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TRANSFORMING HEALTHCARE

A Physician's Point of View

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Transformative Leadership Begins with Self-Development

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AGENDA

- **Introduction**
- **Transformative Leadership**
- **Practicing Mindfulness**
- **Secrets of Leadership Success**
- **Multi- Generational Workforce**



Transformative Leadership

Accdg. To Dr. Adam Perlman, MD, MPH :

“It’s not unlike throwing a pebble into a pond.

A leader’s internal state creates ripples—which can either be good or bad—

that extend throughout an organization.”



Transform Healthcare System

“If healthcare leaders want to transform our healthcare system so it is truly patient-centered and cost-effective and…

“ if we are serious about creating a culture of health in which we are preventing diseases long before they result in sickness, the place to start is with ourselves.”



All healthcare leaders—no matter whether you practice in a small office or a large hospital—because more often than not, physicians set the tone. But what you may not realize is that your mental and emotional state has a significant effect on the people around you.

In his book Primal Leadership: Unleashing the Power of Emotional Intelligence, psychologist Daniel Goleman revealed:

“The actions of the leader account for up to 70 percent of employees’ perception of the climate of their organization.”[1]



Leading Means Showing the Way

Unhappy, dysfunctional leaders cannot create high-functioning, compassionate practice environments, and a stressed out, unhealthy organization cannot take care of the health of others.

So as physicians, we need to ensure that the effect we have on others is positive and beneficial.



Transformational Leadership

As leaders:

♦ If, when facing a problem, we display thoughtful intelligence

rather than anger or frustration…

we will inspire that behavior in others

and promote creative solutions.



Transformational Leadership

- **If we are trustworthy and nurture a culture of trust,**

our colleagues will feel safe enough to communicate honestly,

therein creating an environment in which real change is possible.



Transformational Leadership

♦ **If we hold ourselves accountable for the vision and**

if we foster a culture of ownership for that vision,

then more people will participate,

leading to bigger and better outcomes.



Transformational Leadership

♦ **If our words and actions demonstrate a deep commitment to cost effective patient care, others will follow our lead, resulting in an improved practice environment.**

Self-Awareness with Informed Mindfulness

But how do we become more thoughtful, more trustworthy, more committed and more visionary?

After working with this concept for 2 decades, Integrative Healthcare leaders have found that one of the most effective ways to engage in transformative self-development is through the practice of informed mindfulness.



Mindfulness refers to a particular way of deepening self-awareness and increasing one's ability to stay present in the moment.

Jon Kabat-Zinn, PhD, founder of the Center for Mindfulness in Medicine, Health Care and Society at the University of Massachusetts Medical School, first brought this practice into healthcare in 1979 as a means to help people reduce stress.



Mindfulness

It was so successful that it quickly exploded across the nation and now nearly half of the medical schools teach a form of mindfulness, and many healthcare systems offer classes for both patients and providers.

Practicing Mindfulness

means practicing being aware in the moment.

You are not thinking or daydreaming or worrying.

You are not judging.

You are simply watching and noticing what is happening internally and externally.

By watching, you increase your awareness of yourself, your thought patterns and your automatic behaviors.



Practicing Mindfulness

For example, as self-awareness increases,

we can begin to identify and understand our triggers.

Under what circumstances do we become angry? Or frustrated?

Once aware of these negative emotions, we can stop and ask:

Is this really how I want to behave in this situation? Is this my best choice to resolve the situation? In this way, reaction can change into thoughtful action.



Practicing Mindfulness

This process of becoming self aware develops a person's ability to respond to what is actually occurring in the moment;

rather than on

what one thought was going to happen, was afraid might happen,

or thinks should happen.



Making an Informed Choice

Informed mindfulness connects mindful self-awareness with educated decision-making.

The mindful leader is aware of what is occurring in the present moment and understands that his or her response is a choice.

But that is not enough.



Making an Informed Choice

We need to understand what our choices are, and which choices are the best.

Hence, the concept of informed mindfulness.

