

Reflections on a Life-long Journey to Transform Health Care

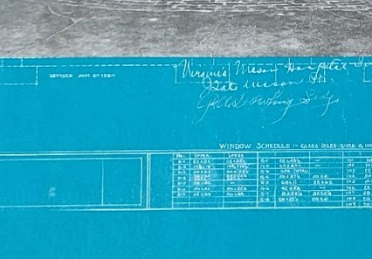
Dr. Gary Kaplan

28th September 2023

Remarkable Care, Innovative Leadership

100 Years of Virginia Mason 1920-2020

Gary S. Kaplan, MD



A Good Place to Begin

“Constancy of purpose towards improvement” - Dr W. Edwards Deming

- 1978 Dr Kaplan arrives as a medical resident
- 1980 CEO Virginia Mason “we change, or we die”
- 2002 Visit to Toyota in Japan-the beginnings of VMPS President and CEO of the Institute for Healthcare Improvement in 2004 (unveiling the 100,000 lives Campaign)

2004
KPO opens its doors with
Diane Miller



2008
VMI is created with a
partnership with the NHS



2009
Leapfrog top Hospital award
no.1



2013
Elected to membership in the
Institute of Medicine



2015
5 Trust Partnership with the
NHS



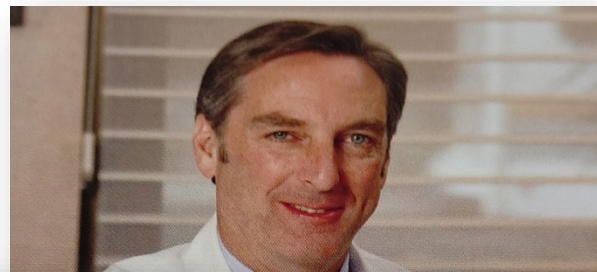
2018
Over 779 professionals from
over 106 organisations and 16
countries visit VMI



2019
7th consecutive year of
Outstanding Patient
Experience Award



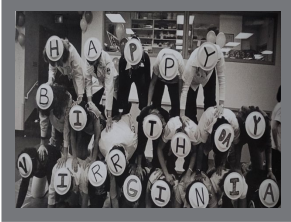
Present Day
Over 200 organisations
supported, over 26 countries



Lessons Learned



Leadership is a Team Sport



Work Can Be Fun Again



Lean in to Excel



The Philosophy

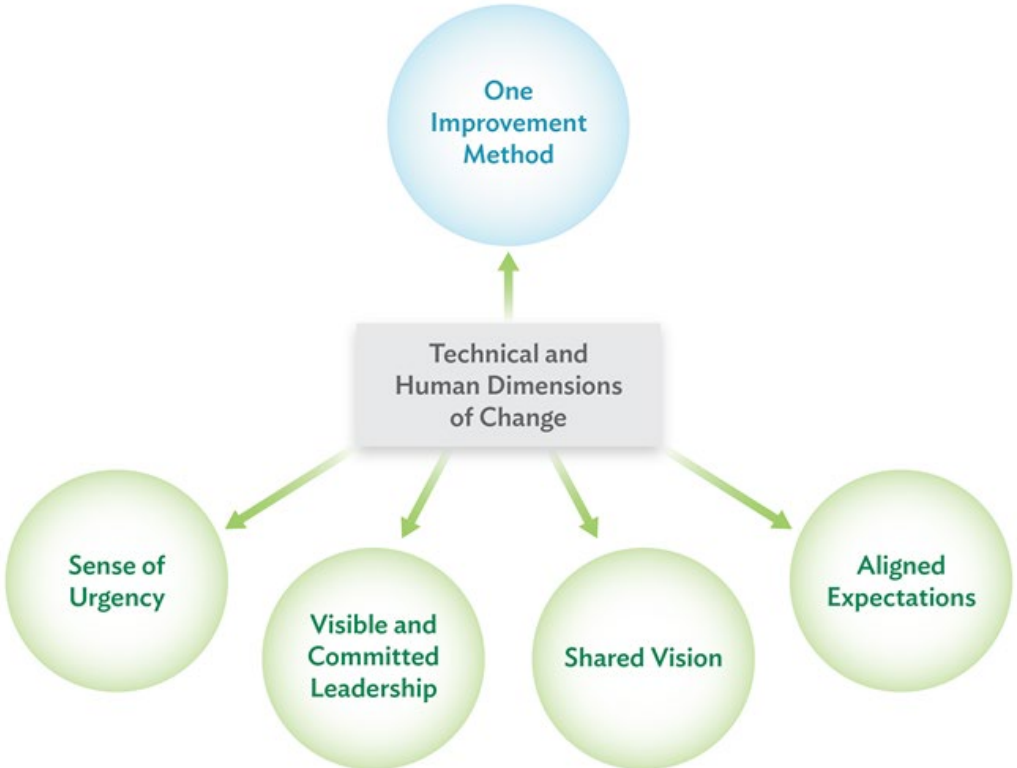
Be brave and take risks

Find the right help

Keep on going when you hit the first bump
in the road

Requirements for Transformation

My Journey



Key Considerations



Visibly Committed Leaders

- ✓ Change begins with ourselves as leaders
- ✓ How do you re-invent yourself and act differently?
- ✓ Taking the first step can be hard

