HEALTHCARE INDUSTRY DAY

Leadership and Change Management
American Hospital Association

• Mission: To advance the health of individuals and communities.

• National Organization Serves:
  – All types of hospitals
  – Health care networks, and
  – Their patients and communities

• Nearly 5,000 hospitals
• Over 43,000 individuals
American Society for Healthcare Engineering

ASHE Mission
Dedicated to optimizing the health care physical environment

• Largest association dedicated to health care physical environment
• Over 11,000 Members
• Trusted Industry Resource
Health Care Engineering

• Application of Engineering Principles
  – Physical
  – Technological
  – Systems/Processes

• Optimize
  – Safety
  – Quality
  – Efficiency
  – Accessibility
Positive Leadership

The Heliotropic Effect & Leadership
Positive Leadership

• Positively Deviant Performance
  - Outcomes that exceed the norm

• Affirmative Bias
  - Focus on strengths, capabilities and affirming the human potential

• Facilitating the Best of Everyone
  - Fostering Virtuousness
Positive Leadership
Positive Climate

• Positive emotions predominate

• Leaders significantly impact climate

• We pay more attention to the negative

• We are energized more by the positive
Positive Climate

• Compassion
• Forgiveness
• Gratitude
Positive Relationships

• Many ways to accomplish
• Focus on Strengths
• Positive Energy Networks
  - Positive Energizers
  - Negative Energizers
Positive Communications

• Communication Style
• Supportive Communication
  - Evaluative statements
  - Descriptive statements
    * Objective description
    * Describe consequences
    * Suggest alternative

• Corrective Messages
Positive Meaning

• Meaning and Work
  - Job
  - Career
  - Calling

• Meaning and Relationships
  - Compliance
  - Identification
  - Internalization
DISRUPTIVE CHANGE MANAGEMENT

Thriving Within

Surviving the Chaos
What is Change?

• To make something different from what it is or what it would be if left alone
• Change Challenges Established Patterns
• Change is Constant
• Change is Necessary

There is nothing permanent except change. Heroditus
CHANGE IS LIFE

LIFE IS CHANGE

The Universe is Change
Marcus Aurelius
Resistance to Change

- Loss of Control, Position & Influence
- Loss of Status or Social Position
- Change in Formal/Informal Relationships
- Insecurity
- Inconvenience
- General Uncertainty
- Not Our Eternal Nature

Change can be difficult. Change can be fearful. But change in the right direction is a growing process. Marvin J. Ashton
Framework for Change Management

Set the Direction: Mission, Vision and Strategy

Changing the old
Making the future attractive

Establish the Foundation: A Learning Environment

PUSH

Will

Ideas

Execution
Framework for Change Management

### 1. SET DIRECTION: MISSION, VISION, STRATEGY
- **PUSH**
  - Make The Future Attractive
- **PULL**
  - Make The Status Quo Uncomfortable

#### 3. BUILD WILL
- Link Changes to Strategy
- Define the Business Case for Change
- Adopt Change Goals and Objectives
- Publicly Commit to Change Goals and Objectives
- Transform Yourself and Your Team

#### 4. GENERATE IDEAS
- Read and Scan Widely, Learn from other Industries & Disciplines
- Benchmark to Find Ideas
- Listen to Customers
- Invest in Research & Development
- Know the Best in the World
- Try Ideas Quickly

#### 5. EXECUTE CHANGE
- Use Framework for Change Management
- Channel Team Leadership Attention to Change
- Spread Ideas
- Focus & Communicate Results
- Make Change A Line Responsibility

### 2. ESTABLISH THE FOUNDATION
- Reframe Operating Values
- Build Improvement Capabilities
- Personal Preparation
- Choose & Align the Senior Team
- Build Relationships
- Develop Future Leaders

*Develop broad base of capable improvers*
Change Champions

• Imperative for Change Champions to:
  – Find a path to participate
  – Be positively engaged in solutions

• Risk becoming:
  – Victims to Organization’s solutions
  – Obsolete

• What skills are needed - THRIVING

  To thrive in life you need three bones; a wish bone, a back bone and a funny bone.
  Reba McEntire
Trustworthy

- Must be Loyal to the “Cause” and the Team
- Must show experience and understanding
- The whole man goes into combat

“Exercising good judgment is a sign of maturity and trustworthiness.”
Margaret D. Nadauld
Honest

• Must be above reproach
• Must communicate information directly and honestly
  – Don’t water down the truth
  – Don’t have to be blunt but don’t hem & haw
• Must keep your word and commitments

You cannot maintain your integrity 90 percent and be a leader.
It’s got to be 100 percent.

