

Leadership in Healthcare...

Why everyone is (and needs to be) a leader

JOSHUA D. HARTZELL, MD, FACP, FIDSA

Lieutenant Colonel, US Army

Associate Professor of Medicine

Uniformed Services University

America's Medical School

Florida State University College of Medicine

Grand Rounds

14 December 2017



Disclaimer



I have no disclosures.

The opinions or assertions contained herein are the private ones of the speaker and are not to be construed as official or reflecting the views of the Department of Defense, the Uniformed Services University of the Health Sciences or any other agency of the U.S. Government.

Recent residency graduates...



https://www.google.com/search?q=naval+hospital+guam&biw=1600&bih=808&source=lnms&tbm=isch&sa=X&ved=0ahUKewjEodaOIMjRAhUH9GMKHeAGDloQ_AUIBygC#tbm=isch&q=guam&imgsrc=GKFDZaqmM-3DjM%3A

“You will face a leadership challenge at sometime in your career and if you are not ready then I will have failed you.”

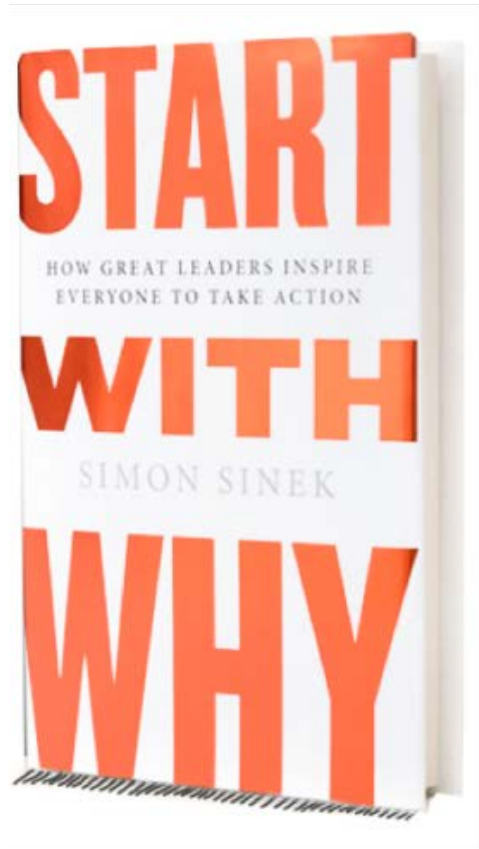
Jason Hawley, MD

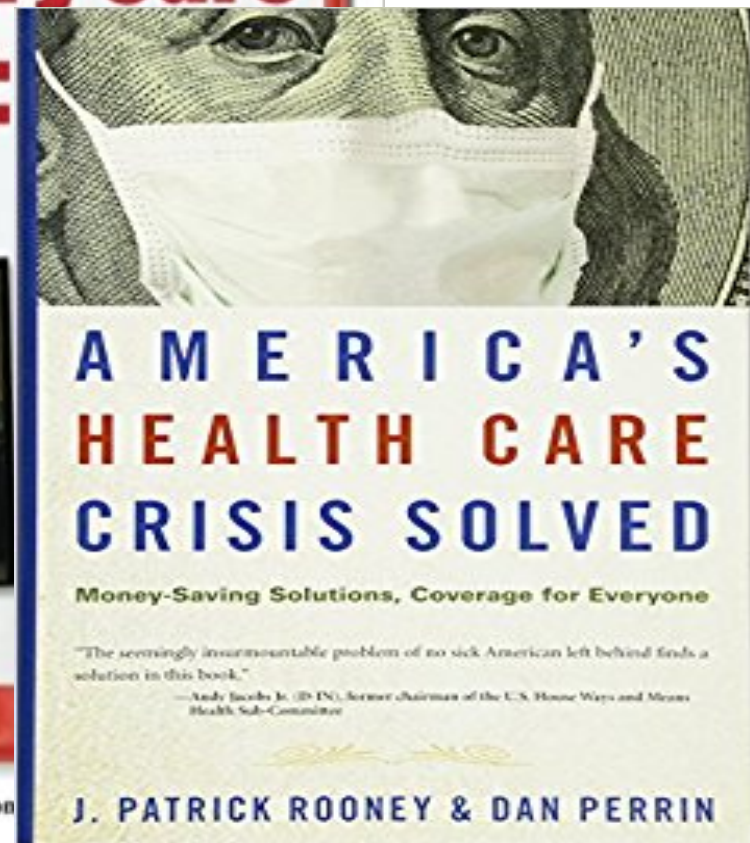
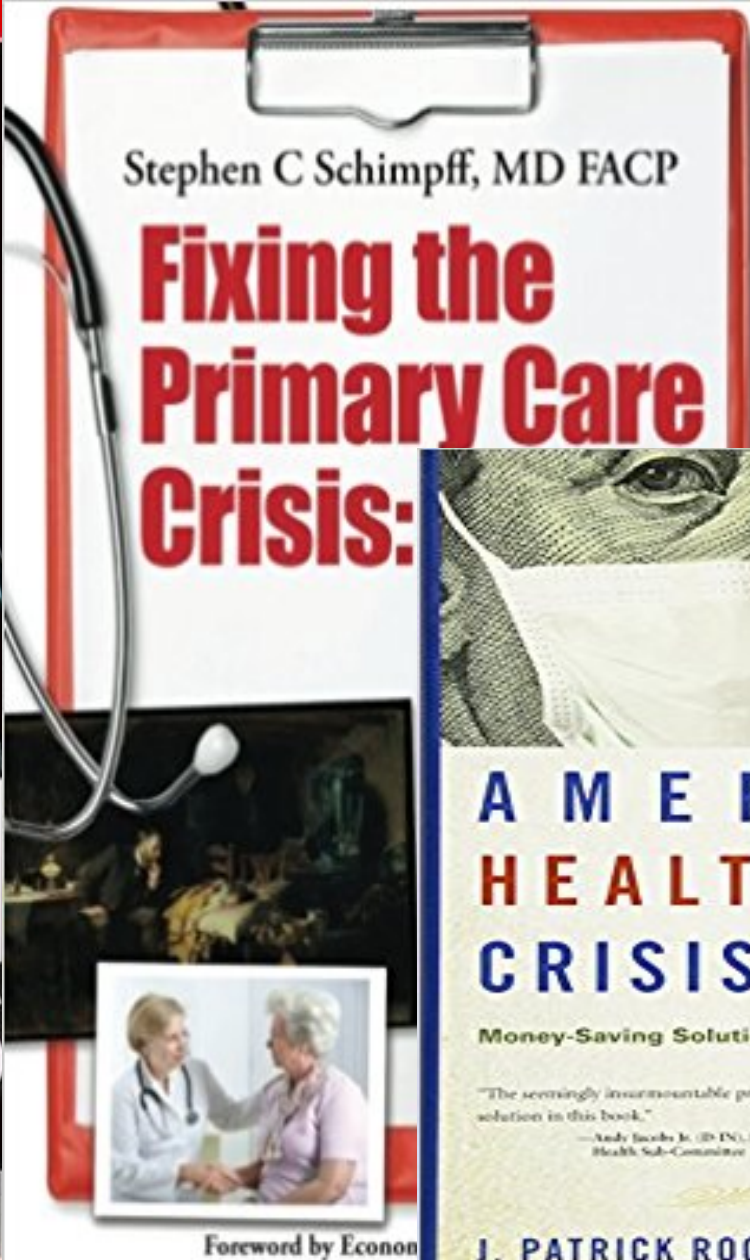
Neurology Program Director

Walter Reed National Military Medical Center

Objectives

