

Coaching Leaders in Quality Improvement

From School to Life
And Back Again



DARTMOUTH-HITCHCOCK MEDICAL CENTER

THE DARTMOUTH INSTITUTE
FOR HEALTH POLICY & CLINICAL PRACTICE



Where Knowledge Informs Change

Non vitae sed scholae discimus

Not for life, but for school do we learn.

- **Seneca The Younger**

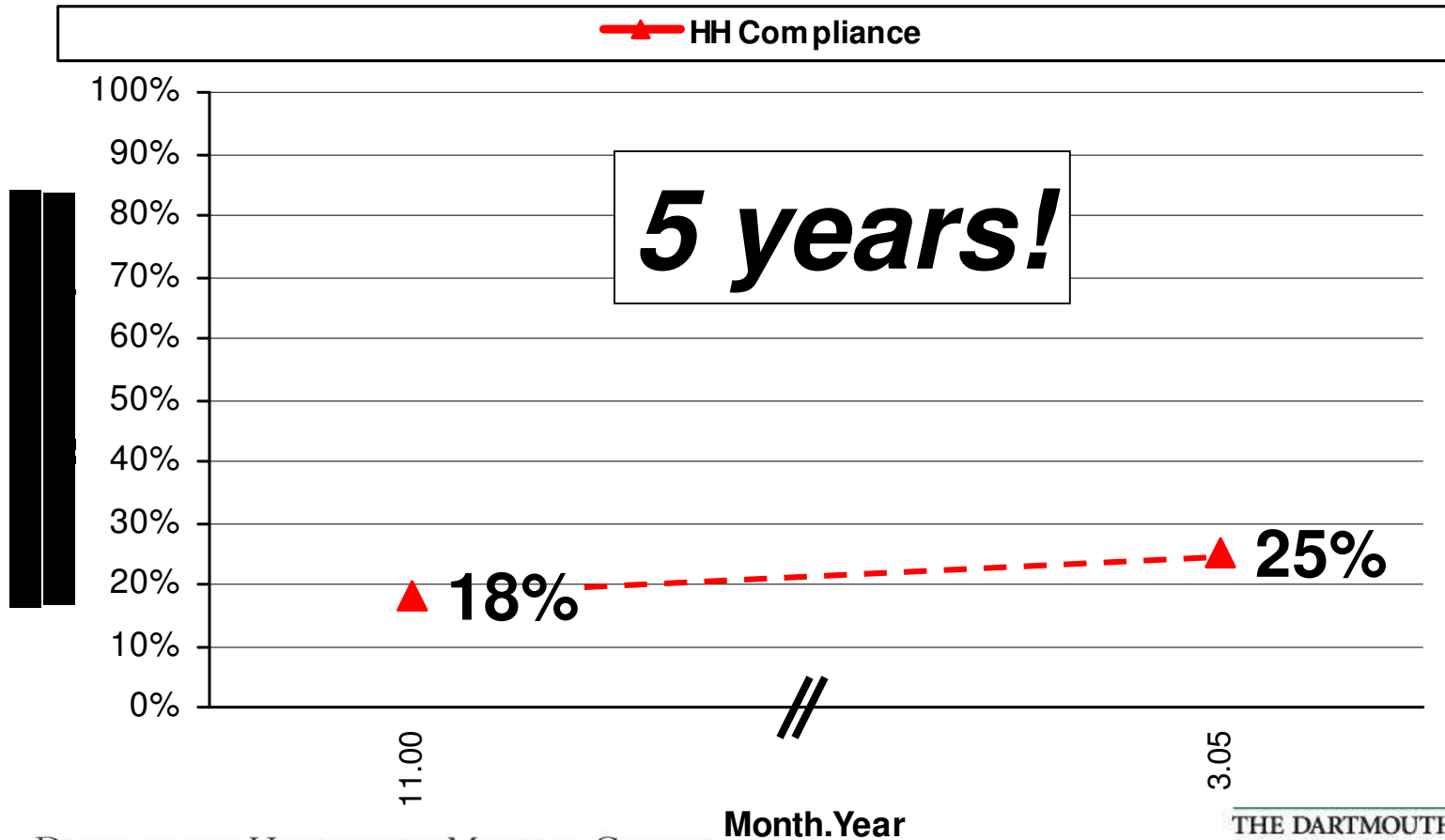
Where I started

- **Solid scholarly credentials:**
 - Residency, chief residency, fellowship (Columbia, Duke)
 - Epidemic Intelligence Service (CDC)
 - 8 y in Hospital Epidemiology (Duke, Dartmouth)
 - Publications, lectures, workshops
