Transformational Leadership in Healthcare

One Organization’s Journey to Integrated Care
Leadership

What is leadership?
How do they do what they do?
Business Schools or Leader Schools?

• Harvard: “To educate leaders who make a difference in the world.”

• Hopkins: “…educating business leaders who will grow economies and enhance their communities.”

• Stanford: “…to develop innovative, principled, and insightful leaders who change the world.”
“it (leadership) involves embracing the view that the world desperately needs more leaders to address its most urgent and challenging problems...”

Harvard Business School
Management is doing things right; leadership is doing the right things.

*Peter F. Drucker*
Three Leadership Models

- Transactional Leadership
- Transformational Leadership
- Complex Adaptive Leadership
I. Transactional Leadership

Transactional leaders promote compliance to their agenda using rewards and punishments. They motivate subordinates by exchanging rewards for performance, appealing to their followers’ self-interests.
II. Transformational Leadership

• Transformational leaders motivate their followers with a Vision that is greater than themselves. They encourage, set clear goals, have high expectations, stir emotions, and get people to look beyond their self-interest to accomplish something important. They inspire.

## III. Complex Adaptive Leadership

<table>
<thead>
<tr>
<th>Type of Leadership</th>
<th>Cardinal Features</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Leaders</td>
<td>Builds Vision</td>
<td>“We will do whatever it takes to give our patients the best care possible.”</td>
</tr>
<tr>
<td>(Top Down Command-and-Control Style)</td>
<td>Acquires Resources</td>
<td>Hire sufficient staff for team-based care.</td>
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<td></td>
<td>Leads Strategic Planning</td>
<td>Mission, goals, objectives</td>
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<td></td>
<td>Manages Crises</td>
<td>Day-to-day “whirlwind”</td>
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# Complex Adaptive Leadership

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<tr>
<td>Adaptive Leaders (Bottom Up)</td>
<td></td>
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<tr>
<td>Thrive in permissive cultures</td>
<td>Encourages creativity</td>
<td>Adjust schedules of PCPs/BHCs. Change workflow.</td>
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<tr>
<td>Teams of people are empowered to make</td>
<td>Develops flexibility</td>
<td>Expand home-based care.</td>
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<tr>
<td>changes</td>
<td>Solves problems</td>
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<tr>
<td>Learning is central</td>
<td>Takes risks</td>
<td>New roles for front desk.</td>
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<td></td>
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<td>Start integrated care.</td>
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## Complex Adaptive Leadership

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<tr>
<td>Enabling Leaders</td>
<td>Catalyzes adaptive solutions</td>
<td>Open evening clinics.</td>
</tr>
<tr>
<td>(Connects top down leaders to bottom up leaders through “entanglement”)</td>
<td>Deploys resources</td>
<td>Add home visits to clinics</td>
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<tr>
<td></td>
<td>Protects flexibility</td>
<td>Migrate electronic health records to cell phones</td>
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<td></td>
<td>Provides structure</td>
<td>Set appropriate benchmarks</td>
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<tr>
<td>Thrive in a Permissive and Collaborative culture</td>
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Integrated Care Exemplar Study

- Study of comprehensive primary care practices – what integrated care practices look like and how they operate
- Central theme: Leadership matters.
- *Integrated Care: Tools, Maps and Leadership.* Journal of the American Board of Family Medicine, September – October 2015. vol. 28

Frank deGruy III, MD, MSFM
One organization’s journey...
Focus on...

• Vision
• Values
• Culture
• People
Leadership Starts With A Vision of A Desired Future That We Must Create
The very essence of leadership is that you have to have a vision. You can't blow an uncertain trumpet.

Father Theodore M. Hesburgh
Vision

“We will create a system of care that somehow blends primary care and behavioral health, and as a result, we will improve the quality of life for our patients, and *save lives in the process.*”
The Vision became a **Cause**

“We must save lives because people are depending on us...”
Values
Values Drive Culture

• Access is fair and right -- increase it
• Disparities are wrong -- eliminate them
• People matter – connect with them
• Communities matter – think population health
• Stewardship is critical – do more with less

He, unlike Philip, would never be distracted by naysayers.
Corporate Values

2. The status quo is dangerous, so we must be able to adapt to change rapidly.
3. Experiment and “fail” fast. Success isn’t far behind.
4. We have permission to do what it takes to serve patients.
5. Communicate effectively – verbally, emails, other writings.
6. Teams that have a family spirit can do amazing things.
7. Stewardship is vital to success. It’s a matter of personal integrity.
8. Persistence pays off.
10. Learn.
Culture
Culture...

- “Culture eats Mission for breakfast every day”
- We will trust and support each other
- Drama and discord threaten the Mission, so they won’t be tolerated
- The “higher” you are in the organization, the more you are required to serve our patients and employees
- We must take risks, especially in turbulent times
Culture

• “The perfect is the enemy of the good”
• What we are doing is bigger than any one of us, so commit to it fully, personally and passionately
• We take our mission seriously, but not ourselves
People
“The CEO is the Chief Talent Scout”
People…

• Find and support missionaries (not mercenaries)
• Build your teams with clinical, operational and financial champions
• Shared values make all the difference in recruitment and retention
• Find leaders and develop them
• Flexibility is vital to our success
• Hire for attitude, train for skills
• Hire the best talent and then let them use their strengths to further the Mission.
If you want to lead the Orchestra, you must turn your back to the Crowd

Max Lucado.
Leadership Characteristics

• Visionary
• Self-effacing/humble
• Listener
• Words are used to build people up
• Even-tempered, never rattled
• Blend of patience and impatience
Leadership Characteristics

• High emotional intelligence/EQ
• Relational/empathetic
• Gives credit to others/takes blame
• Gives power and authority
• Develops people, often through challenges
• Puts others first/sacrificial/servant
• First-born (?)
• “Long-term commitment to new learning and new philosophy is required of any management that seeks transformation. The timid and the fainthearted, and people that expect quick results are doomed to disappointment.” W. Edward Deming, Out of the Crisis
Discussion