Leadership: Simple Strategies to Engage and Sustain

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Associate Dean of Clinical Affairs, Quality and Patient Safety
Associate Professor of Surgery
Associate Professor Biomedical Informatics

No Disclosures
Leadership is not a static endeavor;
It does NOT stand still

Leadership demands fluidity, which requires the willingness to recognize the need for change, and the ability to lead change
Change Ahead: Volume-driven to Value-driven Transition

Source: Center for Healthcare Quality and Payment Reform
Assessing our Charge

“Navigating this migration is our central management challenge for the next decade. Transitions are always messy, and we’re in a transition period. You can’t have one foot in two boats forever.”

Chief Executive Officer
10-Hospital Health System
Changes in Value-Based Healthcare Delivery Systems

1. Organizational change - integrated practice units

2. Measurement of outcomes and costs

3. Move to bundled payments

4. Integrated care delivery systems

5. Expand geographic reach

6. Build enabling informatics/technology

Porter, 2013
Value =

QUALITY
- Mortality
- Patient Safety Indicators
- Hospital Acquired Infections
- Hospital Acquired Conditions
- Patient Satisfaction
- Readmissions
- Length of Stay

COST
- Cost per procedure
- Cost per patient
- Cost per encounter
- Cost per admission
- Cost of readmissions
- Cost of length of stay
- Cost of unneeded tests
- Cost of consultations
- Cost of drugs
HHS sets clear goals and timeline for shifting Medicare reimbursements from volume to value........

“Whether you are a patient, a provider, a business, a health plan, or a taxpayer, it is in our common interest to build a health care system that delivers better care, spends health care dollars more wisely and results in healthier people.”

—Sylvia M. Burwell, Health and Human Services Secretary
“12 surgeons had a high risk-adjusted rate of complications…. ”
Progress is impossible without change, and those who cannot change their minds cannot change anything.

George Bernard Shaw
Characteristics of an effective leader

- A compelling vision
- A sense of accountability
- Effective communication skills
- Excellent problem-solving abilities
- The capacity to think strategically and analytically
- Strong change management skills
- Relationship and consensus-building talents
- Mentorship capabilities
- An understanding of organizational behavior and culture
Leadership Theory

- Charismatic Leadership
- Transformational Leadership
- Controlling or Power Leadership
- **Authentic Leadership**
  - Know who they are and what they believe in and value
  - Act on values openly and candidly
  - Followers consider them ethical people
  - People come to have faith in them
The new surgical quality officer is holding a retreat. Amongst the many things he discusses, are the goals to eliminate never events in the operating room. The following week, after a long and difficult care, the radiologist calls him to alert him to a retained sponge. The division director immediately shares the event with the faculty and openly discussed why he thinks it happened and commits to engaging in the root cause analysis to improve the system. This is an example of:

a. Transformational leadership  
b. Authentic leadership  
c. Charismatic leadership  
d. Power leadership
Authentic Leadership

Discovering your authentic leadership requires a commitment to developing your self.

The Challenge is to understand ourselves well enough to discover where we can use our leadership gifts to serve others.

The most important capability for leaders to develop and truly understand their authentic self? Self-Awareness.
The Journey to Authentic Leadership

Preparation Phase 1

Leading Phase 2

Generativity Phase 3

Character Forming

Rubbing Up again the world

Stepping Up

Peak leadership

Crucibles

Wisdom and giving back

30 years

60 years

90 years

Discover Your True North, Bill George
Your life story defines your leadership

Leaders find their passion through the uniqueness of their life story

NOT by being born as leaders

NOT by believing they had traits or the style of a leader

NOT by trying to emulate great leaders

Simply by being their authentic selves
Crucibles

- What is your crucible?
- What event has impacted you greatly?
- In what experience did you find inspiration to lead?
- What failures have constrained you?

You do not have to be born with specific characteristics or traits of a leader

Leadership emerges from your life story
How to become an authentic leader?

