

Leading through Change

While removing Misery from your Practice

Jeff Harper



Learning Objectives for Leading through Change

1. Healthcare in the Marketplace is driving Change

2. How to Affect Real Change in Your RHC

3. Benefits and Obstacles in Managing for Job Fulfillment

What is happening in the healthcare marketplace?



Primary Care meets Convenience

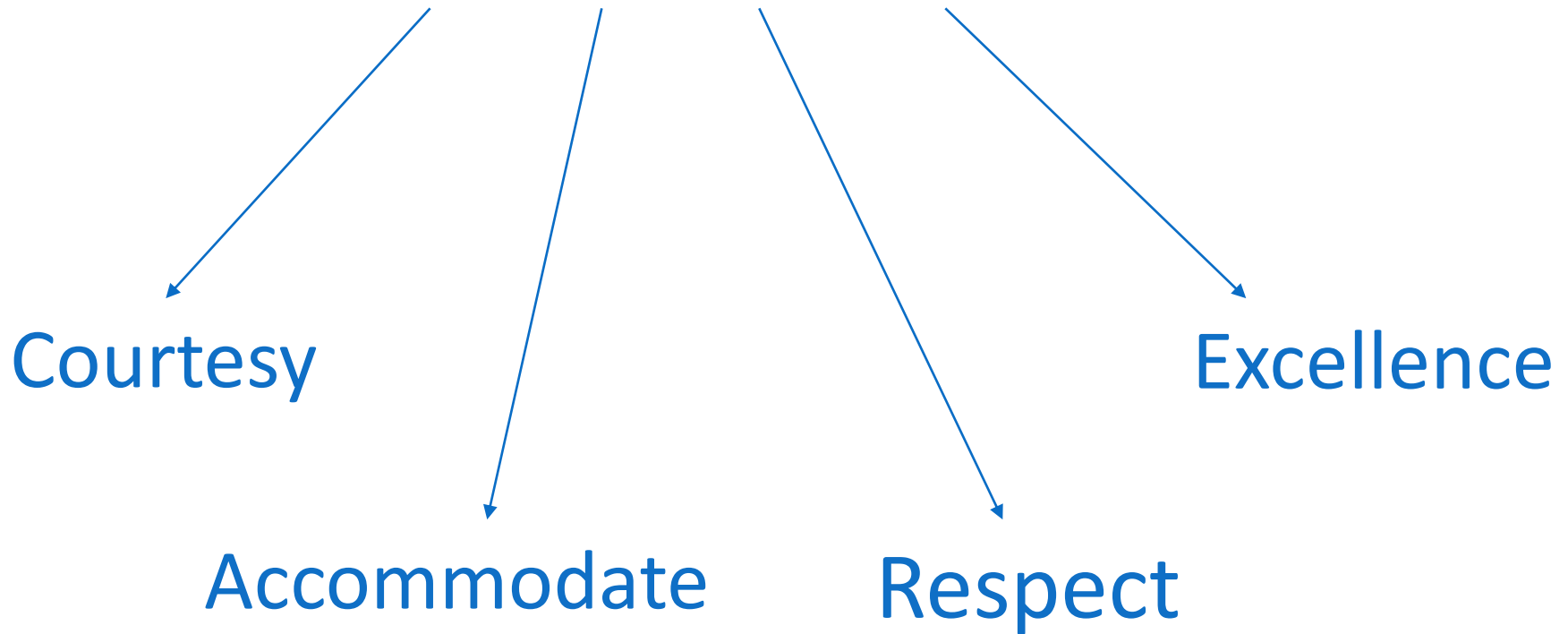
People are becoming more like consumers than like patients
Competition is coming from urgent care clinics, retail clinics like Walmart, CVS, & Walgreens, convenience clinics & free-standing ERs
Having a mobile society with disappearing loyalty
RHCs were once unique because they were the only game in town
Big players recognize that primary care and convenience make for a power dynamic duo

This means:



“Oh %&#@!”
Change is difficult but not changing is fatal!

THE C.A.R.E. MODEL[®]



Customer Service Model – C.A.R.E.

Steps to Change

To compete with other clinics

We must have a customer service model



But we must first change the culture

But we first have to change the staff attitudes



But to change attitudes we must lead differently

Therefore we must have team-based leadership

Who comes 1st?