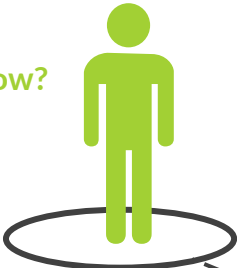
A Sense of Urgency

- ✓ Is that your situation today?
- ✓ Do your people feel the same way?
- ✓ How can you turn this to your advantage?



Shared Vision

Is it easy to follow?



Does everyone understand their role?

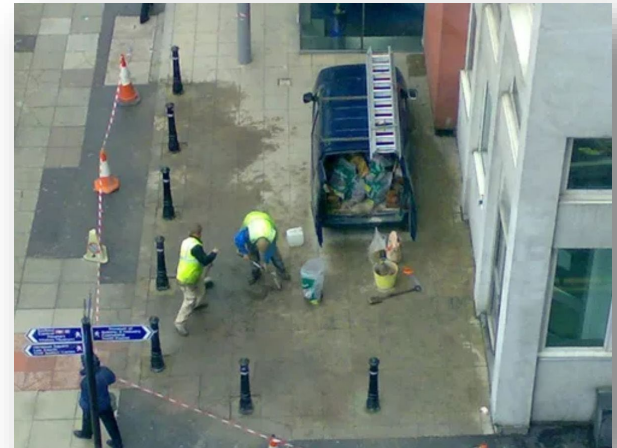
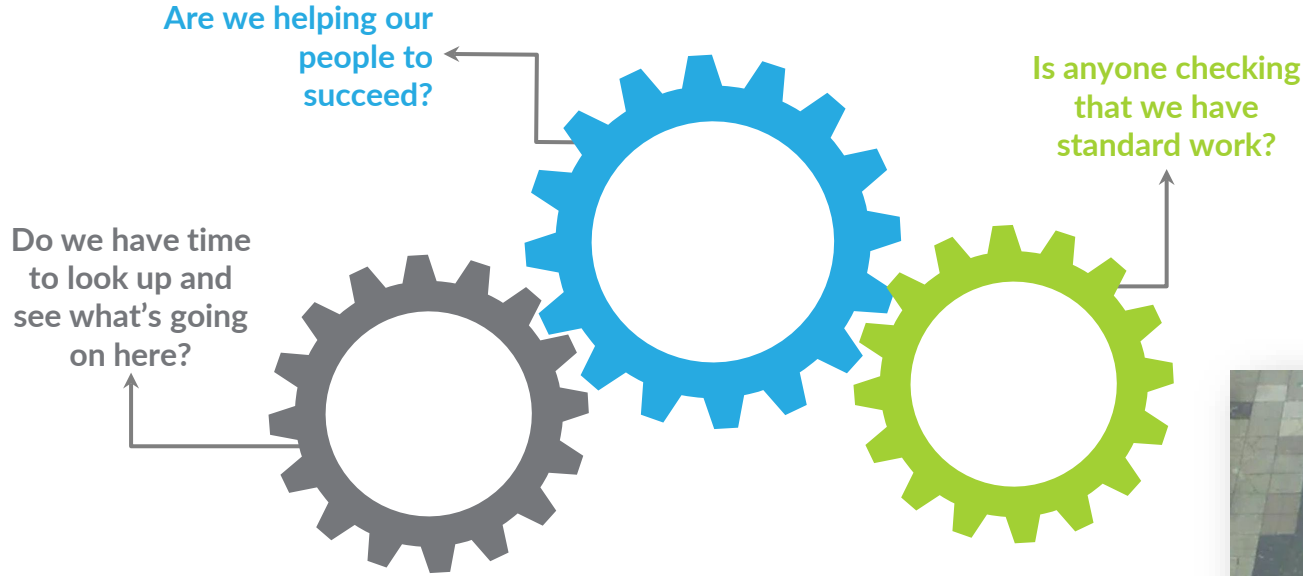


Are we signposting the way ahead for everyone to follow?



GOOD LUCK

Aligned Expectations



How do we know we are learning our lessons?



Mary
McClinton
changed our
organisation





Handing Over to the Next Generation

-  Detailed way to deliver high quality safe care
-  Happy staff and able to raise concerns
-  Compassionate leaders put patients first

Thank you.