“PHYSICIANS LEADING THE WAY”

Dr. Susan Murphy
susan@drsusumanurphy.com
Outcomes

- Steps For Engaging Physicians In Healthcare Revolution
- Quadruple Aim: Improving Experience Of Providing Care
- 5 Leadership Skills For Physicians & All Involved In Healthcare
- PIE!
“If the rate of change inside an organization is less than the rate of change outside, the end is in sight.”

Jack Welsh
former CEO General Electric
VISION
MISSION
VALUES

Long-Term Goals

Annual Goals

Department Goals

Supervisor / Manager Goals

Individual Team Member Goals
The power is in your own hands.

PLEASE HELP ELIMINATE INFECTIONS BY CLEANING YOUR HANDS.

CEDARS SINAI
There are heroes among us.

Be a hero by cleaning your hands.

Clean hands save lives.
Patients & Visitors:

**WASH YOUR HANDS**

**BEFORE:**
- Eating or preparing food
- Caring for someone sick

**AFTER:**
- Going to the bathroom
- Caring for someone sick
- Blowing your nose
- Coughing or sneezing
- Touching garbage
- Handling raw meat
- Touching an animal
What Are the Top 10 Carriers of Infectious Agents?

Use an alcohol hand rub or antimicrobial soap to decontaminate your hands.
MOST SATISFYING FACTOR ABOUT PRACTICING MEDICINE

- Patient Relationships 37%
- Protecting & Promoting Health 32%
- Intellectual Stimulation 19%
- Financial Rewards 5%
- Interacting W/ Colleagues 3%
- Prestige Of Medicine 2%
- Leading A Team Of Health Professionals 1%
- Running A Business/Administering Complex Health Care Organization 1%
PHYSICIANS’ WORLD

• Lower Reimbursement Rate

• Skyrocketing Malpractice Insurance

• Time Constraints

• Fear Of Losing Autonomy

• Think As Scientists – Want Accurate Data

WE ARE ALL PART OF HUMANITY!

STRENGTHS, WEAKNESSES, FEARS, VULNERABILITIES
NEED COMPASSION, EMPATHY & RESPECT!
WHO IS THIS?
Physicians Leading the Way

- Understand Physicians’ world - Seek ye first… Scientists > Data!
- Focus on Physician Engagement Early – Always!
- Understand Change Management Theory 20-50-30 Rule
- Find CHAMPIONS among Medical Leadership
- Develop Clear Mission – Underlying theme “Value for the Patient”
- Build Broad but Specific Guidance Team – Clear Roles
- Once you have plan, follow it. Celebrate early wins.
4 Stages Of Change
STAGE I
RESISTANCE / SHOCK

BEHAVIORS

• “They don’t really mean it”
• “It can’t happen here”
• View Future As Hopeless
• Stubbornness

• Refusing to Hear New Info
• Sarcasm
• Sadness
• Anger
• Anxiety
• Rumors
• Withdrawal
• Complaining
• Apathy
Confusion

Oh what to to, what to dooo?
Is COMMITMENT a direction to be pursued as long as it works for you or a direction to be pursued until it works for you?
20-50-30 RULE

People during Change:

20% > “Change Friendly”

50% > “Fence Sitters”

30% > “Change Resisters”

Give attention to:
“Change Friendly” & “Fence Sitters”
A linear view of change

Beginning

End
A healthy way to see CHANGE
Case Studies

• NASA / JPL

• Stanford School of Medicine

• Mystery Facility
WHAT YOU PERMIT, YOU PROMOTE
Outcomes

- Steps For Engaging Physicians In Healthcare Revolution
- Quadruple Aim: Improving Experience Of Providing Care
- 5 Leadership Skills For Physicians & All Involved In Healthcare
  - More important than ever
  - Employee engagement is 30%
  - Active disengagement is 18%
Article: The Quadruple Aim: care, health, cost and meaning in work
Rishi Sikka, Julianne M Morath, Lucian Leape

• “Triple Aim goals”
  – Improving individual experience of care
  – improving health of populations
  – reducing per capita cost of healthcare

• “Quadruple Aim IMPROVING THE EXPERIENCE OF PROVIDING CARE!"
  • 60% Physicians consider leaving
  • 51% Nurses believe job affecting health
  • 35% Nurses want to resign current job

• Backbone of any effective healthcare system is an engaged & productive workforce.
  Higher productivity, safety, quality, retention, efficiency, better pt. outcomes
• Rewards could be immense!

• “No other industry has more potential to free up resources from non-value added & inefficient production practices than healthcare; no other industry has more potential to use its resources to save lives & reduce human suffering.”

• Key: Creating Conditions For Healthcare Workforce To Find Joy & Meaning In Their Work & In Doing So, Improving Experience Of Providing Care.

• In UK, National Health Service: engaged staff ‘thinks & acts in a positive way about the work they do, the people they work with & the organization that they work in’.

• Metrics: Workforce Engagement & Workforce Safety.
Need to be answered affirmatively by each worker each day:

• Am I treated with dignity & respect by everyone, everyday, by everyone I encounter, without regard to race, ethnicity, nationality, gender, religious belief, sexual orientation, title, pay grade or number of degrees?

• Do I have things I need: education, training, tools, financial support, encouragement, so I can make a contribution to this organization that gives meaning to my life?

• Am I recognized and thanked for what I do?

If each question cannot be answered affirmatively by each worker, full potential to achieve pt. safety, effective outcomes & lower costs is compromised.