1. Identify which people and experiences in your early life impacted you most
2. What tools do you use to become self-aware
3. Identify what your most deeply held values are
4. Identify your extrinsic motives
5. Recognize your support team
6. Examine if your life is integrated
7. What does being authentic mean? What is the cost? Is it worth it?
The most effective leaders are alike in one crucial way:

They all have a high degree of emotional intelligence

IQ and technical skills are still relevant as “threshold capabilities” or “entry-level requirements”

Self-awareness if the first component of emotional intelligence
## Five components of emotional intelligence

<table>
<thead>
<tr>
<th>Component</th>
<th>Definition</th>
<th>Hallmarks</th>
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</thead>
<tbody>
<tr>
<td><strong>Self-awareness</strong></td>
<td>-Ability to recognize and understand your moods, emotions; how they affect others</td>
<td>-Self-confidence</td>
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<td></td>
<td></td>
<td>-Realist self-assessment</td>
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<td></td>
<td></td>
<td>-Self-deprecating sense of humor</td>
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<td><strong>Self-regulation</strong></td>
<td>-Ability to control disruptive impulses and moods</td>
<td>-Trustworthiness</td>
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<tr>
<td></td>
<td>-Propensity to think before acting</td>
<td>-Integrity</td>
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<tr>
<td></td>
<td></td>
<td>-Openness to change</td>
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<tr>
<td><strong>Motivation</strong></td>
<td>-Passion to work beyond money and status</td>
<td>-Strong drive to achieve</td>
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<tr>
<td></td>
<td>-Propensity to pursue goals with energy</td>
<td>-Optimism, even in the face of failure</td>
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<tr>
<td></td>
<td></td>
<td>-Organizational commitment</td>
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<tr>
<td><strong>Empathy</strong></td>
<td>-Ability to understand emotional makeup of others</td>
<td>-Expertise in building talent</td>
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<tr>
<td></td>
<td></td>
<td>-Cross-cultural sensitivity</td>
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<tr>
<td></td>
<td></td>
<td>-Service orientation</td>
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<tr>
<td><strong>Social skills</strong></td>
<td>-Proficiency in managing relationships</td>
<td>-Effectiveness in leading change</td>
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<tr>
<td></td>
<td>-Ability to find common ground</td>
<td>-Persuasiveness</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-Expertise in building and leading teams</td>
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Bill George
<table>
<thead>
<tr>
<th>Managers</th>
<th>Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus on the present</td>
<td>Focus on the future</td>
</tr>
<tr>
<td>Maintain status quo and stability</td>
<td>Create change</td>
</tr>
<tr>
<td>Implement policies and procedures</td>
<td>Initiate goals and strategies</td>
</tr>
<tr>
<td>Remain aloof to maintain objectivity</td>
<td>Create a culture based on shared values</td>
</tr>
<tr>
<td>Maintain existing structure</td>
<td>Establish an emotional link with followers</td>
</tr>
<tr>
<td>Use position power</td>
<td>Use personal power</td>
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</tbody>
</table>

Art and Science of Leadership, Nahavandi
<table>
<thead>
<tr>
<th>White coat leadership</th>
<th>Improvement leadership</th>
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</thead>
<tbody>
<tr>
<td>All knowing</td>
<td>Humility</td>
</tr>
<tr>
<td>In charge</td>
<td>Exhibits curiosity</td>
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<tr>
<td>Autocratic</td>
<td>Facilitates improvement</td>
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<tr>
<td>Inpatient</td>
<td>Learns from others</td>
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<tr>
<td>Blames others</td>
<td>Communicates effectively</td>
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</table>
Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others. —Jack Welch
How Leaders Define Work/Life “Wins”

In their definitions of professional and personal success, executives highlight these elements:

PROFESSIONAL SUCCESS MEANS...

<table>
<thead>
<tr>
<th>Element</th>
<th>% of Women</th>
<th>% of Men</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Achievement</td>
<td>46</td>
<td>24</td>
</tr>
<tr>
<td>Making a Difference</td>
<td>33</td>
<td>21</td>
</tr>
<tr>
<td>Working with a Good Team in a Good Environment</td>
<td>25</td>
<td>22</td>
</tr>
<tr>
<td>Respect from Others</td>
<td>25</td>
<td>7</td>
</tr>
<tr>
<td>Passion for the Work</td>
<td>21</td>
<td>5</td>
</tr>
<tr>
<td>Ongoing Learning and Development, Challenges</td>
<td>13</td>
<td>13</td>
</tr>
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Above the Line

