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 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: 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

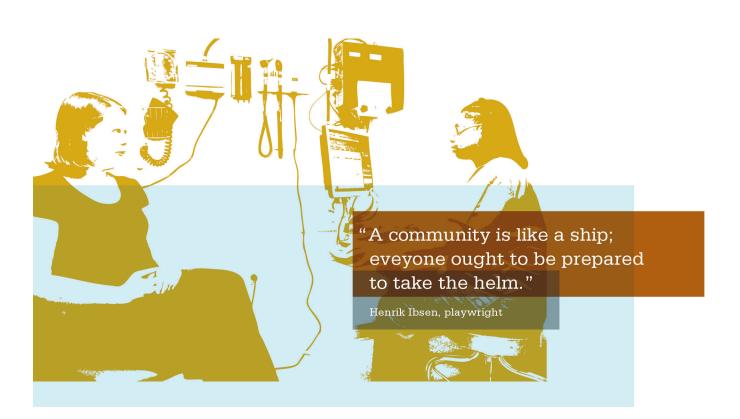
This tool is to help the co-leads understand how a sponsor is able to support their UBT.

Outcomes

When using this tool, co-leads will have guidelines to understand 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

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				