This is closer to the sign we need



**Patients come First
and everyone else is
second!**

To change we have to start acting differently and these two components must act differently...& they seldom agree with one another

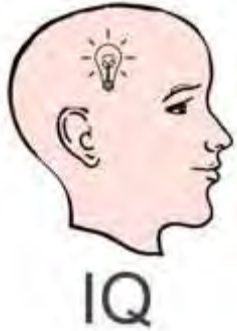


IQ



EQ

You have to appeal to both to see Change



IQ strengths:

Willful
Determined
Able to plan

IQ weaknesses:

Overthinks
Overanalyzes
Procrastinates

IQ may ensure 1% to 20% success

EQ may ensure 25% to 45% success



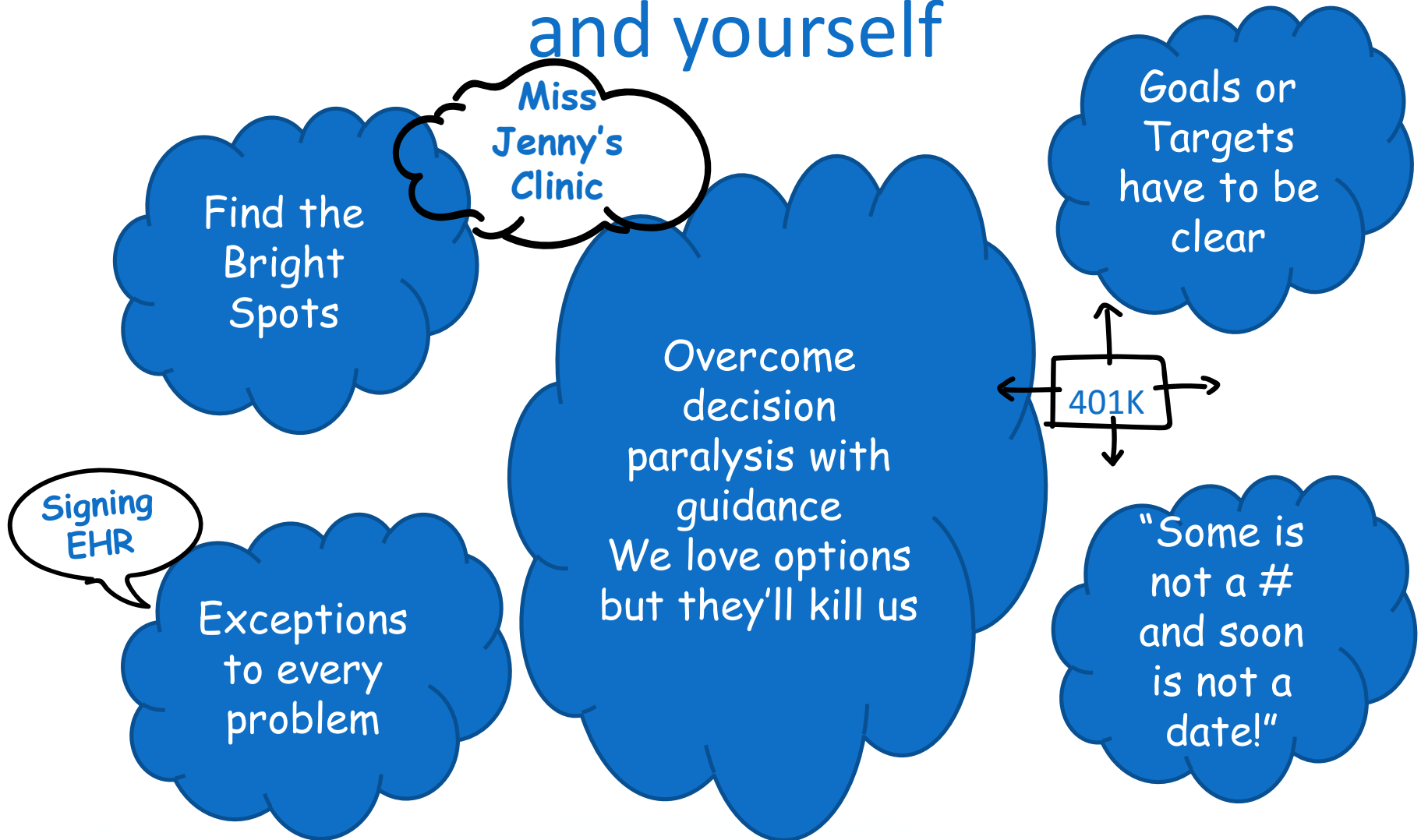
EQ strengths:

Love
Compassion
Loyalty
Gets the job done

EQ weaknesses:

Lazy
Skittish
Instant gratification

Use these to Direct the IQ of your staff and yourself



Use these to Motivate the EQ of your staff and yourself

EP Action Heroes

Find the Feeling

Find an identity that will aspire

Always kick-start the change
And break a part the project

Pain and Pleasure
move people

We all want to be improving

Two things to be successful:

A Rural Health Clinic needs to be
Smart

A Rural Health Clinic needs to be
Healthy

SMART RHCs are good at these decision sciences*:

EHR Integration

Compliance

Workflow Design

Technology

*we spend most of time here

But

those things will not produce these signs of a healthy clinic:

High degree of morale

Minimal politics

Less emails and texts strings

Low turnover

High degree of productivity

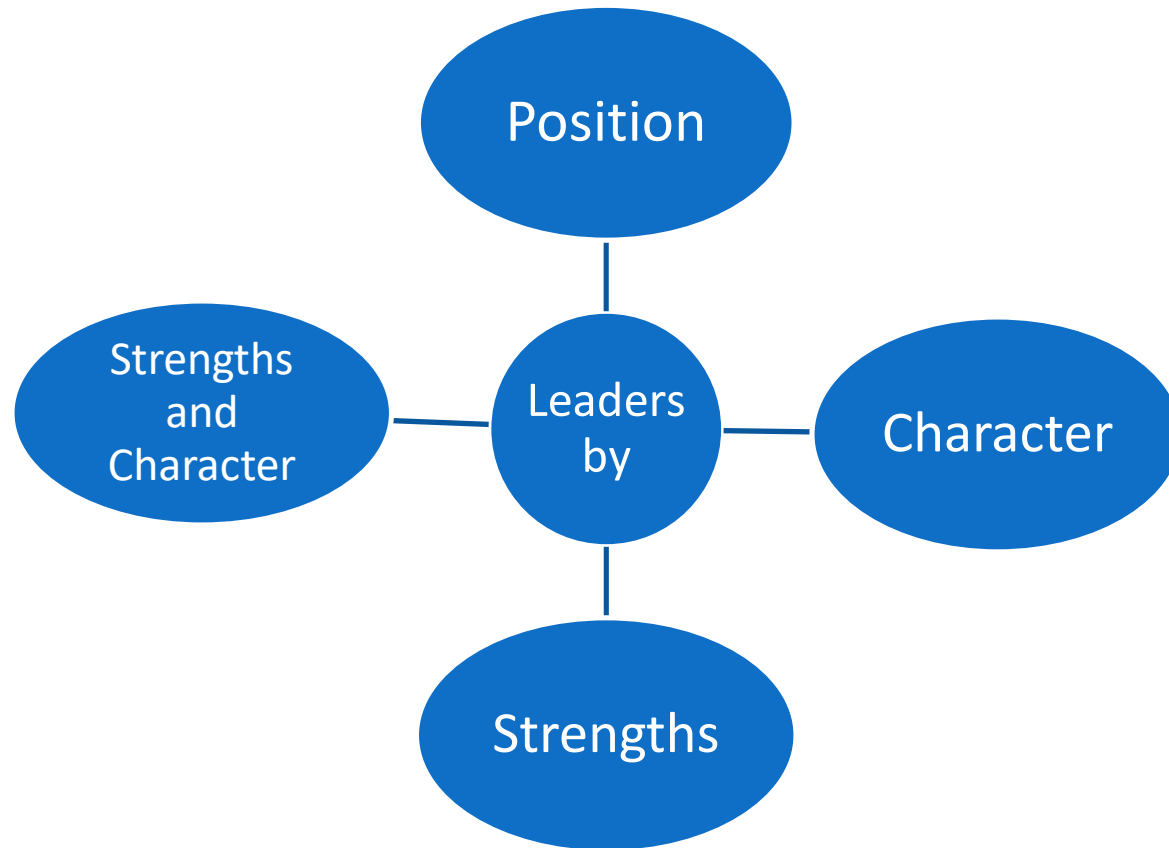
Cross training that happens naturally

**Well...to become Healthy, you must
have good Leadership**

**We all have some leadership skills but never
enough**

**What would your Rural Health Clinic look like
if the leadership situation improved?**

There are four types of Leaders



Contrasting Leadership Models

Exploitive authoritative Leader

Benevolent authoritative Leader

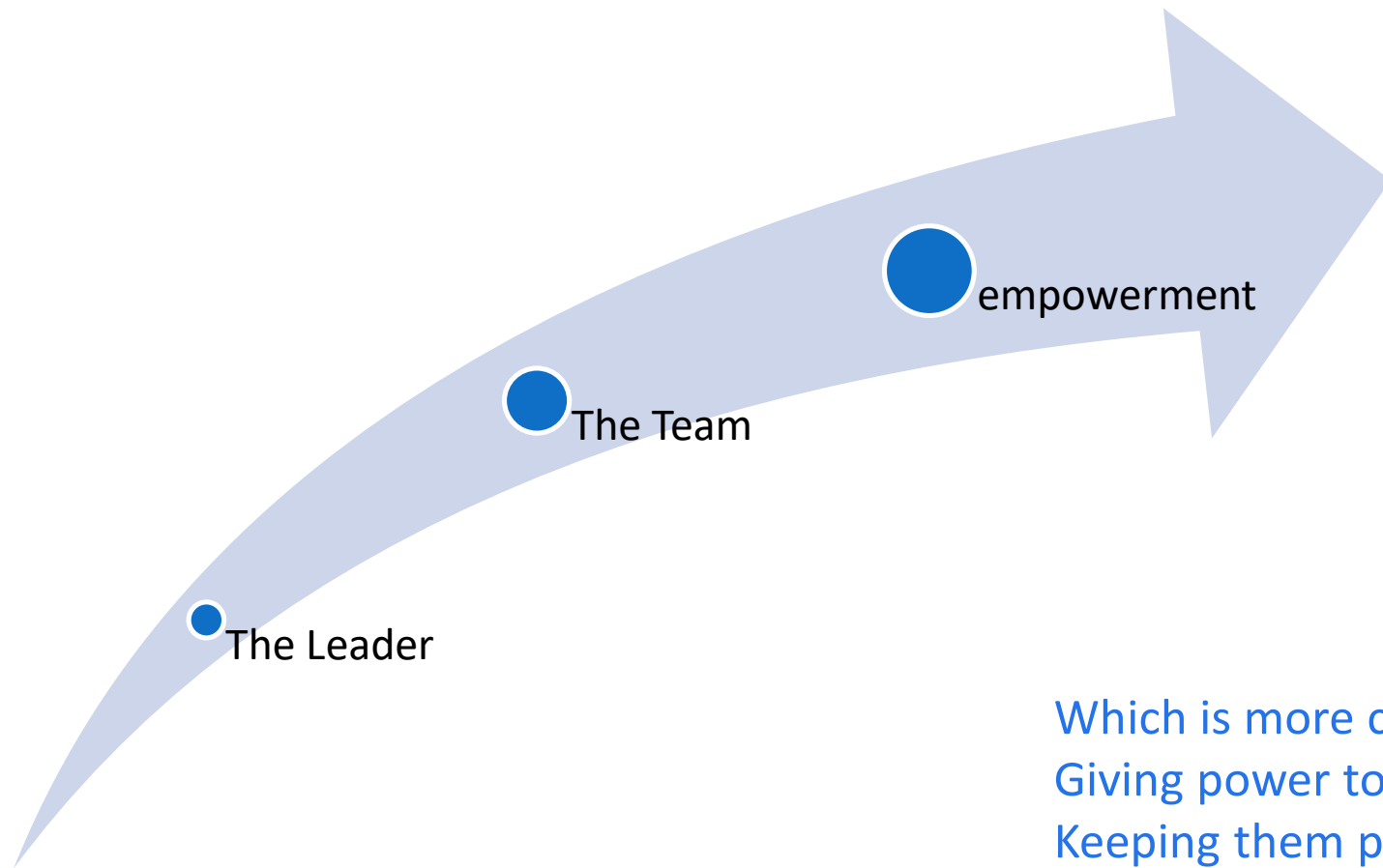
Consulting Leader

Team-Based Leader

WHY IS TEAM-BASED LEADERSHIP NEEDED?