As situations arise and decision points are faced, a mindful leader will be able to place what is happening in its larger context and, having clear values and being sufficiently educated, make an informed choice.



Leadership Program in Integrative Healthcare at Duke University, USA.

But the bottom line is that healthcare leaders who engage in self-development—

embracing those qualities and behaviors that better serve themselves and their organization

while changing those that don't—will energize and inspire others to join in and

bring transformative change to our healthcare system.



Successful Leadership Style

- Much is written about what makes successful leaders. I will focus on the characteristics, traits and actions that, I believe, are key.

Secrets of Leadership Success:

- Choose to lead.
- Be the person others choose to follow.
- Provide vision for the future.
- Provide inspiration.
- Make other people feel important and appreciated.



Secrets of Leadership Success

- Live your values. Behave ethically.
- Leaders set the pace through your expectations and example.
- Establish an environment of continuous improvement.
- Provide opportunities for people to grow, both personally and professionally.
- Care and act with compassion.



Leadership In Action…



The Traditionalists (1927-1945)

- hardworking and loyal
- cherish their jobs and have worked for only one employer their entire work life
- are extremely loyal to co-workers and employers
- Are great team players and get along well with others in the workplace.
- Traditionalists are less tech-savvy than younger generations .
- Prefer in-person interaction to e-mails and technological gadgets. Hence, the best way to engage this generation is through face-to-face interaction.
- Unlike younger generations, Traditionalists are comfortable sitting in long lectures and meetings are less inclined to incorporate video-conferencing and web-based technology into the workplace.



The Baby Boomers – (1946-1964)

- Members of the Post-War War II generation, Baby Boomers are loyal, work-centric and cynical.
- This generation has lived through many changes in the industry and brings a different perspective to the workplace.
- Baby Boomers often equate salaries, high billables and long hours with success and commitment to the workplace.
- They value face time in the office and may not welcome work flexibility or work/life balance trends.
- High levels of responsibility, perks, praise, and challenges will motivate this generation.



Generation X – (1965 -1980)

- Generation X encompasses the 44 to 50 million Americans born between 1965 and 1980. This generation marks the period of birth decline after the baby boom and is significantly smaller than the previous and succeeding generations. Members of Generation X are largely in their 30's and early 40's
- After witnessing the burnout or layoff of their hardworking parents, Generation X entered the workplace with different work ethic and culture than previous generations.
- Unlike the Boomers, Generation X places a premium on family time and has a different attitude about work. They are ambitious and hardworking but value work/life balance.
- In the workplace, Generation X dislikes rigid work requirements. They value the freedom to set their own hours.



Generation X- (con't)

- **<u>Flexible work schedules</u> and work-from-home options (as long as billable quotas are met)may help to retain and motivate this generation.**
- **Generation X has an entrepreneurial spirit. This generation thrives on diversity, challenge, responsibility and creative input. If their current law firm does not provide them with these opportunities, they will not hesitate to seek an employer who will.**
- **A hands-off attitude often works best when supervising, mentoring or working with this generation.**
- **Members of Generation X value freedom and autonomy to achieve desired goals and often prefer to work alone rather than in teams. They dislike "meetings about meetings" and don't want face time.**
- **<u>Flexible hours</u> and challenging assignments will motivate this generation.**



Generation Y – 1981 and later

- Generation Y professionals are in their 20s and are just entering the workforce.
- With numbers estimated as high as 70 million, Generation Y (also known as the Millennials) is the fastest growing segment of today's workforce.
- As firms compete for available talent, employers cannot ignore the needs, desires, and attitudes of this vast generation.
- Generation Y is smart, creative, optimistic, achievement-oriented and tech-savvy.
- This young generation seeks out creative challenges, personal growth, and meaningful careers.
- They seek supervisors and mentors who are highly engaged in their professional development.



