



Leadership, Language, Action & Results

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Purposes of Presentation

- Share powerful leadership models for generating action & results in organizations, networks and life
- Help you “try them on”
- Learn, experiment, grow, commit and have fun



Rural Roots in Fallon County, Montana



Fallon County Fair
1st 4-H Steer, 1971



Fertile Prairie Country School, 1975

CMS has established large-scale, action-focused networks to **support state and local quality improvement** and to **generate results for patients**



End Stage Renal Disease Networks

- 7,000+ Dialysis Facilities



Beneficiary and Family Centered Care (BFCC) Quality Improvement Organizations

- Over 1 Million reviews completed (2015-2019)



Transforming Clinical Practices Initiative *Completed Sept 2019*

- 140,000+ Clinicians



12 Quality Innovation Networks – Quality Improvement Organizations

- 9810 Nursing Homes
- 487 Communities



ESRD Treatment Choices (ETC) Learning Collaborative with Organ Procurement Organizations, Kidney Transplant Centers, and ESRD Networks and Patients



MACRA and Quality Payment Program - Small, Underserved, Rural Support (SURS)

- Up to 200,000 Clinicians



Key Target Populations to Guide CMS Improvement Work Through 2024

- Rural Providers
- Small Provider Organizations
- Providers Serving Vulnerable Populations
- Lower Performers In Need of Help



CMS Focus for Clinical Quality Improvement Work

- Significantly clearer program focus, with targeting of resources to those providers who need help the most. This includes **smaller size providers, rural providers, and vulnerable populations** in need of assistance.
- Specifically focus on identifying and assisting nursing homes with a history of **elder abuse**.
- Specifically focus on providing assistance to service units in the **Indian Health Service**.
- Increased level of **data transparency**.
- Increased focus on measuring and reporting **Return on Investment (ROI)** linked to the Quality Improvement work.



iQIIG: Our “Way” of Operating to Achieve Results

- Bold, Clear Aims -- Implemented at Scale
- Focus on Results
- Do More of What Works
- Make Best-In-Class Performance, Common Performance
- Tight About the “What” Outcome; Flexible on the “How”
- Foster and Foment Joy in Work

