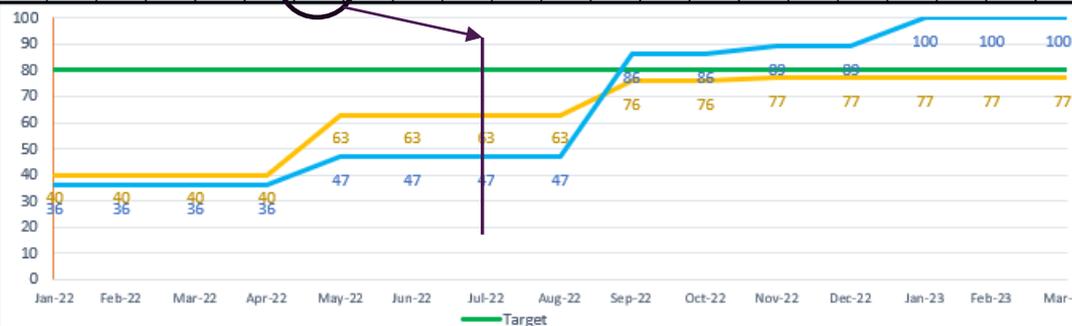
Engagement Score Impact

Huddle Metric Gate Chart

Department/Area		CORE Lab / Chem-Heme	Target Condition	80%	G	Report Writer:	
Opportunity/Metric		Engagement Score and Participation	Actual	77%		Last Updated:	1-Mar-23
#	Countermeasures	Responsible	Start	Due	Complete	okoten Opp	% Complete
A	Kata huddles Implemented	Margarita	7/1/22	9/15/22	Y		Status of Action Items 25 50 75 100
B	Glint Survey incentive	Margarita	9/1/22	9/15/22	Y		
C							
D							
E							

	Month of 2022												2023										
Metrics Defining Success	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar								
Target	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80								
Engagement	40	40	40	40	63	63	63	63	76	76	77	77	77	77	77								
Participation (%)	36	36	36	36	47	47	47	47	86	86	89	89	100	100	100								
Countermeasures, Actions & Activities (100% Complete)							A		B														

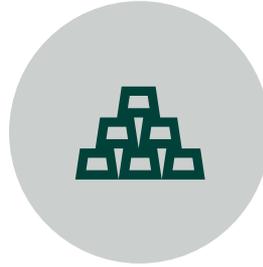
Notes/Comments:



Current State: Where we are Now



60% INCREASE IN
ENGAGEMENT SCORES



50% INCREASE IN TECH
LADDER ADVANCEMENTS
COMPLETED PER YEAR

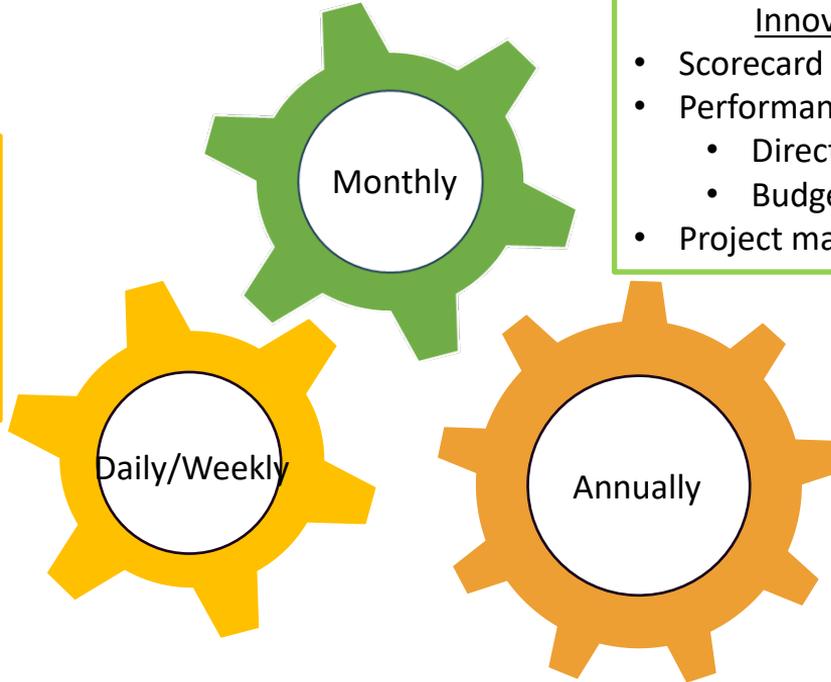


33% INCREASE LEADER
ADVANCEMENTS
ACHIEVED

Performance Management System

Stability & Continuous Improvement

- Status Exchange
- Performance Huddle
- Managing to Standards
- Leader Standard Work



Innovate/Improve

- Scorecard
- Performance Review
 - Directional alignment
 - Budget alignment
- Project management

Direction/Focus

- Strategic Plan Review
- Budget Alignment
- Quality/Customer
- Goal Setting/Catchball
- ID Tactics/Driver Diagrams

Shingo Principles, Ideal Behaviors, A3 Thinking, Countermeasures, Standard Work, Visual Management, Process Improvement Tools, Leader Development

Our Approach for the Future

Mechanistic

- Tool focused
- Top down
- Detailed roadmap
- Reward Obedience
- Hire experts
- Project based
- GOAL: ROI for each implemented tool

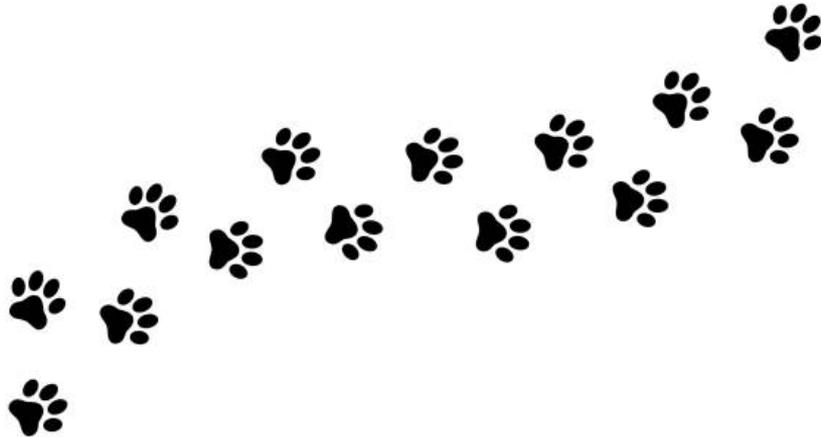


Behavioral/Organic

- Clear understanding of purpose & direction
- Learn by experimenting
- Support and Engage
- Ideal behaviors are rewarded
- Leader as coach
- Not a project, a journey
- GOAL: Continuous improvement to meet challenges

Our Path Forward

- Leader onboarding
- Shingo training
- Peer teaching of management system components
- Accountability culture
- Learning culture
- Celebrate failure
- Leader as coach



Closing Reflection



If you wish to move Mountains TOMORROW
You must BEGIN by lifting stones TODAY.

~ African Proverb



Questions?

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