



Colorado Department  
of Public Health  
and Environment

## Colorado Baby-Friendly Hospital Collaborative

Identifying and addressing  
implementations issues

September 2013

# Introductions

- **Steven Brown MS, MBB**

National Director, Performance Excellence Group  
Catholic Health Initiative, Englewood, CO

---

20 years in health care industry. Lean/Six Sigma MBB, expert healthcare performance improvement strategist and change management coach & facilitator

- **Laticia Thompson, MSMOB**

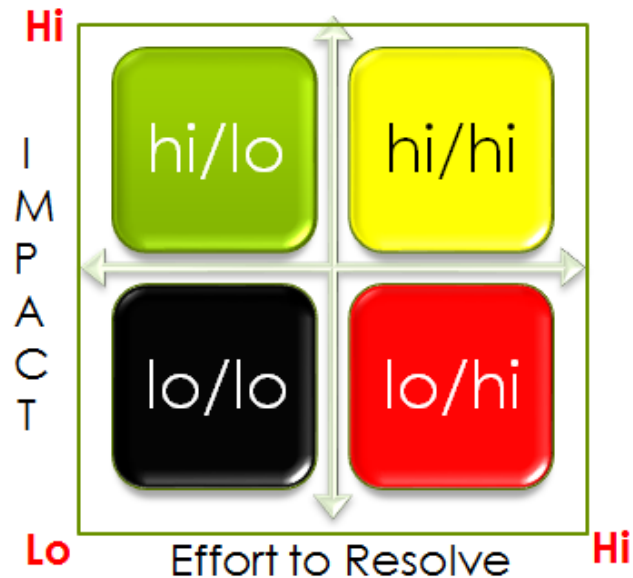
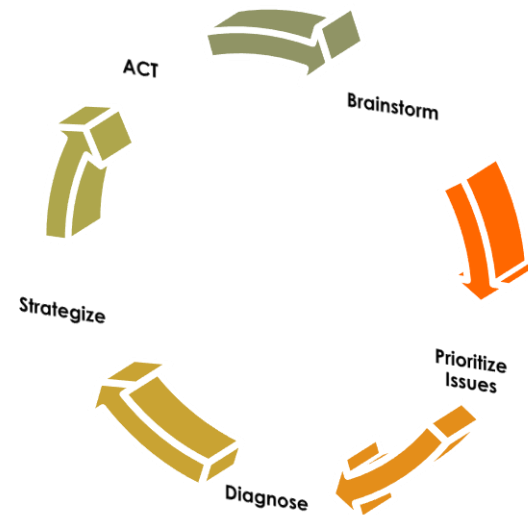
Regional Director, Learning & Organization Development  
Adventist Midwest Health, Chicago, IL

---

8 years in health care industry. Change management and leadership coach, learning and development certified facilitator, and team diagnostic and intervention professional

# Issue Management Process

- Brainstorm**  
 What are the anticipated or emerging issues?
- Intuitive Prioritization**  
 Which issue(s) are most important to resolve?
- Diagnose**  
 What type of issue is it and what are the keys to success?
- Strategize**  
 What's the plan?
- Act**  
 Follow-through on the plan and make necessary adjustments



