



SECTION 3

SPONSOR AND LEADER ROLES

SPONSOR AND LEADER | RESOURCE GUIDE FOR UBTs

LMP LABOR MANAGEMENT PARTNERSHIP



SPONSOR AND LEADER ROLES

Introduction

Who are the Mid-level Sponsors and Leaders of UBTs?

For the purposes of the *Sponsor and Leader Resource Guide* for UBTs, sponsors are **those to whom the co-leads report**. If you have management or physician co-leads reporting to you, you are a UBT sponsor. For unions, where there is no direct reporting relationship, sponsors are union leaders whom labor co-leads go to for information and support, such as stewards and business agents.

Transforming Kaiser Permanente to a high-performing organization that puts the member/patient at the heart of everything it does requires unit-based team sponsors (managers, physician leaders and stewards/labor leaders) to mentor, coach, facilitate, advocate and reinforce the success of their teams.

Key Tip!

Sponsors are both responsible and accountable for their teams' performance improvement efforts. One way to think about responsibility and accountability is:

Responsibility—one's duties day-to-day

Accountability—the measure of one's execution of those duties

Sponsors who create an environment of continuous improvement and actively sustain high-performing, innovative teams:	
[✓]	Articulate the Case for Change to help UBTs understand the issues facing Kaiser Permanente and their role in improving organizational performance.
[✓]	Engage frontline employees to own the redesign of business and work processes.
[✓]	Hold their own leaders and each other accountable for jointly determined performance outcomes.
[✓]	Model working in partnership through open collaboration with their medical group, union and management partners—while each stays true to the core expectations of their role.
[✓]	Proactively focus of teams to resolve issues so that a member/patient focus and the values of the organization inform the resolution process.
[✓]	Understand and promote use of Rapid Improvement Model (RIM) as the means to improve the performance of the entire system.

Understanding Sponsorship



“Sponsorship is the single most important factor in any implementation.”

Don Harrison,
Founder of Accelerating
Implementation Methodology
(AIM)

The people UBT co-leads report to, or go to for information and support, are sponsors of unit-based teams. Sponsoring UBTs is part of your role as a leader and long-term sustainability of UBTs depends on active sponsorship from union, management and physician leaders.

Getting Started

1. Get Clarity about the Sponsorship Role

- ❑ Understand the sponsorship role in general and as it applies to your constituency specifically.
- ❑ Meet with your manager to confirm expectations and determine how and when you will report on UBT progress.

2. Learn What You Need to Know

- ❑ Attend needed training and commit to apply what you’ve learned in your role as sponsor.
- ❑ Become familiar with the 2005 National Agreement to understand the background and expectations of UBTs in the transformation of KP.
- ❑ Understand the new behavioral expectations of our performance excellence culture.
- ❑ Refer to your *Sponsor and Leader Resource Guide for UBTs* for needed information, tools and resources.

3. Reach Working Agreements with Key Partners

- ❑ Meet with your co-sponsors (management, union and physician) to reach agreement on how you will conduct your joint work of supporting your UBTs to improve performance.
- ❑ Discuss your roles and expectations of each other as co-sponsors.
- ❑ Meet with your UBT co-leads to share co-sponsor plans for working together and expectations of co-leads, as well as learn what the co-leads need from you.