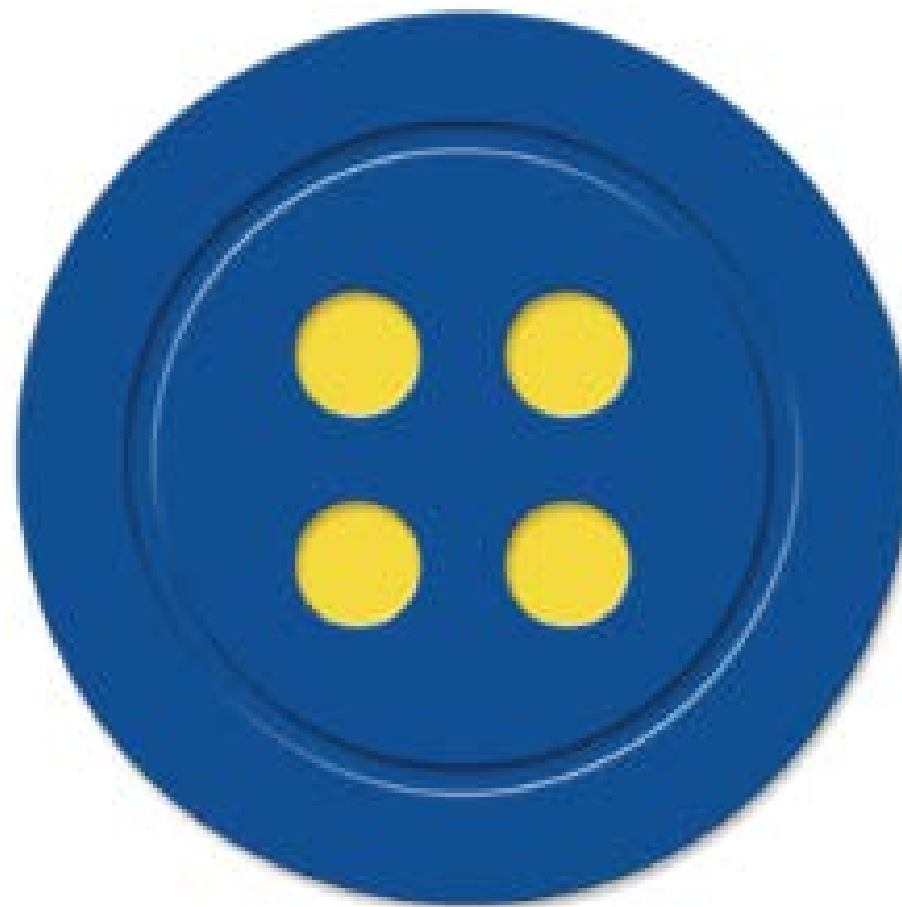


Some Powerful Leadership Models

- Leading through Language: Leadership Speech Acts
- The 5 Directions of Leadership: Up, Down, Over, Process and Public
- Understanding Win-Win Behavior & Alternatives
- Fostering Resilience in Ourselves and Others



**Leaders, Like Buttons,
“Hold Things Together”**





Leadership Speech Acts

- Requests & Offers
- Acknowledgements
- Assertions & Declarations
- Assessments
- Commitments
- Effective Questions
- “Yes, and...”



Other Speech Acts...

- **Complaints**
- **Gossip**
- **Worries & Frets**
- **Ineffective Questions**
- **Excuses**
- **Blame**