# Issue Diagnosis

<p>In what category does your root cause fall?</p> <p><input checked="" type="checkbox"/> <b>Technical</b>  <input type="checkbox"/> Political  <input type="checkbox"/> Cultural  <input type="checkbox"/> Hybrid</p> <p><i>TPC strategic guidelines</i></p>	<p>In what category does your root cause fall?</p> <p><input type="checkbox"/> Technical  <input checked="" type="checkbox"/> <b>Political</b>  <input type="checkbox"/> Cultural  <input type="checkbox"/> Hybrid</p> <p><i>TPC strategic guidelines</i></p>	<p>In what category does your root cause fall?</p> <p><input type="checkbox"/> Technical  <input type="checkbox"/> Political  <input checked="" type="checkbox"/> <b>Cultural</b>  <input type="checkbox"/> Hybrid</p> <p><i>TPC strategic guidelines</i></p>	<p>In what category does your root cause fall?</p> <p><input type="checkbox"/> Technical  <input type="checkbox"/> Political  <input type="checkbox"/> Cultural  <input checked="" type="checkbox"/> <b>Hybrid</b></p> <p><i>TPC strategic guidelines</i></p>
<p><b>Leading Characteristics</b></p>	<p><b>Leading Characteristics</b></p>	<p><b>Leading Characteristics</b></p>	<p><b>Leading Characteristics</b></p>
<p>The root cause can be attributed to lack of documented standard work, integration of new technology, training, education, and expertise hurdles, and issues stemming from supplies challenges.</p>	<p>The root cause can be attributed to issues associated with power, influence, and the allocation of resources, e.g., who has authority, who is rewarded, and who decides how rewards and resources are allocated.</p>	<p>Behaviors demonstrated are in direct conflict with the organization’s mission, values, or goals. The root cause compromises relationships or distorts how people work together when change is necessary for improvement, advancement, or survival.</p>	<p>The root cause cannot be attributed primarily to one particular issue type. Challenges are multi-faceted and cross the TPC spectrum.</p>
<p><b>Key Success Factors:</b></p>	<p><b>Key Success Factors:</b></p>	<p><b>Key Success Factors:</b></p>	<p><b>Key Success Factors:</b></p>
<ul style="list-style-type: none"> <li>• Clarify processes, procedures, and policies</li> <li>• Determine if level of technology meets needs</li> <li>• Evaluate technical competency of team and provide necessary training</li> <li>• Ensure or assess whether or not the persons/teams have the resources to do their job.</li> </ul>	<ul style="list-style-type: none"> <li>• Discover whose influence lends greatest potential for success</li> <li>• Understand what stakeholders need to become supporters of proposed actions</li> <li>• Understand how much sponsor influence is required for change</li> <li>• Communicate project progress and wins to stakeholder religiously.</li> </ul>	<ul style="list-style-type: none"> <li>• Determine if its an issue of skill (can't do) or will (won't do)</li> <li>• Assess team readiness and capacity for change, assess perspectives, provide education, and offer alternative solutions</li> <li>• Build a follow-up plan to ensure success</li> </ul>	<ul style="list-style-type: none"> <li>• Determine which TPC elements are in play and determine co-dependencies if any.</li> <li>• Address the primary issue followed solutions for secondary based on dependency</li> </ul>

# TPC-Act Tool

TPC/Action Problem Management Tool

Involved Implementation: \_\_\_\_\_

PRIORITY ISSUE	SIMPLE ROOT CAUSE (The 5 Why's)	RC/TPC	SUCCESS FACTOR	S.M.A.R.T. TACTIC	STAKEHOLDER BUY-IN
What is the <i>anticipated or emerging issue</i> related to implementing the Baby Friendly Recommendation?	After asking yourself/your team "Why" five times, what is the root cause of the anticipated or emerging issue?	<p>**In what category does your root cause fall?</p> <p><input type="checkbox"/> Technical  <input type="checkbox"/> Political  <input type="checkbox"/> Cultural  <input type="checkbox"/> Hybrid</p>	Describe the key objective or goal to address the root cause issue. <i>What's the end result you desire? Be specific.</i>	Describe tactic(s) you will implement to resolve the root cause issue. Utilize SMART ( <i>specific, measurable, achievable, realistic, and time-bound</i> ) as your measuring stick for building a solid tactic	Identify your <i>key stakeholders</i> impacted by this tactic and how you will: <ul style="list-style-type: none"> <li>a) Explain the goals/objectives</li> <li>b) Communicate the facts &amp; benefits</li> <li>c) Gain understanding of stakeholder perspective</li> <li>d) Discuss support required</li> <li>e) Develop follow-up plan</li> </ul>
		<p>**In what category does your root cause fall?</p> <p><input type="checkbox"/> Technical  <input type="checkbox"/> Political  <input type="checkbox"/> Cultural  <input type="checkbox"/> Hybrid</p>			
		<p>**In what category does your root cause fall?</p> <p><input type="checkbox"/> Technical  <input type="checkbox"/> Political  <input type="checkbox"/> Cultural  <input type="checkbox"/> Hybrid</p>			
		<p>**In what category does your root cause fall?</p> <p><input type="checkbox"/> Technical  <input type="checkbox"/> Political  <input type="checkbox"/> Cultural  <input type="checkbox"/> Hybrid</p>			

