Cracking the Code: Attributes of Successful Leaders in Challenging Times

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Why Leadership??

Why You?
Why Now?
Industry Perspectives

Personal Perspectives
Mandates for Healthcare Leadership

- Increasing regulation and changing reimbursement
- Staffing shortages
- Safety and quality concerns
- Consumerism
Economics

- Annual US healthcare spending is over 1.7 trillion dollars; outpacing overall economic growth by over 3%
- Nearly 63% of US adults cite lowering the cost of healthcare and health insurance as a top priority for the President and Congress
- Socioeconomic status is the #1 health predictor
- Moody’s Investors Services downgraded 27% more not for profit hospitals last year
Healthcare Industry Trends

- Population Health; The Triple Aim
- Government and Regulation
- Payer/Provider Collaboration
- Workforce Issues
- Information Technology and Privacy Issues
- Competition and Alliances
- Leadership and Governance
Compelling Hospital Challenges

- Improving financial performance and access to capital while decreasing costs
- Maintaining or improving competitive position
- Addressing the crisis in clinical staffing
- Investing in IT that informs decision-making and improves patient safety
- Educating consumers and setting expectations
- Implementing evidence based practice, care coordination and health management
- Aligning incentives with physicians to advance evidence based practice initiatives (pay for performance)
- Transitional Care
Nursing Trends

- The Numbers
- Nursing Education
- The Shortages
- Nursing Leadership
- Nursing Research
- Regulatory Issues and Licensure
- The Quest for Quality and Safety
- Technology Explosion
The Quest for Healthcare Quality and Safety
The Six Domains of Healthcare Quality

- Safe
- Effective
- Efficient
- Patient-Centered
- Timely
- Equitable

Crossing the Quality Chasm
The IOM, 2001
Leading to Effective Re-engineering

- Commitment
- Contribution
- Communication
- Cooperation
- Conflict Management
- Change Management
- Connections
Leading a Strategy Focused Organization

- Translate strategy into operational terms
- Link and align the organization around its strategy
- Make strategy everyone’s job
- Link strategy and budgeting
- Make strategy a continuous process
Job Number One: Continuous Improvement

- Measure, Measure, Measure
- Communicate and Collaborate
- Be Flexible, But Stick to the Plan
- Celebrate Successes
- Celebrate Attempts
- LEAD
The Cornerstones of Safety

- The creation of an environment in which it is safe for people to talk about their errors

- Leadership

Lucian Leape
Life Lessons in Leadership
Know the Business
Know the Customer
Culture Eats Strategy
Values in a Workplace of Community

- Openness
- Ownership
- Partnership
- Accountability
- Diversity
- Life-long Learning
- Generosity
- Localness
- Equity
- Respect
- Service
- Meaning
Organizational Trust

The extent to which one is willing to ascribe good intentions to and have confidence in the words and actions of others.
69% of employee job satisfaction derives from a manager’s leadership skills.
Teams respond best to leaders who provide them:

- A sense of mission
- Support in developing their abilities
- Recognition of performance
- An opportunity to share ideas
- An opportunity to grow
Surround yourself with team members who:

- Have a strong desire to contribute
- Have the ability to collaborate effectively
- Focus on issues not positions
- Share information openly
- Listen objectively
- Are capable of bringing out the best in others
Learner and Teacher
Innovation and Technology Savvy
Optimize Technology to Return Caregivers to the Bedside

- Nurse Communication Systems
- Patient Flow Systems
- Asset Management Systems
- Interoperability
Innovation ??

- Developing a Culture of Safety: Fall Prevention Strategies
Articulation and Advocacy
The Voice of Leadership

- Crucial Conversations
- Crucial Confrontations; Negotiation
- Setting Expectations
- Role Model the behaviors you want to see
- Raise the Bar
Strategic Vision
Quality emerges from an environment driven by mission, principles, and partnerships
Remember the Mission
Our Patients Are

- Less resilient
- More vulnerable
- Less stable
- More complex
- More unpredictable
- In need of more resources than ever before
"What if there were a magic pill that could fix many of the problems of patient safety, healthcare quality, patient engagement, and healthcare cost... were relatively inexpensive (with very low) side-effects," and is available today?"

"There is such a magic pill. It is transparency—the free, uninhibited flow of information that is open to the scrutiny of others. Transparency between clinicians and patients, among clinicians themselves, between healthcare organizations and between organizations and the public."

Shining A Light/Safer Health Care Through Transparency
Lucian Leape Institute of the National Patient Safety Foundation
Positive and Transparent Leadership

- Data/results transparency
- Adverse event transparency
- Setting clear expectations
- Inclusive approach and open access
- Changing the culture of secrecy and silence to candor and apology
- Transparency is the key to improving patient safety
Energy, Motivation, Inspiration and Integrity
Leaders are OPTIMISTIC

Without an optimistic leader, a team won’t achieve its maximum potential
Resilience

There is a crack in everything….
that’s how the light gets in
“Think like a queen. A queen is not afraid to fail. Failure is another stepping stone to greatness.”

Oprah Winfrey
Balance and Bliss
Follow Your Bliss
"The names of the patients whose lives we save can never be known. Our contribution will be what did not happen to them. And though they are unknown, we will know that mothers and fathers are at graduations and weddings they would have missed and that grandchildren will know grandparents they might have never known and holidays will be taken, and work completed, and books read, and symphonies heard, and gardens tended that, without our work, would never have been."

Donald Berwick
Former Administrator, CMS
Founder and Former CEO, IHI
Thank you very much !!