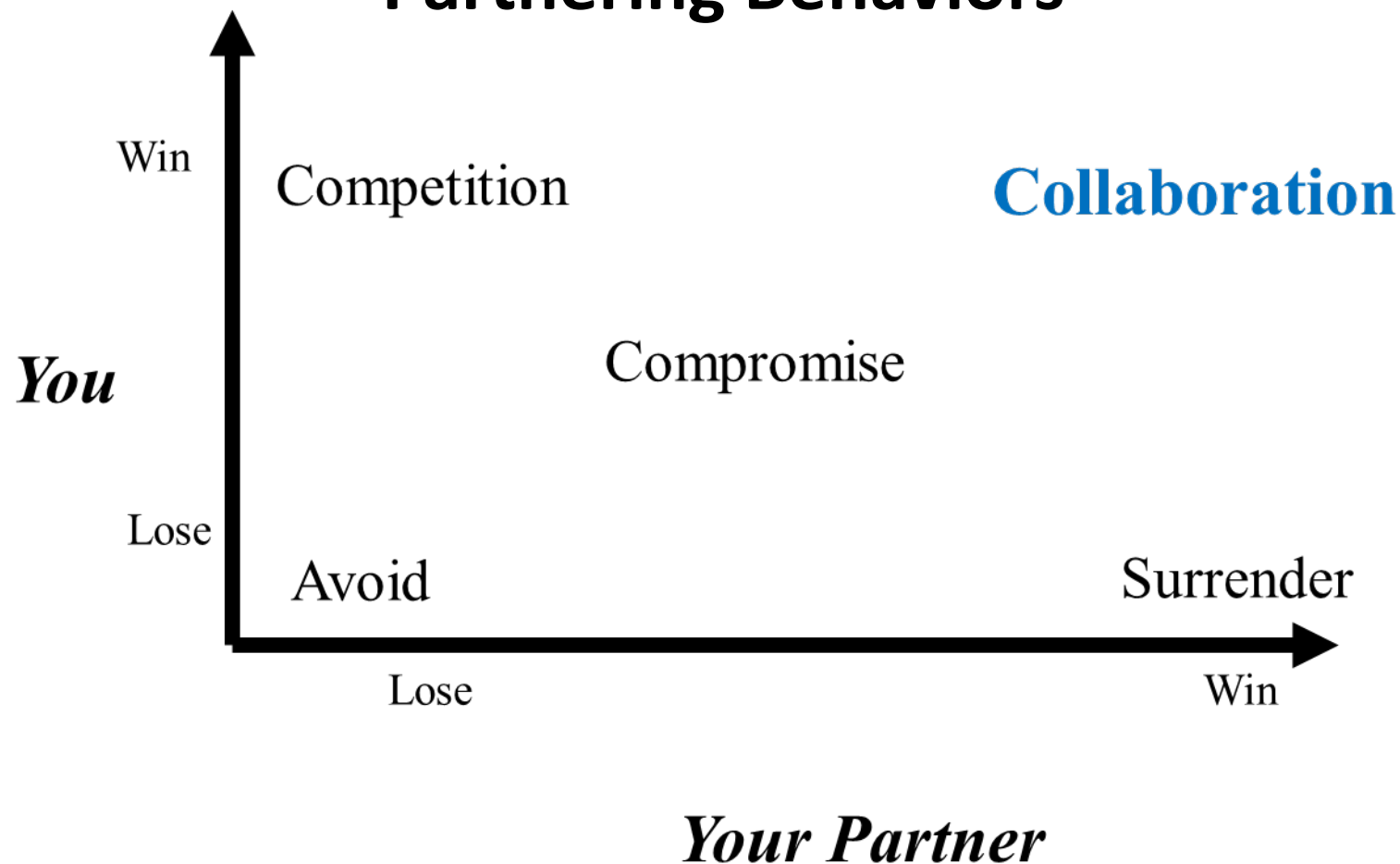


Five Directions of Leadership

- 1. Hierarchical
 - 2. Managing Your Boss
 - 3. Peer
 - 4. Process Leadership
 - 5. Representational “Public” Leadership
- Diagram illustrating the Five Directions of Leadership with arrows indicating relationships:
- A downward arrow from 1. Hierarchical to 2. Managing Your Boss.
 - An upward arrow from 2. Managing Your Boss to 1. Hierarchical.
 - A rightward arrow from 3. Peer to 2. Managing Your Boss.



Partnering Behaviors





Pause for Reflection and Discussion

- 1. What is your main insight from this material so far?*
- 2. What are some of your own experiences with these kinds of leadership and management approaches?*