**\*\*Categorical Themes**

**Technical:** Systems, Training/Competency Issues, Machines/Equipment, Policies/Procedure, Environmental Problems

**Political:** Bureaucracy/Red Tape, Waiting on Decisions, Power/Authority Struggles

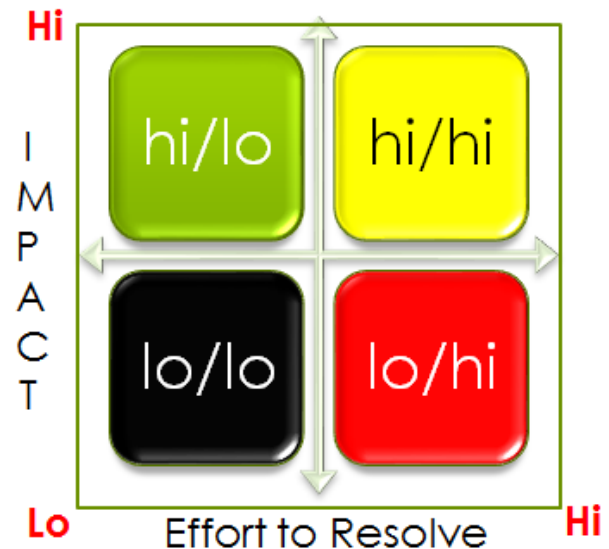
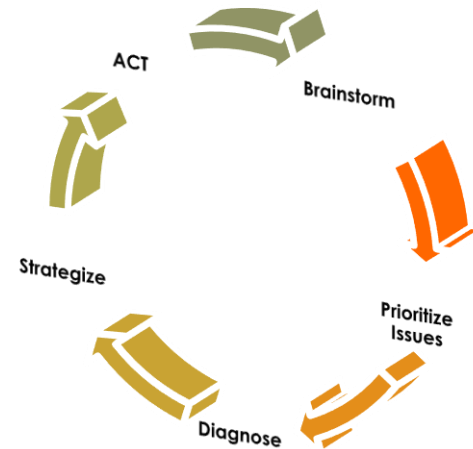
**Cultural:** Conflicts related to Mission, Values, Goals, Interpersonal Relationships, Teamwork, Behaviors

- **Written Breastfeeding Policy**
- **Train all health care staff to implement this policy**
- **Inform all pregnant women about the benefits of breastfeeding**
- **Help mothers initiate breastfeeding within 1-hour of birth**
- **Show mothers how to breastfeed and maintain lactation**
- **Nothing other than breast milk given unless medically indicated**
- **Allow mothers and infants to remain together 24 hours a day**
- **Encourage breastfeeding on demand**
- **Give no pacifiers or artificial nipples to breastfeeding infants**
- **Foster the establishment of breastfeeding support groups**

# Exercise #1

## Anticipated Issue Management

- Brainstorm**  
 What are the anticipated or emerging issues?
- Intuitive Prioritization**  
 Which issue(s) are most important to solve?
- Diagnose (5 Whys + TPC Guide)**  
 What type of issue is it and what are the keys to success?
- Develop a Strategy**  
 Follow the SMART framework for determining action?
- Act**  
 What are the first 3-5 steps toward completing your strategy?



# Exercise #2

## Emerging Issue Management

### *Time Sensitive Resolution*

- Brainstorm**  
 What are the anticipated or emerging issues?
- Intuitive Prioritization**  
 Which issue(s) take are most important to mitigate?
- Diagnose (5 Whys + TPC Guide)**  
 What type of issue is it an what are the keys to success?
- Develop a Strategy**  
 Follow the SMART framework for determining action?
- Act**  
 What are the first 3-5 steps toward completing your strategy?

