

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



“If I have seen farther than others, it is because I was standing on the shoulder of giants.”

Isaac Newton, physicist

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

<p>When Seeking Clarity</p>	<ul style="list-style-type: none"> • 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.
<p>When Seeking to Remove Barriers</p>	<ul style="list-style-type: none"> • 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.
<p>When Seeking Additional Consultation</p>	<ul style="list-style-type: none"> • 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.
<p>When Seeking Additional Resources</p>	<ul style="list-style-type: none"> • 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.
<p>When Concerned about Performance Management</p>	<ul style="list-style-type: none"> • Seek sponsor mentoring and advice regarding how to deal with difficult situations in team member performance or behavioral issues.
<p>For Help with Reward and Recognition</p>	<ul style="list-style-type: none"> • Seek sponsor mentoring and advice regarding questions of how to align reward and recognition systems to support the change and targeted performance improvement.