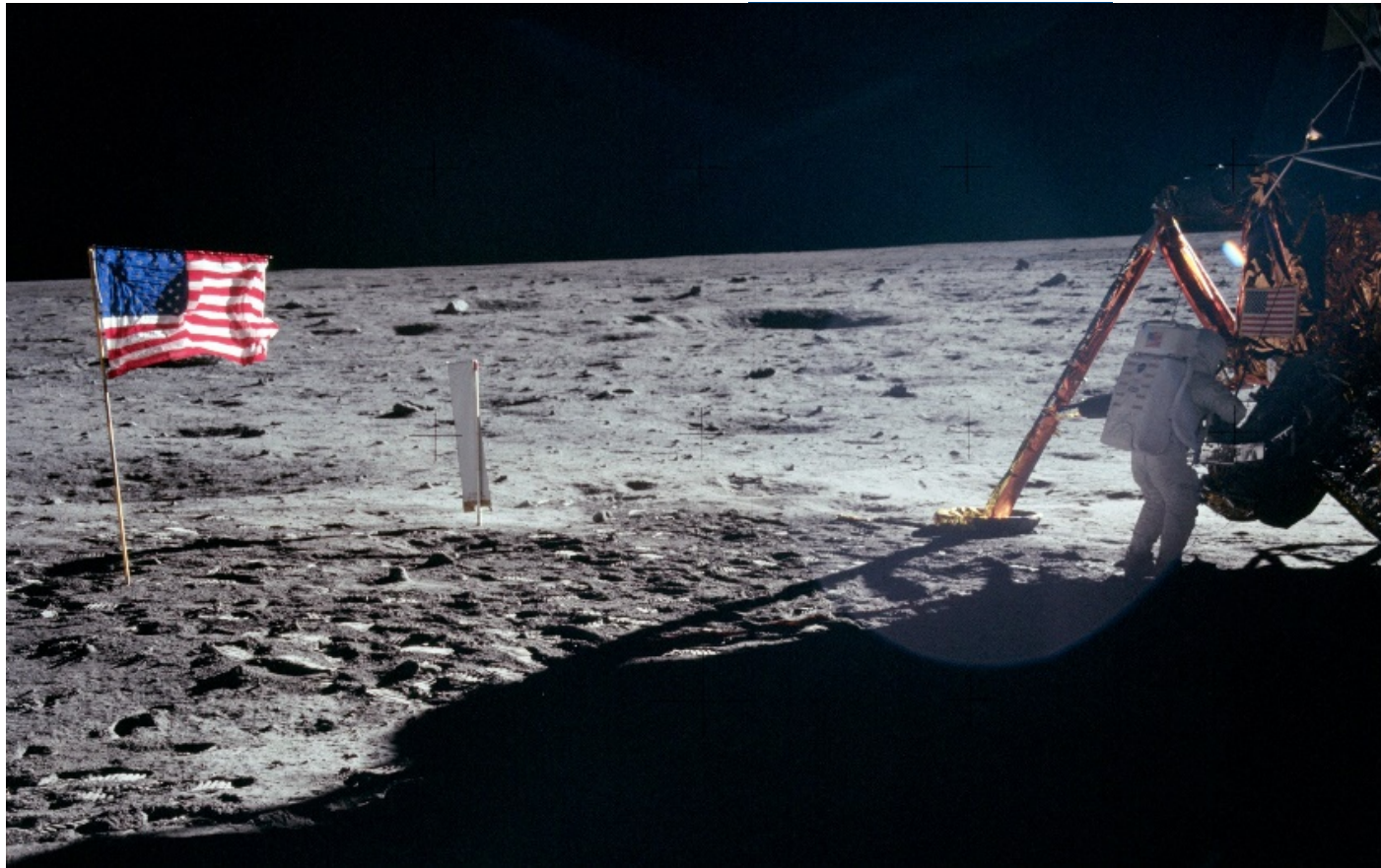


What Are the Sources of Resilience?

- *Wholeheartedness*
- ***Purpose***
- ***Embracing Change; Leading Change***
- ***Partners***
- ***Choice***
- *Perspective*



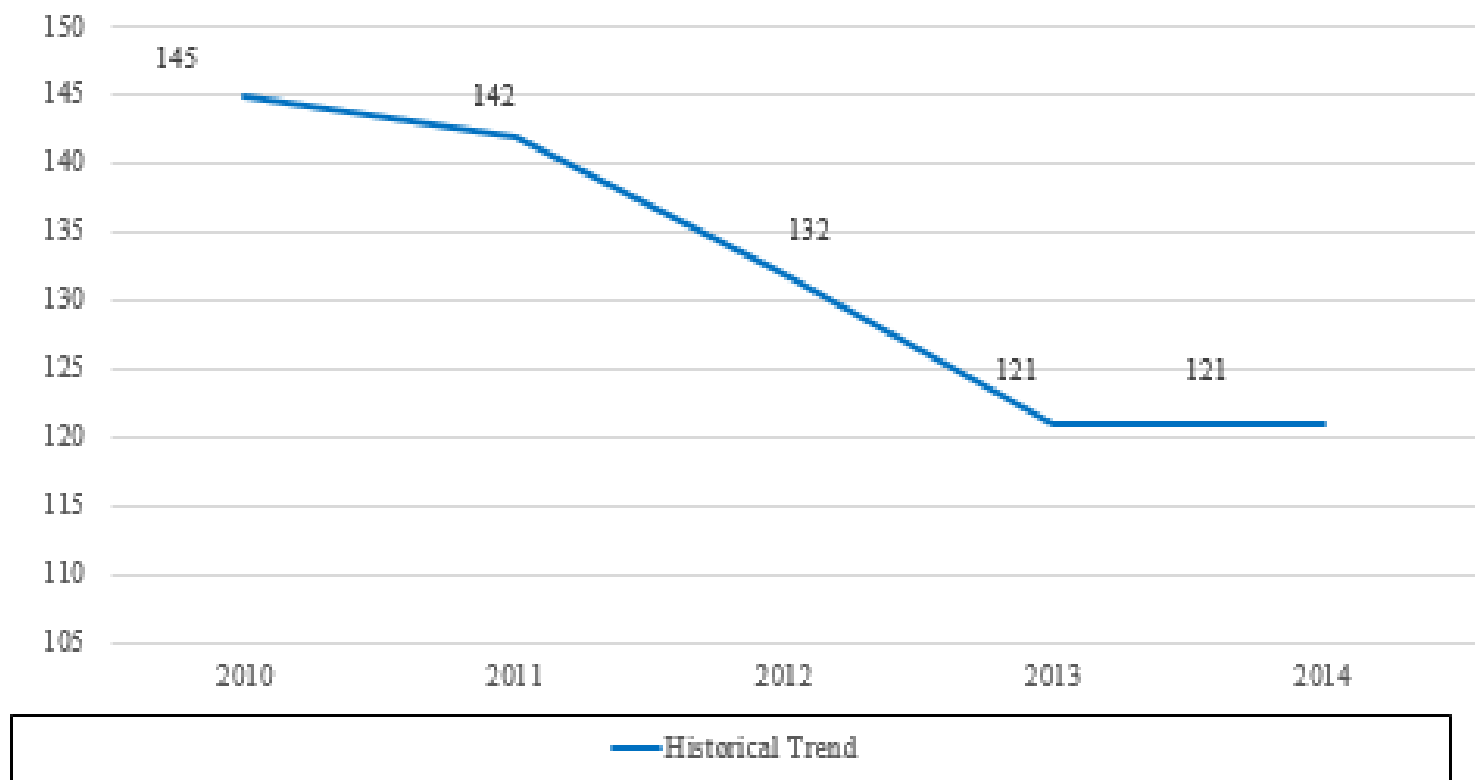
A Wholehearted Commitment to Clear Purposes is a Powerful Source of Resilience



