

**Hospital Council of East
Central Michigan**
Annual Spring Trustee Forum

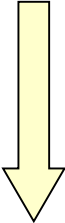
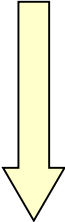
*Physician and Executive Partnering
to Create Superior Performance*

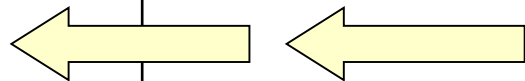
Presented by
Tom Atchison
April 17, 2018

Objectives for Superior Performance: The Physician/Executive Leaders' Role

- ▶ The critical importance of the physician--executive partnership in moving from planning to performance;
- ▶ The interdependence of leadership and management---from vision to tactics;
- ▶ How East Central Michigan Trustees, Executives and Physicians can use core values and a clear vision (Corporate Culture) to lead positive change; and,
- ▶ What can go wrong

危機

	<u>CORPORATE TANGIBLES</u>	<u>PERSONAL INTANGIBLES</u>	<u>CORPORATE INTANGIBLES</u>
INPUTS 	<ul style="list-style-type: none"> • Management • Cash • People • Policy/Procedures • Strategy • Plant • Information Systems • Communications 	<ul style="list-style-type: none"> • Meaning • Caring • Giving 	<ul style="list-style-type: none"> • Leadership • Mission • Values • Vision • Inspiration • Talent • Recognition • Motivation
OUTPUTS 	<ul style="list-style-type: none"> • Profit • Market Share • Customer Satisfaction • Growth • Metrics • Quality 	<ul style="list-style-type: none"> • Purpose • Joy • Pride 	<ul style="list-style-type: none"> • Culture • Followers • Commitment • Job Satisfaction • Team Spirit • Trust • Quality



Remember—

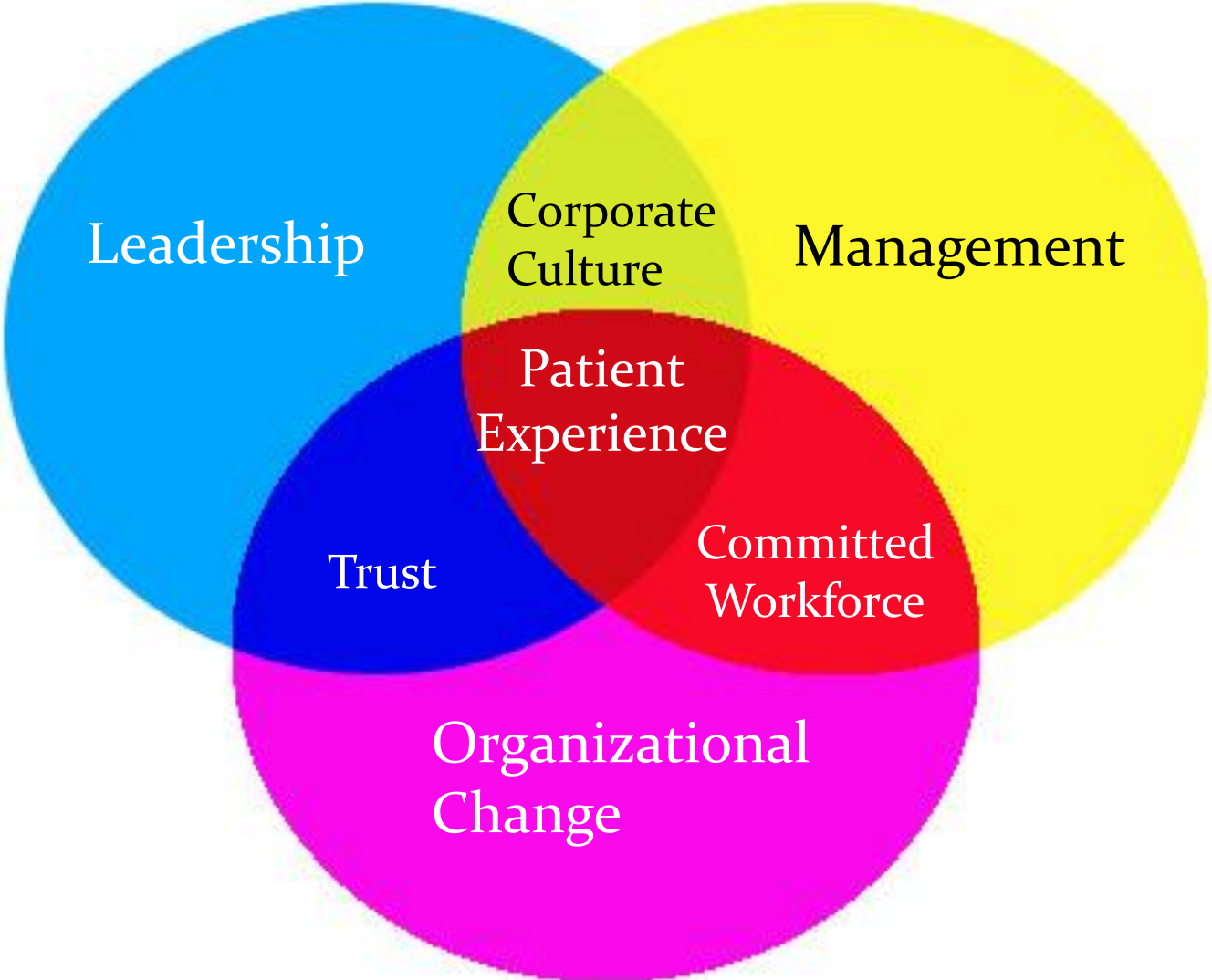
Superior Performance is a
Function of a—Balance—
between the *Tangibles* and the
▶ *Intangibles,*

