

# The Role of Leadership in Creating Capacity for Change

20 Feb 2007

- Henley Management College -

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**The health service in Germany: approx. 250 billion turnover; 30% of it for the hospital sector (approx. 2200 hospitals)**

## Metrik: Questionings/ Surveys

- ◆ Project excerpt:
  - Over 450 standardized patient questioning projects
  - In over 110 hospitals surveys about admitting doctors
  - Over 210 co-worker questioning projects
- ◆ Further data:
  - Organisations between 50 and more than 2000 beds
  - over 410.000 questionnaires of patients evaluated

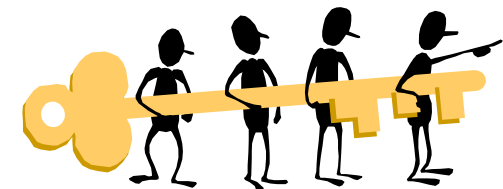
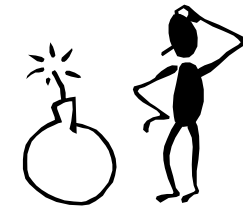
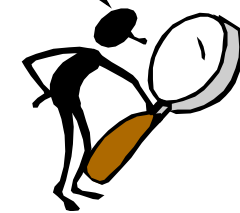
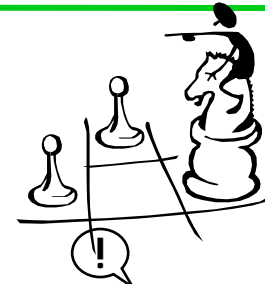
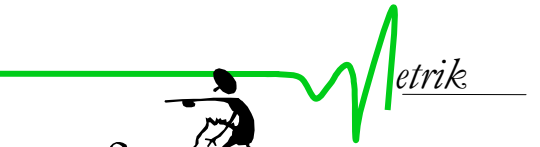
## Documix: Time measurements

- ◆ Project excerpt:
  - Over 110 time registration projects accomplished
  - Care range, medical range; Ol; Functional areas
- ◆ Further data:
  - 23 hospitals; 16 homes for the elderly
  - Over 1.1 million seized performance data

Feb. 2007

# Causes for changes

- ◆ Knowledge, willingness or desire cause change very rarely
- ◆ Insight is sometimes cause for change
- ◆ Solid pressure is the most frequent cause for change
- ◆ Common goals are the most effective way for sustainable change



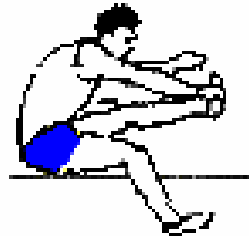
How capable to change is your organization?

# Cause for quantum leap changes

- Ways towards new banks -

- ◆ To overcome rituals is one of the most difficult tasks
- ◆ Athletics (Hochsprung) show us, how it may work :

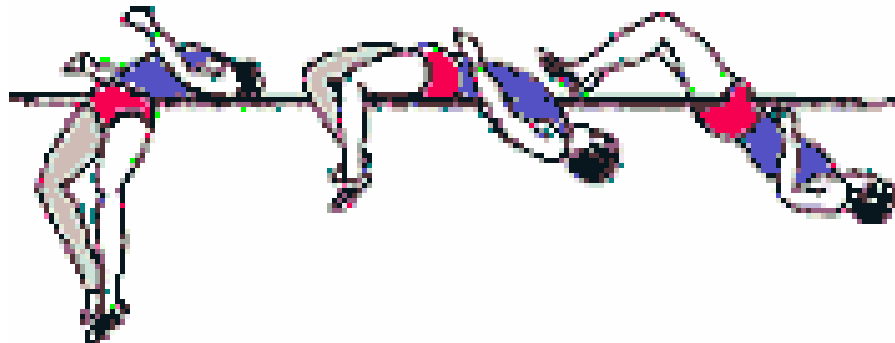
- ◆ Schersprung  
Page (1874)  
ca. 1,70 m



- ◆ Straddle  
Albritton (30iger Jahre)  
2,35 m



- ◆ Fosbury-Flop  
Dick Fosbury (1968)  
2,45 m



- ◆ To overcome Rituals is one of the most difficult tasks
  
- ◆ Athletics (Hochsprung) show us, how it may work:
  - Schersprung
  - Straddle
  - Fosbury-Flop
  