Purpose



Major National Reduction In Hospital Acquired Conditions 2010-2014



Leading Change



National Results on Patient Safety: Substantial Progress Thru 2014

- ▶ 87,000 lives saved
- ▶ \$20B in cost savings
- ▶ 2.1M fewer harms

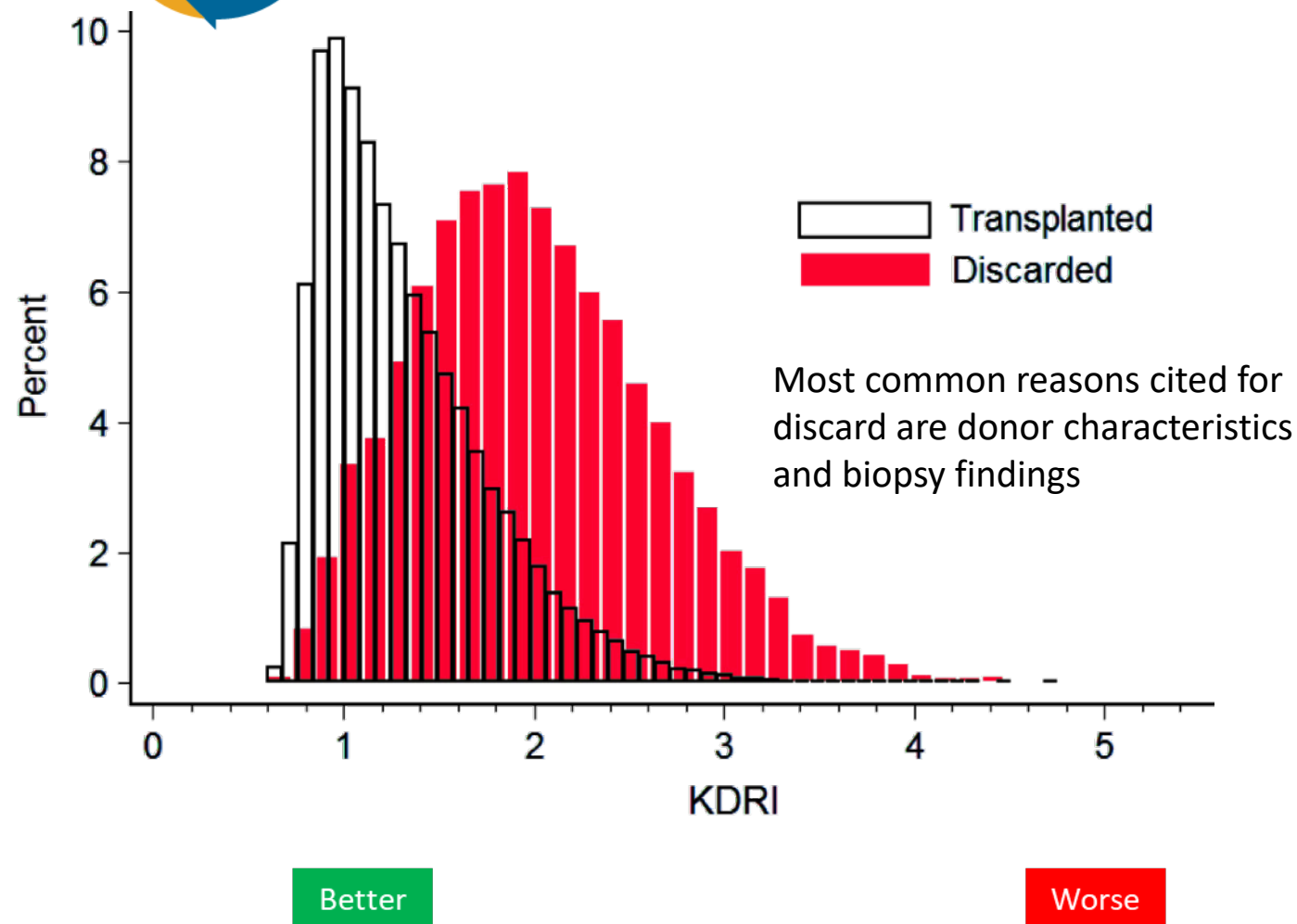
Source: [Agency for Healthcare Research & Quality. "Saving Lives and Saving Money: Hospital-Acquired Conditions Update. Interim Data From National Efforts To Make Care Safer, 2010-2014." December 1, 2015.](#)

