

iLead- A leadership intervention to foster implementation in healthcare



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The iLead project group



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OBS! Defends his thesis on leadership → 31. August

OBS! Defends her thesis on leadership next week → 24. August

The project was financed by AFA insurance.

The setting

- In healthcare organizational change is common.
- The Swedish Health and Medical Services Act (1982:763) requests that the **most effective evidence-based methods** are provided to secure the **best quality care, patient safety and cost efficiency**.
- Changes to the work practices in line with national guidelines, new care plans etc

The setting

- However:
 - Two-third of these changes fail (Greenhalgh et al., 2004).
- This is a problem!
 - Patients do not receive the most updated care
 - Managers are overwhelmed and experience that they do not have the right skills and support (Socialstyrelsen, 2012)
 - Employees become frustrated with implementation efforts, loose motivation and the willingness to participate
 - Organizational efficiency is on the line

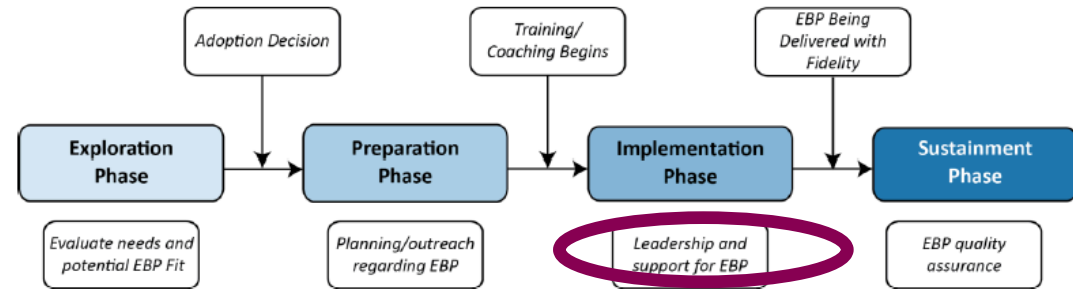
What is implementation?

- = introducing a new working method
- requires **behavioral change** at the workplace
 - of employees on all levels
 - Managers, on all levels
 - Employees, who directly work with the new working method
 - Support staff

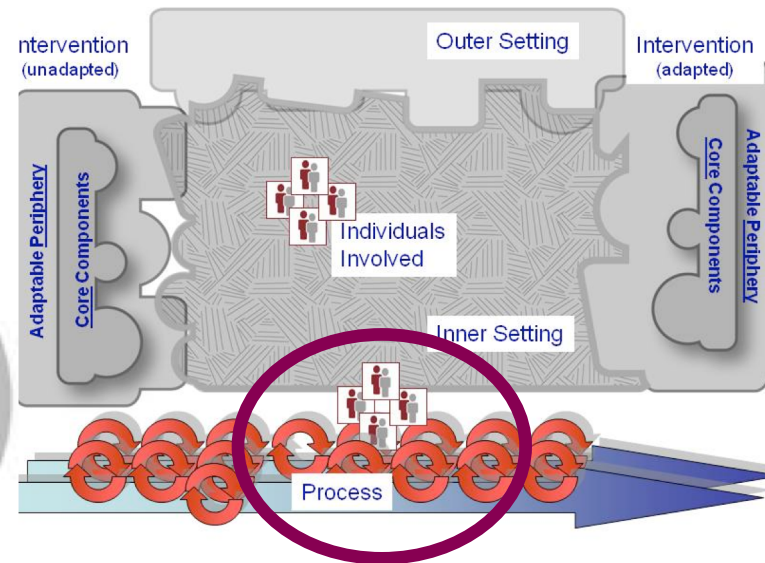
Implementing a new working method means doing something different than before!

What is important for implementation?