- **Firm (*but ultimately mistaken*) belief that I was fully equipped to improve health care (I.e., *Non faciunt bonos ista sed doctos*)**

My Own Work

Before Coaching

Trying to Improve Hand Hygiene Performance



Along Came the LPMR Coaching Opportunity

- **A bridge linking bench (scholarship) to playing field (real life)**
- **A process of doing and improving and reflecting within a process of doing and improving and reflecting**
- **A single “official” day a week that now threads through everything that I do**

What do I mean?



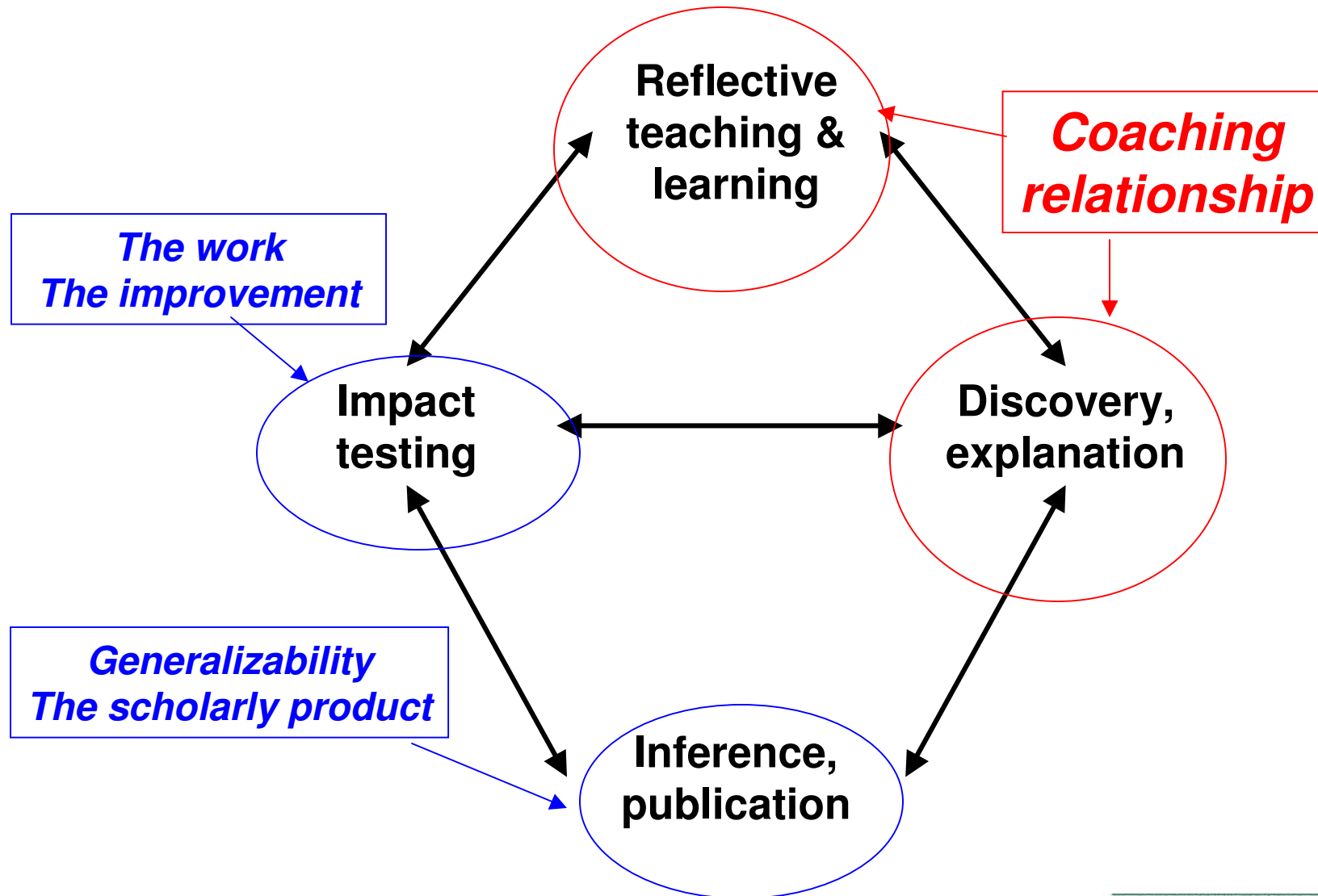
Coaching: What Is It?



