Emergency Department Directors' Academy

Why ~~Leadership~~ Leading Matters:
Leading in Times of Crisis

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The Most Important Slide?
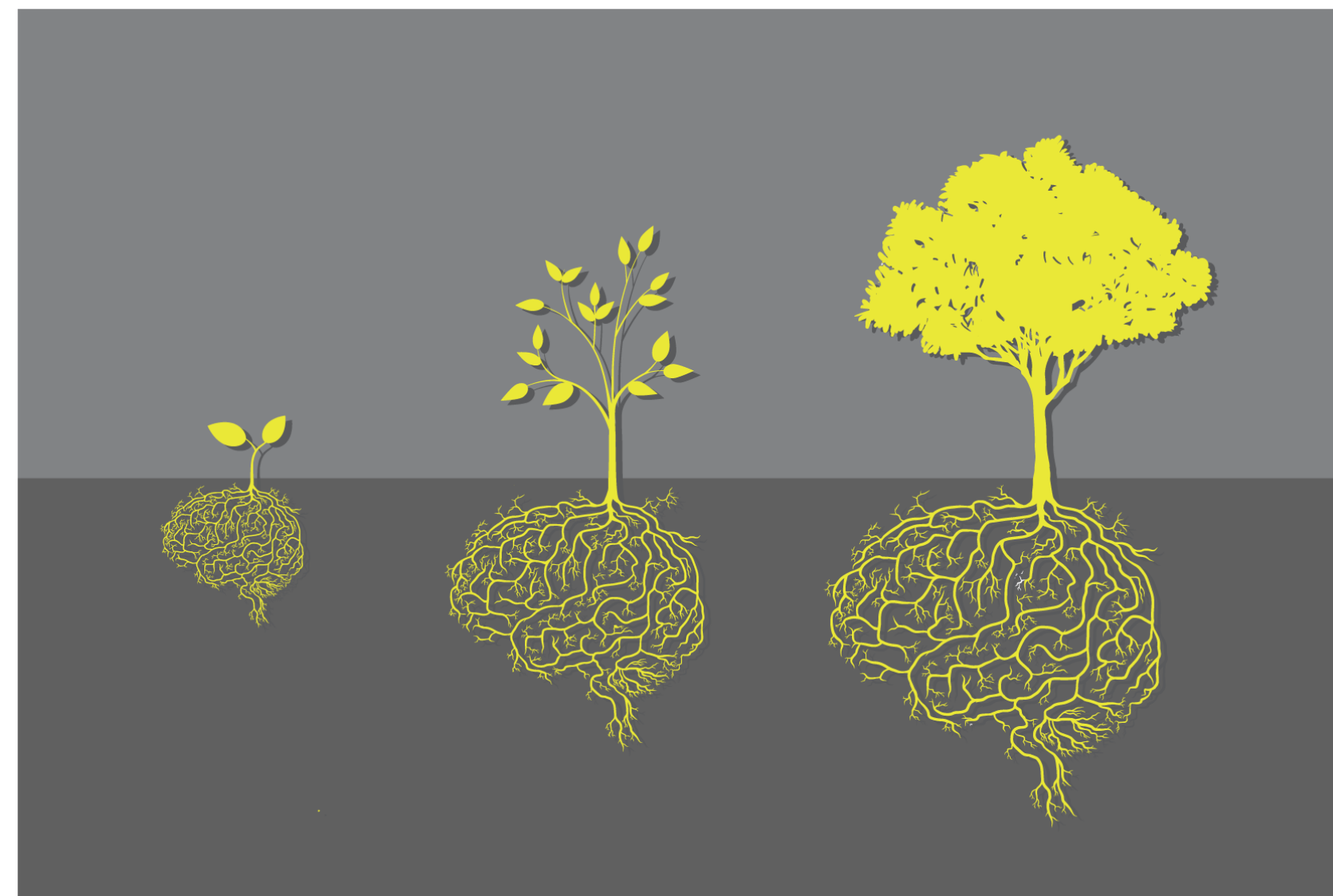
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Innovation is NOT For Everyone