EPIS 4



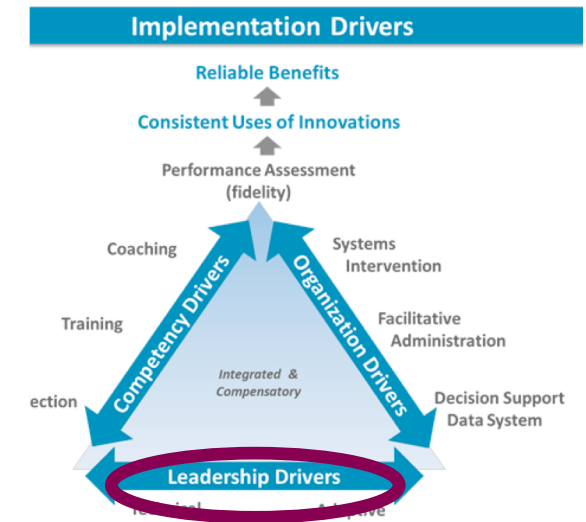
CFIR²



PARIHS¹



Implementation driver³



¹Kitson, Rycroft-Malone et al (2008), ² Damschroder, Aron et al (2009), ³ Fixsen et al 2005 ⁴ Aarons et al 2011

Which kind of leadership is important?

- Four literatur reviews on leadership in the implemenation context
 1. Reichenpfader, U., Carljford, S. & Nilsen, P. (2015). Leadership in evidence-based practice: a systematic review. *Leadership in Health Services*. → 17 studies focus on EBP
 2. Sandström, B., Borglin, G., Nilsson, R., & Willman, A (2011). Promoting the implementation of evidence-based practice: A literature review focusing on the role of nursing leadership. *Worldviews on Evidence-Based Nursing Fourth Quarter: 212-223*.Ref 3 → 7 studies and EBP focus
 3. Gifford, W., Davies, B., Edwards, N., Griffin, P., Lybanon, V. (2007). Managerial leadership for nurses' use of research evidence: An integrative review of the literature. *World views on evidence-based nursing*,4(3): 126–145. → 12 studies
 4. Ovretveit, J. (2010). Improvement leaders: What do they and should they do? A summary of a review of research. *Quality and Safety in Health Care*, 19, 490–492

Summary of the findings

- Engaging employees
- Be involved as a leader
- Involve senior leaders
- Work with opinion leaders
- Provide resources (time, data, incentives, education)
- Provide feedback (evidence of results)

- Provide support
 - Facilitating behavior
 - Support: administrative and other forms of support
 - Encouragement
 - Allocation of resources
 - Education
 - Show common purpose
 - Share important information
 - Integrate vision of research based care into the strategic plan
 - Regulatory behavior
 - Prioritize
 - Monitor performance outcomes → quality improvement system
 - Policy changes
 - Valuing individual contribution & encouragement

- Leadership support:
 - Accessible
 - Visible
 - Communicative
 - Address individual concerns
 - Encourage staff
 - Create education opportunities
- Good communication skills
 - Feedback
 - Information about implementation object
- Leader characteristics:
 - Drive
 - Enthusiasm
 - Status in group
 - Engagement/interest

- Support
- Transformational leadership

Feedback

- Provide feedback (evidence of results)
- Monitor performance outcomes → quality improvement system

Leader characteristics:

- Drive
- Enthusiasm
- Status in group
- Engagement/interest
- Be involved as a leader

Communication

- Good communication skills
- Feedback
- Information about implementation object
- Share important information

Working context

- Allocation of resources
- Education
- Involve senior leaders
- Provide resources (time, data, incentives, education)
- Support: administrative and other forms of support
- Policy changes

Transformational leadership

Social support

- Encouragement
- Valuing individual contribution & encouragement

Vision

- Show common purpose
- Integrate vision of research based care into the strategic plan
- Prioritize

Clustering

Support

- Support

+

interactive workshop with practitioners and experts in leadership and implementation

Full range leadership model

Transformational leadership

- Idealized influence
- Inspirational motivation
- Individual consideration
- Intellectual stimulation