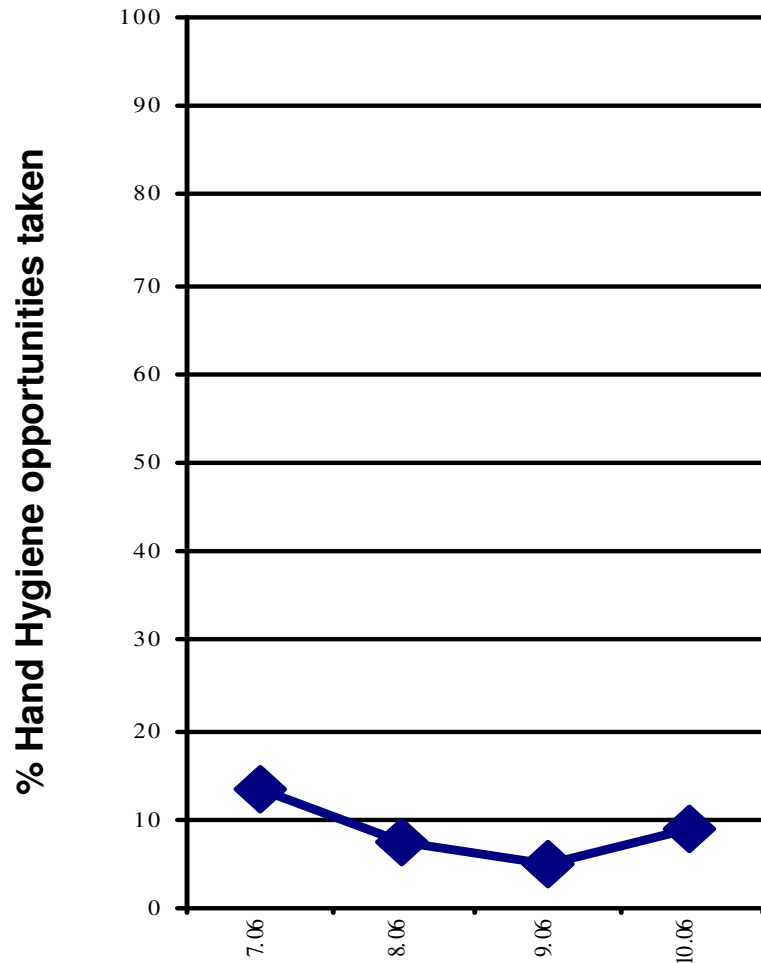
- Relationship with someone who is
- w to knowledge and
- o le ange
- a pr overv and
- hat o
- improvement v la
- Being valued for
 - Time/Financial support
 - Professional development support



Fostering Scholarship of Improvement



Hand Hygiene in Same Day Program Improvement Opportunity



Posters...Rewards
Surveys ...
... Buttons
Education ...
Feedback



Context: Local Culture



I'm too busy!