- **Develop a personal definition of leadership**
- **Understand the difference between formal and informal leadership**
- **Identify characteristics of effective leaders**
- **Develop your leadership brand**
- **Inspire you to be a student of leadership**





http://img.timeinc.net/time/magazine/archive/covers/1991/1101911125_400.jpg; https://images-na.ssl-images-amazon.com/images/I/51ZdMKPOFLl_SX331_BO1,204,203,200_.jpg; https://images-na.ssl-images-amazon.com/images/I/51UfBTOurTL_SY344_BO1,204,203,200_.jpg

Does physician leadership matter?

- Physicians lead in everyday practice
- Physician leadership improves
 - Patient outcomes (by 25% in 1 study)
 - Patient satisfaction
 - Provider satisfaction

Harvard
Business
Review

LEADERSHIP

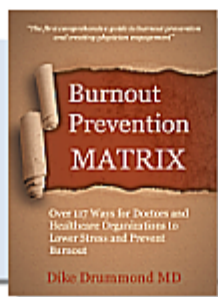
Why The Best Hospitals Are Managed by Doctors

by James K. Stoller, Amanda Goodall, and Agnes Baker

DECEMBER 27, 2016

THE TOOLS SO **YOU** CAN BE – A HAPPY MD

Stop Burnout – Create Life Balance – Become a More Effective Leader



Over 117 Different Ways to Prevent Burnout
In the MATRIX Report

[Click Here Now for Your FREE Copy](#)

Physician Leadership can cause Physician
Burnout

Follow Us ...