Transactional leadership

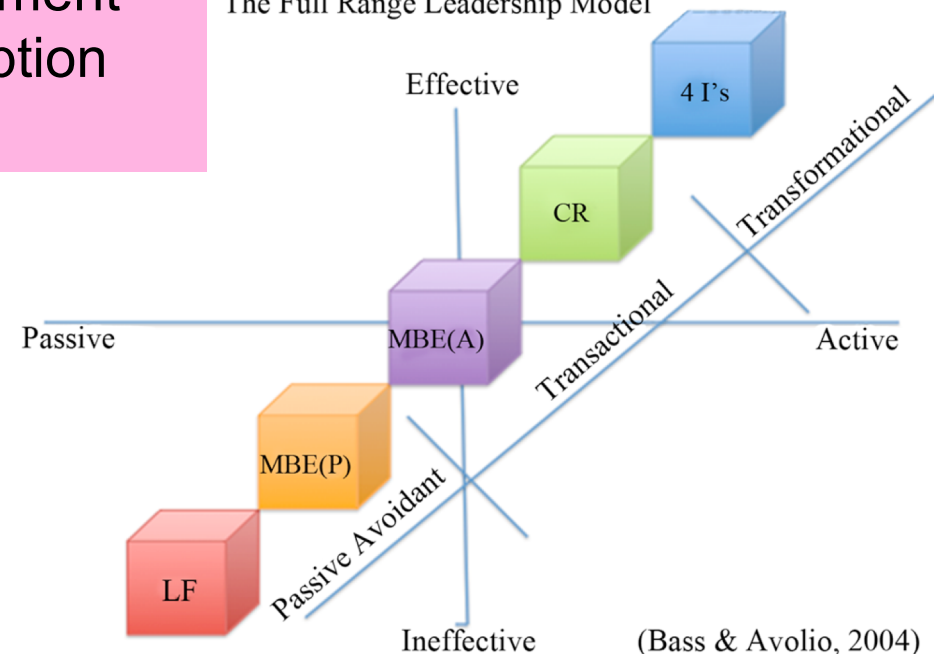
- Contingent reward
- Management by exception

Laissez Faire leadership

- Laissez faire leadership

Specific leadership

The Full Range Leadership Model

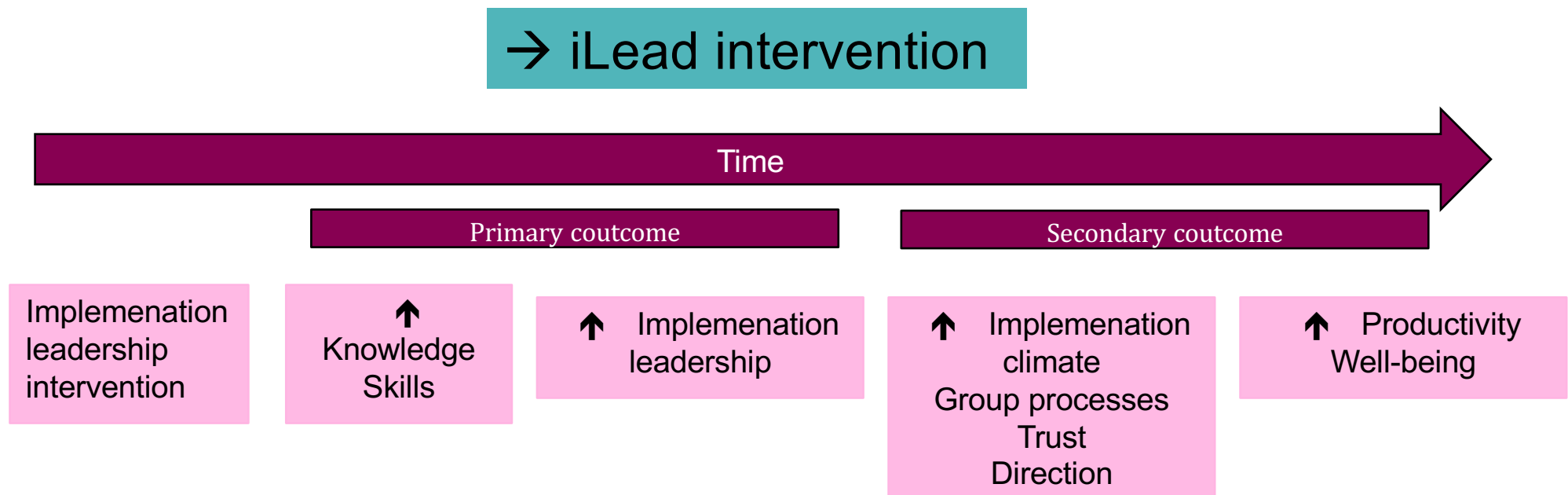


(Bass & Avolio, 2004)