Leading Change



**CMS intends to help
reduce waste in kidney
transplantation and
save thousands of
lives**

**Significant overlap in
quality of kidneys
transplanted and
discarded**



Calculated using data from 2000 through 2015

Mohan S et al. Kidney Int. 2018



ETC Learning Collaborative Projected to Increase Kidney Transplants and Save \$1B

- Every kidney transplant saves Medicare ~**\$106,000** and substantially improves the quality of life for the recipient
- ~ **11,000** additional kidney transplants over the 5 years of the collaborative
- Increase the number of transplants by as much as **3,400** transplants per year in perpetuity after the intervention ends
- Resulting in a potential savings of **\$1.4B**

Leading Change



My Family Committed to the Camino de Santiago Pilgrimage – 500 Miles





Embracing Change; Leading Change

Our Team Uses the “*McGann Effective Question*”



What is good about this seemingly bad situation?

<https://www.linkedin.com/pulse/use-mcgann-effective-question-turn-problems-dennis-wagner>

Embracing Change



Some “Seemingly Bad Situations” Where We Used the McGann Question

- A highly collaborative, innovative, effective Contracting Officer leaves our Servicing Unit at the Office of Acquisition & Grants Management
- Our budget is cut substantially by more than 50%

What are some “seemingly bad” situations in your own work, right now?