*Discuss: Digitize Everything
but....*

And, remember....



Healthcare Success Factors



Non-digital

Critical Success Factors: Glossary

- ▶ **Values**=Beliefs that drive behavior
- ▶ **Leadership**=Relationships
- ▶ **Leaders**=inspired followers; unleash human potential*
- ▶ **Vision**=A possible (not probable) Future that is better than today
- ▶ **Trust**="The benefit of the doubt"
- ▶ **Strategy**=The details of Vision achievement
- ▶ **Talent**=Motivation, Capacity to Grow and Capability
- ▶ **Management**=Getting Predictable Results
- ▶ **Corporate Culture**=The organization's personality
- ▶ **Communication**=Meaning to the Receiver
- ▶ **Change**=Inspiring people to move from A to B, where B is Better than A

**Note: The most effective parents are great leaders!!*

Leaders and Performance

*Performance is maximized when
Leaders are **trusted**
possess shared **values** while creating
a **vision** of sustainable **change**—
Performance improvement*

-Tom Atchison

Cultural Dynamics Executives---Physicians

Decision Process

Influence-----Control

Perception of Time

Long Range-----Now

Sense of Self

Part of a Team---Protection of Individual Prerogative

Locus of Control

Corporate Strategy-----Practice Needs

First Loyalty

To the Corporation-----To the Patient

Physicians and Leadership

“You can get a lot farther with a kind word and a gun than with a kind word alone.”

Al Capone



Physicians and Leadership

“You can get a lot farther with a kind word and some data than with a kind word alone.”

Shari Welch, MD



Leadership-----Management

- ▶ **Leader:** Not a title but an earned connection between leaders and followers—*Turn Around, is Anyone There?*
Why Follow?
- ▶ **Manager:** Someone who executes plans within policies in order to achieve desired metrics.
- ▶ **Leadership equals Relationships/Management equal Processes**
- ▶ **Leadership is “Non-linear”-----Management is “Linear”**