"Never, ever, think outside the box."
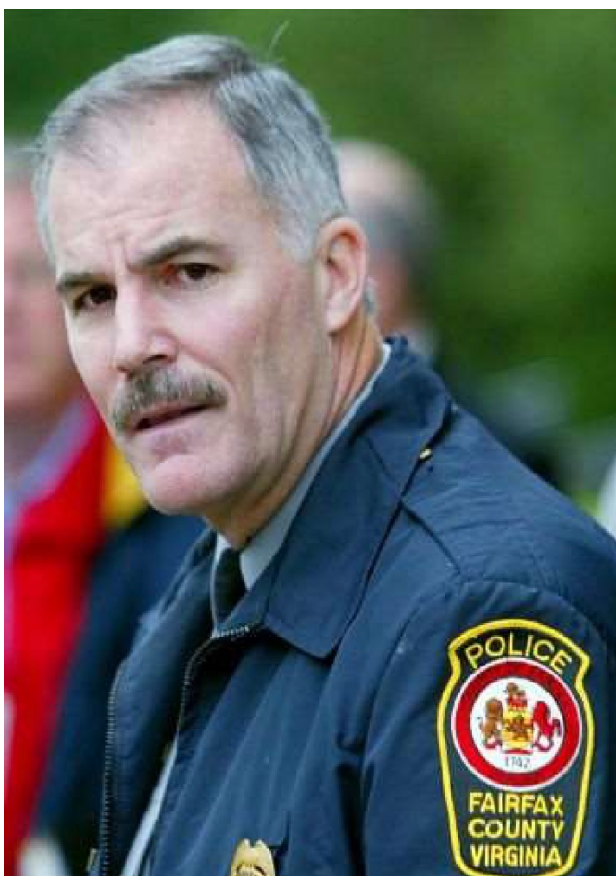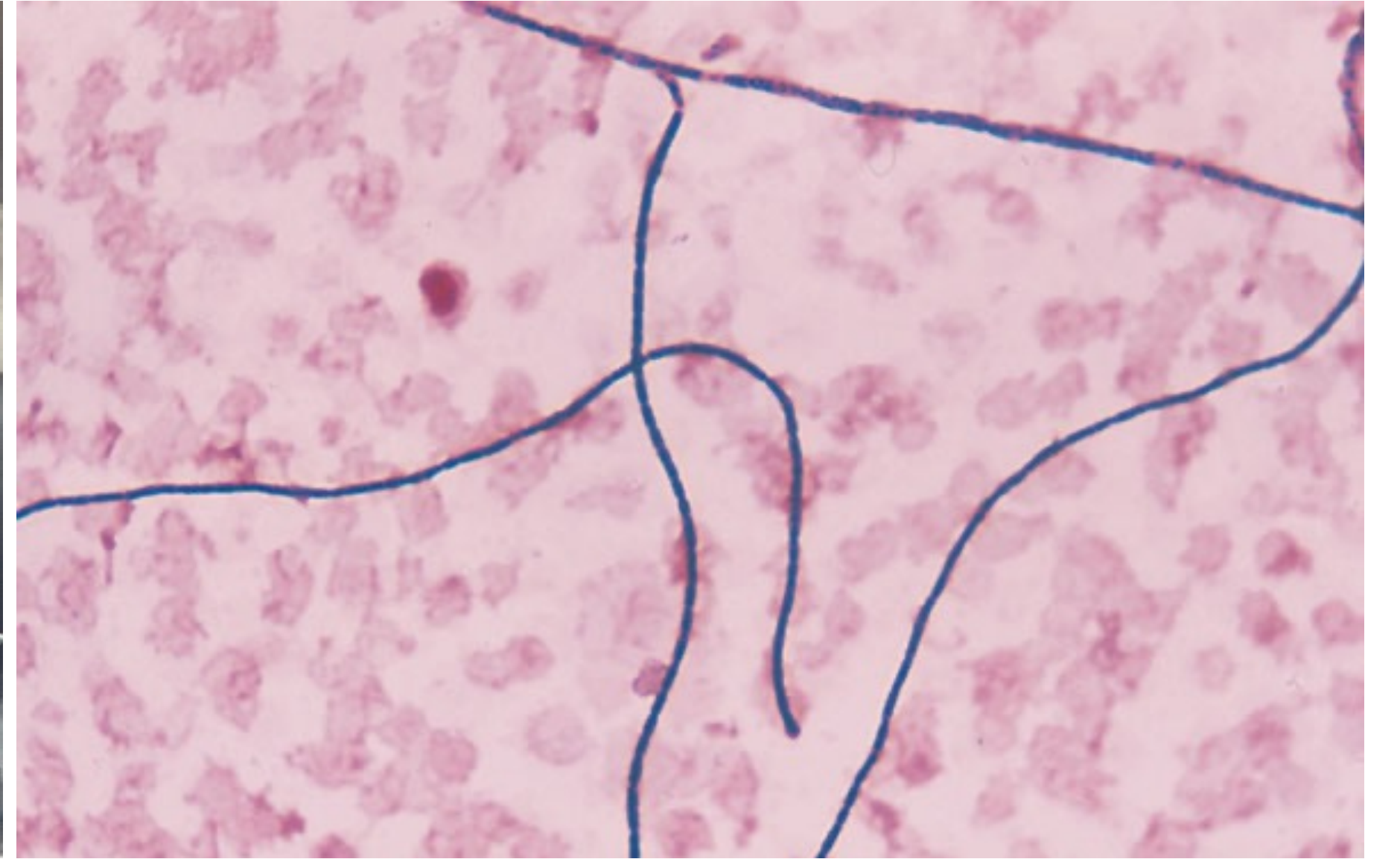
Leading in Times of Crisis

- **Think** about "It begins with you!" and Leading in a Radically Different Way..