**Better leadership resulted in less burn-out
and improved job satisfaction.**

“All physicians *(nurses, pharmacists...)* take a leadership role at some point in their career; while most exert influence in their practices and communities as **informal leaders, some are appointed to **formal leadership roles...**”**

Stewart Gable, MD

Accidental leadership...

“Physicians *(nurses, pharmacists...)* find themselves in leadership positions at some point in their career, and most have **no formal leadership training** or experience.”

*Steinhilber S and Estrada C.
J Gen Intern Med 30(5):543–5.*



“As a staff member in a major leadership role, who was trained by GME at this institution (Walter Reed), I feel like I was completely unprepared as far as leadership training goes.”



Are you are leader?

What are you doing to improve your leadership skills?



***Does putting a
5 year-old
behind the
wheel make
him a driver?***

Adapted from CAPT Calvin
Edwards, USPHS



Understanding Best Practices

- Systematic review of leadership training for medical students (1980-2014)
- Used Medical Leadership Competency Framework (MLCF) domains as framework
- 24 curricula identified and described
- Failure to demonstrate change in student behavior for most studies

Webb AM, et al. **A first step toward understanding best practices in leadership training in undergraduate medical education: a systematic review.**

Acad Med. 2014;89(11):1563-70.

The Current State

- **Survey of US medical education deans**
- **55% reported having leadership curriculum (35% required)**
- **Methods: mentoring, (65%), dual degrees (54%), workshops (49%), courses (42%)**
- **Only 19% offer longitudinal throughout medical school**

Florida State University College of Medicine

- **2017 Alpha Omega Alpha Medical Student Service Leadership Project Award**
- **Student Leaders:**
 - **D'andre Williams, Ryan Earwood, Taylor Maramara, Morrisa Taylor, Kevin Gil**
- **Student Team Members**
 - **Keith Kincaid, Stephanie Tran, Devan Patel**

What is leadership?

Leadership defined

- Ability of individual or organization to lead or guides other
– Wikipedia
- "...knowing when to be in front to lead and guide a team during the journey, and when to step back and let others take the lead. Much like an athlete who knows exactly what position to move to on the field at any given time, a true business leader understands the delicate balance of how to help others become leaders, fuel career ambitions, then give them the chance to shine." – *Dan Schoenbaum, CEO, [Redbooth](#)*
- Art of getting someone else to do something you want done because he wants to do it. – Dwight Eisenhower

Leadership defined

- **If your actions inspire others to dream more, learn more, do more, and become more, you are a leader.**
 - **John Quincy Adams**
- **“...help us overcome the limitations of our own individual laziness and selfishness and weakness and fears and get us to do better, harder things than we can get ourselves to do on our own.”**
 - **David Foster Wallace**

Leadership is not...

- **About position, rank, or titles**
- **About personality or personal attributes**
- **Management**
- **Reserved for ‘born leaders’**



What is Followership?

“One of the most important jobs of any leader is to support your own boss.”

**Jocko Willink and Leif Babin
Extreme Ownership**

**Are you a problem or
a problem solver?**

Followership

- **Support your superiors**
- **Take responsibility for what you can change**
- **Provide your superior with options**
 - **Use influence, knowledge, and communication**

**“Do what you can, with what you've got,
where you are.”**

Theodore Roosevelt

Managers Versus Leaders

“Not all leaders are managers, nor are all managers leaders”

- **Managers**

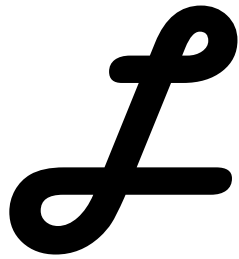
- Data
- Process
- Dealing with complexity (“in the weeds”)
- Get stuff done (task focused)

