Patient Driven Leadership™

Building A Better Future Through Trust

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I Love Lucy - (1952) "Job Switching" — starring Lucille Ball
We’re doing the best we can.

We don’t have the right tools.
We're doing the best we can.  
We don’t have the right tools.  
We’re victims of circumstance.
How much of the day do you spend just keeping up with your job, putting out fires and solving problems for others?
How much of your day does that give you to actually lead?
The Patient Driven Leadership Plan
The Patient Driven Leadership Plan

Step One:
What matters most...
The Patient Driven Leadership Plan

Step One: What matters most...

Step Two: Role vs. Job...

Step Three: Problem solving capabilities...
Where does improving patient care actually begin?

1st tenet
The starting point to an effective leadership practice begins with what matters most to patients.

When CEO Mike Flannigan realized that every decision he makes begins and ends at the bedside, he upgraded his office to a room with a view.
Why should patient needs influence how we practice as leaders?
When your leadership role is based on patient needs, you can leverage role clarity to improve job effectiveness.

Keeping the spotlight on the patient depends on all of us playing the same role.
What’s the most important thing leaders can do to improve patient care?

3rd tenet
Create problem solving teams: An essential leadership skill for top performing hospitals.

Mr. Littleman felt nothing but confidence after receiving a perfectly arranged team to take care of him.
Patients care how we spend our days...

We can’t manage our way to improving patient care.

The Hospital (1971) - starring George C. Scott, written by Paddy Chayefsky
We can’t manage our way to improving patient care.

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The starting point to an effective leadership practice begins with what matters most to patients.

Step One:
What matters most...
"Patient needs, drive the way we lead."
What really matters most to patients?
What matters most to patients?

- Good communication
  - Understanding and compassion
What matters most to patients?

- Good communication
- Understanding and compassion
- High quality care

- Knowledge and competence
What matters most to patients?

- Good communication
- Understanding and compassion
- High quality care
  - Knowledge and competence
  - Answers to our questions
- Safe environment
What matters most to patients?

- Good communication
- Understanding and compassion
- High quality care
  - Knowledge and competence
    - Answers to our questions
    - Safe environment
    - Teamwork
- Make ME the priority
Building trust at the bedside.

<table>
<thead>
<tr>
<th>You Say:</th>
<th>3,500 Physicians Said:</th>
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<tbody>
<tr>
<td></td>
<td>(n = 3500 Physicians)</td>
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<tr>
<td>Respectful</td>
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<td>Responsive</td>
<td></td>
</tr>
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<td>Team Player</td>
<td>makes me and others better</td>
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Building trust at the bedside.
“As a leader, you can create the conditions to grow patient trust by helping everyone become aware of the role they play.”
When your leadership role is based on patient needs, you can leverage role clarity to improve job effectiveness

Step Two:
Role vs. Job...

Why we need to follow a patient centered plan

6,500 nurses and nurse managers say safety tools and checklists aren’t enough to save lives:

- 85% reported that a safety tool warned them of a problem
- More than half (58%) of the participants said that while they got the warning, they failed to effectively speak up and solve the problem
- Dangerous shortcuts: 84% say that 10% or more of their colleagues take dangerous shortcuts.
- Incompetence: 82% say that 10% or more of their colleagues are missing basic skills
- Disrespect: 85% say that 10% or more of the people they work with are disrespectful and therefore undermine their ability to speak up about problems.

*Study conducted by The American Association of Critical-Care Nurses, The Association of PeriOperative Registered Nurses and VitalSmarts
Role vs. Job

- Talented (knowledge, judgment, proficiency)
- Executes (gets things done; gets results)
- Dedicated (work ethic)
Role vs. Job

Team player (makes me and others better)

Talented (knowledge, judgment, proficiency)
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Role vs. Job

Team player (makes me and others better)
Responsive and respectful

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Dedicated (work ethic)
Role vs. Job

Team player (makes me and others better)
Responsive and respectful
Understanding (listens & learns w/o judgment)

Talented (knowledge, judgment, proficiency)
Executes (gets things done; gets results)
Dedicated (work ethic)
**T.** = Team player (makes me and others better)

**R.** = Responsive and respectful

**U.** = Understanding (listens & learns w/o judgment)

**S.** = Safe (easy to approach; invites my opinion)

**T.** = Talented (knowledge, judgment, proficiency)

**E.** = Executes (gets things done; gets results)

**D.** = Dedicated (work ethic)

---

**Over Managed, Under Led**

**T.** = Team player (makes me and others better)

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**Over Managed, Under Led**

**MY JOB:**

- **T.** = Team player (makes me and others better)
- **R.** = Responsive and respectful
- **U.** = Understanding (listens & learns w/o judgment)
- **S.** = Safe (easy to approach; invites my opinion)
- **T.** = Talented (knowledge, judgment, proficiency)
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**OUR ROLE:**

- **T.** = Team player (makes me and others better)
- **R.** = Responsive and respectful
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- **S.** = Safe (easy to approach; invites my opinion)

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**PATIENT DRIVEN LEADERSHIP™**

Monday, November 21, 2011
Build your leadership role on what matters most to patients

- Team player (makes me and others better)
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"Having knowledge of our role description is the prerequisite for improving patient care."
“I’m trusting you to work together”

What matters most to patients determines how we practice as leaders.