Professional--Manager--Leader

Control-----Influence



Technical



Management

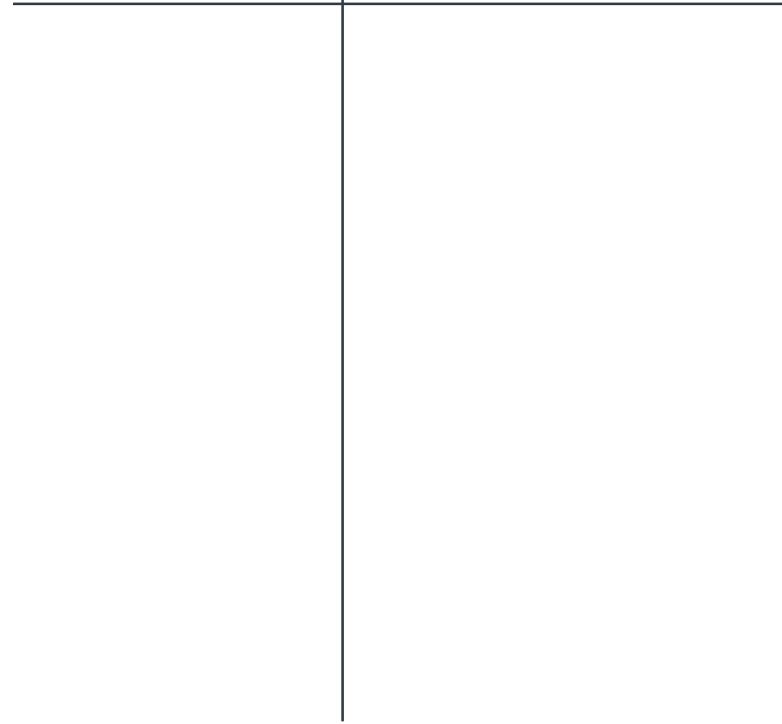


Leadership

Leadership/Management

Leadership

Management



Leadership-----**Management**

Inspires

Influence

Listens

Vision Focus

Manages change

****Minutes (1440)***

Relationships

People

Predictable

Control

Talks

Tactics Focus

Reacts

Money

Plans

Policies

**600 minutes!!!*

Questions

- ▶ Would you need to get approval for a \$5,000.00 expense...?
- ▶ Can you schedule a 1 hour meeting with 10 to 20 people...?

Things Learned....

Applications to my leadership
role....

Questions????

*Superior Performance
Achievement is a Function of the
Strength of the Corporate
Culture*

Culture--Basics

- ▶ Evolved from Anthropology to mean *all human phenomena that are **not genetically determined***. It is the way humans represent *their lives in symbols, values and behaviors—language, dress, food, religion, commerce--**the totality of our “way of life.”***
- ▶ How tradition, values and social practices affect our psyche in ways that *unify peoples*.
- ▶ Culture is everything!
- ▶ Culture is ***what we do when no one is looking!***

USA Culture

- >Some of the cultural symbols, values and behaviors that define USA's culture are....Subcultures??
- >Core—Acceptable—Unacceptable Variation

Corporate Culture-- Definition

- ▶ Corporate Culture is *the organization's personality.*
- ▶ It is the *behavioral manifestation* of an agreed upon set of *core values*
- ▶ *Makes it possible for trustees, physicians, executives, managers and employees to share the same set of values, and work toward the same goal.*
- ▶ *Corporate culture allows a company to capitalize on individuality and create a synergy for the benefit of the customers.*

Corporate Culture

- ▶ Some retail and service organizations that have strong corporate cultures include Starbucks, Zappos, Nordstrom, Ritz, Disney....
- ▶ What values and behaviors make them unique?
- ▶ What dynamics would you expect from a company that has *a weak corporate culture or multiple subcultures?*

