

Management Basics

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Agenda

- Way of seeing others
- What is a “one thing”?
- Difference between management and leadership
- Discuss motivation
- Discuss 12 questions– PCC results and how this could be used.
- General supervision



Introduction

- People vs Things
- Managers—
- Leaders—
- How are they the same, and how are they different

Way of Seeing Others

- It is 5:25 PM. You just got through seeing your last patient. You have 1 hours worth of charting left. Your pager goes off it is a direct page from one of your problem patients.

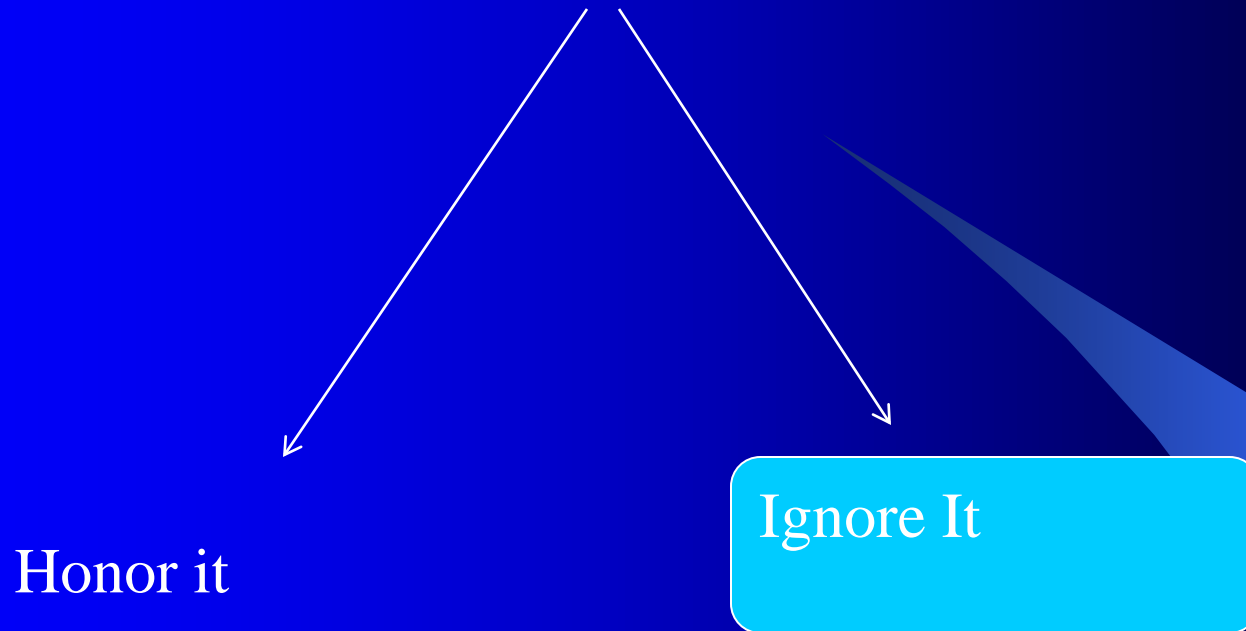
Way of seeing Others

- What is your first inclination?
 - To answer the call and help the patient.
- What are your options?
 - To ignore the call
 - To answer and tell the patient they are misbehaving
 - To Answer and deal with the patients problem

What would you do?

- Why?

I should call and help the patient



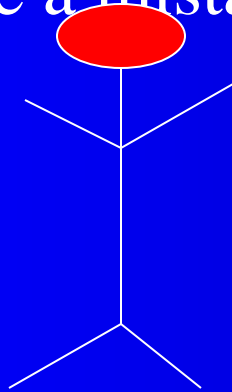
Way of Seeing Others

- I--- You (though)

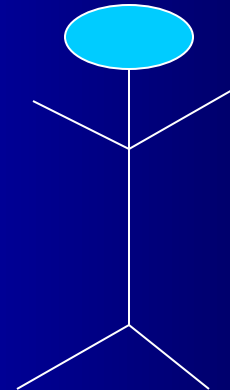
- I--- It

If I ignore it—don't call or call and scold

- I Do— I ignore them or tell them they made a mistake.



