

LEADERSHIP AGILITY IN HEALTHCARE

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" Do or Do Not ... There is No Try."

- Agile Mind-set (methodology)
- Leadership (what and who)
- Reflections (wicked problem)

Once Upon a Time

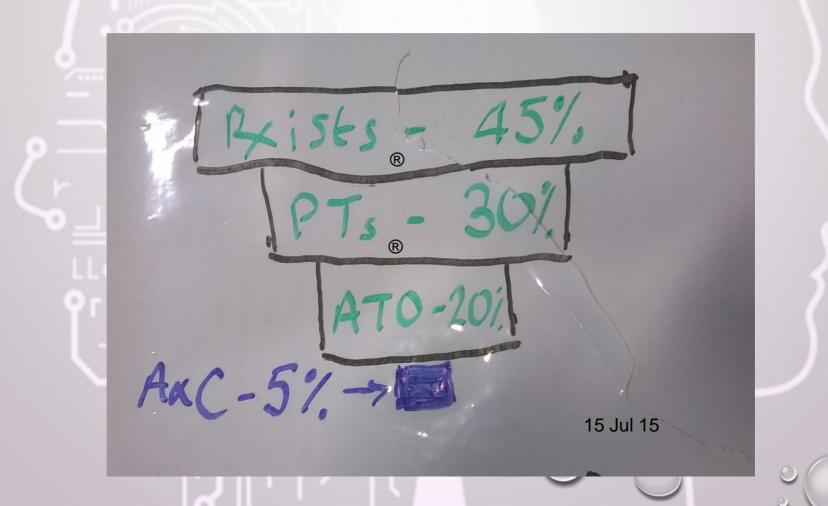
Mr. Severalhats

- Trust Executive (most senior)
- Professional (responsible)
- Governance (triumvirate)
- Operations (service)
- Finance (2nd)

Hospital Pharmacy Culture & Hierarchy

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Hospital Pharmacy – Staff Groups



Breakthrough Transformation – Power, Culture, Processes

Challenge

- Resources vs. Activity monitoring
 - not in/outputs measured
- Redistribute power
 - appropriate professional controls
- Psychological safety
 - Collective Leadership
 - Agile Mind-set
 - Innovation & Continuous Improvement

Which is Better?

DIFFERENCE BETWEEN

VS.

BOSS

- Drives employee
- Depends on authority
- Inspires fear
- Says, "1"
- Places blame for the breakdown
- Knows how it is done
- Uses people
- Take credit
- Commands
- Says, "Go"
- Take credit - Commands - Says, " Go "

- Coaches them

LEADER

- On goodwill
- Generates enthusiasm - Says, "We"
- Fixes the breakdows
- Shows how it is done
- Develops people
- Gives credit
- Asks
- Says, "Let's go"

Ohske - Says, "Let's go"

Leading vs. Serving – 'Wicked Problems'



Center Creativ

Developing collective leadership for health care

Authors Michael West Regina Eckert Katy Steward Bill Pasmore

May 2014

Distributing and allocating leadership power to wherever expertise, capability and motivation sit within organisations

The King's Fund>

The practice of system leadership

Being comfortable with chaos

Nicholas Timmins

May 2015

Leaders who can motivate staff and managers to work differently, across service and organisational boundaries

Leadership Communications - Conversations

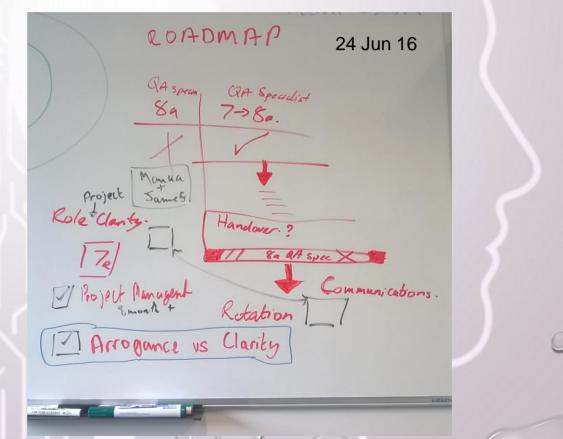
- LTS Consulting Ltd. (PinpointBPS[®])
- Hospital Division & Executives (command & control)
- Pharmacy Stakeholders (staff part of continuous improvement)
 - Scrum sized team
 - Process Owner
 - Team Leaders
 - Team Members