Healthcare Culture

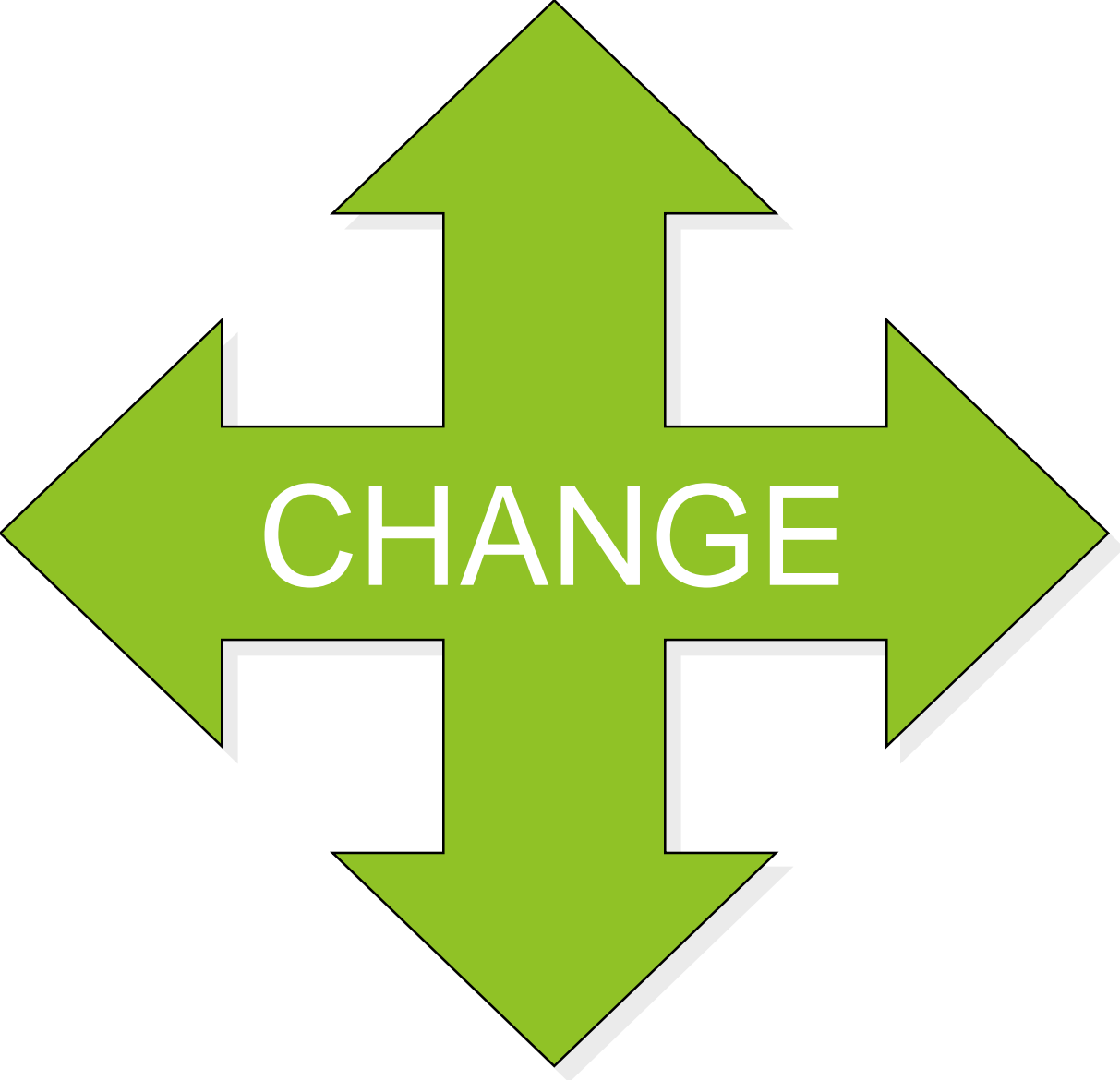
(Note: *Escape Fire*)

- ▶ A combination of the healthcare organization's Mission, Values and Vision—held together by trust.
- ▶ Unique because of the **patient and family needs/wants**.
- ▶ Unique because no other industry has **physicians**.
- ▶ No other industry has a disconnect between the customer and payment.

Things Learned....

Applications to my leadership
role at....

Questions????



CHANGE



Change Quotes

Change before you have to.

-J. Welch

Manage change or react to change.

-T. Atchison

Be the change you want to see in the world

-M Gandhi

Everyone thinks of changing the world, but no one thinks of changing themselves

-L Tolstoy

This is a New Year. A new beginning. And things will change.

-T Swift

Remember, the stone age didn't end because they ran out of stones

-Rick

We cannot solve today's problems working from mindsets that created them.