Leonard Roberts
Resourceful

- Make best use of available resources
- Must get the resources needed
- Rework plan when resources aren’t available

Trouble is an opportunity in work clothes.  Henry Kaiser
Iron-Willed

- Must have Physical & Emotional Tenacity
- Keeps going even when going is tough
- Willing to do the “little things”

"It has long been an axiom of mine that the little things are infinitely the most important."
Sherlock Holmes
Valiant

• Be willing to go into uncharted territory
• Over come fears by:
  – Planning
  – Experience
  – Resourcefulness
• Be courageous when you are right
  – Don’t be wishy-washy or uncertain

*Courage is being scared to death and saddling up anyway.*

John Wayne
Innovative

• Convince others to go where you want
• Know the facts and use them wisely
• Use silence as a weapon

In the middle of difficulty lies opportunity.
Albert Einstein
Necessary

• Be the “One”
• Go Above & Beyond
• Be Available - Be of Service

“I wish to be useful, and every kind of service necessary to the public good becomes honorable by being necessary.”
Nathan Hale
Gung-Ho

• Perpetual Optimism is a force multiplier
  – If you build it they will come

• Use Positive Humor

• Inspire Others to action with your Faith
  – It ain’t as bad as it looks.
  – It will look better in the morning.
  – Right will prevail
  – It *can* be done
  – Don’t take counsel of your fears or naysayers.

Success is measured by your ability to maintain enthusiasm between failures.

Winston Churchill
Leadership can be Lonely

• The Buck Stops Here
  – Encourage participation by Management
  – Expect bottom-up employee involvement
  – Be willing to make the tough decisions

• Not Everyone will be happy with your decisions
  – You can please some of the people all of the time, all of the people some of the time but not all of the people all of the time.

"The price of leadership is loneliness. The price of adherence to conscience is loneliness. The price of adherence to principle is loneliness. I think it is inescapable."

Gordon B. Hinckley
Leadership can be Lonely

- Have fun while leading
- Don’t always run at break-neck speed
- Take leave when you’ve earned it

- REMEMBER – THE PEOPLE ARE THE JOB

To love what you do and feel that it matters - how could anything be more fun?

Katharine Graham
The Seven Habits of Highly Effective People

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<thead>
<tr>
<th>Important</th>
<th>Urgent</th>
<th>Not Urgent</th>
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<tbody>
<tr>
<td><strong>Quadrant 1</strong></td>
<td>Examples:</td>
<td>Examples:</td>
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<tr>
<td>Unscheduled rework</td>
<td>• Thoughtful, creative work</td>
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<td>Last-minute changes</td>
<td>• High-quality outputs</td>
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<td>Dealing with late inputs from stakeholders, team</td>
<td>• Productive collaborations</td>
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<td>Forcing decisions &amp; closure</td>
<td>• Training &amp; development</td>
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<td><strong>Quadrant 3</strong></td>
<td>Examples:</td>
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<td>Low-value, but required, reports &amp; presentations</td>
<td>• Recreation &amp; family time</td>
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<td>Non-project emergencies</td>
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<td>Miscellaneous interruptions</td>
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<td>Administrivia</td>
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<tr>
<th>Not Important</th>
<th>Quadrant 4</th>
<th>Quadrant 2</th>
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<td>Pointless web-surfing</td>
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<tr>
<td>Gossip, idle speculation</td>
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The key is not to prioritize what’s on your schedule, but to schedule your priorities.

Stephen Covey
Ultimately, we alone determine the course of our lives and the measure of happiness we achieve.

Roger Connors
How Will You Measure Your Life?

“Intimate, loving, and enduring relationships with our family and close friends will be among the sources of the deepest joy in our lives.” Clayton Christensen
Summary

• Change is Constant & Necessary
• Must Develop an Approach
  – Framework for Change Management
• Change Champions are THRIVING
• Leadership can be Lonely
• Changing Yourself Changes the World

If you change yourself you will change your world. If you change how you think then you will change how you feel and what actions you take. And so the world around you will change - Mahatma Gandhi
Questions?

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