Generation Y- Millenials (con't)

- **Generation Y are excellent multi-taskers and prefer communications through e-mail and text messaging over face-to-face interaction.**
- **Their attitude is "don't waste my time making me come to your office." They would rather send an e-mail so they can be answering e-mail at the same time.**
- **Cyber-training and lectures through web-based delivery systems may be more effective than traditional lectures.**
- **When working with or supervising Generation Y, it's wise to impose structure and stability and cultivate a team-oriented environment.**
- **Immediate feedback and praise will help motivate and reassure this young generation. Frequent communication and reassurance will help keep members of Generation Y eager and involved.**



Principles to Remember

- DO
- 1. Experiment with Mixed-age Teams &
- 2. Reverse Mentoring Programs
- 3. Develop Incentive plans that reflect where your employees are
- 4. Conduct regular HR surveys to get a pulse from your employees



Don't

- 1. Bother with generation-based employee affinity groups — they generally reinforce stereotypes
- 2. Act like a top-down manager — forge partnerships with employees of different ages and encourage them to share their opinions
- 3. Assume you already know how to motivate employees who are older or younger — ask them what they want out of their professional lives



At the Workplace…

- Respect + Integrity + Communication + Excellence
- ***"We treat others as we would like to be treated ourselves."***
- ***"We do not tolerate abusive or disrespectful treatment. Ruthlessness, callousness and arrogance don't belong here."***



University of Michigan



Reference

Adam Perlman, MD, MPH

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THANK YOU!!!

Innovation

Introduction

Innovation in healthcare continues to be a driving force in the quest to balance cost containment and health care quality. Innovation is considered to be a critical component of business productivity and competitive survival [Zaltman, et al., 1973]. Technological innovations present vast opportunities for 1) product innovation – the introduction of new types of goods and services for the external market and 2) process innovation – enhancement of internal production processes for goods and services [Perri 6, 1993]. Product innovations are essential to the life of any organization since they provide the most obvious means for generating incremental revenues [Johne, 1999]. Similarly, process innovation is concerned with improving internal capabilities [Johne and Davies, 2000; Johne, 1999] and safeguarding and improving quality [Johne, 1999].



Innovation can be defined as

- "Intentional introduction and application within a role, group, or an organization
- of ideas processes, products or procedures
- new to the relevant unit of adoption designed to significantly benefit the individual, the group or wider society." (West,1990)



Innovation

- This definition captures the three most important characteristics of Innovation:
- 1. Novelty
- 2. An Application Component and
- 3. An Intended Benefit

Impact of Innovation

Based on Impact to stakeholders:

- **1. Disruptive "Radical" or Revolutionary" (Harvard Business Essentials, 2003); "Transformational " or "Non Linear" (Hamel 2000)**
  - refer to innovations that disorder old systems
  - Create new players and new markets and
  - marginalize old ones and deliver dramatic value to stakeholders who successfully implement and adopt to the innovation.

Impact of Innovation

- **2.Non Disruptive or "Linear" / "Incremental" (Hamel, 2000) or "Sustaining" (VSA Health Foundation, 2006)**
  - **improve on something that already exists but in a way**
  - **allows expanded opportunities to be met**
  - **or existing problems to be solved. (Harvard Business Essentials, 2003).**
- **What is important in defining Innovation is that something "new" and "better" will emerge.**



Transforming Healthcare



STAKEHOLDERS

Stake Holders	Needs, Wants & Expectations
Physicians and Other Care Givers	Improved clinical outcomes, improved diagnosis and treatment
Patients	Improved patients' experience, improved physiological well-being, reduced waiting time, reduced delay
Organizations	Enhanced efficiency of internal operations, cost containment, increased productivity and quality and outcomes improvement
Innovator Companies	Profitability, improved outcomes
Regulatory Agencies	Reduced risks and improved patient safety