- ◆ **Achievement must be measurable**
- ◆ **Success gives right**
- ◆ **Leaving the used thinking courses make achievement jumps possible**
- ◆ **The new requires exercises**

# The Role of Leadership in Creating Capacity for Change

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- ◆ **Specification of Goals**
  - **Measurability**

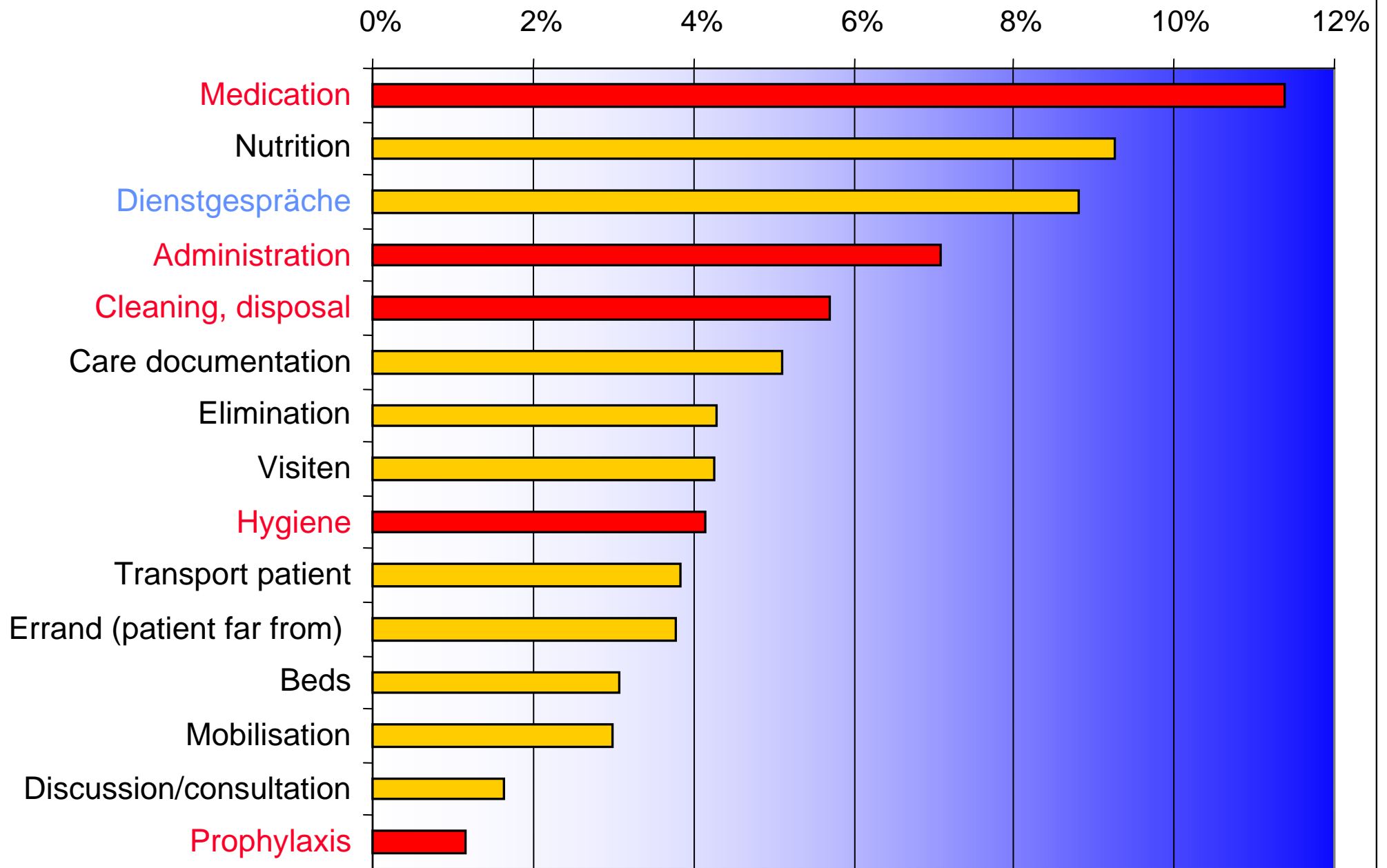
**Diagnosticreferred activity analysis (DTA) means that 1 month on a station is measured:**

- ◆ **Who** (registration of the co-workers over pin)
- ◆ **With whom** (patient number or patient-far activities)
- ◆ **What** (individual activity)
- ◆ **how long**  
is done.