• questions posed by Paul O’Neill, former chairman of Alcoa.
When You Ask Team Members:

- “What enhances your desire to be effective?”
  Most frequent answer is “Recognition!”

- “What is the highest on your list of motivators?”
  Most frequent answer is “Recognition”!

3 Rs for Motivating: Recognition, Reward, Reinforcement
The most important factor in how an organization accepts change is the behavior of the Leaders.

Get out your mirror!
ALBERT SCHWEITZER

“Example is not the main thing in influencing others. It’s the only thing.”
Best Leadership Advice Ever:

PIE

• Performance

• Image

• Exposure
OUR APPROACH TO LEADERSHIP

• Leadership is a relationship
• Leadership is everyone’s business
• Leadership development is self-development

“No executive has ever suffered because his people were strong & effective.”
Peter Drucker
THE FIVE LEADERSHIP PRACTICES

• Model The Way
• Inspire A Shared Vision
• Challenge The Process
• Enable Others To Act
• Encourage The Heart

TeamSTEPPS includes all foundation of the Leadership Practices Inventory, the 360-degree feedback, Measures frequency with which leaders engage these leadership behaviors
MODEL THE WAY

• Find your voice by clarifying your personal values

• Set the example by aligning actions with shared values
LEADERSHIP BRAND

HOW DO YOU WANT TO BE “BRANDED”?

Examples:

Integrity                Trust-worthy     Mentor
Creative                Professional    Leader
Quality-Driven          Smart          Resilient
Knowledgeable           Fair-Minded    Kind
The wider the “Radius of Trust” in an organization, the healthier it is.

What Behaviors & Personal Characteristics Of Leaders Build / Promote Your Trust In Them?
Elements of Trust

1. **Honesty**: no lies, no exaggeration
2. **Openness**: willingness to share information & ideas
3. **Consistency**: predictable behavior & results
4. **Respect**: dignity & fairness
INSPRIRE A SHARED VISION

• Envision The Future By Imagining Exciting And Ennobling Possibilities

• Enlist Others In A Common Vision By Appealing To Shared Aspirations
CHALLENGE THE PROCESS

• Search For Opportunities By Seeking Innovative Ways To Change, Grow, And Improve

• Experiment And Take Risks By Constantly Generating Small Wins And Learning From Mistakes
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ENABLE OTHERS TO ACT

• Foster Collaboration By Promoting Cooperative Goals & Building Trust

• Strengthen Others By Sharing Power & Discretion
Most Common Self-limiting Beliefs

- I’m not smart enough
- I’m not educated enough
- I’m afraid of trying & failing
- I’ve already tried everything
- It's selfish of me to want more
- I don’t feel that I really deserve it
- I don't have the willpower
- All the good ones are taken

• “No one can make you feel inferior without your permission.”
“FAST” FEEDBACK

F - Frequent
A - Accurate
S - Specific
T - Timely

Gen Xers & Millennials want this!!

Giving feedback only once a year to improve performance is like going on diet on your birthday & expecting to lose weight!
“FAST” Feedback
POSITIVE REINFORCEMENT

• Praise immediately – “Educable moment”

• Give *Specific* Feedback, What Team Member Did Well

• Show how Behavior relates to Organizational Goals

• Let Team Member know you *appreciate* effort & good results

• Remember not to use “yes, but,” not to assign more work

• With “Learners”, Praise *approximately right* behaviors
CHIPS

GREAT & NATURAL WAYS FOR COLLEAGUES TO BUILD RELATIONSHIPS

“Hi, how are you?”

Take genuine interest in family, vacation or work project

Do favor

Listen & care about

Compliment

Little note of thanks

Be courteous

Apologize

Birthday card

Send articles
ENCOURAGE THE HEART

• Recognize Contributions By Showing Appreciation For Individual Excellence

• Celebrate The Values And The Victories By Creating A Spirit Of Community

“People don’t care how much you know until they know how much you care.”

John Maxwell
SIMILARITIES AMONG GENERATIONS

- All want to succeed
- All view work as vehicle for personal fulfillment & satisfaction, not just paycheck.
- Culture of workplace is important to all.
  - 86% said they need to feel valued by their employer to stay happy, only 37% feel valued.
- 6 of 10 would like employer to help career planning
- ALL define SUCCESS as finding company to stay with for long time.
- Flexibility is important - 67% ranked flexibility as part of their definition of workplace success.
BEST LEARNING PRACTICES

• **Tip 1** Be self-aware
• **Tip 2** Manage your emotions
• **Tip 3** Seek feedback
• **Tip 4** Take the initiative
• **Tip 5** Engage a coach
• **Tip 6** Set goals and make a plan
• **Tip 7** Practice, practice, practice!
• **Tip 8** Measure progress
• **Tip 9** Reward yourself
• **Tip 10** Be honest with yourself and humble

From Leadership Challenge, LPI
You Can Change The Culture NOW!

- Catch People Doing Something Right
- Give FAST Feedback
- Learn About Gender & Generational Differences
- Find Out About Dreams Of Team Members
- Find Why They Went Into Healthcare – Shared Values
- Discover How They Like To Be Appreciated
- For 1 Negative Comment, Need 11 Positive
- Improve Your Meetings
- Plant “Chips” Everywhere
- Become A Better Leader
WHAT IS SUCCESS?

“To laugh often and much
To win the respect of intelligent people & affectionate children
To earn appreciation of honest critics
To endure the betrayal of false friends
To appreciate beauty
To find the best in others
To leave the world a bit better whether by a healthy child, a garden patch or a redeemed social condition
To know even one life has breathed easier because you have lived.
This is to have succeeded”