“What matters most to patients determines how we practice as leaders.” — Bri A. Weg, MD

Who Do You Trust?
- TEAM PLAYER
- RESPONSIVE & RESPECTFUL
- UNDERSTANDING - listen & listen without judgment
- SAFE - easy to approach, in my opinion
- TALENTED - knowledgable, skilled & technically proficient
- EXECUTES - gets things done, gets results
- DEDICATED - work ethic
Create problem solving teams: An essential leadership skill for top performing hospitals.

Step Three: Problem solving capabilities...

What Distinguishes Top-Performing Hospitals in Acute Myocardial Infarction Mortality Rates?

(Annals of Internal Medicine, Curry, L., Bradley, E., et al; Vol 154, 3/15/11 IMPROVING PATIENT CARE)
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- A recent study performed by 11 hospitals ranked in either top 5% or bottom 5% in risk-standardized mortality rates for AMI
- 158 interviews completed with staff, physicians and executives
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▶ A recent study performed by 11 hospitals ranked in either top 5% or bottom 5% in risk-standardized mortality rates for AMI

▶ 158 interviews completed with staff, physicians and executives

▶ Performance statistics correlated with recurrent themes during the interviews

This study of high and low-performing hospitals found that hospitals with better mortality rates were characterized by:

*Original Research Funded by AHRQ, United Health Foundation & Commonwealth Fund*
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- Shared organizational values and goals and senior management involvement

- Concerted efforts to create an organizational culture that supports full engagement in quality, strong communication and coordination among groups, and the capacity for problem solving and learning across the organization

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- Shared organizational values and goals and senior management involvement
- Concerted efforts to create an organizational culture that supports full engagement in quality, strong communication and coordination among groups, and the capacity for problem solving and learning across the organization
- Working with a “non-punitive approach to problem solving, which focused on learning rather than blaming…”

*Original Research Funded by AHRQ, United Health Foundation & Commonwealth Fund*
Team problem solving begins with how people communicate

“...A cohesive organizational vision that focused on communication and support of all efforts to improve care.”
— Pauline Chen, MD, NYT
Team problem solving begins with how people communicate

- “A cohesive organizational vision that focused on communication and support of all efforts to improve care.”
  — Pauline Chen, MD, NYT

- “It’s how people communicate, the level of support, and the organizational culture that trump any single intervention or any single strategy that hospitals frequently adopt.”
  — Elizabeth H. Bradley PhD. Dir. Yale School of Public Health

Bringing it home...
Bringing it home...

- Take out a piece of paper

- Rate your level of confidence (1 to 5) in your own ability to solve problems as a leader in your hospital when working alone
Bringing it home...

- Take out a piece of paper
- Rate your level of confidence (1 to 5) in your own ability to solve problems as a leader in your hospital when working alone
- Now rate your level of confidence in your executive team’s ability to solve problems when working together as a leadership team
- Now rate your level of confidence in your directors and managers to solve problems when working together as a management team
Bringing it home...

- Take out a piece of paper
- Rate your level of confidence (1 to 5) in your own ability to solve problems as a leader in your hospital when working alone
- Now rate your level of confidence in your executive team’s ability to solve problems when working together as a leadership team
- Now rate your level of confidence in your directors and managers to solve problems when working together as a management team
- Now rate your level of confidence in your supervisors and front line staff to solve problems when working together as teams
“Creating the right conditions to improve group problem solving is the single most important contribution a leader can make.”

If you create the conditions to improve group problem solving, how would it benefit your organization?

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<td>* Willing to complain/Blaming</td>
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"Treating the symptoms"
- Initiative overload
- Excessive bureaucracy & regulation
- Hurry, hurry, hurry, more, more, more
“Bad attitude & disrespect”
- It’s not my job
- Rigid/Intolerant/Impatient
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**PATIENT DRIVEN LEADERSHIP™**
Root Cause

“Every man for himself”
- “Get out of my way”
- “Leave me alone”
- “Tribal warfare”

“The ystrust Cycle”

“Bad attitude & disrespect”
- It’s not my job
- Rigid/Intolerant/Impatient
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“Shutting down”
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The Leadership Workup: A group problem solving tool

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A daily practice

www.bedsidetrust.com