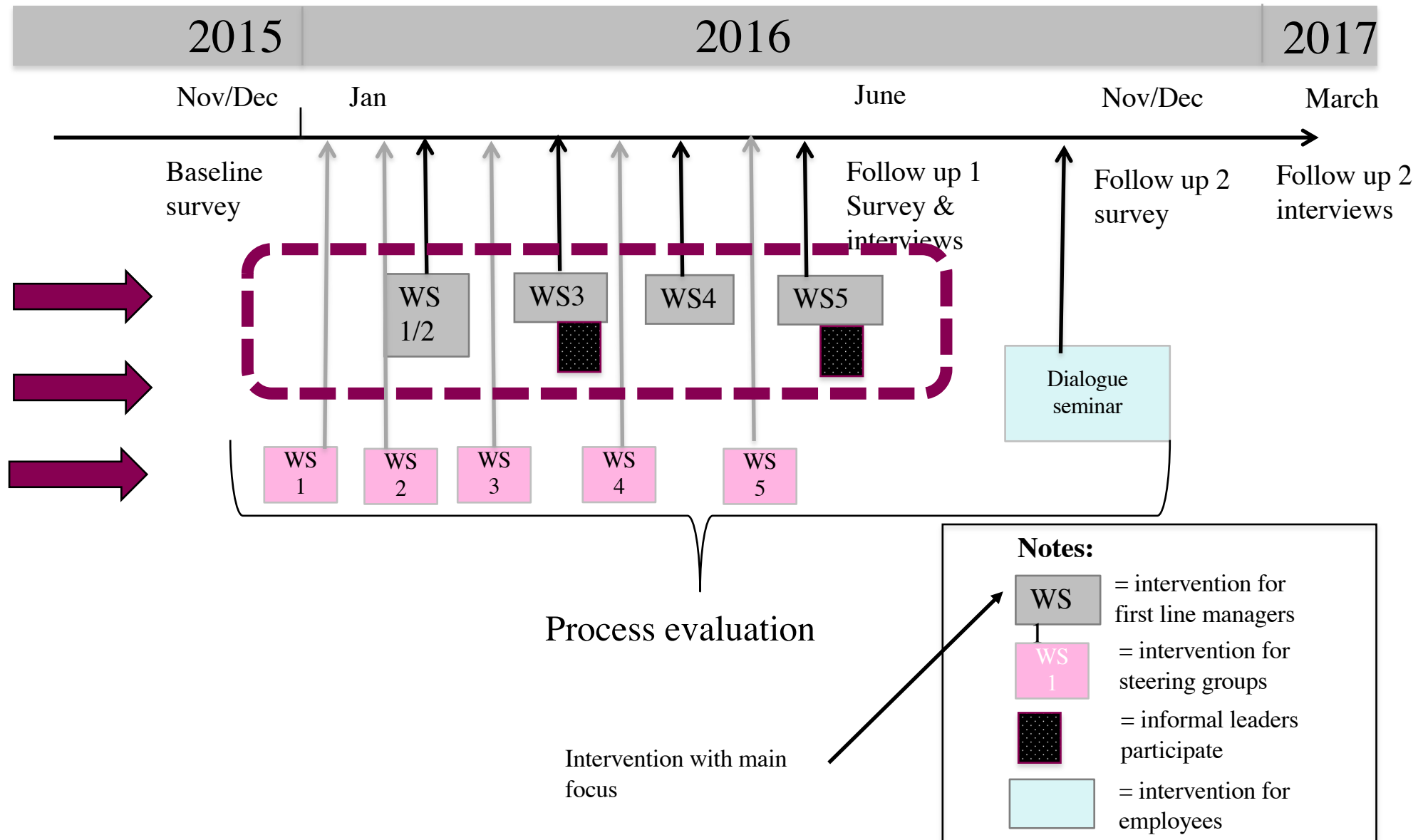
Avolio, 2011; Bass & Avolio, 1993

Aim:

- Develop, conduct and evaluate an intervention that increases generic implementation leadership based on the full range leadership model



Three level intervention



Sample

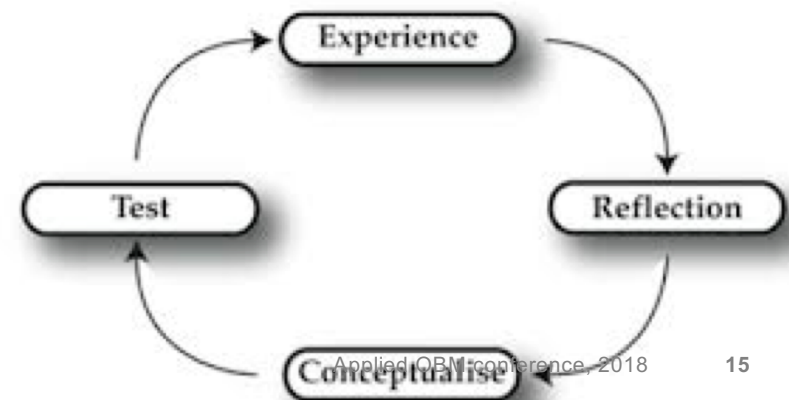
- Recruitment in health care in Stockholm County
- Selection criteria:
 - Manager position in health care → first & second line
 - Stockholm Health Care Services (SLSO)
 - A current implementation
- Control group: 39 managers
- Intervention groups:
 - Group 1: individual managers → 21
 - Group 2: managers from same division → 31