I don't believe the data.

No thanks

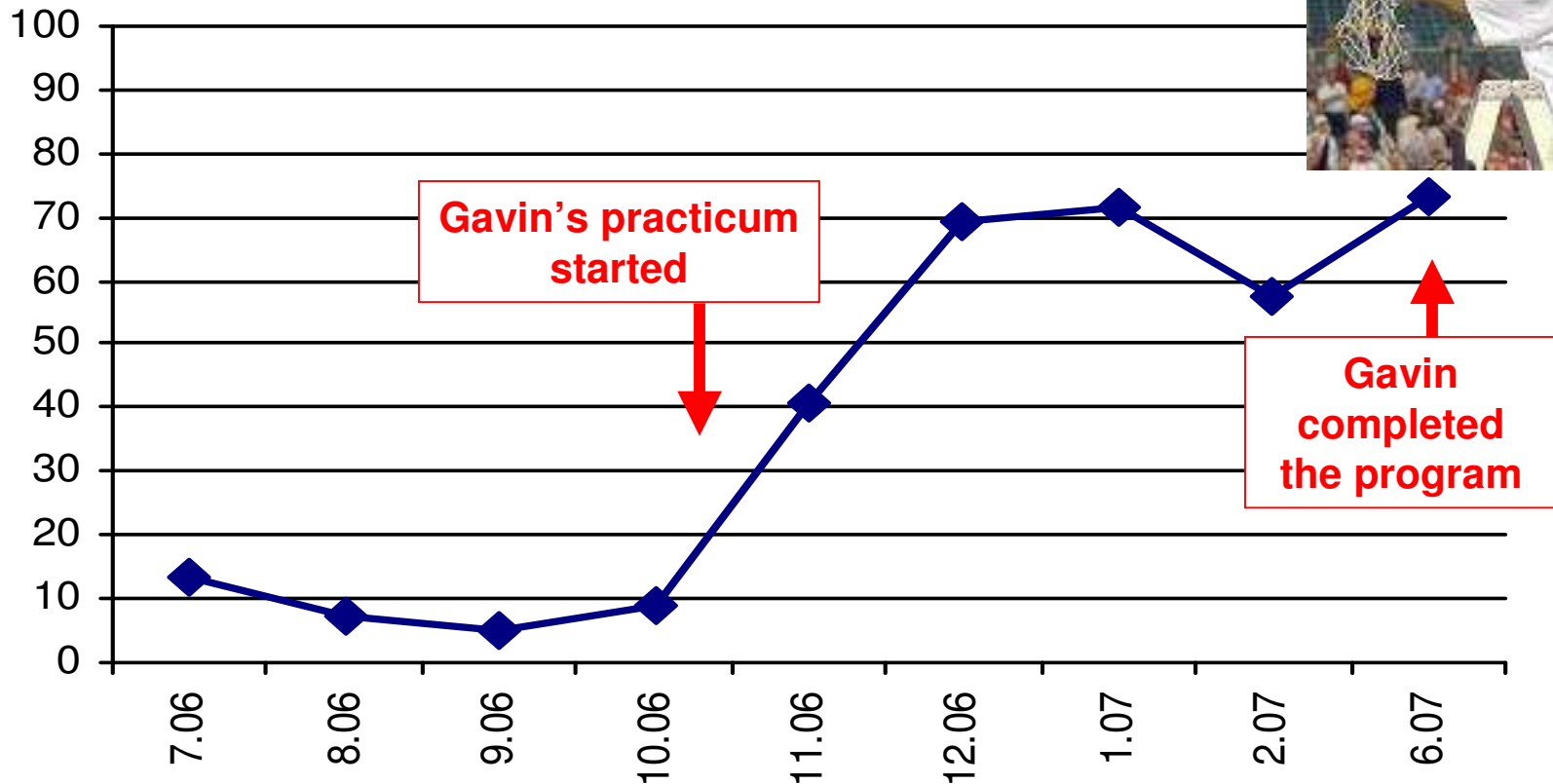
10% isn't that bad!

