# Introduction

Achieving the transformation of Kaiser Permanente to a high-performing organization that puts the patient and member at the heart of everything it does requires that

unit-based team sponsors (managers, physician leaders and stewards/labor leaders) learn to mentor, coach, facilitate, advocate and reinforce the success of their teams.

Sponsors who create an environment of continuous improve- ment 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 collabora- tion with their medical group, union and management partners—while each stays true to the core expectations of their role; and
* understand and promote the use of the Rapid Improvement Model (RIM) as a means to improve the performance of the entire system.

Job Aids, Tools and Templates

* When to Seek Help from Your Sponsor Tool

# Seeking Help from Your Sponsor Tool

Purpose

This tool is to help the co-leads understand how a sponsor is able to support their UBT.

Outcomes

When using this tool, co-leads will have guidelines to under- stand when it is appropriate and important to seek help from their sponsors.

Instructions

Review this document and use it as a guide for seeking help and direction from your UBT sponsors.



**TOOL: When to Seek Help from Your Sponsor**

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| When Seeking Clarity | * Ask your sponsor to meet with your UBT to help you communicate Kaiser Permanente/regional vision, business context and expected results. * Ask your sponsor to help you continuously communicate the “Case for Change” message. * Ask your sponsor to help you set key milestones and monitor progress. * Ask your sponsor to help you identify team gaps and support personal/professional development. |
| When Seeking to Remove Barriers | * Identify barriers that you as co-leads are unable to remove. Seek counsel from your sponsor on how to remove barriers or ask for his/her assistance to remove the barriers. |
| When Seeking Additional Consultation | * When in need of additional support resources, ask your sponsor to assist in obtaining consultation and to help you make use of UBT support specialists/subject matter experts. |
| When Seeking Additional Resources | * If needed, ask your sponsor to allocate sufficient resources to fund your improvement work. * Ask your sponsor to get team members performance improvement training if needed. |
| When Concerned about Performance Management | * Seek sponsor mentoring and advice regarding how to deal with difficult situations in team member performance or behavioral issues. |
| For Help with Reward and Recognition | * Seek sponsor mentoring and advice regarding questions of how to align reward and recognition systems to support the change and targeted performance improvement. |

# Notes