- **Leaders**

- Vision
- Courage (moral and physical)
- Overcoming obstacles

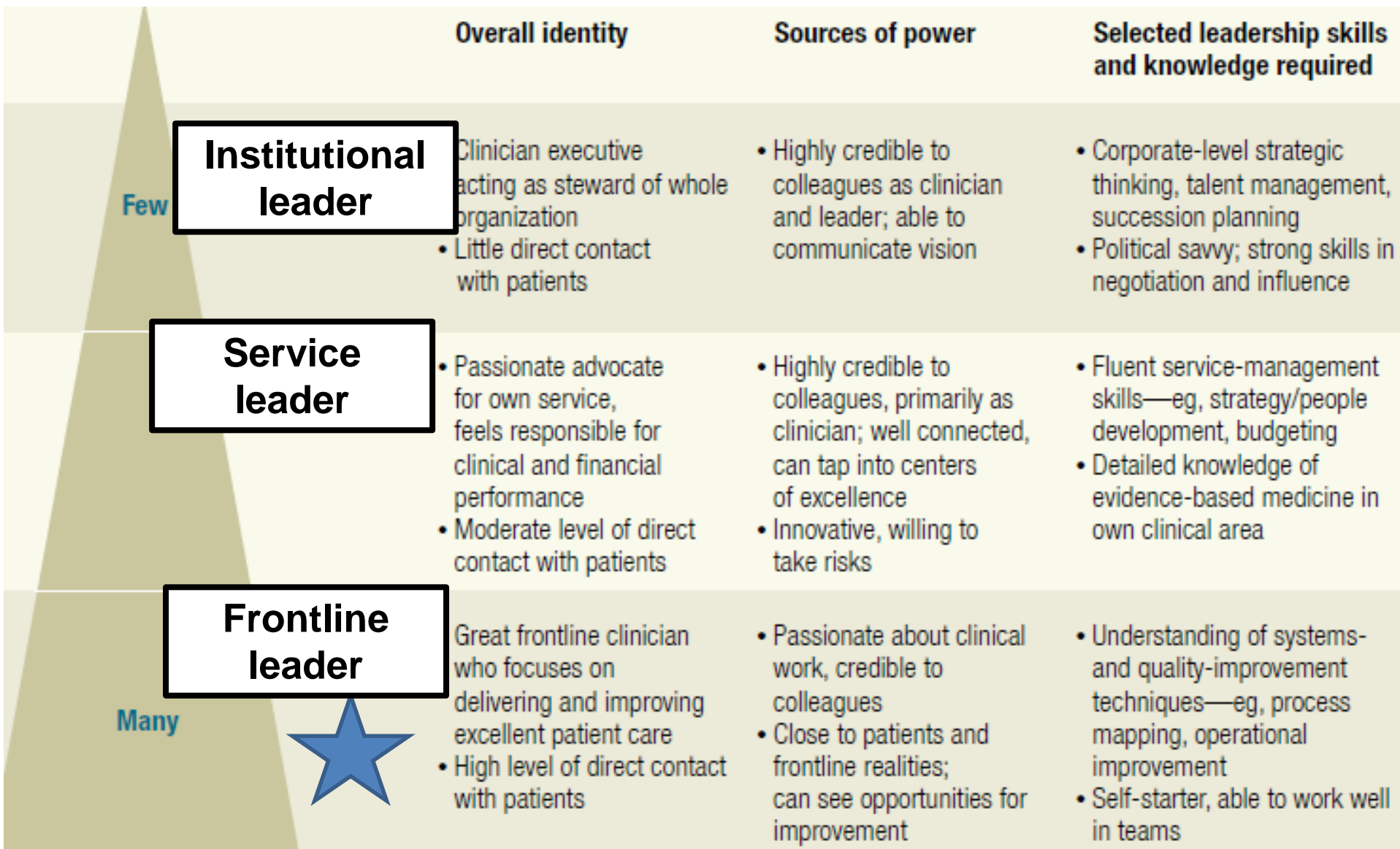


**Where
change takes
place**



Formal Leader	Informal Leader
Influence based on position	Influence based on personal qualities
Requires additional skills such as technical, financial, or regulatory	May or may not require additional skills
Recognizes formal organizational hierarchy and importance of collaborating with informal leaders	Able to work collaboratively with formal leaders
Success and failure of organization is their responsibility	May accept a formal leadership role