- **Act** on those Thoughts Within the Week

- **Innovate** You and Your Team to Evolve the System…and Yourselves!
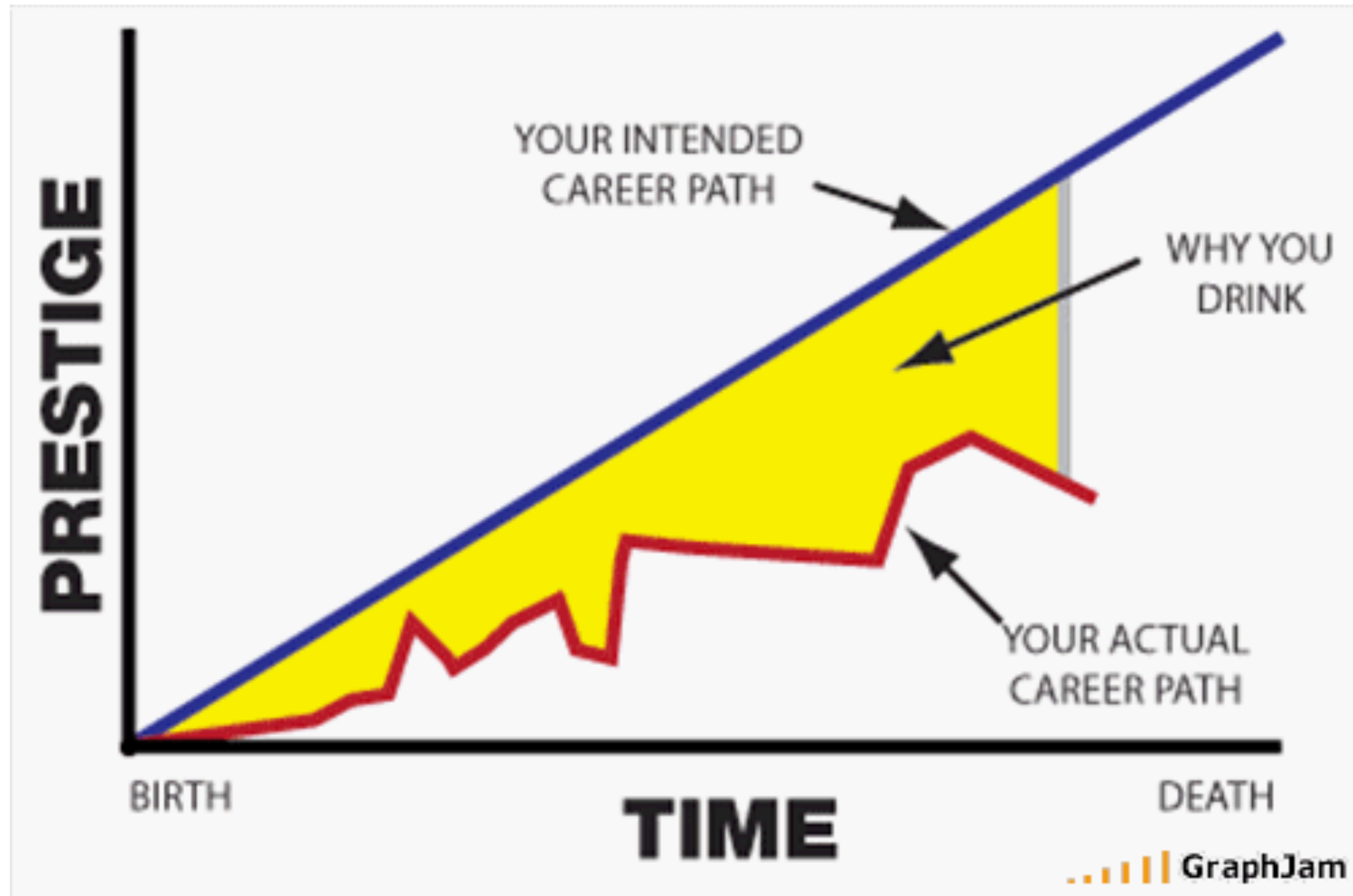
Deep Joy, Deep Need…

Leading in Times of Crisis

The Way We're Working...Isn't Working!

"Between the idea and the reality
Between the motion and the act…
Falls the shadow…"

Why Healthcare Leading Matters

- Everyone in this room-and in all your rooms in healthcare-will spend all day, every day, for the rest of our professional careers steeped in radical, non-incremental change in a capacity and revenue constrained "system"

- The only constant is change-cataclysmic change during crisis

- Most people don't mind change-but they <u>do</u> mind "being changed"

- In leading yourself, you lay the foundation to lead your teams

- In changing the lives of others while leading teams, you change your own life

- You connect Deep Joy with Deep Need and…Reverse the Jump

How Leading Matters…

Inspirational Leaders?