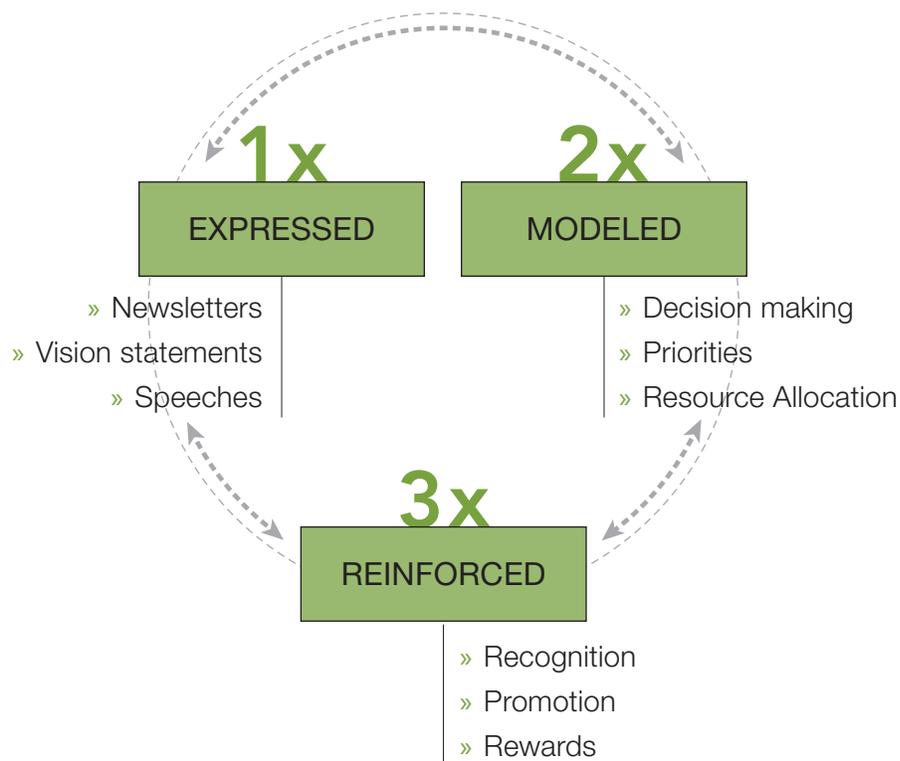
Demonstrating Sponsorship Commitment

Team members pay more attention to what you DO than what you say, so modeling the behaviors you want to see in them is essential—**lead by example**.

THREE WAYS TO DEMONSTRATE COMMITMENT

1. **Express commitment**—Formal, and informal, oral and written communications about the change.
2. **Model commitment**—Sponsor behaviors and activities that represent the desired change.
3. **Reinforce commitment**—Planned resource allocation and formal and informal rewards that reinforce the desired change.

Reinforced values are three times as powerful as those expressed.



🔑 **Key Tip!**

The collaborative work you do with your co-sponsors should be very visible. If you don't have a co-sponsor, think about finding one if you work in pairs or two if you work in triads. Try committing to holding 15-minute co-sponsor huddles in public space.

THREE QUESTIONS TO GUIDE YOU

1. How are you engaging people in improving the performance of the unit or team?
2. What barriers are you finding?
3. What is needed to remove the barriers?



Source: Implementation Management Associates, Accelerating Implementation Methodology (AIM) www.imaworldwide.com



TOOL: Critical Sponsor Behaviors

Consistency and visibility of transformative behaviors are essential. Question your skills/knowledge in these areas.

BEHAVIORS	BUILD YOUR SKILLS
Accountability for Improved Performance	<ul style="list-style-type: none"> » Help UBTs develop clarity on current state vs. desired future state » Monitor results and intervene where necessary
Reinforce Desired Behaviors	<ul style="list-style-type: none"> » Align reward and recognition systems to support the change » Model partnership behaviors and work together with your co-sponsors (management, union, physician)—do this visibly, so your team can see and learn » Reinforce behaviors that support learning and deliver results
Coach for Results	<ul style="list-style-type: none"> » Remove barriers and carefully manage change » Ensure sustainability by keeping the culture of teamwork alive » Teach, coach and facilitate » Encourage use of UBT support specialists/subject matter experts
Ensure Improvement Work is Aligned with Regional/National Goals	<ul style="list-style-type: none"> » Consistently communicate Kaiser Permanente/regional vision, business context and goals using multiple media—connect to UBT work » Foster innovation and flexibility
Provide Resources	<ul style="list-style-type: none"> » Build capacity by developing leadership skills of co-leads » Be accessible » Allocate sufficient resources » Identify gaps in team skill and support personal/professional development
Ensure Data is Used Accurately and Appropriately	<ul style="list-style-type: none"> » Help teams access regional/national data » Support teams in gathering and analyzing their own data » Work with teams to set key milestones and monitor progress » Ensure teams receive performance improvement training



TOOL: Sponsor Behaviors Self-Rating Form

Directions: Carefully read the statements below. Using a scale of “1” (Never) to “5” (Always), choose the response that most accurately reflects what you actually do, and not what you believe you should do.