Pedagogical idea

- Work with one's own implementation object throughout the intervention
- Short expert lectures
- Reflection in small groups and individually
- Group work
- Role-play
- Feedback from employees, i.e., 180-degree feedback
- Feedback from fellow participants
- Feedback from workshop leaders
- Concrete work and help with one's own implementation process, i.e., action plan & sustainability plan
- Work at home between the workshops
- Booster email between the workshops

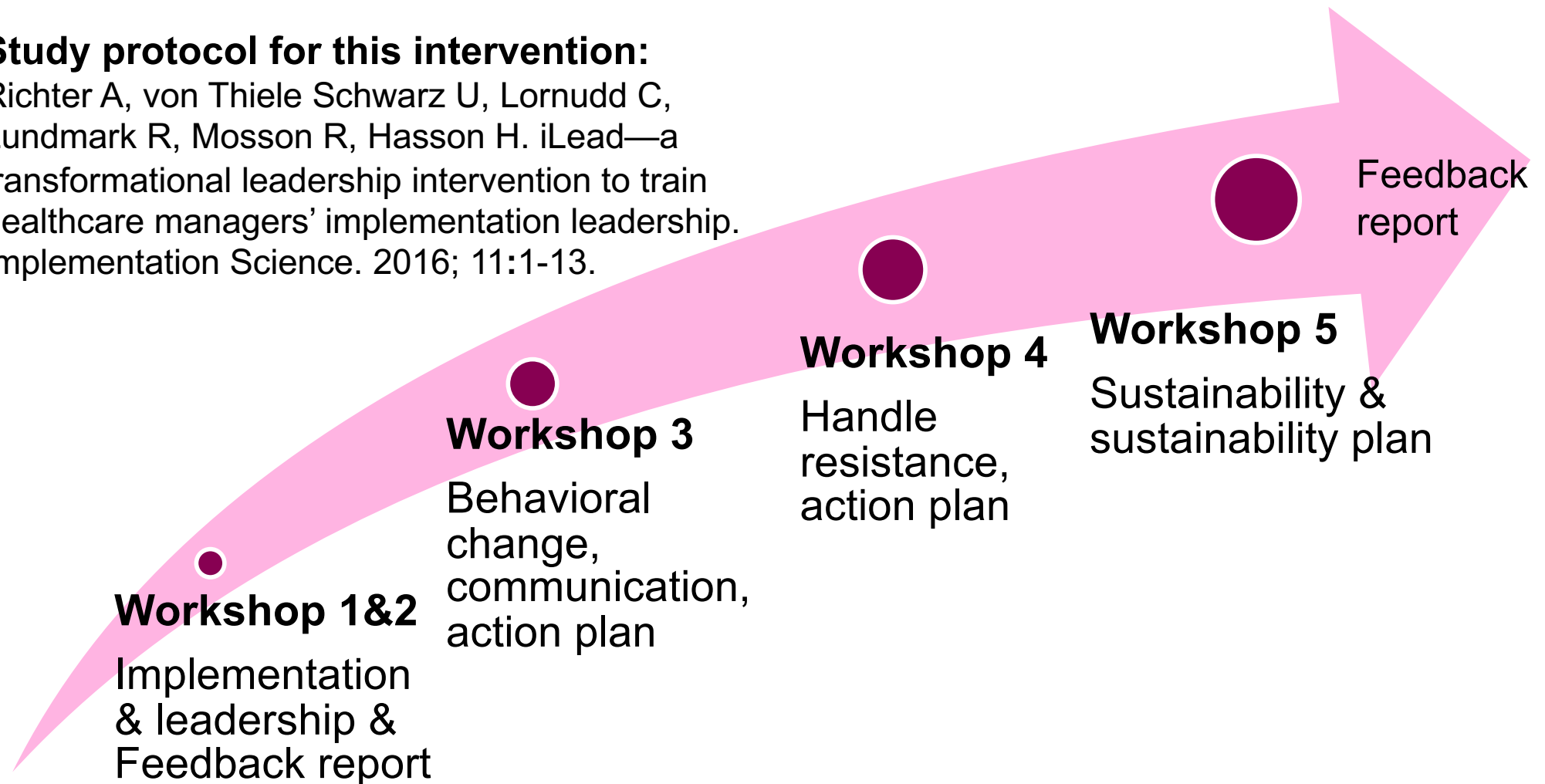
Kolb DA. Experiential learning: experiences as the source of learning and development. Englewood Cliffs: Prentice Hall; 1984.