1. Why was she a great leader?
2. What attributes made her inspirational?
3. How did she make you feel?
4. How did she motivate you?
5. Become a better person because of her?
6. What results did you attain?
7. Did you want to be like her?
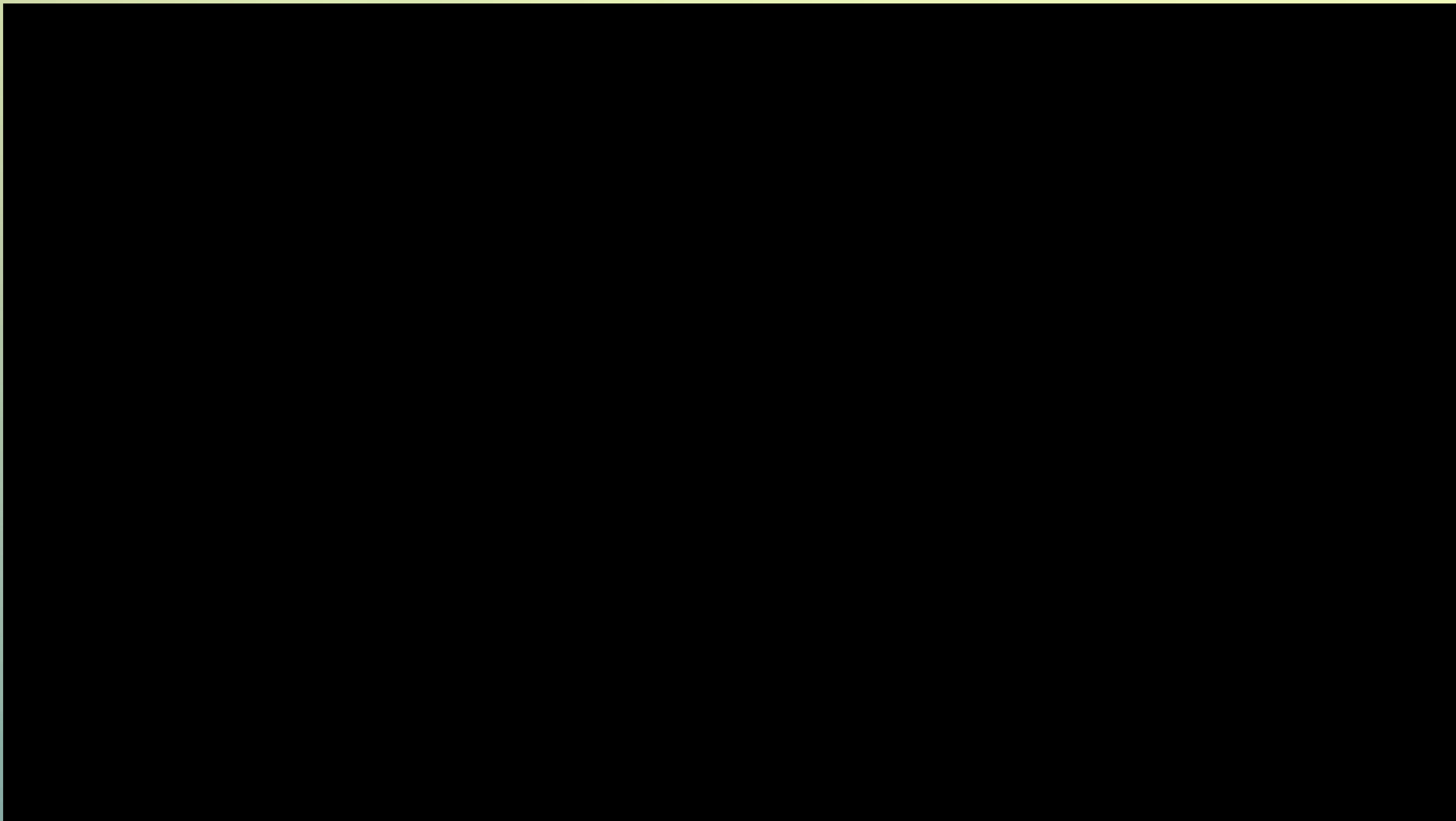8. "I **am** leading, **I will**…"

Poor Leaders?

1. Why was he a poor leader?
2. What attributes made him a poor leader?
3. How did he make others feel?
4. Why couldn't he motivate the team?
5. What results did the team fail to produce?
6. "I **am** leading, **I won't**…"

Homework Assignment

What are the 3 biggest problems currently facing your ED?

1.

2.

3.

"Give us the tools and we will finish the job!"

Winston Churchill

February 9, 1941

BBC Broadcast

9 Practical Tools of Inspirational Leading
"What to Do Vs. How to Be"

1. Re-Recruitment is the Key

2. Make the Patient Part of the Team

3. Battle Burnout-Restore Resiliency

4. Getting the 'Why' Before the 'How'

5. Leading Change-Change Systems to Change Results

6. Limits Begin Where Vision Ends

7. Say Team Vs. Play Team

8. Build a Powerful Coalition, Coaching, Mentoring, Accountability

9. Master Powerful Communication Skills

The Great Resignation-The Second Pandemic
Re-Recruitment = The Great RE-SIGNation

- Workforce issues are the single largest issue facing us
- People may not know what job they want…but they know which job they <u>don't</u> want!
- They may not know what they want, but definitely isn't <u>this!</u>
- Learning to Love the Job You Have, While Creating the Job You Love
- How are you doing? "Fine!" Fine is not fine…
- Moving from The Great Resignation to the Great Re-Sign-Nation
- Re-Recruitment is the key

A Culture of Re-Recruitment & Coaching/Mentoring

1. The more talented the A Team Members, the more likely the competition knows that-and will try to recruit them away.
2. A Team Members hire A Team Members…but B Team Members hire C team members.
3. A culture of coaching and mentoring-mentors or tor-mentors?
4. Hire Right-hire people who are better than you-but Re-Recruit even better.
5. Change the culture-and the details-of your job performance systems, which reek of hierarchical, authoritarian interactions, moving from "How are *you* performing in this job?" to "How is this *job performing for you*?"

