AMERICA'S ESSENTIAL HOSPITALS

## 2014 FELLOWS PROGRAM, SESSION II

Wednesday, October 8- Friday, October 10, 2014
Hotel Maya | Long Beach, California

Chart Pad Notes



AMERICA'S ESSENTIAL HOSPITALS
1301 Pennsylvania Ave NW Ste 950
Washington DC 20004

t: 202.585.0100
f: 202.585.0101
e: info@essentialhospitals.org

# STATUS

THREAT — REWARD

PAIN CIRCUITRY

EXAMPLES OF STATUS THREATS YOUR STORIES:

PECKING ORDER

RELATIVE IMPORTANCE

HOW TO MITIGATE STATUS THREATS ESPECIALLY- WHAT CAN LEADERS DO:

- C-suite / Med Directors all in hierarchy of status @ all times
  - competing power struggles → threatens status → impact effectiveness of doing job.
- CEO hospital want ambulatory CEO under him

- Stakeholder doesn't want to give up control in their area → impact ability to move project forward

- [redacted] : [redacted]

Ex:
- Scheduling needs change
  - isn't happening due to MD fear of status change

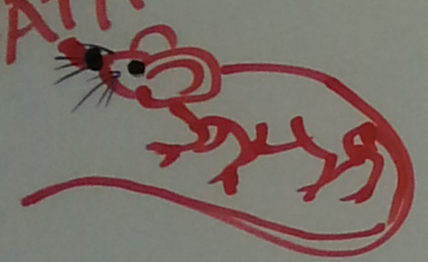
# CERTAINTY

THREAT

CLARITY, ABILITY TO PREDICT

REWARD

LIFE OR DEATH



Examples of threats to CERTAINTY:

- job req. process - unclear on support

How to mitigate threat - AND what leaders can do

- clarity via communication & process
- "on same page" - clear

- Redesign of Amb Structure
  - ✓ Continuation plan
  - ✓ Shift of 'priority' objective

# AUTONOMY

## THREAT

EXAMPLES OF THREATS TO ~~AUTONOMY~~ AUTONOMY

C-Suite micromanaging
↳ knowing details

"Having the day"
↳ Not allowing learning
their failure

Authority lack of confidence
in Reports

Overshadowing
↳ ? of control when
already defined

## REWARD

SENSE OF CONTROL over EVENTS, CHOICE

HOW TO MITIGATE THREAT — WHAT CAN LEADERS DO?

- Being aware
- Let fail to learn
- Let go safely

# RELATEDNESS

↑oxytocin

THREAT — CONNECTION, SECURITY OF TRUSTABLE FRIENDS — REWARD

EXAMPLES OF THREATS TO RELATEDNESS:

- New guy on Block
- Building Relationships to start to build team without creating Threat to current Leadership
- New CEO - keeping others at arms length
- Honeymoon ⇒ ↓ satisfaction if don't find 'friend' or integrated to team

HOW TO MITIGATE THREATS - WHAT LEADERS CAN DO

+those above & below
Keep^ informed

# FAIRNESS

## THREAT

↑ cortisol

ANTERIOR INSULA ACTIVATED → disgust!

EXAMPLES OF THREATS TO FAIRNESS:

- Same people selected to do projects ("Kiss-ups") - perceived favorites
- Budget crunch, but select indiv have exceptions
  - Depts asked to lay off, yet other depts grow/expand
- Major project, told no time off, yet C-suite and others take time off
- Different rules for different personnel
- "Compression" - new employees hired at greater salary

sense of a just, unbiased exchange

## REWARD

↑ dopamine, serotonin, oxytocin w/ sense of fairness

HOW TO MITIGATE THREATS - especially - WHAT CAN LEADERS DO?