-paraphrase from Albert Einstein

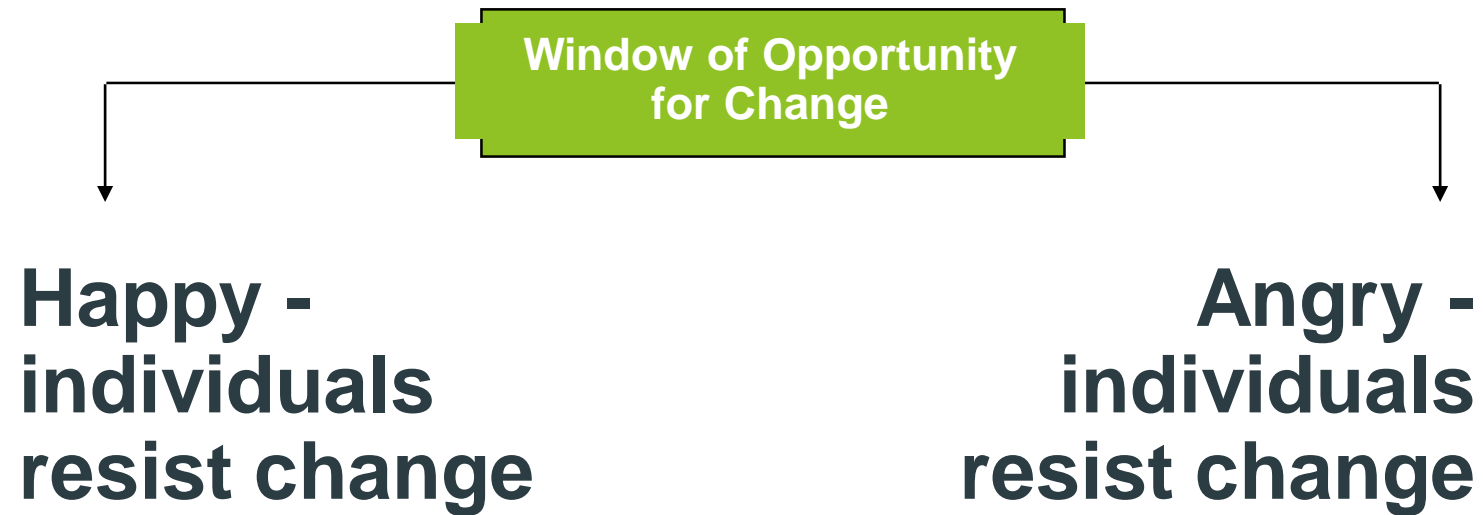
Dynamics of Change

The Easy to Hard Continuum



Dynamics of Change

The Anxiety/Behavior Continuum



Perception=Reality





▶ Slumber

▶ Pajamas

▶ Pillow

▶ Nap

▶ Bed

▶ Quiet

▶ Snore

▶ Dream

▶ Blanket

▶ Night

REMEMBER

1. Each person is correct from their point of view;
2. Collect all points of view;
3. Find points of greatest agreement; and
4. Focus of the future.*

*You can't un-ring a bell!!

Superior Performance/Sustainable Change Depends on *3 Communication Rules*

- ▶ Language of the receiver
- ▶ Log-in
- ▶ *Over* communicate

Remember

1. We are very much controlled by our historical relationships with symbols.
2. Understand “Pre-emptive behavioral response clusters.”
3. What do you symbolize—to various people/groups?
4. What are your organization’s most important cultural symbols?
5. Sustainable change is a function of the leader’s communication

Things Learned....

Applications to my leadership
role at....

Questions????