Three Partners at CMS: Jean Moody-Williams, Dennis Wagner & Paul McGann



Partners



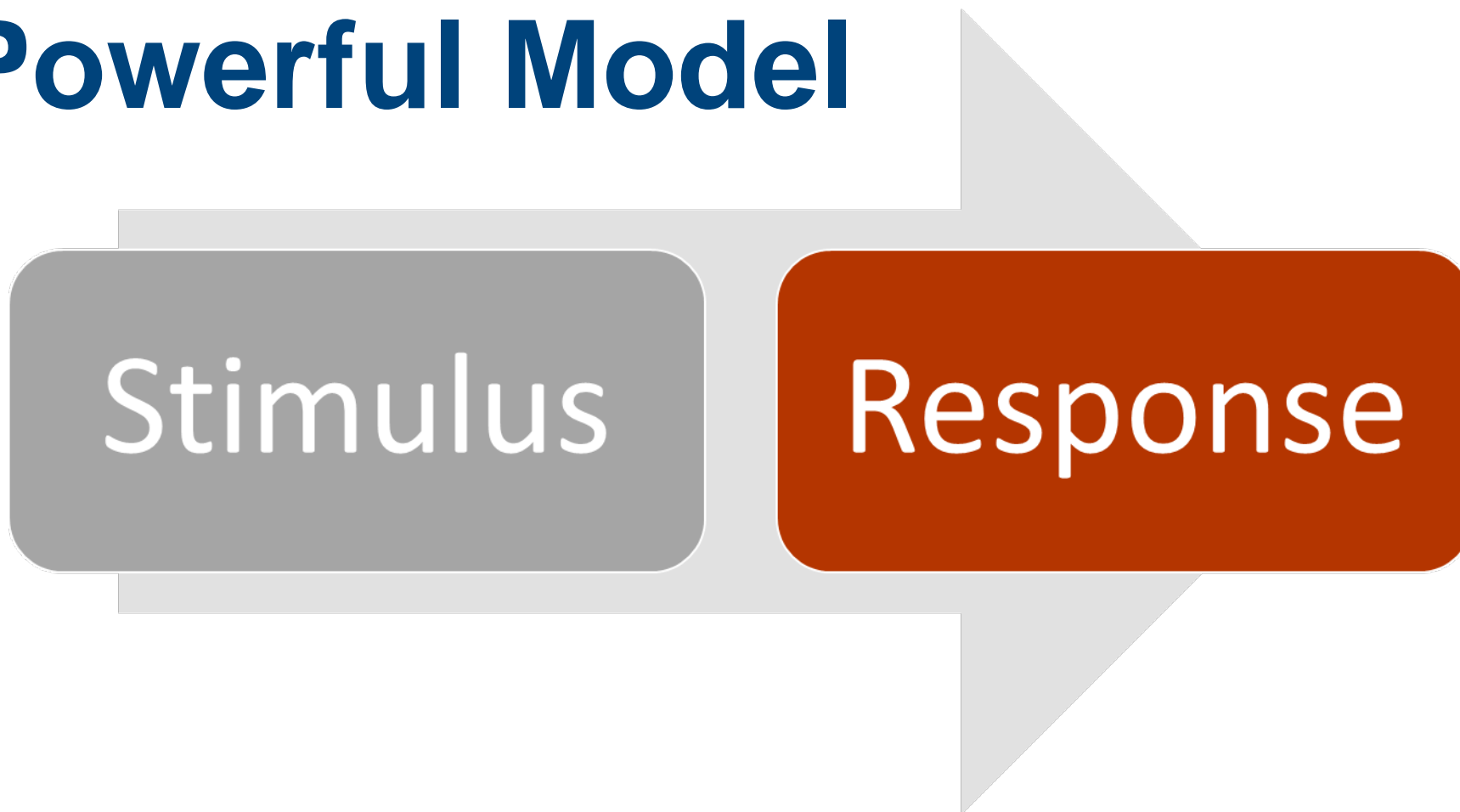
Diane M. Hill: My Spouse and Partner of 34 Years xxx Days



