Leadership Pearls for the UC Clinician

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Faculty Disclosure

• I have no financial relationships to disclose.
Learning Objectives

• Define and describe leadership styles.

• Explain and illustrate how leadership can impact culture.

• Describe and demonstrate how leadership styles impact team efficiency and patient satisfaction.

• Identify and describe ways to become a better leader.

• Identify and apply positive leadership skills.
What Makes a Good Leader?

• How do you know?
  • Bad experience
  • Left your position
  • Excited for work
  • They hold an executive position

• What characteristics determine a good leader?
  • They know it all
  • They are supportive
  • They tell me what to do.
Good Leadership Qualities

- Honesty/Integrity
- Inspirational
- Decision Maker
- Commitment and Passion
- Accountability
- Creativity
- Empathy
- Delegation and Empowerment
- Good Communicator
Leadership Quotes

• Outstanding Leaders go out of their way to boost the self-esteem of their personnel. If people believe in themselves, it’s amazing what they can accomplish.

  Sam Walton

• Empowerment isn’t a buzzword among leadership gurus. It’s a proven technique where leaders give their teams the appropriate training, tools, resources, and guidance to succeed.

  John Rampton
Why Do Providers Need To Be Good Leaders?

• You are designated as the leader of your team
  • CMO, COO, Team Leader, Director, manager, or only provider in site.
  • We are never taught these skills!

• Poor management performance is #1 reason for employee to leave a position

• Leadership affects multiple aspects of team
  • Employee happiness
  • Service delivery
  • Patient satisfaction
  • Company or Site culture

Even the largest army is nothing without a good general
Employer Desired Provider Skills - Then and Now

• THEN
  • Strong Clinical Skills
  • Handle High Volume
  • Likability

• NOW
  • Exceptional People Skills
  • Capable of Communicating Effectively
  • Building trust and buy-in across multidisciplinary groups
  • Understand the concept of customer service
Problems With “Old” Provider Leadership Styles And Understanding

• Dysfunctional default provider leadership style
  • Almost exclusively clinical skill set
  • Taught to work autonomously
  • Command and control leadership style
    • Employees/team are sheep
    • You may not be the expert
  • Separating yourself from the team
Leadership Types

Transactional Leadership

• Use of power and authority to achieve objectives

• Based on reinforcement and punishment

• Fails to build trust between leader and follower

• Stifles creativity and innovation
Leadership Types

Authoritarian/Autocratic Leadership

• Focused on command of the leader and control of the followers

• Leaders make decisions without input from employees

• Can be seen as bossy, controlling and dictatorial

• Emergency situations can be best served by this leadership style
Leadership styles

Transformational Leadership

• Looks for ways to motivate followers with a view to engage them more intimately in the process of work

• Inspire followers to look past their own self-interest and to perform above expectations to promote team and organizational interests.

• Factors involve influence, inspirational motivation, intellectual stimulation, and idealized consideration.

• High level of trust with employees and rally around a shared vision.
Leadership types

Servant Leadership

• Focuses on serving the highest needs of others in an effort to help others achieve their goals prior to their own.

• Leaders giving up something of their own for their employees.

• Characteristics - listening, empathy, healing, awareness, persuasion, foresight, commitment to the growth of people, and building community.

• Boosts morale and leads to high level of trust and leads to better employee performance and more positive culture.
Leadership Styles

Laissez-Faire Leadership
• A strict hands-off approach
• Focus on hiring the best people
• Comfortable with mistakes
• Chaos and confusion can ensue with this style
• Leave responsibility/decisions in the hands of the workers
Which is the best type of leader? Is there one?

• Studies show that employees need a combination of styles
• Laissez-Faire attributed to less efficiency in the workplace
• Each style may have a time and place to be used
• Each has a purpose and benefit
Benefits of Transformational Leadership

• Strongly linked to improved process quality, high organizational culture and positive patient outcomes.

• Increased patient satisfaction in acute care and homecare settings has been found closely related to transformational, transactional and collaborative leadership.

• Strongly related to the implementation of effective management that establishes a culture of patient safety.

• Sfantou & et al; Importance of leadership style towards the Quality of care measures in healthcare settings: A systematic review. *Healthcare* 2017;5(4):73.
What does the research say about leadership qualities?

• Error levels lowest among airline crews when the leader is warm, friendly, self-confident and able to stand up to pressure.

• Error levels are higher among airline crews when the leaders are characterized by arrogance, hostility, boastfulness, or being dictatorial.
What does this all mean?

Leader has significant impact on the team

• Sets the tone

• Establishes culture

• Make or break the team

• Defines the vision
Setting the tone

• Define expectations
• Lead by example
• Ask for feedback
• Support the team
• Transparent reasoning
Employee/Team Satisfaction

• Clients do not come first. Employees come first. If you take care of your employees, they will take care of the clients.
  -Richard Branson

• Patient satisfaction has the highest correlation with the cheerfulness, friendliness and sensitivity of the staff.

• Keep the staff happy and engaged.

• Don’t be the provider that the staff dreads to work with!
Things not to say to your team!

• “You need to do what I say because I am the physician.”

• “Did you not hear me?”

• “I know best!”

• “You don’t know anything.”

• “I don’t know how you made it through school.”

• “Didn’t you learn this in your training?”
What to say to your staff regularly

• Do you have any questions?
• Does it make sense?
• “Please” and “Thank you”
• Ask for their input on certain solutions
• Education around medicine, process, etc.
• Show appreciation and communicate it.
Leadership attributes to build an efficient team

- Open to questions and feedback
- Be friendly
- Transparent reasoning
- Be accessible
- Show enthusiasm
- Don’t be the focus of team stress
- Humility
- Willing to learn from others
Take Home Points

• There are multiple leadership styles and each has a time and a place.
• Happy employees lead to improved patient satisfaction.
• Establish the tone/culture for your team.
• Error levels are the lowest amongst teams that have friendly and warm leaders.
• Make sure to communicate your appreciation to your team regularly.
• Say “Please” and “Thank you”.
• Be the provider that the staff is excited to see.
Questions/Feedback?

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References


References

