Leadership in Healthcare… Why everyone is (and needs to be) a leader

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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...
“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
Does physician leadership matter?

• Physicians lead in everyday practice

• Physician leadership improves
  • Patient outcomes (by 25% in 1 study)
  • Patient satisfaction
  • Provider satisfaction
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.”

“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 a 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

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

http://www.businessnewsdaily.com/3647-leadership-definition.html
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

Slide courtesy of COL Todd Villines
<table>
<thead>
<tr>
<th>Formal Leader</th>
<th>Informal Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td>Influence based on position</td>
<td>Influence based on personal qualities</td>
</tr>
<tr>
<td>Requires additional skills such as technical, financial, or regulatory</td>
<td>May or may not require additional skills</td>
</tr>
<tr>
<td>Recognizes formal organizational hierarchy and importance of collaborating with informal leaders</td>
<td>Able to work collaboratively with formal leaders</td>
</tr>
<tr>
<td>Success and failure of organization is their responsibility</td>
<td>May accept a formal leadership role</td>
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</table>

### 3 Distinct Types of Healthcare Leaders

<table>
<thead>
<tr>
<th>Overall identity</th>
<th>Sources of power</th>
<th>Selected leadership skills and knowledge required</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Institutional leader</strong></td>
<td>Highly credible to colleagues as clinician and leader; able to communicate vision</td>
<td>Corporate-level strategic thinking, talent management, succession planning</td>
</tr>
<tr>
<td>Few</td>
<td></td>
<td>Political savvy; strong skills in negotiation and influence</td>
</tr>
<tr>
<td><strong>Service leader</strong></td>
<td>Highly credible to colleagues, primarily as clinician; well connected, can tap into centers of excellence</td>
<td>Fluent service-management skills—eg, strategy/people development, budgeting</td>
</tr>
<tr>
<td><strong>Frontline leader</strong></td>
<td>Highly innovative, willing to take risks</td>
<td>Detailed knowledge of evidence-based medicine in own clinical area</td>
</tr>
<tr>
<td>Many</td>
<td></td>
<td>Understanding of systems-and quality-improvement techniques—eg, process mapping, operational improvement</td>
</tr>
<tr>
<td></td>
<td>Passionate about clinical work, credible to colleagues</td>
<td>Self-starter, able to work well in teams</td>
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<tr>
<td></td>
<td>Close to patients and frontline realities; can see opportunities for improvement</td>
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Slide courtesy of COL Todd Villines: LEAD 2.0: Leadership 101
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 responses
- Worldwide (6 continents)
- 1-page questionnaire of 7 top qualities in leaders that they would follow

Slide courtesy of COL Todd Villines
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.
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

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<th>Character</th>
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<th>Intellect</th>
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<td></td>
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## Competencies

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## ADRP (Army Doctrine Reference Publication) 6-22.
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=LTPWGiGsrn8
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

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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