No one ever told me it was important.



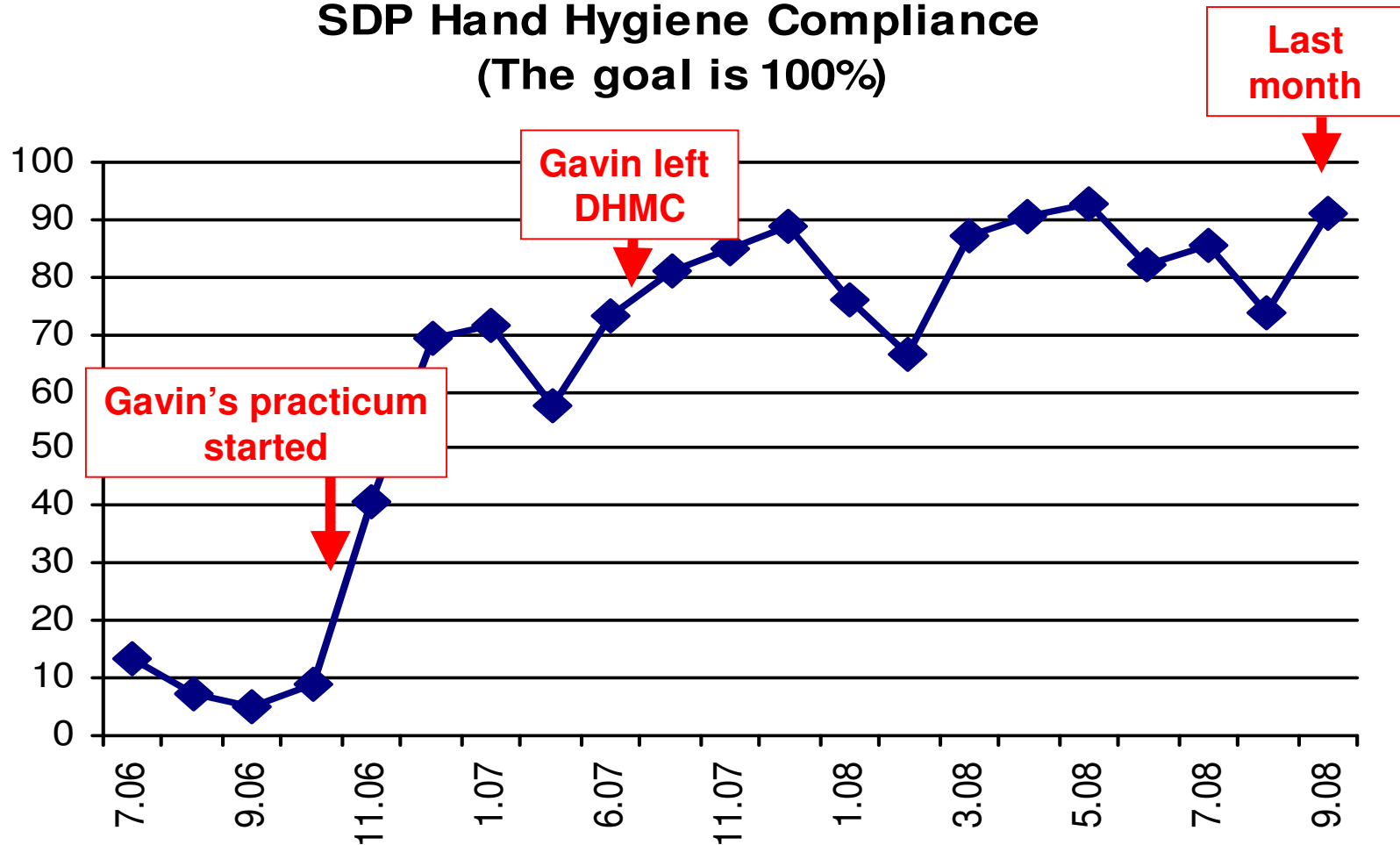
Hand Hygiene in Same Day Program Success!

