Leading Through Complexity

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I do not have an affiliation (financial or otherwise) with a pharmaceutical, medical device or communications organization.

Je n’ai aucune affiliation (financière ou autre) avec une entreprise pharmaceutique, un fabricant d’appareils médicaux ou un cabinet de communication.
Leading through complexity: a case study

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Western Michigan University Homer Stryker M.D. (WMed) is a collaboration of Western Michigan University and Kalamazoo’s two teaching hospitals, Ascension Borgess Hospital and Bronson Healthcare

- LCME accredited
- 4 year graduate entry program
- First medical student class graduated in the spring of 2018.
- Graduate medical program
  - 9 residencies and 3 fellowships.
- WMed directly operates outpatient clinical services in 6 outpatient sites and works with 2 hospital systems over multiple clinical sites in the region
Medical education is situated at the intersection of two complex systems—education and health care.

Human Systems Dynamics (HSD) is an approach to complex systems

- Focus on the principles of complexity science and chaos theory to cope with volatile, uncertain, complex, and ambiguous (VUCA) situations
- Defines sticky issues and wicked problems
- Focus on praxis—the intersection of theory and practice
Series of workshops were developed and delivered to leadership over 8 months

Key concepts covered included:

- wicked problems
- sticky issues
- complex adaptive action cycles
- Importance of inquiry
- simple rules
Results

- Workshops were well received
- Move to culture of “inquiry”
- Adaptive action cycles used as a leadership tool
- Leadership group developed a series of “simple rules” using HSD principles:
  - Values in Action.
  - Leader expectations
Results: Standing in Inquiry

- Turn judgment into curiosity
- Turn disagreement into shared exploration
- Turn defensiveness into self-reflection
- Turn assumptions into questions
Results: Adaptive Action Cycles
Results: Simple Rules

Our Guiding Principles

Mission
To educate and inspire lifelong learners to be exceptional Clinicians, Leaders, Educators, Advocates, and Researchers of tomorrow

Values
how we define our culture
We achieve excellence by:
- Promoting innovation and lifelong learning
- Acting with integrity and professionalism
- Demonstrating leadership, teamwork, and collaboration
- Showing compassion for all
- Valuing inclusiveness and diversity

Values in Action
behaviors we can expect from each other
Together we...
- Seek to understand
- Respect one another
- Serve with empathy
- Speak up to inform
- Strive for excellence
- Act with integrity
- Celebrate effort and achievement

Strategies
the actions we take to achieve our goals

Medical Education
Provide outstanding learner-centered education

Clinical Care
Deliver excellent patient- and family-focused care

Research
Advance knowledge through translation and discovery

Community Service
Improve the health and prosperity of the communities we serve

Economic Stewardship
Enhance financial and operational effectiveness

Culture
Create an inclusive environment that honors health and work that embodies our values

Vision
what we aspire to be
To be distinguished as a leader among medical schools through community collaboration in medical education, patient care, research, and service
Results

- Leaders reported:
  - ease of the teaching processes and techniques
  - rapid cycle
  - alignment with clinical processes

- Participants
  - reported more in-depth exploration of the data gathering and meaning-making processes.
  - richer, more developed plans resulted
Challenges

- Single institution
- Deployed during time of rapid change
- Resistance to change
- Faculty and staff require further training and exposure
- Measuring outcomes
Moving Forward: Faculty Development

- Inquiry
- Simple rules
- 4 truths
- Similarities and difference
- Types of change
- Pattern spotting
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