1. I am able to set deadlines/target dates that feel real rather than arbitrary for the UBT.

1	2	3	4	5
Never		Sometimes		Always

2. I model partnership with my co-sponsors at every opportunity.

1	2	3	4	5
Never		Sometimes		Always

3. I am willing to let the UBT come to the solution to a problem so that ownership and knowledge are shared.

1	2	3	4	5
Never		Sometimes		Always

4. I am able to articulate how the work of the UBT supports the goals and initiatives of the region.

1	2	3	4	5
Never		Sometimes		Always

5. I ensure my co-leads and teams receive the training they need to engage in performance improvement work.

1	2	3	4	5
Never		Sometimes		Always

6. I work with co-leads to ensure improvement work aligns with the points on the Value Compass.

1	2	3	4	5
Never		Sometimes		Always

7. Where do you see room for improvement?

New Roles in the Transformation of KP

Evolving Leader Roles

Although a lot is changing, many things are staying the same. For management, the duty to manage is still a key component of the job, which includes performance management, hiring and firing authority and ensuring safe working conditions. Physician sponsors/leaders retain ultimate responsibility for clinical decision making, and union leaders retain the responsibility to represent. You retain these individual responsibilities, while working in a more collaborative way to solve problems.

All three constituencies are responsible for:	
[✓]	Success of the department
[✓]	Success of Kaiser Permanente and the unions
[✓]	Involving employees in effective decision making
[✓]	Supporting the Partnership
[✓]	Securing LMP and UBT training for employees
[✓]	Establishing effective labor management relations
[✓]	Making sure employees provide a superior health care experience for health plan members



Each retains the following constituency-specific responsibilities:

Union Leaders/Stewards	
[✓]	Duty of fair representation
[✓]	Grievance filing/handling
[✓]	Contract enforcement/negotiation
[✓]	Building solidarity within the union
[✓]	Organizing

Physicians	
[✓]	Ultimately accountable for clinical decision making for care of member/patients
[✓]	Clinical supervision of allied health personnel
[✓]	Responsible for clinical quality

Managers	
[✓]	Personnel responsibilities (final authority for hiring and firing)
[✓]	Performance management (goals, reviews, rewards, development)
[✓]	Safe work environment

Management Sponsors and Leaders

The role of mid-level management leaders is evolving from directing the workforce to coaching, facilitating and supporting frontline teams with necessary systems and resources, while representing the interests of management through interest-based problem solving. Most mid-level management leaders will become sponsors of UBTs by the end of 2010. **If management UBT co-leads report to you, you are a UBT sponsor.**

Management Sponsors:	
[✓]	Ensure success of the department
[✓]	Help teams understand regional priorities and what's at stake financially
[✓]	Support teams as they develop skills for performance excellence
[✓]	Meet regularly with UBT co-sponsors and co-leads to review results, identify problems and facilitate team development of PDSA cycles using the RIM model
[✓]	Broadcast results so everyone is motivated to participate
[✓]	Provide timely and appropriate rewards and recognition for UBT performance

🔑
Key Tip!

The hardest change for many managers is to let go. You're used to driving the work. But now you are being encouraged to ask people to step up, own a problem and develop solutions. People learn by doing. Ensure your teams are prepared and then let them go. Check in with them, monitor progress and be responsive when asked for help. Then acknowledge and reinforce the efforts and results.



AS MANAGERS, SUCCESSFULLY SPONSORING UNIT-BASED TEAMS MEANS:

1. As UBTs become effective at improving performance, and address issues for themselves, you will have more time for other responsibilities.
2. Using time in new and creative ways. Use standing meetings with your teams (staff) and co-leads (direct reports) to conduct your sponsorship activities and address UBT issues.
3. Your employees will feel more satisfied, which leads to stable staffing and less turnover.
4. You will help create a culture of “no blame and no excuses.”
5. Your members/patients will benefit from improved quality and service.



Key Tip!

Traditionally, physicians have not been trained to work in a team of equals to design efficient, patient-centered workflows. With UBTs, physicians may need to practice communicating more clearly, listening attentively and sharing some of the non-clinical decision making. Doing these things will motivate team members to participate, take risks and have increased confidence in their ability to make changes for the betterment of patients and members.



POCKET COACHING

Physician Sponsors and Leaders

If UBT physician co-leads report to you, you are a UBT sponsor. Unit-based teams are more successful with **active physician engagement**. The key is to engage physicians in new ways, while continuing to maximize clinical time—such as physicians being active participants on clinical care UBTs. As sponsors, physician leaders help other physicians use their natural leadership and clinical expertise to guide teams by ensuring the member/patient is at the center of all decisions, metrics are used appropriately and implications of proposed changes are understood. **Remember, the team is the building block in the care delivery system.**

Physician Sponsors:

[✓]	Understand the frames of reference (perspectives, culture, history, needs, maps, interests) of their co-leads and team members
[✓]	Help co-leads lead teams in developing appropriate milestones and good problem statements
[✓]	Get other physician input and share with the team
[✓]	Promote UBT projects and changes with colleagues
[✓]	Suggest successful practices that the UBT could emulate
[✓]	Are informed and engaged with the work of the UBT

AS A PHYSICIAN LEADER, SUCCESSFULLY SPONSORING UBTs MEANS:

1. Team members are more engaged. UBTs become a great place to work, leading to a more stable team. This contributes to continuity of care and quality improvement.
2. You will see improved patient care as work flows become more efficient and total panel ownership/management is shared by the team.
3. You will have more success introducing new initiatives or guiding the improvement of clinical care through the team-based platform.
4. Your team will spend more time focused on system issues rather than personal issues.
5. Physicians are still leaders of the clinical team and all members of the team focus on caring for member/patients—keeping them as healthy as possible.

Union Sponsors and Leaders

Union Leaders—union stewards and other representatives—play a critical role as sponsors of unit-based teams. With UBTs they take on increased leadership responsibilities, partner with managers and physicians in interest-based problem solving and consensus decision making, and coach and support their union member colleagues who participate on UBTs.

Key Tip!

Union stewards are used to representing workers in bargaining or addressing workers’ issues in grievances. Now, along with other union leaders, they are being asked to communicate about and lead change, connect the goals of UBTs to organizational strategies and partner with other sponsors to obtain resources and remove barriers. As a sponsor/leader, union stewards model new behaviors and help set the tone for UBT work.

Union Leader Sponsors:	
[✓]	Use their skills and experience to help teams advocate for member/patients, make better decisions about patient care and improve quality and service.
[✓]	Help create a more satisfying workplace by working with co-leads and teams to select improvement work that maximizes scope of practice and leads to real improvement.
[✓]	Improve morale and the quality of work life by demonstrating active partnership with their co-leads, co-sponsors and colleagues.
[✓]	Empower employees in decision making and create an environment where teams see their work in new and different ways.



AS A UNION LEADER, SUCCESSFULLY SPONSORING UBTs MEANS:

1. You will see team members develop confidence as you encourage all voices to be heard.
2. You will spend less time on issues as teams learn to reach resolution themselves.
3. You will develop personal skill with RIM as you support teams in using it.
4. You will create a learning environment in which employees learn by doing and see the resulting improvement.
5. You will have more collaborative relationships with your co-sponsors.

Transformative Behaviors



A New Mindset

Given the Case for Change, we know KP has to move quickly to achieve its goals. We want to be the model for health care in our country. To accomplish this, labor, management and physicians must collectively examine their behaviors and attitudes and refocus energy on the member.

All three constituencies will have to give up stereotypes about the other entities, as well as their own—and understand that everyone needs to change for us to be successful. **If everyone changes a little, we all change a lot.**

Physicians will have to acknowledge that...	Labor will have to acknowledge that...	Management will have to acknowledge that...
Labor is well positioned to identify system problems/waste and create viable, sustainable solutions.	Physicians are ultimately accountable for clinical care and all employees must work upward within their scope of practice.	Management must be part of the team, coaching and empowering to achieve a balance between process, relationships and results.
Each member of the team contributes to the total member/patient experience.	Labor’s role is to support the physician/patient plan, contributing to the best possible outcomes for patients/members.	Labor wants to be a credible contributor and partner. This requires management to be transparent with information and encourage participation in areas that are new to labor.
Physicians must hold themselves and each other accountable for top performance to ensure the viability of KP.	Labor input is important, but to management traditionally has been held accountable for the budget.	Physicians, labor and management will be required to understand each other’s work in order to create an environment that supports the goals of Kaiser Permanente.

Joint decision making means joint accountability for labor, management and physicians.