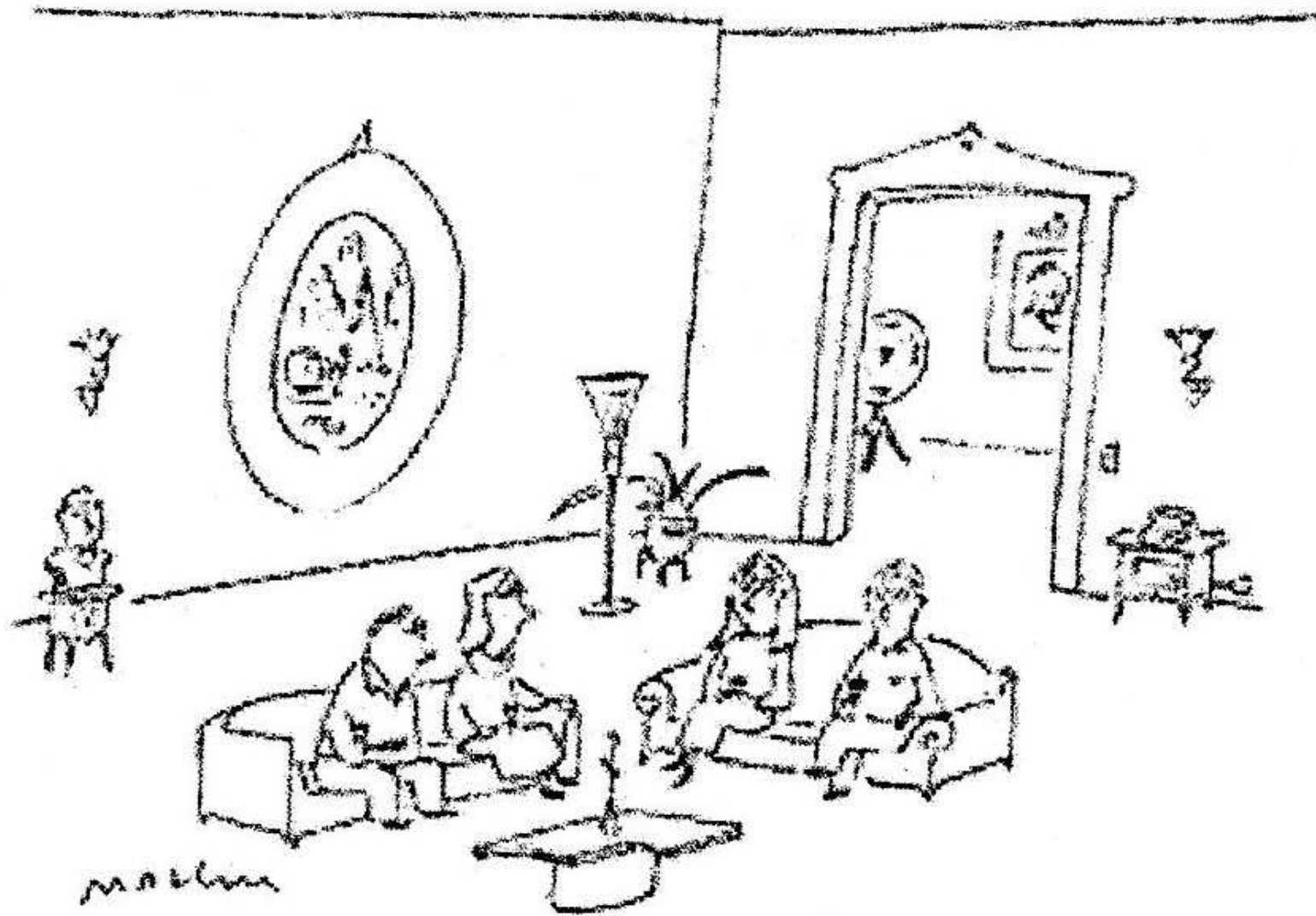
SDP Hand Hygiene Compliance
(The goal is 100%)



Hand Hygiene in Same Day Program Sustained Improvement!