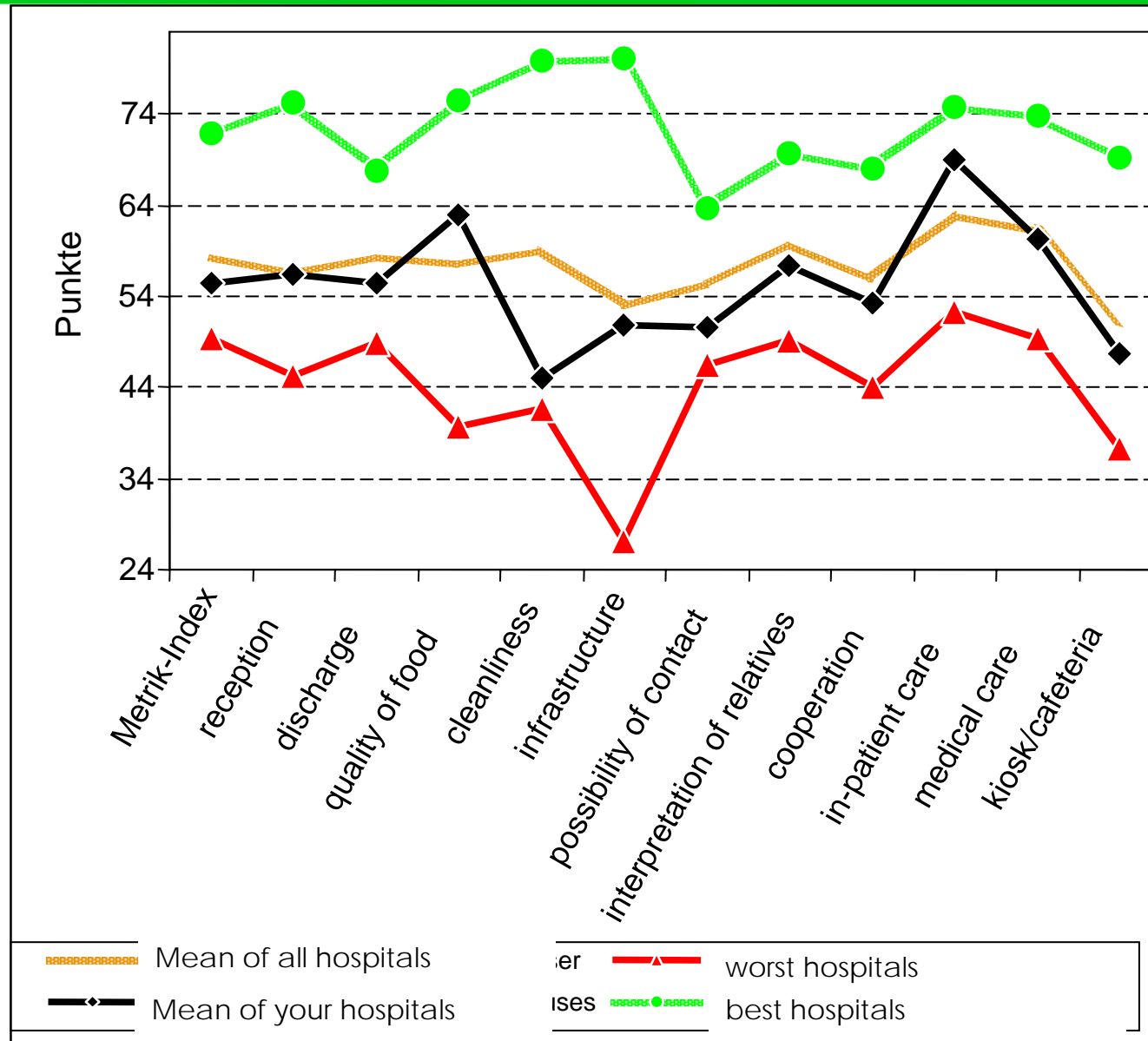
Distance - -  
barcode-  
scanner



# What does the staff?



# Result evaluation by customer satisfaction measurement with Benchmarking



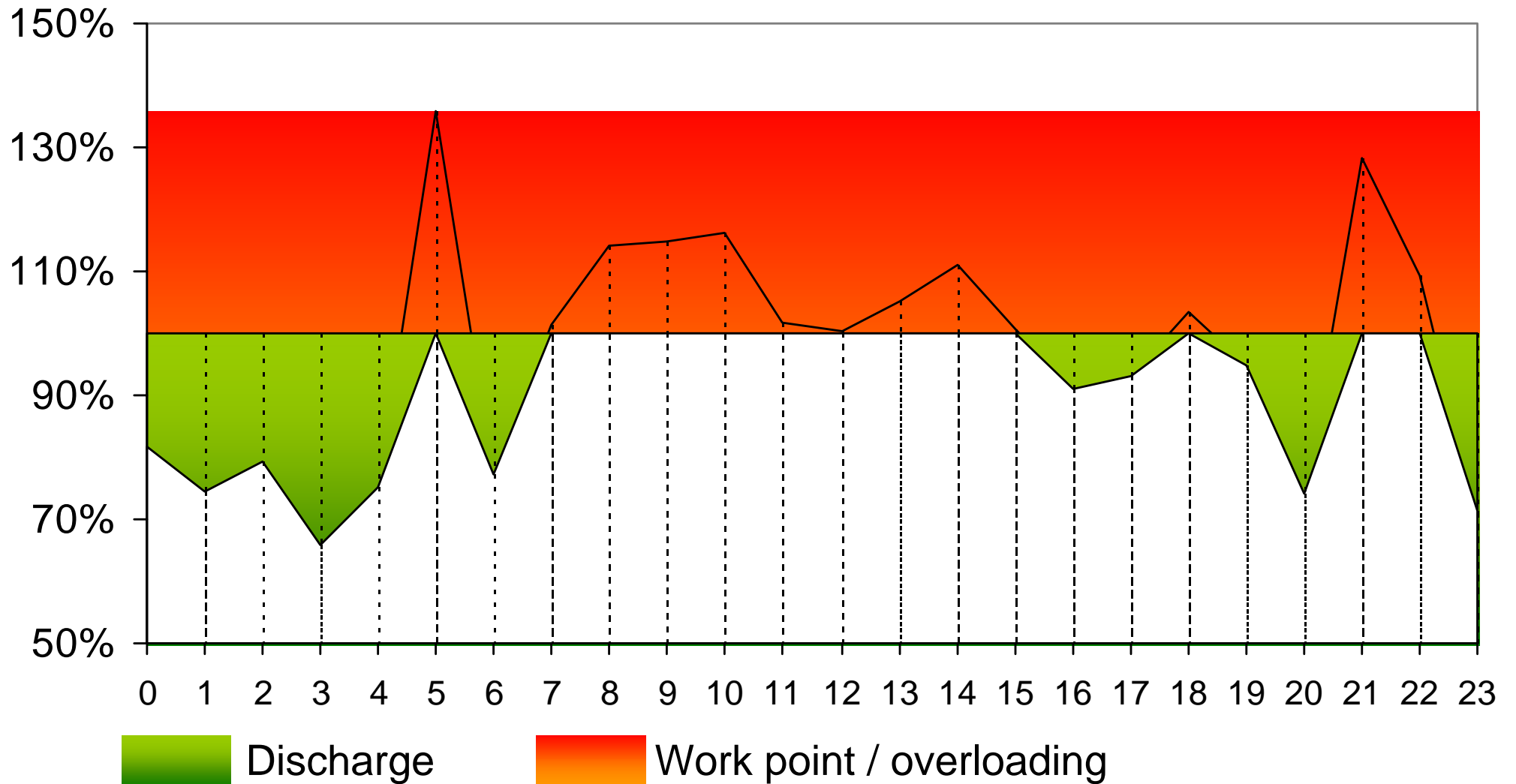
## ◆ Specification of Goals

- Measurability

## ◆ Clarifying Roles

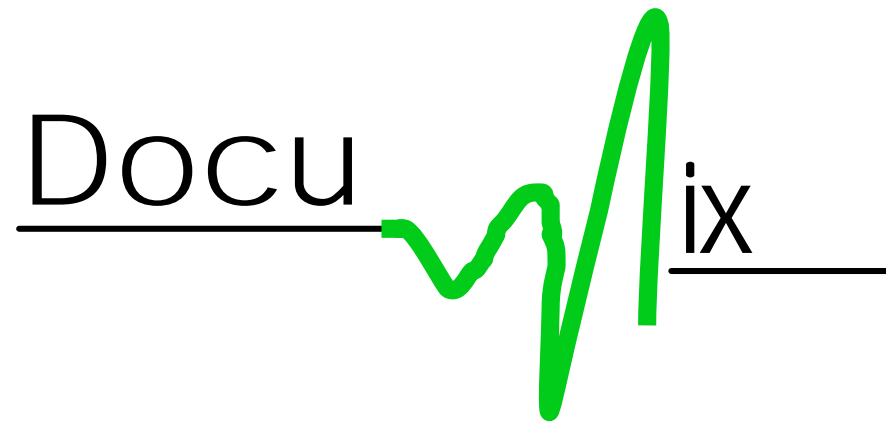