 **TOOL: Old Behaviors vs. New Behaviors**

Old Behaviors		New Behaviors
Physicians		
My job is to see patients in the clinic.	→	My job is to make sure my panel of member/patients stays as healthy as possible.
I am totally responsible for getting the work done.	→	I work with many others to constantly improve systems, relationships and processes to get the results our members need.
I am responsible for my own behavior only.	→	I am responsible to work with my colleagues and staff to ensure we all thrive in our workplace—working together we will achieve more.
It is up to me to solve the problems.	→	The team identifies system problems and creates good solutions.
Labor		
My job is to perform assigned tasks.	→	My job is to constantly improve how I do my work by improving processes and relationships so that our members and colleagues thrive.
I am only responsible for supporting my provider.	→	I am responsible to participate in the delivery of care to meet the needs of all our members.
What I do doesn't always seem to matter.	→	I am an important part of the team and my contributions ensure our members are receiving affordable, high-quality health care every day.
Management		
I am responsible for making change happen.	→	I am responsible for creating an environment of collaboration and trust, empowering teams to create change.
I am solely responsible for the budget.	→	I will include UBTs in the budget process. We will all be accountable for decisions we make together.
It is my job to control the physicians and staff.	→	It is my job to mentor and coach teams, to provide tools the team needs to meet organizational goals and achieve outcomes consistent with the Value Compass.
All		
I just want the status quo.	→	In order for KP to survive, we all have a responsibility to change, even when it feels uncomfortable to do so—I am open to change.
I just want to learn what is necessary and be finished.	→	We embrace the notion that we must learn, unlearn and relearn, and every day is an opportunity to create improvement in processes, systems and relationships.
I must be in control.	→	We will be open to each others' ideas and perspectives. We will create an environment of shared accountability and empowerment so we are all the best we can be, together.
I just worry about my own constituency and what's best for us.	→	Partnership is a focus for all constituencies—physicians, union and management.

Continuum of Behaviors for Sponsors and Leaders

In highly effective teams, the transformative behaviors listed below may not be new—some areas have a long history of working in the “new” way. Transformative behaviors should be exhibited by leaders in all three constituencies.

Review the comparison between old and new behaviors in the table below. **How closely does your area reflect the transformative behaviors?**

TRADITIONAL		TRANSFORMATIVE
Decide	→	Facilitate problem identification and solutions
Direct	→	Guide and influence
Paint the vision	→	Facilitate a clear joint vision
Emphasize correction	→	Emphasize prevention (through creating effective structures, processes, relationships)
Manage problem solving	→	Coach problem solvers. Look at problems with a system focus in an impersonal manner
Manage projects	→	Sponsor continuous improvement
Make sure the right people are in the meeting	→	Engage co-leads to get the right people involved
Get resources for team	→	Be a resource for the team
Responsible for team’s results	→	Responsible for team’s results and learning development
Manage conflict among team members	→	Manage conflict among co-leads. Coach/develop co-leads to manage conflict among team members



TOOL: Sponsor Partner Preferences

When establishing a relationship with your co-sponsors, use the following ideas to **develop rapport and understanding**. Creating a strong foundation at the beginning will serve you well in your joint work of supporting UBTs to improve organizational performance.

1. I define partnership by...
2. I develop and maintain trust-based relationships by these specific actions...
3. To me, communication is most effective when...
4. My best strength in dealing with people...
5. My thoughts about change are...
6. The way I like to start solving a problem is...
7. When two people are talking, I think it's very important that they...
8. When I know that a conversation is going to be difficult, I will...
9. I believe conflict always gets worse when...
10. To me, a good plan will always...
11. The worst plan I ever saw was...
12. I'm most comfortable developing a plan with others when...
13. The best way for me to set priorities is to...
14. Before I make a final decision, I really need to...
15. I think the best way to handle tough differences is to...
16. I'm willing to forgive almost any disappointment in a partnership, except when a partner...
17. One thing I always try to do in an ongoing working relationship is...
18. People drive me nuts when they...
19. I sometimes get angry at myself when I realize I'm...

Source: San Diego Service Area LMP



TOOL: Sponsor Working Agreements

Use these questions to help you and your co-sponsor(s) **develop working agreements** about how you will collaborate to support your UBT.

- 1. What are your co-sponsor roles and expectations of each other? How will you hold each other accountable?**
- 2. How will you communicate with each other as a co-sponsor team? (Meetings, phone, email, etc.)**
- 3. How and when will you meet with your UBT co-leads? Who will arrange these meetings and set the agenda?**
- 4. How and what do you want your UBTs to communicate with you?**
- 5. How often will you, as sponsors, attend UBT meetings? What about other key meetings? Who will attend which?**
- 6. How will you model working in partnership?**
- 7. Have you reviewed your team's charter? Are you in agreement with the charter?**
- 8. What are your UBTs' goals/timelines?**
- 9. What are your expectations of your UBTs?**
- 10. How will you handle issues or differences of opinion among yourselves?**
- 11. How will you communicate with each other about any changes in UBT membership?**
- 12. How will you communicate with your constituencies and managers?**
- 13. How will these working agreements be communicated to your teams?**

Source: Colorado Steward Sponsor Workshop