# CLARITY

| | HS | JT | BO |
|---|---|---|---|
| ORGANIZ'N | ✓ | ○ | ○ |
| | ✓ | ○ | ✓ |
| | ✓ | | |
| | ○ | | ✓ |
| NEW ROLE | ○ | | |
| | ✓ | ○ | |
| | ✓ | ○ | |
| | ○ | ○ | ✓ |
| ME! | ○ | ○ | ✓ |
| | ○ | ○ | ✓ |
| | ○ | ○ | ✓ |
| | ○ | | |

# LIMBIC SYSTEM

SELF- PRESERVATION *
EMOTION
MOTIVATION
OLFACTION (sense of smell)

BASIC INSTINCTS *
- HUNGER
- THIRST
- REPRODUCTION
- FIGHT or FLIGHT

LONG TERM MEMORY

# PFG

Pre frontal cortex = Executive Function

Prioritizing
Deciding
Inhibiting
Understanding
Planning
Memorizing - WORKING MEMORY
Connecting PAST TO FUTURE
Moderating social behavior
Orchestrate action in accordance w/ GOALS
Problem-solving

# PERFORMANCE MANAGEMENT

- Clarifying Expectations
- Recognition
- Feedback
- Discipline

} Coaching

# BARRIERS TO RECOGNITION

FAIRNESS-Compet'n
Procrastin'n + hurt feelings
Diversity
TIME-SKILL-?meaningful
VOLUME OF People
~~CONFLICT OF JOB~~ ~~EXPECTING~~
Why would I? Your job!!
Ø FOCUS
DILUTIONAL-BOGUS!!

Performance Management

SCARF
Clarity
Recognition
Feedback
Courageous Conversations

MBTI

Approaches to Decrease Threat

+ Message Map

Courageous

Honest

In depth Knowledge

Approachable

Trust

Transparency

+ Non punitive

Block de Hojas Reposicionables
Super Adhesivas
5.2 ft² (2.5 ft x 2.08 ft)
5.2 pi²/ft² (2,5 pi/ft x 2,08 pi/ft)
Cont. 1 block de 30 hojas
3M

E → T

People
places

Insight

Focus

S — N

Sensing
Details

patterns

Deciding

T — F

object. Data

people, values

J — P

Closure

options

# NF

We can help by:

- Promoting a positive direction
- Monitoring, keeping the pulse of morale
- Raise awareness, "marketing" purpose of change
- Transparency - we are "good at"
- Supporting the team
- read the "audience" well

Be Sure To:

- We need to believe the change is meaningful, Tell us why
- Tell us the "whys"
- Awareness of the fact that real people will be impacted. ... sensitivity
- Keep us informed

Post-it
Easel Pad
Tableau à feuilles mobiles
Block de Hojas Reposicionables
Super Sticky
Super Collant
Super Adhesivas
5.2 ft² (2.5 ft x 2.08 ft)
5,2 pi²/ft² (2,5 pi/ft x 2,08 pi/ft)
Cont. 1 block de 30 hojas
3M

# NT

We bring to the ~~[illegible]~~ change effort_

1) strategic focus that is objective & yet visionary
2) Analysis of effectiveness/reasonability
3) Integration of new Δ to what we need
4) ARignment of task/focus to BIG Picture
5) Identify the Pit falls & consequences

# SP

Just do it – Shorten deadlines

Don't box me in – allow flexibility

Be practical – Stay grounded in reality

Contemplate pitfalls
Have Plan B, C & D

Systems driven

SJ

organization plans.

1

- Using past to make future decision
- Project mgr - taskoriented
- Identifying who/what.
- Establish boundaries of where going
- Identify Risk

2 - Details are important but don't set bound down.

- Incorporating historical fact to form future.
- Don't Repeat past mistakes. Learn from them
- Structure + organization → Timely to Remain on track.

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| T | F |
| --- | --- |
| **Strengths** | |
| Calm | Expect emotions |
| Detached logic | Reach out + process |
| Cut loose from past | Seek + offer support |
| **Pit falls** | |
| Powerless | Experience everyone's PAIN |
| Anger + Depression | Get distracted |
| Impatient | Fail to move |

# Message Map

Decrease Unnecessary Blood Transfusions

Support Physician education
Increase Awareness/Adherence
New Blood Transfusion Protocols

| $100,000 | ↓ complications | Buy In |
| --- | --- | --- |
| 2-5% | ~ | ~ |

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GOT on Balcony

Ask a lot of Q's

Assessed amount of tolerable disruption

Ongoing Engagement

"I" Solve Problems

Generous Leader

"equal status"

Horizontal Structure

High Energy

Engagement