Simply Communicating Complexity

DADMA MRD Project Champion > That is Flat' (restructure) We can all · Champion · Sponsor be any of these depending · Leads · Managers Flexible · Supervisors on degree of Uncle Eddie Mudel 1009 we are leading other Enrough -> PBN is our Friend! Staucholdors Quert-> that delivers a PBN 'virtual hub' here ones need to Outcome Certainly . ? Fog be keep informed and Movie. R engaged by a variety of effective Process certainty. communications 27 Nov 15

'A Rose by any other name'

- Reconciliation
- One-stop dispensing
- Assessment
- Discharge
- Medication
- Action
- Plan



Strategic Project Goal

SMART Pota 6 ROADMAP Challenge = discussion will Ainical/service Goods Phase II. Phase IN Start Sep 16 Hus Sep Highly Specialist 89/lier what We need to tickl lopacation mi lier are Start Sep 16 clearly describe Specialits 116 Lhe Dinic the next Phase Experturis? ier Band/Wend/ Ducif (SMART) for ROADMAP II. in 4-5 simple steps NCUH D function + role of specialist lead is to describe requirement for each ber Phase In COLLECTIVE LEADERSHIP' Spring 2017 It is the clinical teams that will lead and guide us SBH cultural change is not linear! through Phase II a and create an even richer, better quality -Phase Is Needs to be across the whole putch/area/beach safer iteration of ROADMAP! Summer 2017 Project Matrix mm RLH Paint by Phase III R Making a Number movio Antum 2017 Fog: Quest Process Etc ... cortainty Unde Eddse says our outcome Outrome. certainty is relatively high (* So we need to focus on process Certainty. to move Further From the Fog and into PBN guadrant 15 Aug 16

Values & Principles

- Team size, diversity, pairing
- Product (Process) owner
- Collective Leadership & governance
- Daily Kanban Board
- Real time reflective practice
- KIS

Agile Manifesto

ROADMAP - RLH Phase I_R

Some key quantifiable benefits realised were:

- Increased use of Patients Own Drugs saved over £100K / year
- 50% of discharge medicines available day before discharge
- 50% of discharge medicines written up by Pharmacists
- 67% of medicines dispensed on ward
- Discharge medicines preparation turnaround times reduced by 50%
- Turnaround time for Controlled Drug containing discharge medications reduced by 95%

Tactics to Get Us There

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Character Traits of Agile Innovation Leaders

They have ways of thinking, being, acting and:

- Don't do Influence
- Seed the future, not the present
- Work for the love of change and improvement, rather than for what they get for themselves
- Take personal risks that will benefit others, even when (especially when!) those who will benefit may not even know what they're doing
- Share, share, share all the time Henry Doss - Forbes Business Review, Sep. 2015

New Leadership Theory?

"The general who does not advance to seek glory, or does not withdraw to avoid punishment, but cares for only the people's security and promotes the people's interests, is the nation's treasure."

Sun Tzu – 'The Art of War' (c. 500-300 B.C.)



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NHS Leadership Academy Awards Ceremony February 2017

 Team Outstanding Achievement – Clinical 2016/17

 Team Outstanding Achievement – Clinical 2016/17

 Winner: Damien Kelly on behalf of the Pharmacy Roadmap Team

 Frailst: Daphni Rajasingam

 Frailst: Adult Community Rehabilitation Team

 Frailst: David Culley on behalf of whole systems Integrated Care Service

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Agile Leaders Influence Mind-sets Differently

- Agility & Innovation Cultures in VUCA-G + I = 'Wicked Problem'
 - Doing the 'Wrong' things 'Rightly'
 - When to Quit in Order to Win
 - Metacognition (personal awareness of one's thinking and learning)
 - Personal Pivoting (can be the best way a leader solves a problem)
 - Purpose (personal & collective) not Vision
 - Leading & Influencing Others that Lead (collective & systems)

Leadership Choices

"In times of profound change, the learners inherit the earth, while the learned find themselves beautifully equipped to deal with a world that no longer exists".

Eric Hoffer - 'Reflections of the Human Condition' (1973)

DIVE, SURVIVE ... or 'SUR-THRIVE'

DETAILS

Dispensing an Agile Mind-set Paper

https://www.dropbox.com/home/BAC%20GC%20-%20Share



LinkedIn contact information

https://www.linkedin.com/in/obafemi-shokoya-232a17/detail/contact-info/