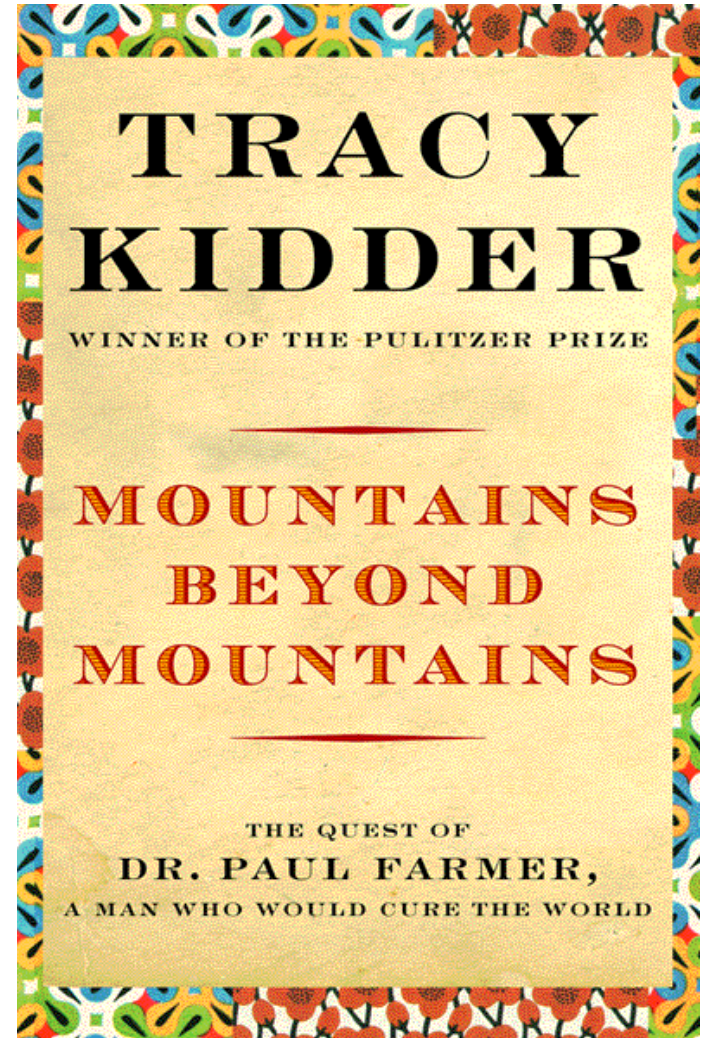
3 Distinct Types of Healthcare Leaders



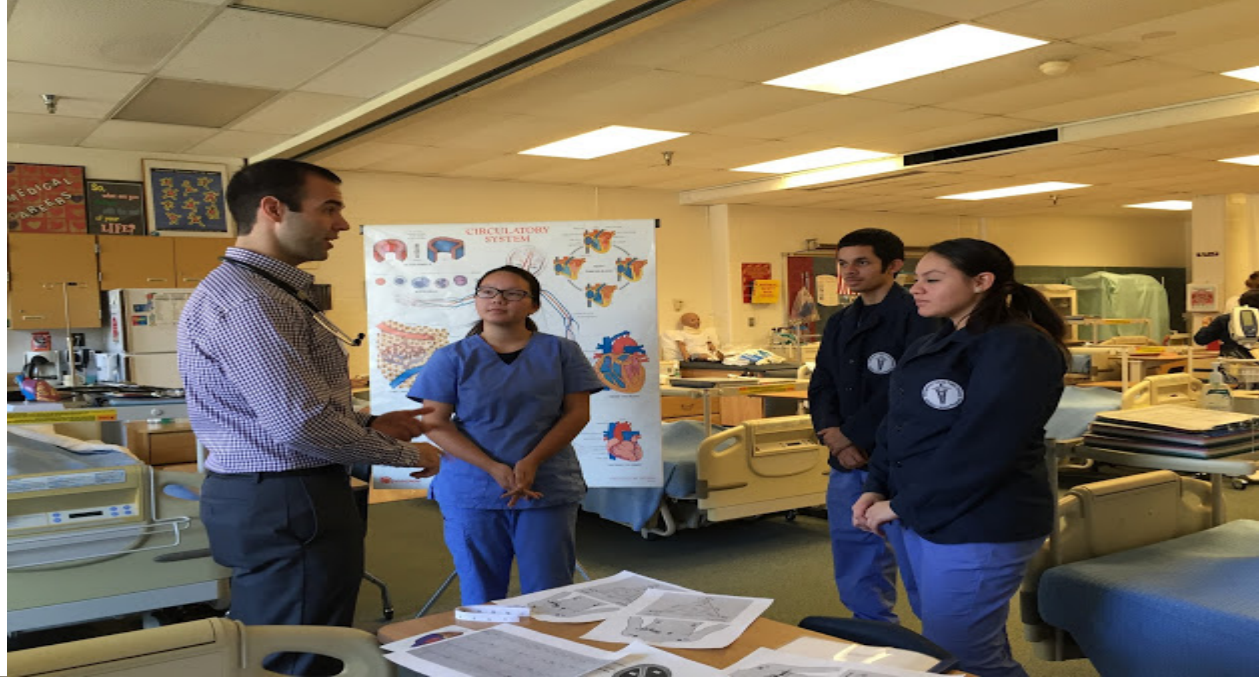
The U.S. health care system needs a first generation of frontline clinical leaders who are equipped not only with traditional medical knowledge but also with the necessary skills to lead, manage, and continuously improve on how care is delivered.