What Can Go Wrong

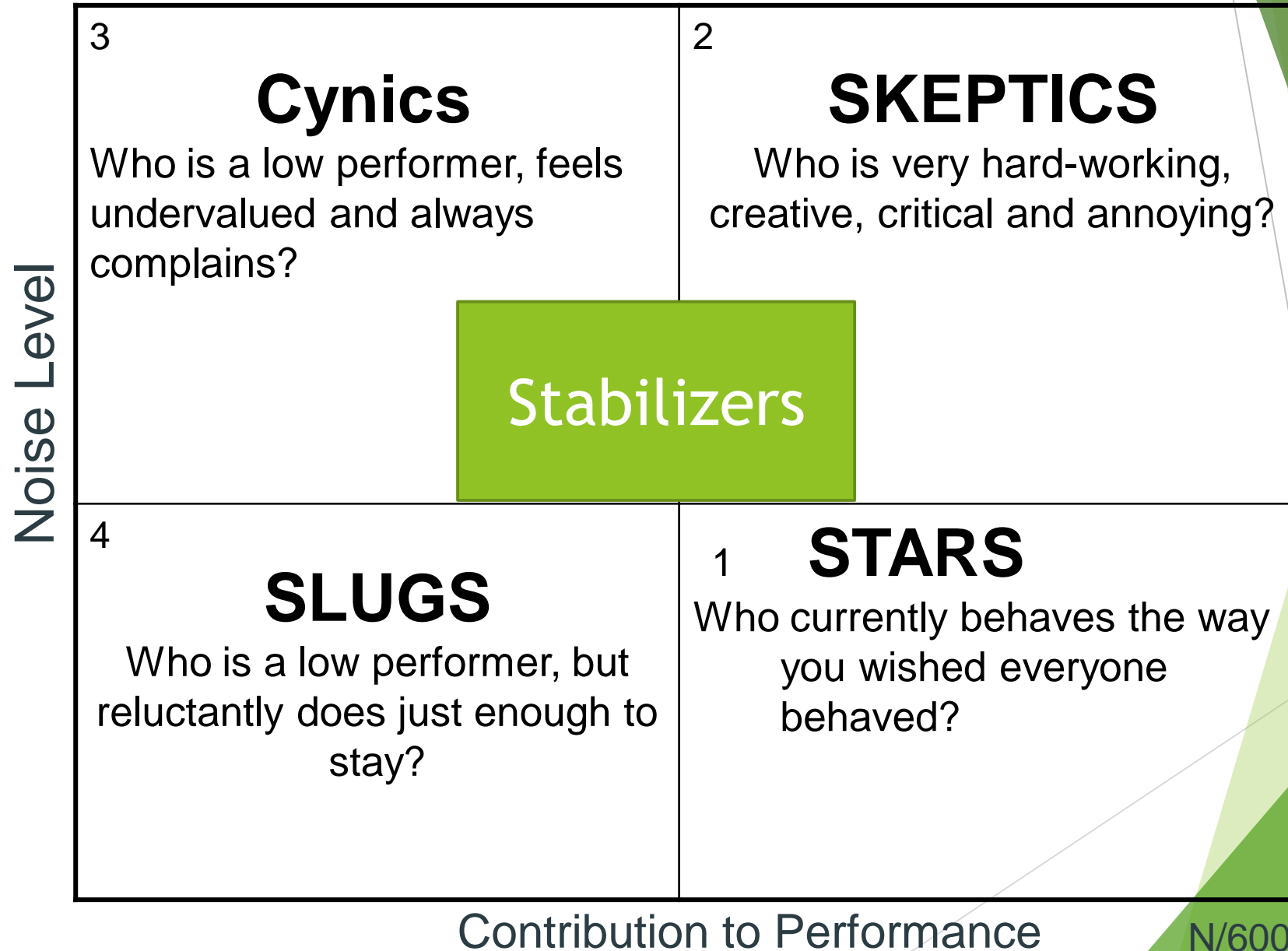
- ▶ Hubris—”Kodak”
- ▶ Money as a Motivator
- ▶ Fear, Loss, Punishment as a Motivator
- ▶ No Trust—No Sustainable Change—slide
- ▶ Investing in the wrong people/behaviors
- ▶ Habit

Trust - Definition: *The Benefit of the Doubt*

- ▶ Trust is the perception of honesty, openness and reliability/ dependability.
- ▶ Trust **increases** in **direct relationship** to the **frequency of meaningful interactions**.*
- ▶ Trust takes a long time to develop and can be weakened or broken easily.
- ▶ Trust is the **lubricant** needed to ease tensions
- ▶ Trust is the **glue** that holds teams together
- ▶ There is NO relationship between being trusted and being liked

Think minutes and active listening

Time Spent in Each Cell



Things Learned....

Applications to my leadership
role at....

Questions????

References

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The Checklist Manifesto, Atul Gawande, MD, and Being Mortal

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Why Pride Matters More than Money, Katzenbach, Jon

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Let My People Go Surfing, Yvon Chouinard

Emotional Intelligence, Daniel Goldman

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*Escape Fire--video

Thank You