Content of the iLead intervention

Study protocol for this intervention:

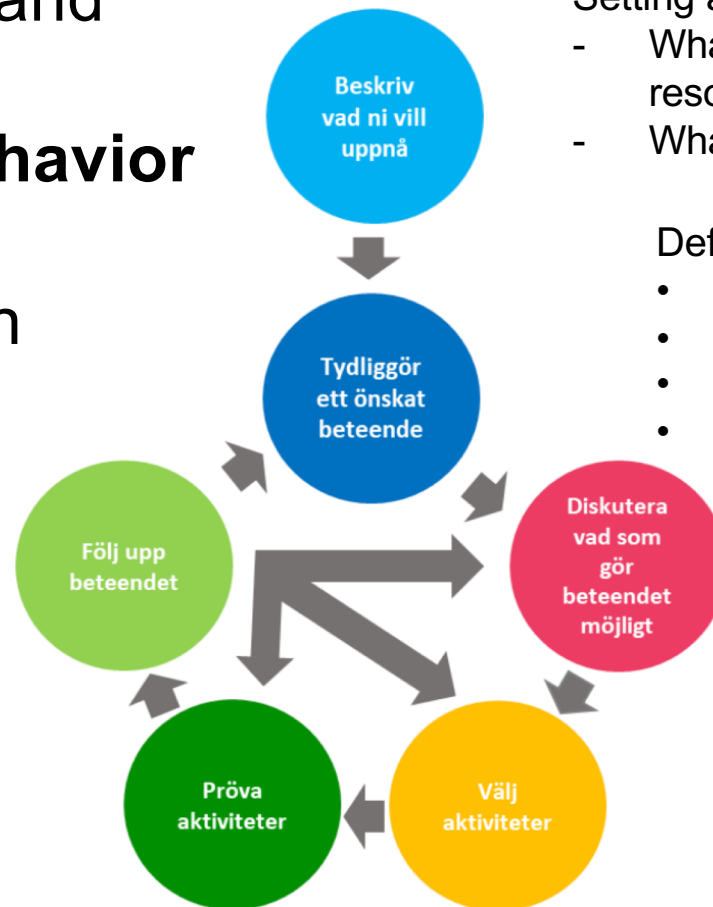
Richter A, von Thiele Schwarz U, Lornudd C, Lundmark R, Mosson R, Hasson H. iLead—a transformational leadership intervention to train healthcare managers' implementation leadership. *Implementation Science*. 2016; 11:1-13.



Workshop 1&2

Implementation & leadership

1) Specifying and analysing the **employee behavior** related to the implementation



Setting an overall goal:

- What problem do we want to resolve?
- What do we want to reach?

Defining the employee behavior

- List all desired employee behaviors
- Prioritize 1-3 behaviors
- Specify these behaviors (~SMART)
- Focus on follow up