- They see— Uncaring arrogant doctor

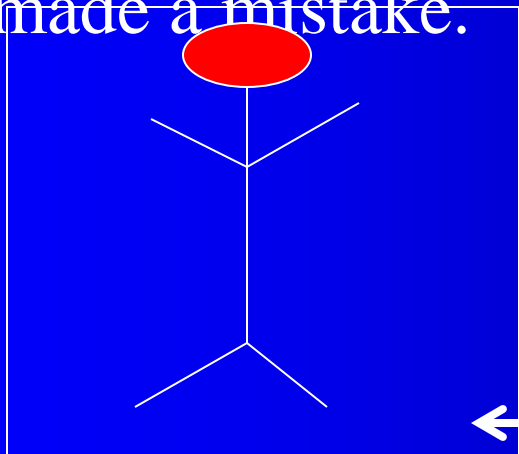


- I see— patient as an obstruction

- They Do— Leave, argue or page again

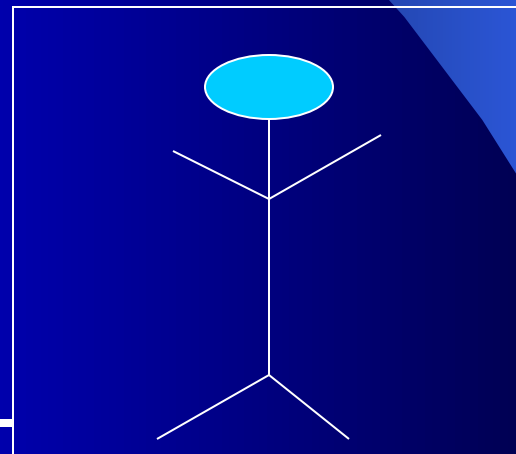
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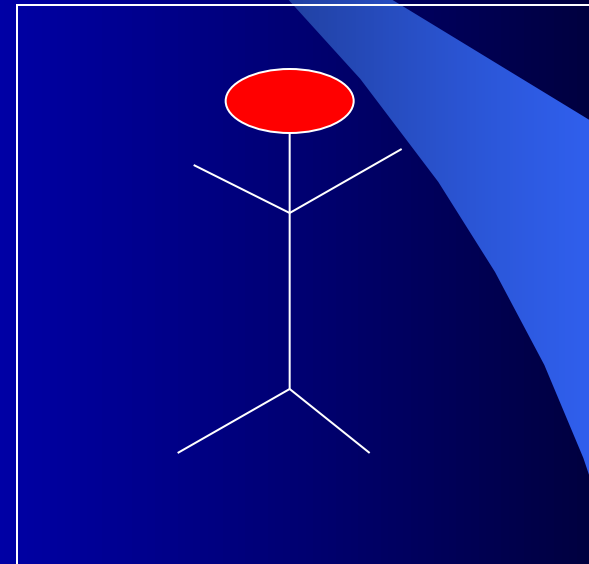
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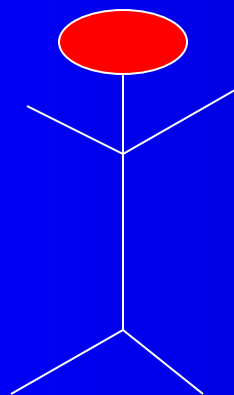
So When I see them as an Object

- What do I need?
- I am in “the Box”
- (The conflict or the problem to justify my position)

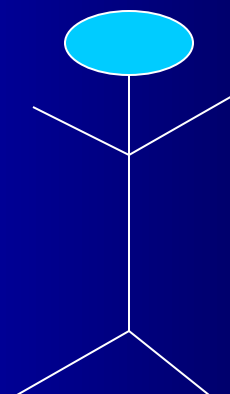


If I honor it— call and address their problem then their behavior if warranted.

- I Do— I deal with the issue they are concerned about.



- They see— a caring doctor.



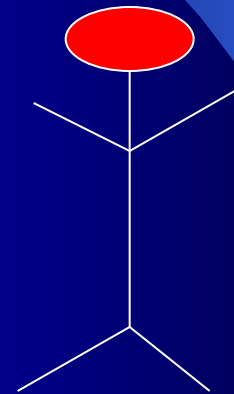
- I see— patient as a human with hopes, dreams, concerns like me

- They Do— respect me. Likely to do what I ask to take care of themselves and Not bother me in the future?

So When I see them as an Individual

- What do I need?
- (to honor my sense that I should help them— whether I can or not)

- I am out of the box



- I am less likely to put them into a box

What is a “one thing”?