Influence versus authority

- People follow someone because of their influence
- Everyone has the ability to influence others
- Your influence is way greater than you imagine



A Case Study in Influence



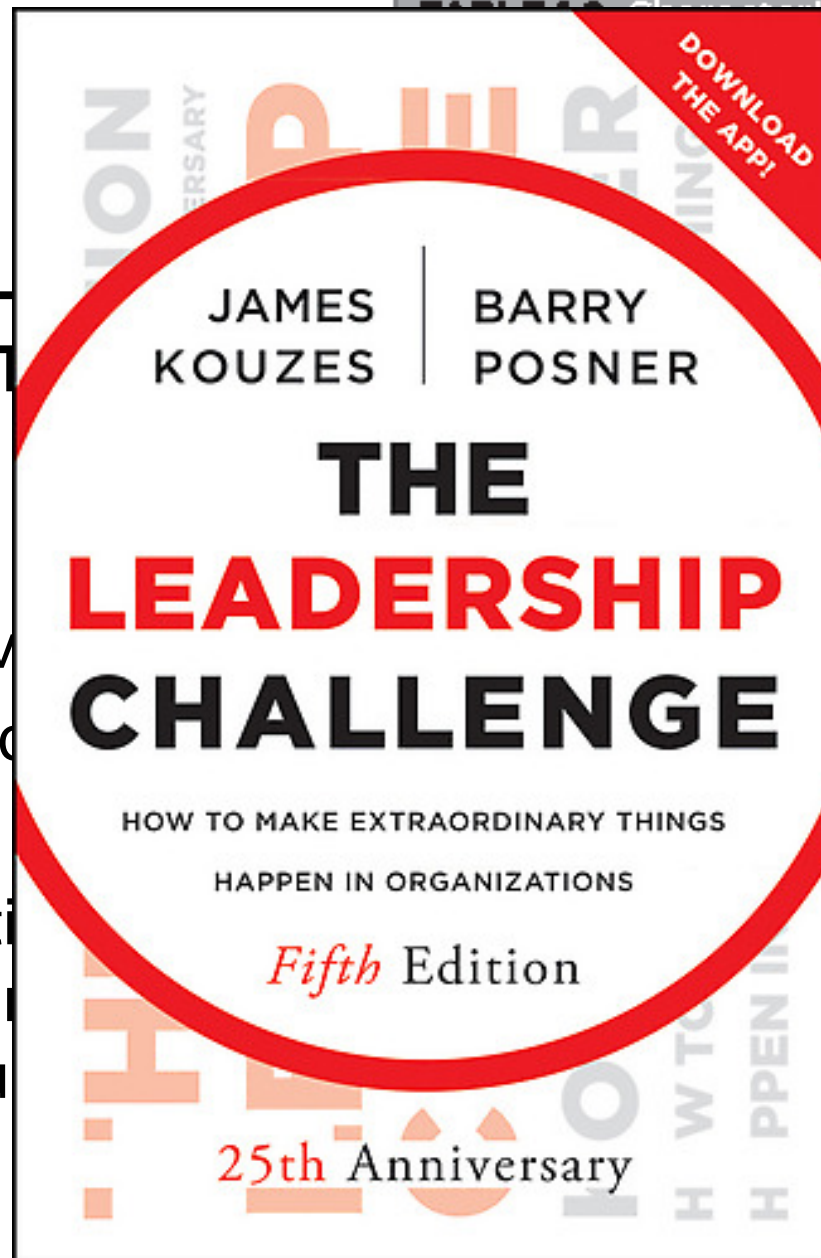
Photos courtesy of Sarah Ordway, MD

**Think of the best supervisors
your have ever had...**

**Write down the three most
important characteristics of
leadership?**

- HONESTY
- FORWARD-LOOKING
- COMPETENT
- INSPIRING

- Consistent over time
- N>1000 respondents
- Worldwide (6 continents)
- 1-page questionnaire
- Top qualities identified by respondents that they would like to see in their leaders