Make the Patient Part of the Team
Assumptions vs. Reality-Say Team vs. Play Team
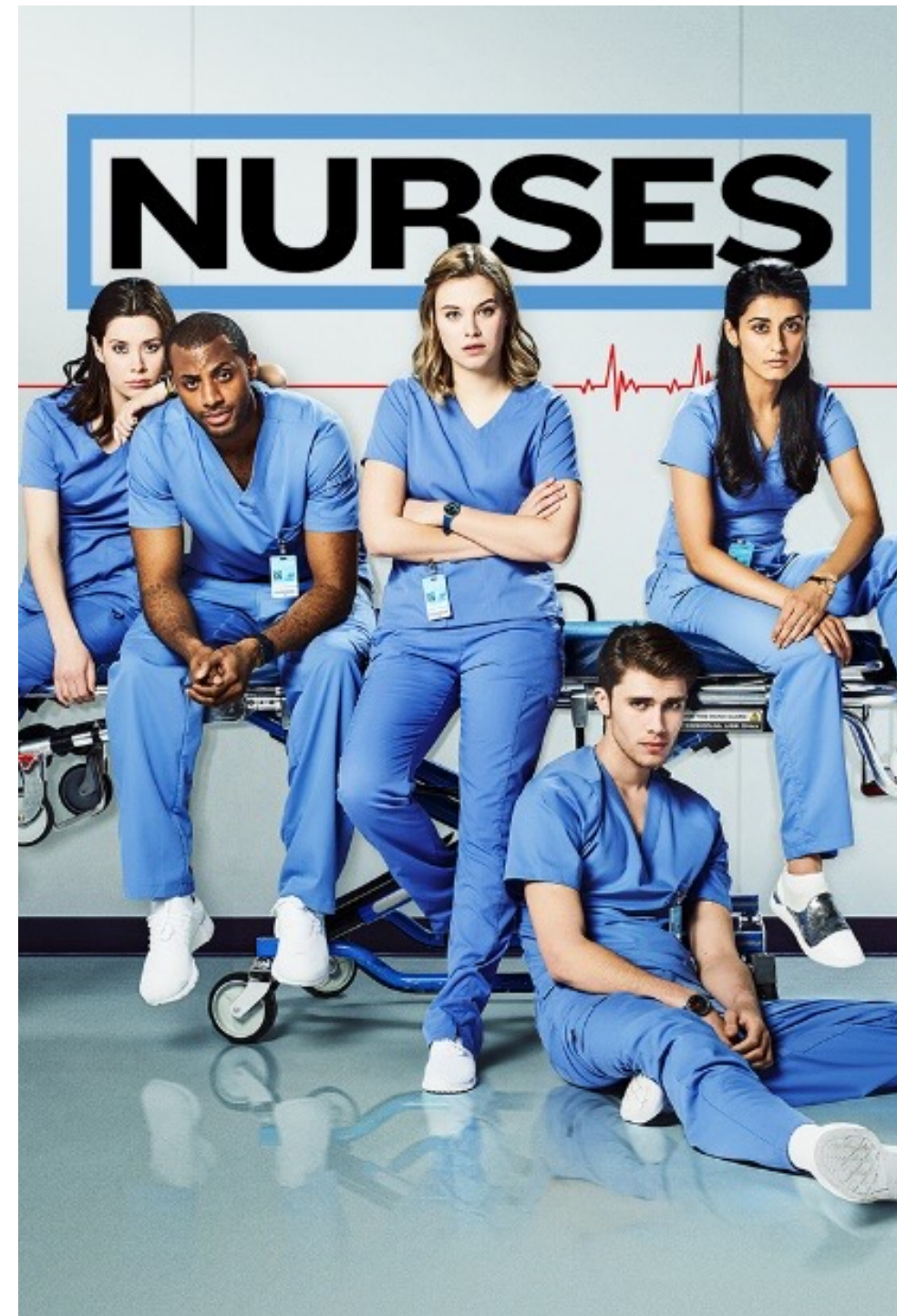
Making the Patient a Part of the Team

Moving from…to…
- From…"What's the *matter with you?*"
- To…"What *matters to you?*"

This moves patient from being
- *Recipients* of their care to…
- *Participants* in their care

Nothing About You Without You
- Our pledge to every patient, every time
- Our pledge to ourselves and our teams

"Do those served grow as persons? Do they, *while being served*, become healthier, wiser, freer, more autonomous, more likely themselves to become servants?

And, what is the effect on the least privileged in society?"

How Do We Select Docs/Medical Students?

"All sorrows can be born if you can put them into a story or tell a story about them.:

The Path to the Head is Through the Heart Become the Chief Story Teller

"About suffering, they were never wrong, the Old Masters. How well they understood its human position."
-WH Auden, Musee de Beauxs Arts

"In the middle of the road of my Life
I awoke in a Dark Wood
Where the True Way was wholly lost
Death could scarce be more bitter
But if I would show the good that came from it
I must talk about things other than the good."
-Dante Alighieri

What's Your Elevator Speech? (And who is it about...)

