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**Professional Title, Organization:** Chief Operations Officer, Olive View-UCLA Medical Center, Department of Health Services, Los Angeles County

**CHIP Title:** Building organizational excellence within Olive View's hospital operational leadership team.

**Topic:** Equity, Operational Efficiency, Patient Experience, Quality Improvement, Workforce

### **Project Description:**

When thinking about organizational excellence within a health care organization, clinical efficiency and quality patient care immediately come to mind. Physicians and nurses who provide direct patient care take center stage. What about the radiology and lab staff whose images and test results ensure appropriate diagnoses? What about the schedulers that support patient access, the housekeepers that keep the environment clean for safe patient care, and the facilities management tradesmen who work to keep the lights on? My operational team consists of these ancillary and non-clinical staff who are similarly critical to the hospital. The purpose of my CHIP project is to develop my leadership team and provide them with the necessary soft and hard skills to drive behavioral transformation and performance improvement in alignment with the organization's strategic initiatives.

### **Key Findings and Lessons Learned:**

- I started my CHIP project in February 2022 with a focus on Olive View's strategic initiatives.
- June 2022 – present: The team engaged in exercises and active discussions to hone their problem solving and process improvement skills with supportive tools (5 Why's, Fishbone Diagram, Impact Matrix, Process Mapping, etc.)
- July 2022 – present: The team built up their understanding of behavioral transformation, including change management and resistance management, through triad coaching and mock scenarios.
- A midpoint survey and SWOT analysis were conducted in March 2023. Most leaders felt comfortable operationalizing Olive View's strategic initiatives within their departments. Key opportunities for improvement included leadership development and additional support to conceptualize behavioral transformation.
- April 2023 – present: A monthly leadership training curriculum was organized to support leaders, managers, and supervisors with their HR, Risk, Safety, and Privacy knowledge.
- As of August 2023, the following departments have developed their own performance improvement projects: Housekeeping, Lab, Dietary, Utilization Management, Rehab, Respiratory, Pharmacy, Finance, Patient Experience

### **Next Steps:**

The leadership journey continues. Behavioral transformation and performance improvement cannot be achieved overnight. I will continue to lead my operational leadership team with monthly meetings and trainings.