Percentage of Respondents Selecting Each Characteristic

Percentage of Respondents Selecting Each Characteristic

	1995	2002	2007	2012
Self-Confident	88	88	89	89
Self-Managed	75	71	71	71
Self-Organized	63	66	68	69
Self-Motivated	68	65	69	69
Self-Responsible	40	47	48	45
Self-Reliant	40	40	35	38
Self-Starting	49	42	39	37
Self-Driven	32	33	34	35
Self-Disciplined	41	35	35	35
Self-Initiative	33	34	36	32
Self-Confident	28	28	25	27
Self-Managed	17	23	25	26
Self-Organized	29	20	25	22
Self-Motivated	13	17	16	21
Self-Responsible	23	20	22	21
Self-Reliant	11	14	18	19
Self-Starting	28	23	17	16
Self-Driven	13	21	5	14
Self-Disciplined	13	5	8	10
Self-Initiative	10	5	6	4
Self-Confident				11
Self-Managed				5

The Army Leadership Requirements Model

ATTRIBUTES

CHARACTER

- *Army Values
- *Empathy
- *Warrior Ethos/Service Ethos
- *Discipline

PRESENCE

- *Military and professional bearing
- *Fitness
- *Confidence
- *Resilience

INTELLECT

- *Mental agility
- *Sound judgment
- *Innovation
- *Interpersonal tact
- *Expertise



LEADS

- *Leads others
- *Builds trust
- *Extends influence beyond the chain of command
- *Leads by example
- *Communicates

DEVELOPS

- *Creates a positive environment/
Fosters esprit de corps
- *Prepares self
- *Develops others
- *Stewards the profession

ACHIEVES

- *Gets results

COMPETENCIES

ADRP (Army Doctrine Reference Publication) 6-22.

#1 New York Times bestseller

The Road to Character



DAVID
BROOKS

Author of The Social Animal

Humility Code

1. Live for holiness not happiness
2. We know how to live but struggle with our decisions
3. Humility is the greatest virtue
4. Pride is the greatest vice
5. Character is built through inner confrontation
6. Things that lead us astray are short term while character endures

The Army Leadership Requirements Model

ATTRIBUTES

CHARACTER

- *Army Values
- *Empathy
- *Warrior Ethos/Service Ethos
- *Discipline

PRESENCE

- *Military and professional bearing
- *Fitness
- *Confidence
- *Resilience

INTELLECT

- *Mental agility
- *Sound judgment
- *Innovation
- *Interpersonal tact
- *Expertise



LEADS

- *Leads others
- *Builds trust
- *Extends influence beyond the chain of command
- *Leads by example
- *Communicates

DEVELOPS

- *Creates a positive environment/
Fosters esprit de corps
- *Prepares self
- *Develops others
- *Stewards the profession