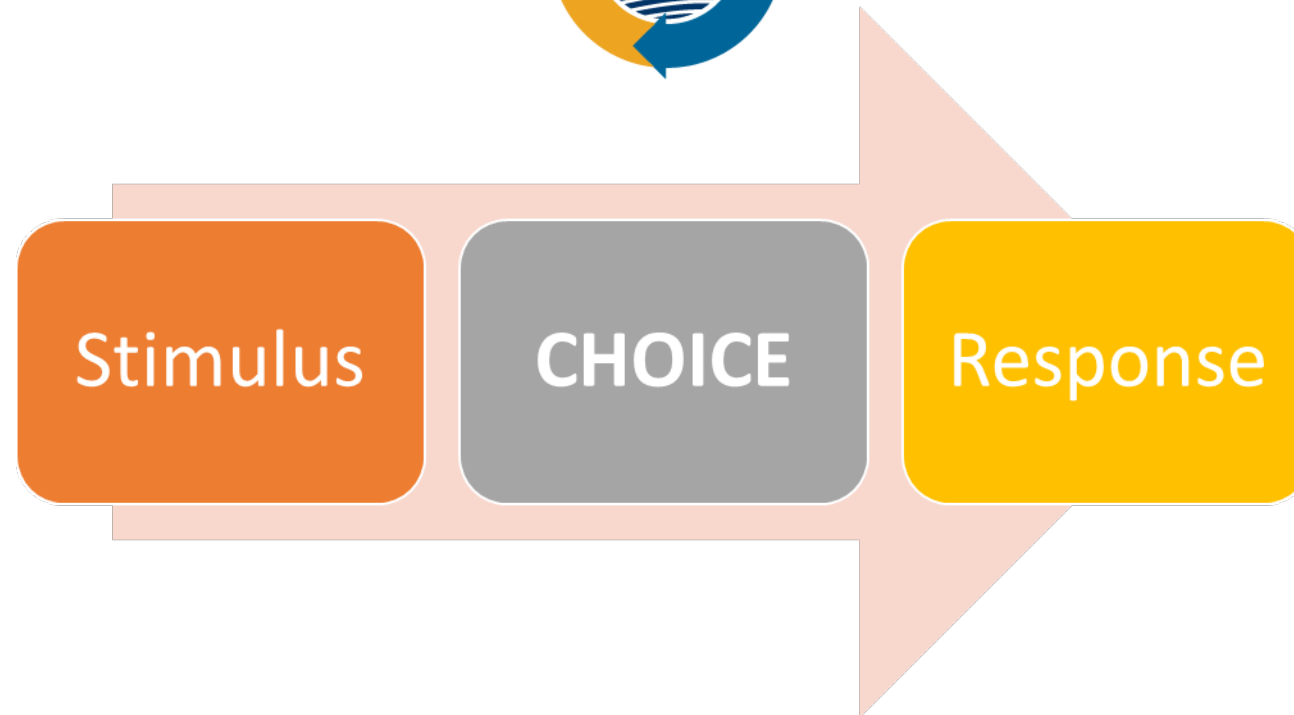
Partners



A Powerful Model



Choice



Through *Choice* We Exercise the Muscles of What It Means to be Human

Viktor E. Frankl
*Seminal Book: Man's
Search for Meaning*

Choice

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Pause for Reflection and Discussion

1. *What is your main insight about this material on resilience?*
2. *What are some of your own experiences and methods for fostering resilience?*



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Appendix



Improve Behavioral Health Outcomes, focusing on Decreased Opioid Misuse

- Engage 414 communities and 6.8 million Medicare beneficiaries to improve access to behavioral care and improve behavioral health outcomes.
- Decrease opioid related adverse events, including deaths, by 7% with a focus on Medicare beneficiaries using opioids

Increase Patient Safety

- Reduce all cause harm in hospitals, community-based facilities, and long-term care settings by 2024,
- Reduce by 10% or more all cause harm in hospitals and reducing adverse drug events across all of these settings.

Prevention and Management of Chronic Diseases

- Supporting the Million Hearts Initiative to prevent 1 million cardiovascular events by improving aspirin use, blood pressure control, cholesterol management, smoking cessation and cardiac rehabilitation,
- Supporting 69,000 Medicare beneficiaries to quit smoking,
- Preventing 25,171 Medicare beneficiaries from developing diabetes,
- Screen for , diagnose and manage 238,464 individuals with CKD to prevent progression of Chronic Kidney Disease (CKD) or progressing to ESRD; and
- Improving diabetes management in at least 238,464 Medicare beneficiaries.

Increase Quality of Care Transitions

- Improve community-based care transitions to reduce hospital admissions by 4.1% nationally, and
- Reduce hospital readmissions by 5.4% nationally.

Improve Quality and Patient Safety in Long-Term Care Settings

- Improve by 11% the mean total quality score for all nursing homes,
- Reduce by 41% the percentage of nursing homes with a total quality score less than 890 (2 star nursing homes).

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