Conceptual Framework

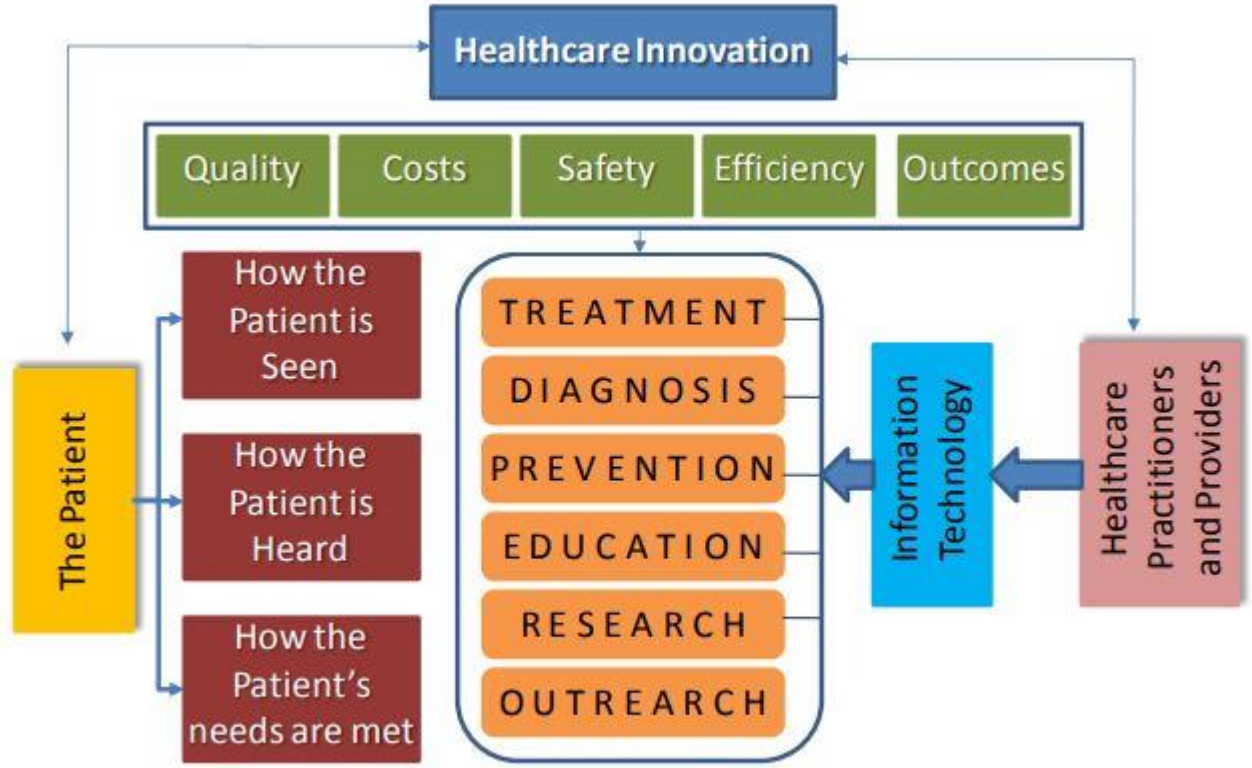


Figure 1: A Conceptual Framework for Innovation in Healthcare

As Figure 1 shows, healthcare organizations serve six distinct purposes – treatment, diagnosis, prevention, education, research and outreach. In serving these purposes, healthcare organizations must effectively manage quality, costs, safety, efficiency and outcomes. At the very core of healthcare innovation are the needs of patients and the healthcare practitioners and providers who deliver care. Quite often, healthcare organizations arrive at innovation by relying on new or existing information technology. When successful, healthcare innovation focuses on three areas the most – a) how the patient is seen, b) how the patient is heard, and c) how the patient's needs are met.

Diffusion of Health Care Innovation

There are seven critical success factors for the dissemination of health care innovation, Berwick (2003).

- Formal mechanisms to find sound innovations that should be disseminated
- Find and support innovators
- Invest in early adopters
- Make early adopter activity observable
- Trust and enable reinvention
- Create slack (including resources) for change
- Lead by example

The best of innovations may not be successful if the market or environment is not ready for adoption [Varkey, et al., 2008]. Berwick notes that in health care, invention is hard, but dissemination is even harder.

Reference:

Innovation in Healthcare Delivery Systems:

A Conceptual Framework

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THANK YOU!!!