

## What executive leaders and improvement sponsors can do to support the MN Perinatal Quality Collaborative and other improvement projects

- Build Will for the project
  - Be a champion for the work. Help those not yet invested understand the “why?” behind the work.
  - Connect the project purpose to your current strategic priorities, e.g., patient centered care, equity, safety, high reliability, etc.
  - Speak often about the project’s contribution to the hospital or system
    - To your Board; at the Quality and Safety Committee Meetings; at medical staff meetings; with your stakeholders and payors; in your newsletter and media communications; internally to staff and leaders
    - Share emerging results and stories to all your audiences
  
- Support ideas for change
  - Suggest an idea for the improvement team to test and then follow up to see what the team learned
  - Create opportunities for staff to generate improvement ideas
  - Ask to see the “theory of change” or the driver diagram and use it to guide updates and conversations with the team or team leadership
  - Hold conversations with your leadership team about inter-departmental cooperation and collaboration related to this project
  - Ask how the ideas relate to equitable care? Ask, “whose interests are served” at key points in the project
  
- Execution
  - Meet with the team leader regularly – even if only for 15 min. a month
    - Ask, “what was the last test of change the team ran?” What did the team learn?
    - Ask to review the data. Insist on run charts or Shewhart charts for data visualization. Ask the team lead to comment on what the data reveals, are we improving? By how much?
    - Ask the team what system barriers they are encountering and then work with your leadership team to remove them
    - Make sure the team has what they need to get results: a place and release time to meet and plan; IT resources; data flow
    - Be curious about how the project is going. If you do executive walk arounds bring it up in the Labor and Delivery areas. Ask about it, ask staff what tests they are running, what they are trying and learning
  - Insist on rigor of plan do study act (PDSA) cycles. Plan for period refinement of the project after implementation
  
- Celebrate
  - Mark successes along the way. Celebrate them with the team. Express gratitude and appreciation to the team.
  - Create opportunities for public recognition for the team and the women you serve

- Celebrate large and small wins