- ✓ No single person can develop the best solution
- ✓ These changes affect multiple people and/or departments
- ✓ Buy-in will be required of all stakeholders
- ✓ For these changes you will need an empowered staff

Empowerment – enabling people to make decisions that affect their work

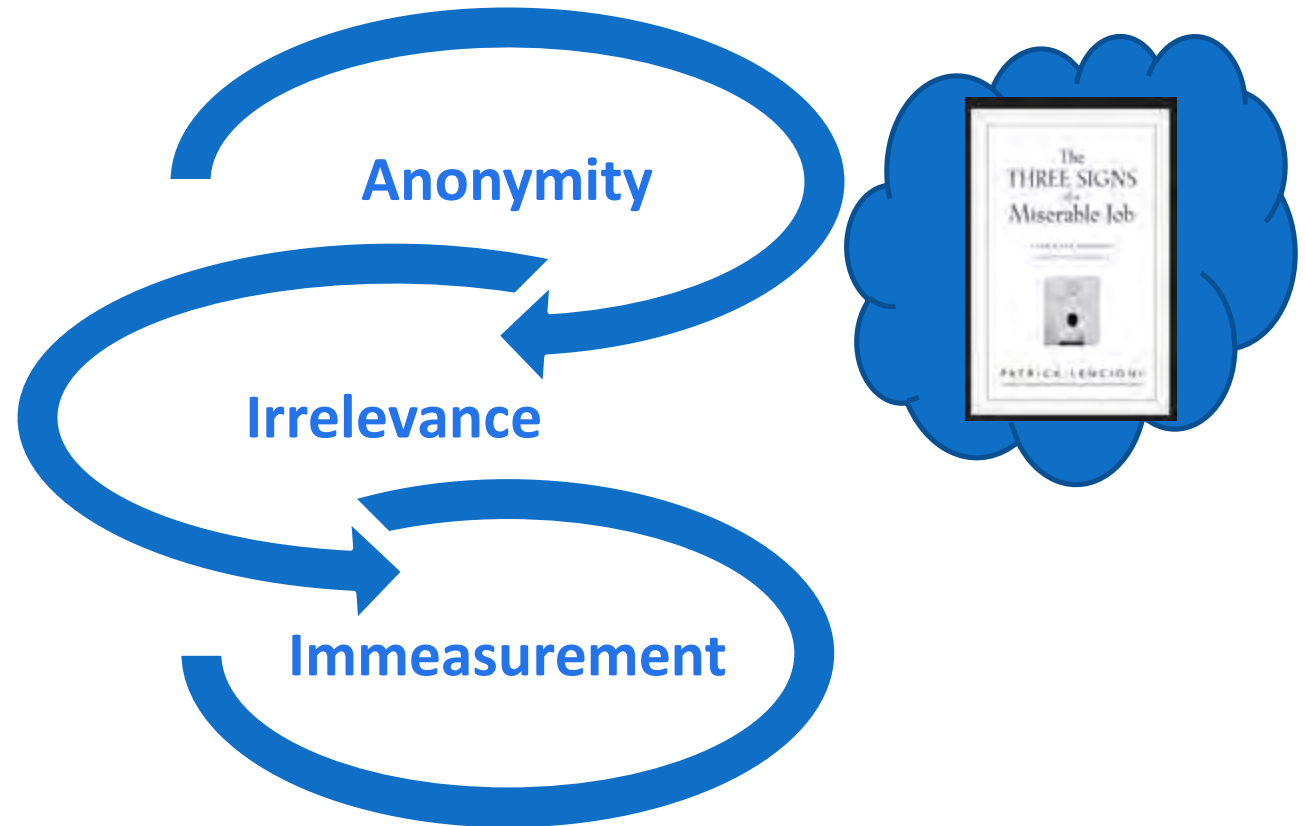


Which is more corrupt?
Giving power to people or
Keeping them powerless?

Steps of Team-
Building from 5
*Dysfunctions of a
Team* by P. Lencioni



Three Signs of a Miserable Job



What would your RHC look like w/o these miserable symptoms?...

Misery can't be contained either at work or at home.

A miserable employee goes home at the end of the day frustrated, cynical, and weary and spreads that frustration, cynicism, and weariness to others—spouses, children, friends, strangers on the bus. Even the most emotionally mature, self-aware people cannot help but let work misery leak into the rest of their lives.

Remember People don't usually choose hospitals but they do choose Clinics

Anonymity

People cannot be fulfilled in their work if they are not known.



Get to know your people. Take time to sit down with each of them and ask them what's going on in their lives.

Irrelevance

Everyone needs to know that their job matters, to someone.



They are not just answering the phone, they are giving people access to vital healthcare!

Immeasurement

People need to be able to gauge their own progress and level of contribution for themselves.



How miserable would the ballgame be w/o a scoreboard? People want measurables so that they can get a sense of accomplishment.

Jeff Harper
InQ^uiseek, LLC
jharper@inQ^uiseek.com
(318)243-5974