Analyzing the context

- Identify potential hinders based on
 - Knowledge
 - Motivation
 - Opportunity



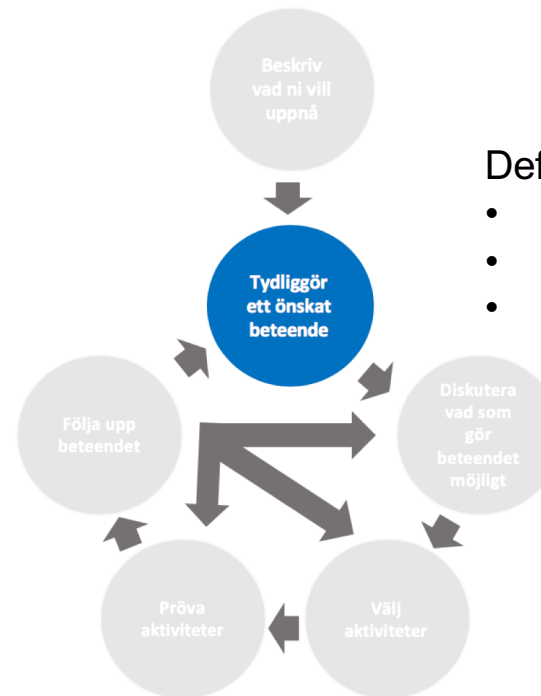
Provides an indication what kind of behaviors managers need to perform to support their staff in the implementation

Workshop 1&2

Implementation & leadership

2) Specifying and analysing the **leader behavior** that facilitate employee's implementation behaviors

Leader behaviors= the planned antecedents and consequences for employee behaviors



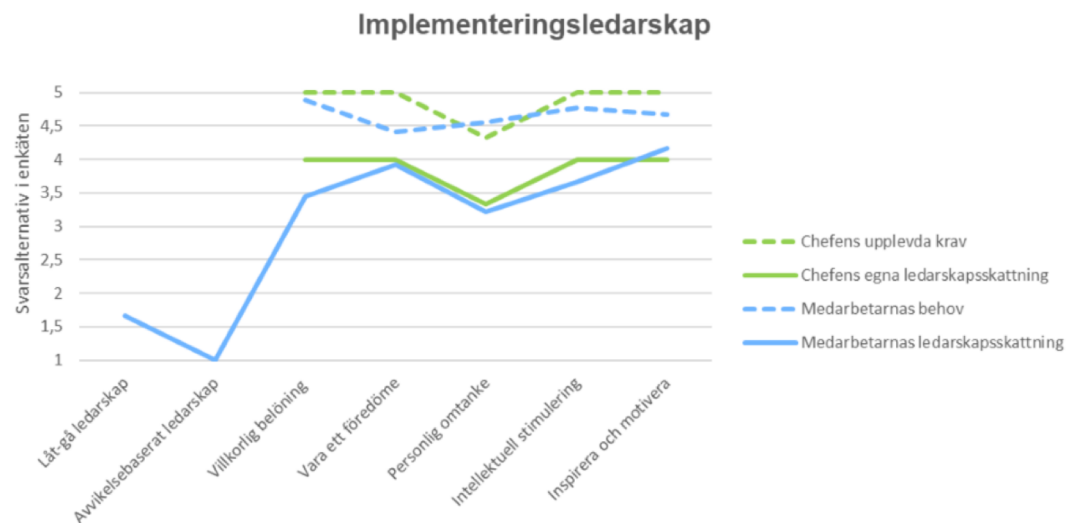
Defining the leader behavior

- List all desired leader behaviors
- Prioritize 1-3 behaviors
- Specify these behaviors (~SMART)

3) Creating an action plan

How to list leader behaviors?

Theory+ Brainstorming+ Feedback report



Figur 1. Skattningar kring ditt implementeringsspecifika ledarskap

Svarsalternativen i enkäten var 1 = stämmer inte alls till 5 = stämmer helt.

But also consider if the leader behavior has an activating or sustaining function

Practicing leadership behaviors related to transformational and transactional leadership

- Workshop 3: focus inspirational motivation and idealized influence
- Workshop 4: focus on individual consideration and intellektual stimulation
- Between workshops: following the action plan & testing new leader behaviors

Workshop 5: Sustainability & sustainability

- Fokus on identifying
 - Follow up structures
 - Working signs & signals
 - Strategies to handle potential setbacks

Thank you!

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For more detailed information about our reserach group:

<http://ki.se/en/lime/procome>

For more detailed information about this intervention:

Richter A, von Thiele Schwarz U, Lornudd C, Lundmark R, Mosson R, Hasson H. iLead—a transformational leadership intervention to train healthcare managers' implementation leadership. *Implementation Science*. 2016; 11:1-13.

For more detailed information about the evaluation:

Richter A, Lornudd, C., von Thiele Schwarz U, Lundmark R, Mosson R, Eskner-Skooger, U, Hirvikoski, T., Hasson H. iLead-Evaluation of a generic implementation leadership intervention. To be submitted to *Implementation Science*.