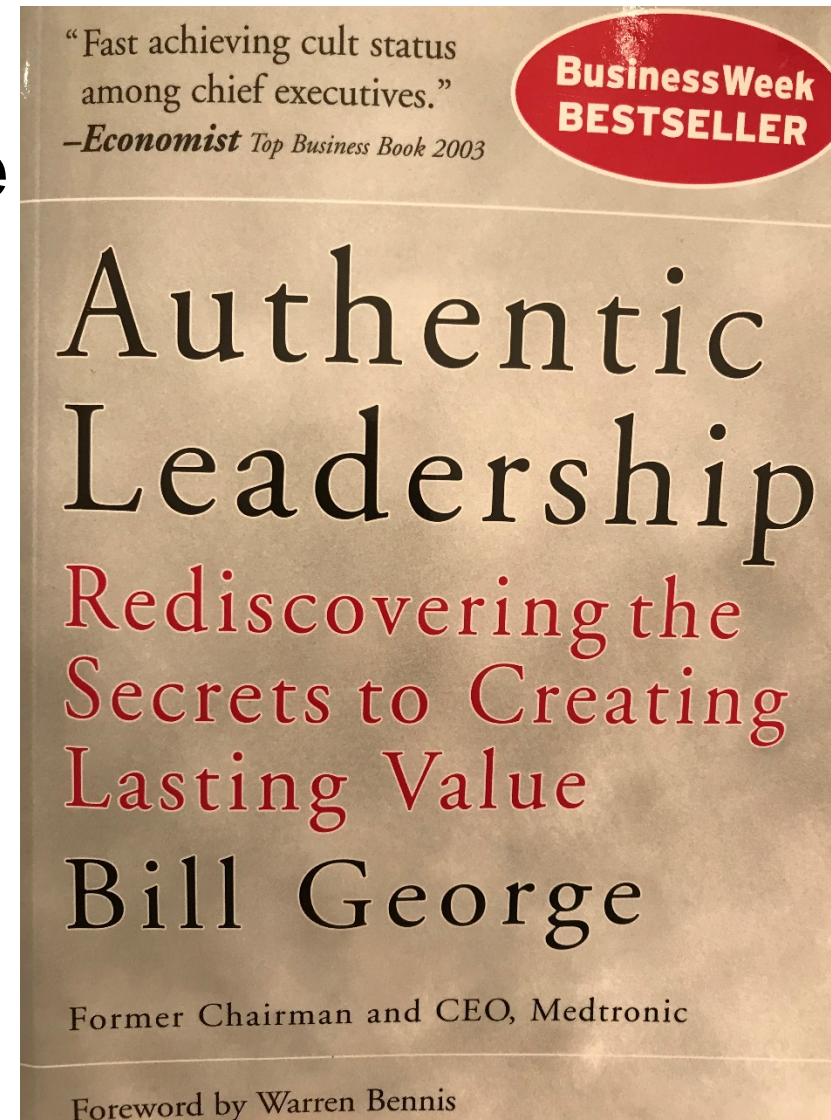
ACHIEVES

- *Gets results

COMPETENCIES

Authentic Leadership

- **Genuine desire to serve others through leadership**
- **Purpose**
- **Values**
- **Relationships**
- **Self-discipline**
- **Heart**



What is your Leadership Brand?

- **Your reputation as a leader**
- **How others perceive you**
- **Not just what you say but what you do**
- **Determines your influence with others**
- **Should guide your actions and decisions**

<https://www.youtube.com/watch?v=M35R1HHDuko>

<https://www.youtube.com/watch?v=LTPWGigSr8>

My Leadership Brand

My leadership at home and work is based on my faith in God and commitment to helping every person be successful and happy. I achieve this by teaching and mentoring and adhering to my foundational values including character, humility, courage to say and do the right thing, discipline, a positive attitude, and relentless pursuit of a better tomorrow.

What is your leadership brand?



Do others agree?

- **Email 5-10 people**
- **Ask them to send you 3 words that describe you as a leader**
- **Compare them to your “brand”**

Everyday leadership lessons

- **Observe everything for leadership**
 - **At work**
 - **At Starbucks**
 - **At restaurants**
 - **At kids' sports practice**



Ask yourself...was that effective?

What could I learn about leadership from this interaction?

Summary

- **Developed your definition of leadership**
- **Recognize the power of influence**
- **Identified characteristics of effective leaders**
- **Identified resources for leadership development**
- **Started to think about your leadership brand**

**Everyday you have the
opportunity to lead and
make a difference in
someone's life...**

It's your move.

Thank you

Discussion

Contact:

[@joshuadhartzell](mailto:joshua.d.hartzell.mil@mail.mil)





Acknowledgements



LEAD 2.0 Speakers

COL Todd Villines
CAPT Patrick Young
LTC Erin Seefeldt
LTC Laurel Neff
COL Lisa Moores
COL John Sherner
Dr. George Ruiz
COL Maureen Petersen

LEAD 2.0 Advisors

COL Michael Nelson
COL Clifton Yu
LTG Eric Schoomaker
MAJ Brian Cohee
Dr. Neil Grunberg
Dr. John McManigle
Dr. Page Morahan
Dr. Brian Clyne

AMEDD Advisor for DOD Curriculum: COL (R) Dave Bitterman

Leadership training: what exists

- **Systematic review of leadership programs**
 - **45 studies total - 26 involved trainees**
 - **29 programs for leaders without a title**
- **Survey of Dermatology Program Directors**
 - **91% thought leadership could be taught**
 - **78% agreed leadership training is important**
 - **Only 13% of programs had formal curriculum**
- **Thoma et al. suggested 59 competencies for Emergency Medicine programs**

Frich JC, et al. J Gen Intern Med. 2015;30(5):656-74.

Baird DS, et al. J Am Acad Dermatol. 2012;66(4):622-5.

Thoma B, et al. CJEM. 2015 Mar;17(2):107-14.