Intentional
On-purpose
Skillful

Below the Line

Impulsive
On-autopilot
Resistant

Tim Kite, 5D 2015
### Causes of Resistance to Change

<table>
<thead>
<tr>
<th>Organizational Causes</th>
<th>Group Causes</th>
<th>Individual Causes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inertia</td>
<td>Group norms</td>
<td>Fear of the unknown</td>
</tr>
<tr>
<td>Culture</td>
<td>Group cohesion</td>
<td>Fear of failure</td>
</tr>
<tr>
<td>Structure</td>
<td>Leadership</td>
<td>Job security</td>
</tr>
<tr>
<td>Lack of rewards</td>
<td>Uncertain expectations</td>
<td>Individual characteristics</td>
</tr>
<tr>
<td><strong>Poor timing</strong></td>
<td>Insufficient Resources</td>
<td>Previous experiences</td>
</tr>
</tbody>
</table>

Paralyze resistance with persistence.
~Woody Hayes
Reduced Errors, Increased Safety & Quality Care

Creating A Team

Communication

Cross-Check & Assertion

Make Decisions

Debrief

Creating A Team
CRM Hardwire Safety Tools & Principles
Standardized Team Safety Checklist

OSU Surgical Team Safety Checklist

OSU Interventional Radiology Team Safety Checklist

OSU Endoscopy Team Safety Checklist

OSU Pulmonary Diagnostics Safety Checklist

OSU Nuclear Medicine Team Safety Checklist

OSU Radiation Oncology Team Safety Checklist

OSU Cardiac Cath Lab Team Safety Checklist

Please speak up with any questions or concerns.

Thank you.
Operations Council

- Quality and Safety
- Patient Experience
- Operational Logistics/Efficiency
- Faculty/Staff Satisfaction
- Finance
- Research/Innovation

Operations Councils

Nurse Lead
Physician Lead
Administrative Lead

Process Improvement Facilitator
Frontline MD’s and RN’s
Pharmacy, PT, OT, etc.
Case Management & Social work

Facilitator: ➔ Dedicated team member,
➔ Lean and Six Sigma training
➔ DATA ACCESS and support
Patient Journey
Project Updates

OSUWMC – Ross Heart
Cath Lab Outpatient PCI
Future Value Stream Map
Date: July 15, 2015  Champion: Eric Ballinger

Operations:
Monday – Friday
3 Output PCI per day
90% overnight

Interfacing

Registry
Quality RN
1
PT= 270m
LT= 270m

Same Day Recovery
IPR UCA/ Tech/RN
3
PT= 270m
LT= 25m

Overnight Recovery
IPR UCA/ Tech/RN
3
PT= 450m
LT= 1,080m

Follow-up Call
Pre Cath RN

Outpt. MD Follow-up

Cardiac Rehab Follow-up

Coordination care to fit timelines

Referring MD
- IHIS
- Fax
- Phone
- Stop-ins

MD Schedule

Order/Sched
2
PT= 10m
LT= 10m
Std. Work

Pre Cath
Pre Cath RN's
0
PT= 35m
LT= 3d

Registration
Registration Resp
1
PT= 5m
LT= 17m

IPR Prep Pt
IPR UCA/ Tech/RN
3
PT= 30m
LT= 15m

Pre Cath Prep
Pre Cath RN & ?
2
PT= 15m
LT= 15m

Procedure
RN/Tech/Fellow/IVC
6
PT= 65m
LT= 101m

Overnight Recovery
IPR UCA/ Tech/RN
3
PT= 450m
LT= 1,080m

Follow-up Call
Pre Cath RN

Outpt. MD Follow-up

Cardiac Rehab Follow-up

PT = 430m
0.20d
610m
0.42d

LT = 4,778m
3d
5,588m
4d

Activity = 9.0%
10.0%

Same Day

Interfacing

Image
Life
Eprism
Mac Lab
Qsight

Communi-
cation

Qqanda
Email
IHIS
NCOR

H&P Work Balance

35
1,440m
5m
17m
30m
45m
15m
15m
65m
101m
450m
1,080m
5m
5m

10m
10m

2 days

Std.
Work
I'm here to tell you that sticking your head in the sand doesn't work.
Change is the law of life. And those who look only to the past or present are certain to miss the future.

John F. Kennedy

A good leader takes a little more than his share of the blame, a little less than his share of the credit.

Arnold H. Glasow

To be trusted is a greater compliment than being loved.

George MacDonald