- Specificate processes and structures

# When the staff nurse does what ?



- ◆ **Specification of Goals**
  - Measurability
- ◆ **Clarifying Roles**
  - Specificate processes and structures
- ◆ **Communication**
  - Hierarchy-spreading feedbacks
- ◆ **Redundancy**
  - Distribute everything on several shoulders

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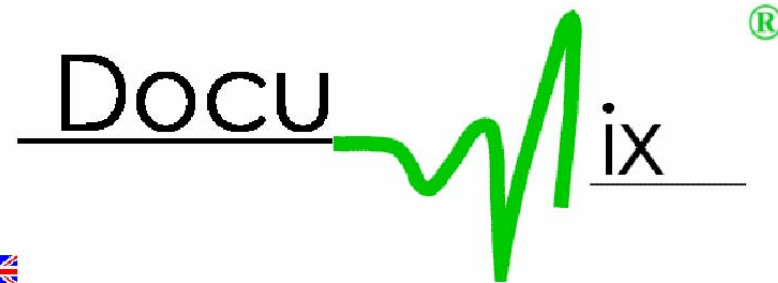
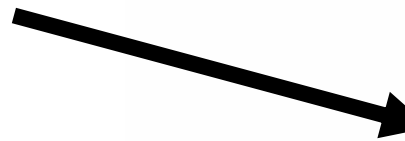
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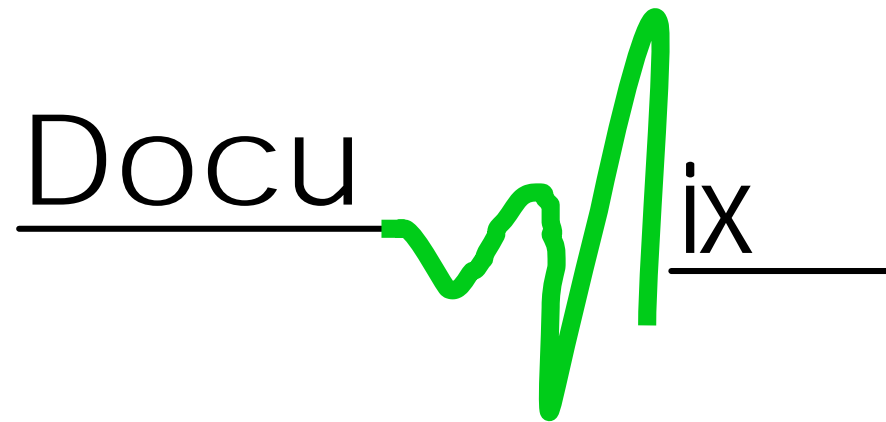
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