Definitions Drive Solutions
Decrease Stressors, Increase Adaptive Capacity
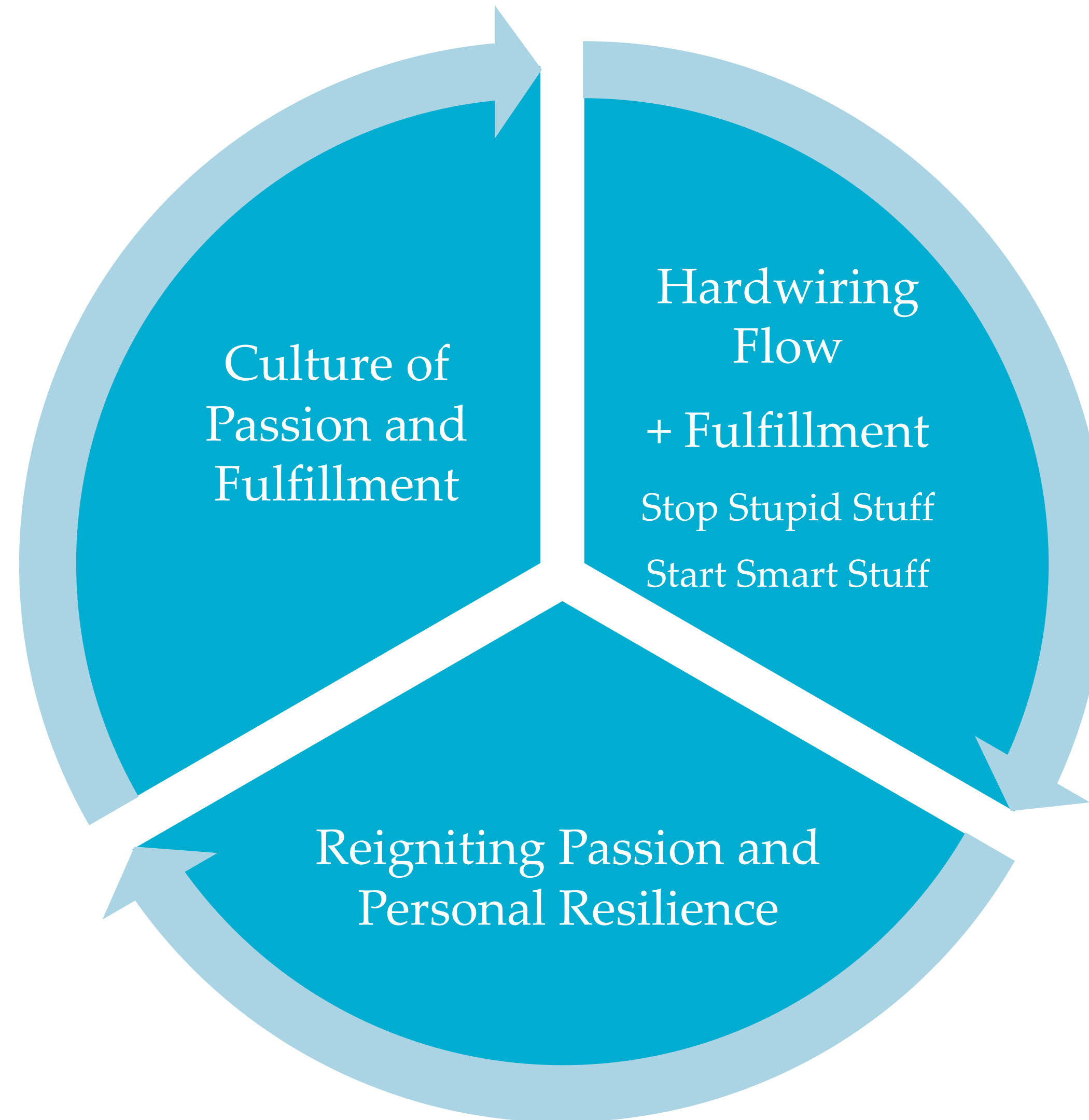
Job Stressors

Burnout ∝ **Adaptive Capacity/Resiliency**

Cardinal Symptoms

Emotional Exhaustion

Cynicism

Loss of Meaning at Work

The Battle for Personal and Organizational Resiliency

3 Fundamental Insights Drive it All

1. Every member of the healthcare team is a **leader**…
   - Lead Yourself
   - Lead Your Team

2. Every healthcare team member is a **performance athlete**…
   - Invest in Yourself
   - Invest in Your Team

3. **The Work Begins Within!**

The Work Begins Within…

1. Put your own oxygen mask on first!

2. Self care is critical care

3. What is the current focus of your leadership training?

   – Metrics?

   – Personal Development of the Team?

   4. Re-Recruitment as the Key to Workforce/Team Issues

   – Re-Recruit Yourself

   – Re-Recruit Your Team

The Work Begins Within

- Deep Joy, Deep Need
- Passion <u>Re</u>-connect
- "There is no force on Earth as strong as the human soul on fire." General Foch
- Rustout
- Patient Burnout
- "You showed me the nurse I was… and the nurse I can be again!"

Why is Battling Burnout Critical?

"He who has a strong enough 'Why' can bear almost any 'How'"

- Burnout is human suffering
- Burnout affects 50% of our team
- Burnout is expensive-we can't afford it-ROI
- Workforce recruitment, retention, and personal development
- Burnout negatively affects every measure of quality
- The "Good News"- there are actionable solutions and ROI in battling burnout is substantial

6 Maslach Domains of Burnout

Loss of Values
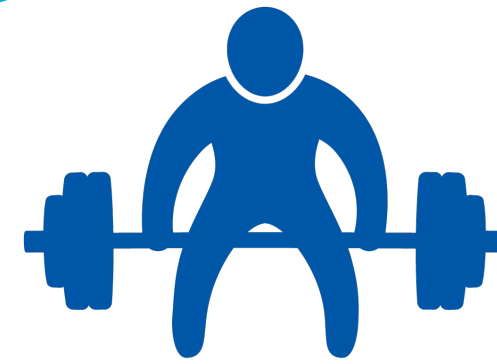
Mismatch Job Stressors/ Adaptive Capacity

Loss of Control

BURNOUT

Lack of Fairness

Loss of Community

Lack of Rewards & Recognition

The 22 Tools of Battling Burnout

Tools for Personal Passion and Resiliency

1. "Love, Hate, Tolerate"
2. "Deep Joy, Deep Need"
3. "Sing with All Your Voices"
4. Stress Tolerance Level
5. Strategic Optimism/Creative Energy
6. Disconnect Your Hot Buttons
7. Leave a Legacy
8. "Do The Best You Can"
9. Keeping a Gratitude Journal
10. Who Do You Burnout and Why?

Tools for Shaping Culture

1. Mutual Accountability Jumbotron
2. A Team/ B Team-Re-Recruitment-Mentor or Tor-mentor
3. Leading From The Front
4. What Kind of Leader Are You?
5. Innovation at the Speed of Trust
6. Shadow Shifting

Tools for Hardwiring Flow and Fulfillment

1. Stop Doing Stupid Stuff, Start Doing Smart Stuff, Send a Signal of Hope
2. Taxi, Take-Off, Flight Plans, Landings
3. Making the Patient Part of the Team
4. Precision Patient Care
5. Clinical Huddles and 5 Demand-Capacity Questions
6. The EHR Solutions

The "Love, Hate, Tolerate" Tool

- What do I LOVE? ➡ Maximize It

- What do I Hate? ➡ Eliminate it

- What do I Tolerate? ➡ Minimize It

Do the Things You Tell Your Patients to Do…

Getting the Why Before How
It Makes the Job Easier!