SDP Hand Hygiene Compliance
(The goal is 100%)



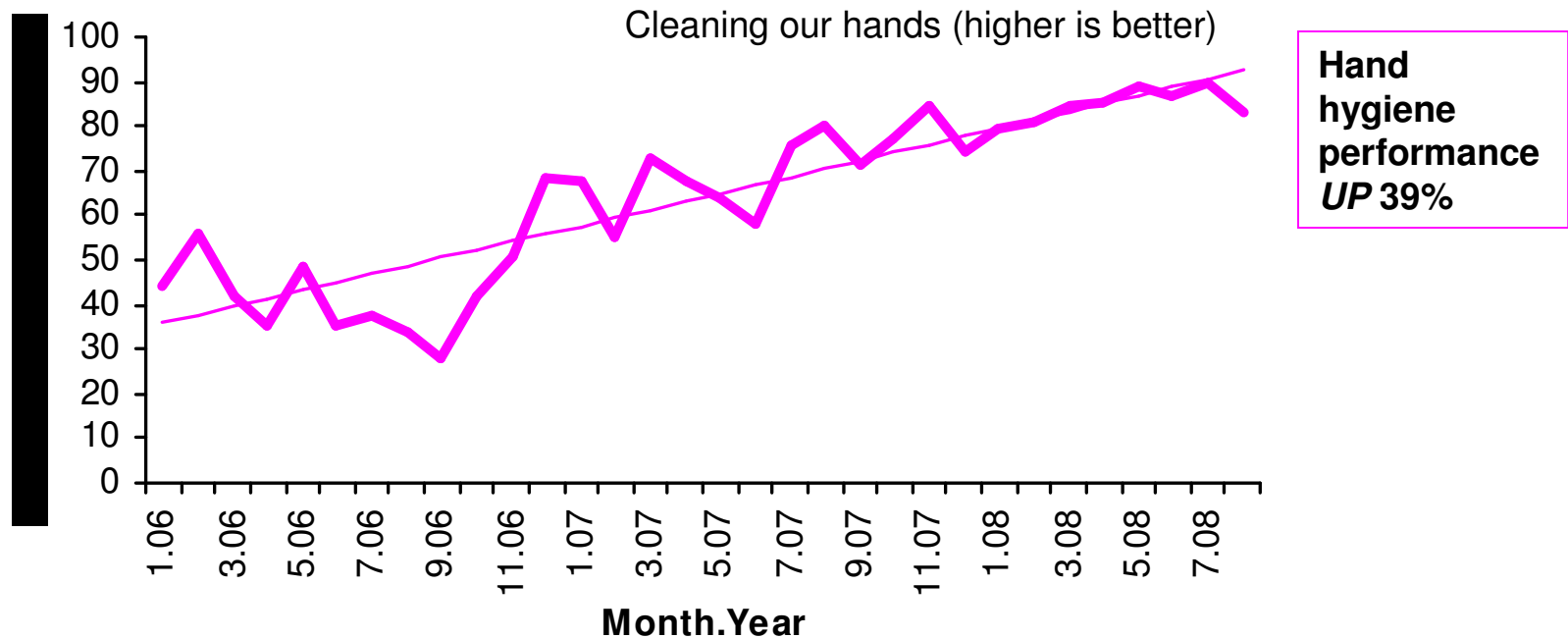


"The work being done on your marriage—are you having it done,
or are you doing it yourself?"