"He who has a strong enough "Why" can bear almost any 'How.' "

Frederick Nietzsche
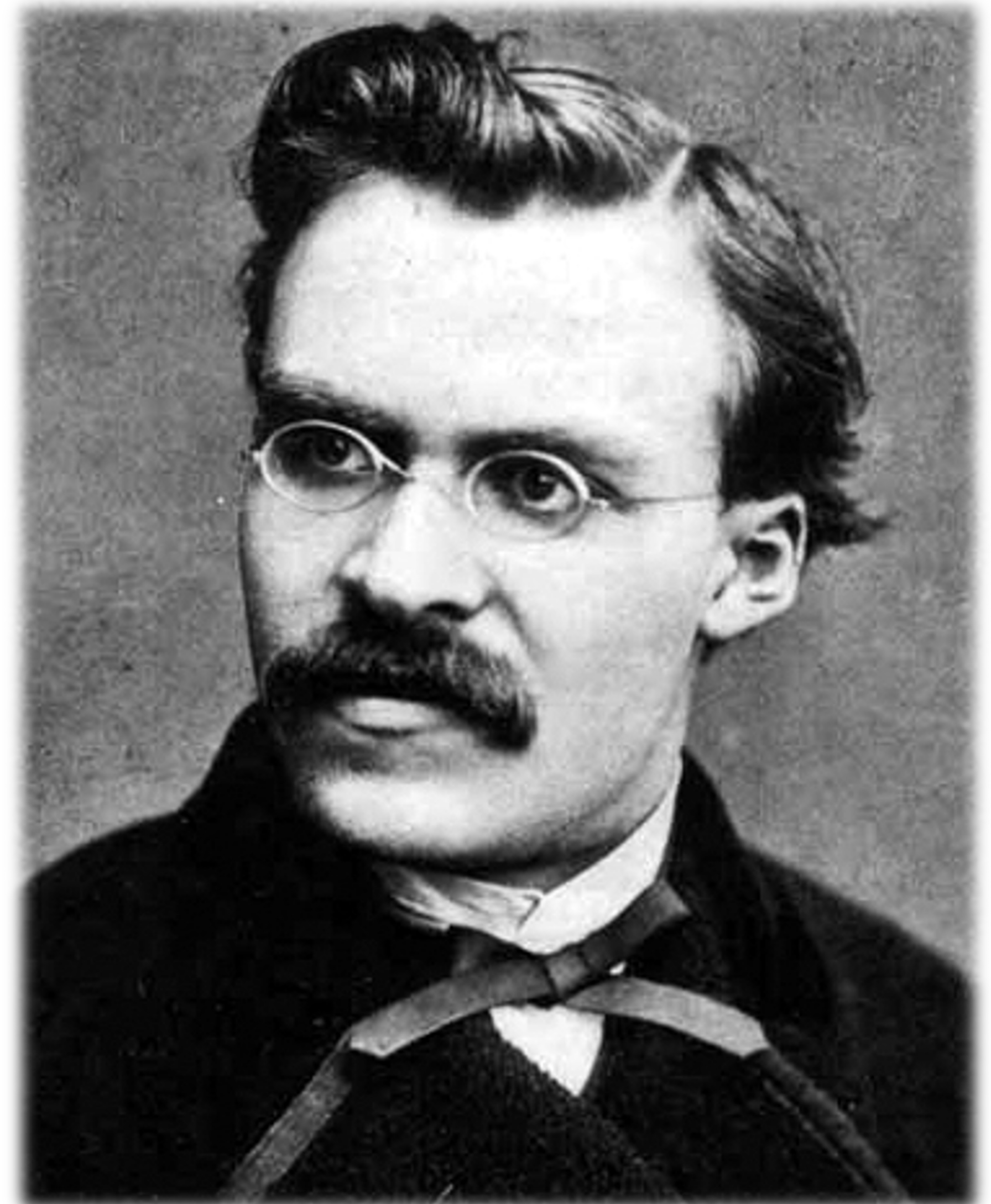
All meaningful and lasting change is driven by INTRINSIC motivation…

Do you provide excellent….

- Clinical Quality
- Patient Experience
- Hardwiring Flow
- High Reliability and Safety

It Depends! A Team vs. B Team

A Team Members

- Positive
- Proactive
- Confident
- Competent
- Compassionate
- Communication
- Teamwork
- Trust
- Teacher
- Does whatever it takes
- Sense of humor
- Moves the meat

B-Team Members

- Negative
- Reactive
- Confused
- Poor communication
- Lazy
- Late
- Constant complainer
- BMW club
- Can't do
- Always surprised
- Nurse Ratched
- Dr. Torquemada

How many B-team members does it take to destroy an entire shift?

The #1 Reason to Get ___ Right Is...

It Makes Your Job Easier!

"Every system is perfectly designed to get precisely the results it gets."

Dr. Paul Batalden

If They Aren't with You on the Take-Off…
They Won't be with You on the Landing!

The Perpetual Whitewater Of Change

"Becoming the high-quality, low-cost provider of care"

Becoming Expert Change "Evoluters"/ Leaders

Resistance = Uncertainty

Staunch Resistance = Deep Uncertainty

All meaningful and lasting change is intrinsically motivated

Limits Begin Where Vision Ends

- What's the significance of this date?

May 6, 1954

- Until that date, no one in the history of mankind had done it …

Limits Begin Where Vision Ends

- What's the significance of this date?

- May 6, 1954

- Until that date, no one in the history of mankind had done it …

- 3:59.4

- How long until 10 people had done it?

Culture of Personal Passion and Resilience
Great Culture ≠ 50% Burnout Rates!

- Definitions Drive Solutions
- Don't make this complicated
- "We are what we repeatedly do. Excellence is not a virtue but a habit."
- Culture = Actions
- We constantly, daily, iteratively redefine our culture
- Leave a Leagacy

The Paradox of Team Work?

- We can confidently assure our patients that they will be cared for by <u>a team of experts</u>…

- But can we assure them they will be taken care of by <u>an expert team</u>?

Smart People ≠ Smart Teams

Calling an Audible
Changing the Play, Not the Game Plan
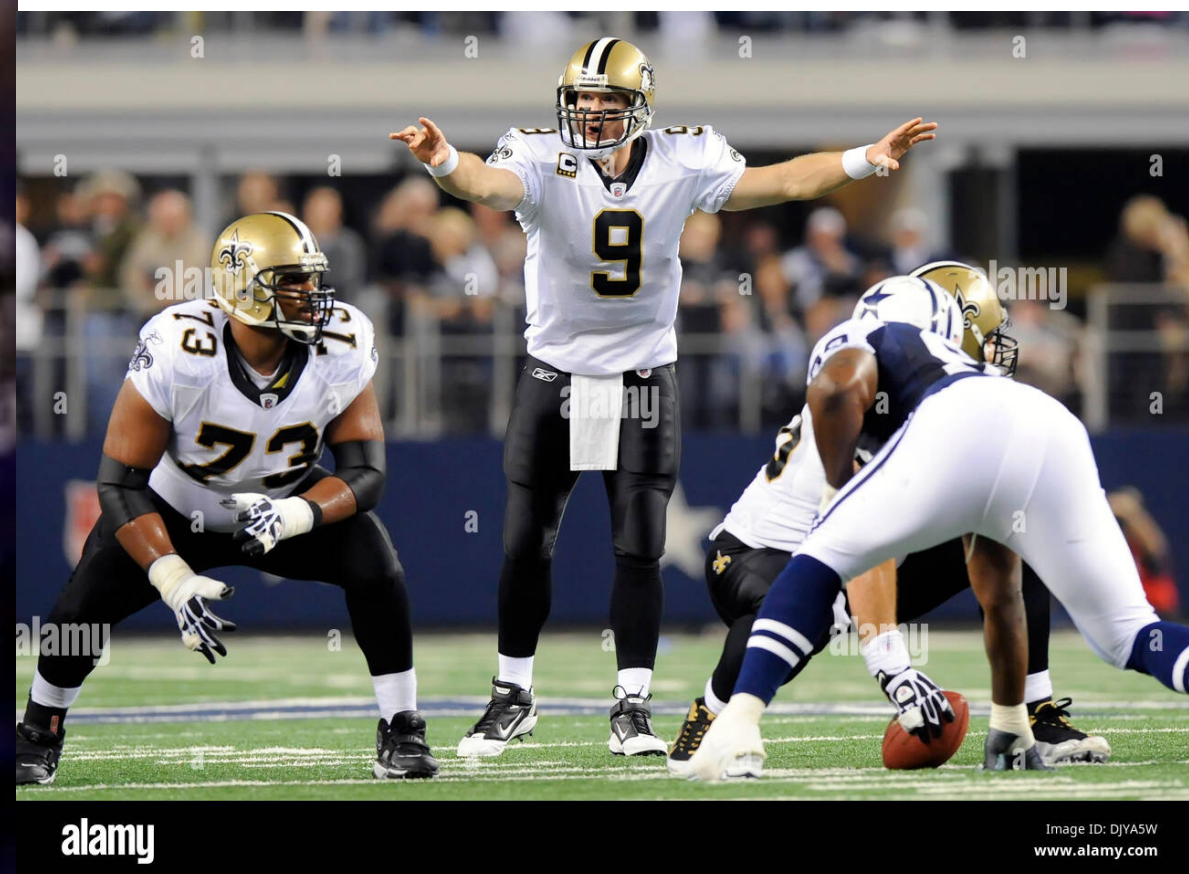
Say "Thank You!" 50 Times Per Day

Build a Powerful Guiding Coalition
Coaching, Mentoring, and Accountability

- I really don't care how your system works when you <u>are</u> there.

- I care how it works when you're <u>not</u> there !

- Mentors vs. Tor-mentors

- How is this job working for you?

Master Powerful Communication

All language has meaning, and all behavior has meaning

"How are you doing?"

"**Spectacular!**

What's the message?

This is a positive, proactive person

I like seeing this person-I'll bet others do as well.

Become "The Problem" Physician

LISTEN

SILENT

The Dynamic Tension of Communication

- *Advocate* as if you were right…

- *Listen* as if you were wrong!

Timing is Everything…

From Courage to Crazy

George Washington Carver

"How far you go in life depends upon…"

George Washington Carver

"How far you go in life depends upon your being-
Tender with the young
Compassionate with the aged
Sympathetic to the striving
And tolerant of the weak and strong
Because someday in your life
You will have been all of these things"

Courtesy Chuck Stokes, FACHE

Thank you

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