The New Yorker, June 19, 1989

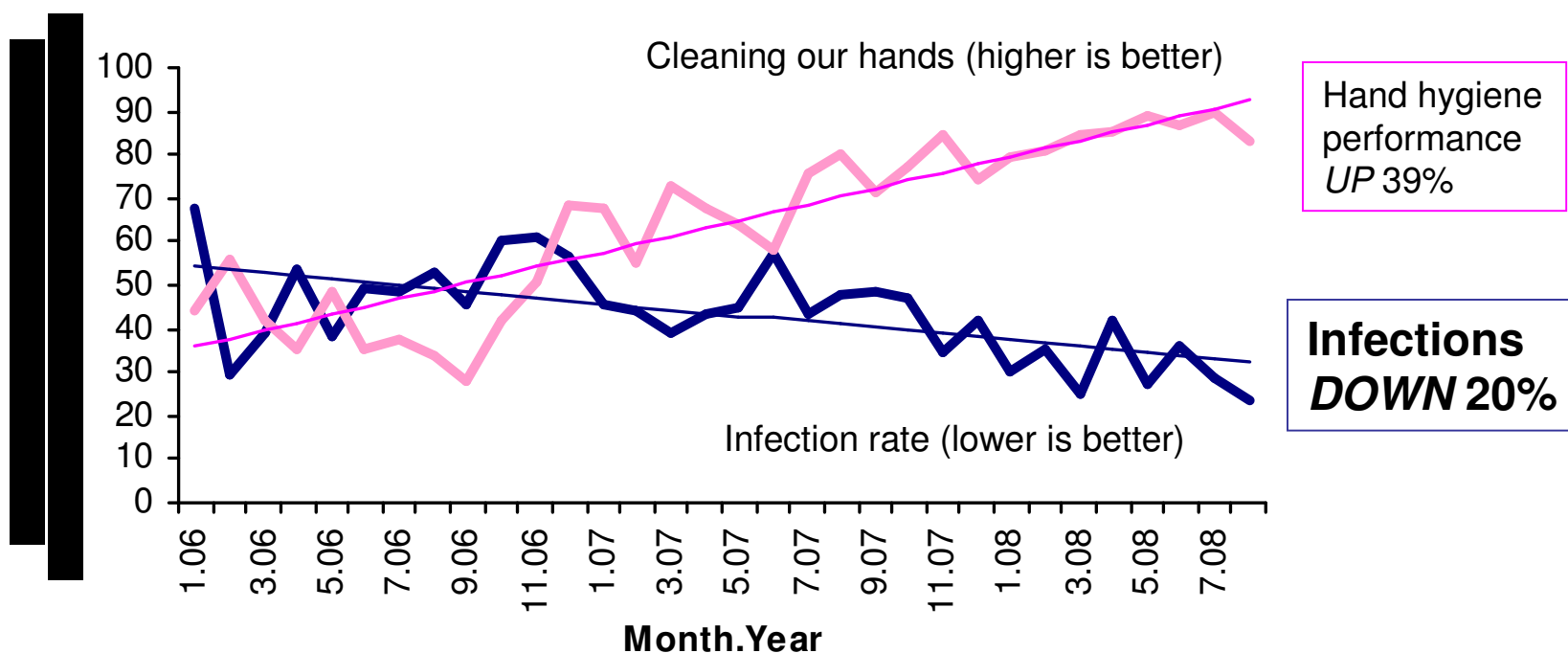
My Own Work Improving Hand Hygiene *After Coaching*

Hand Hygiene Performance
DHMC, Jan 2006-August 2008



Falling Infection Rates

Hand Hygiene and Healthcare Associated Infections
DHMC, Jan 2006-August 2008



*Blue line is a composite of healthcare associated bloodstream infections, SA infections and C difficile infections

And from Life back to School

Emerging Curiosities

- **Could the coaching relationship be somehow integral to all sustained improvement work?**
 - How could this be realized beyond the formal residency program?
 - Implications for workforce development?
- **What is the real role of culture in improvement work?**
 - Links between culture, strategy, structure
- **How might non-traditional lenses enrich the work of coaching and improvement?**
 - Anthropology, sociology, psychology, religion
- **How might these questions be “tested?”**



How do I understand scholarship differently as a result of this journey?

Non scholae sed vitae discimus

Not for school, but for life do we learn.

- What **Seneca The Younger** *meant*