One Thing-- Theories

- Movie example– City Slickers
 1. Apply across a wide range of situations.
(Make sense out of chaos)
 2. Serve as a multiplier– rather than just additive
(allow us to predict beyond chance)
 3. Must guide action
(Lead to key variables, which if altered, change outcomes)

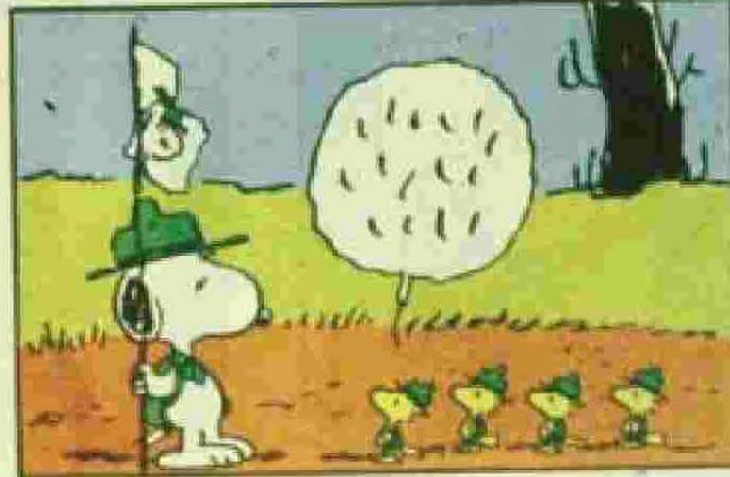
Management– What is it?

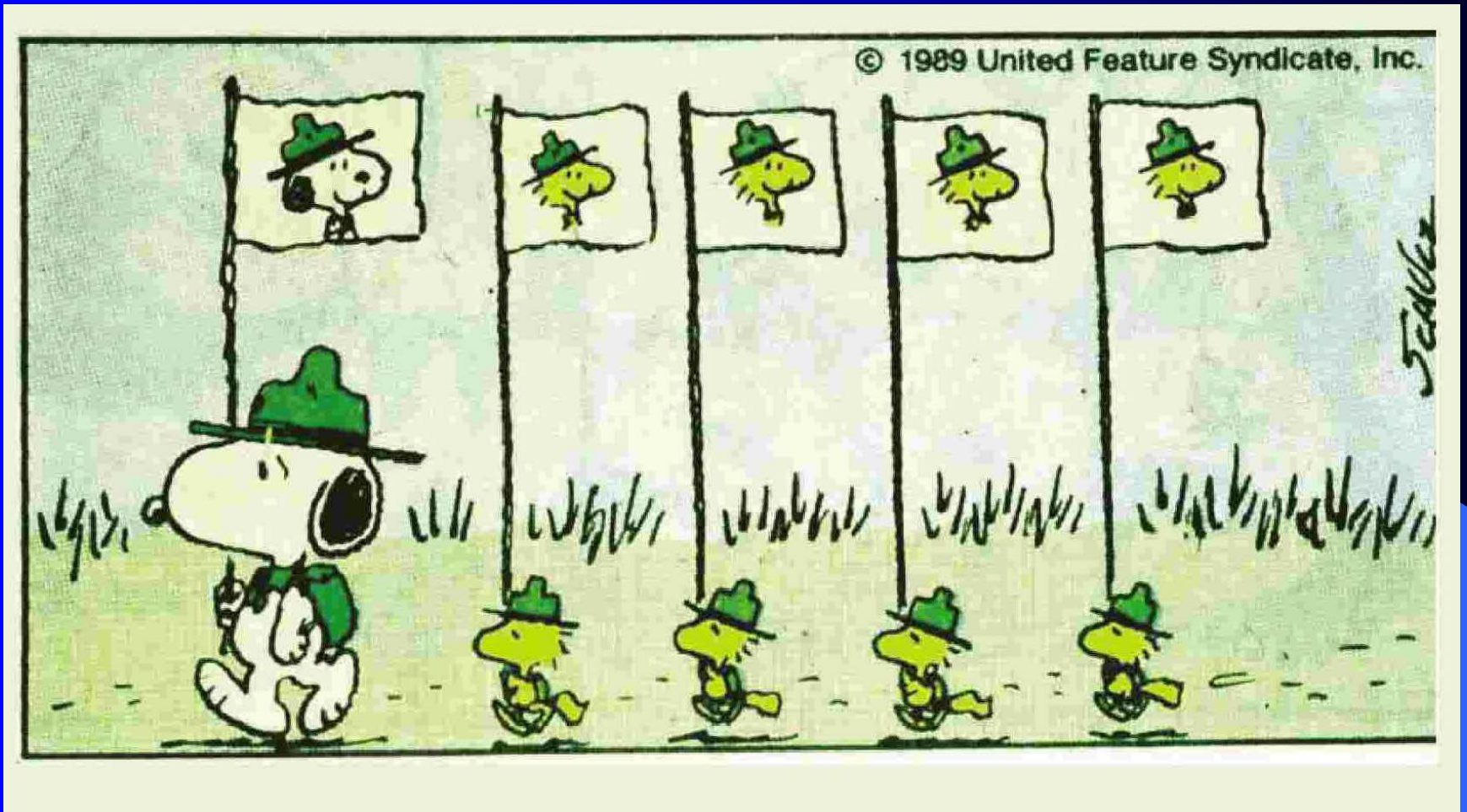
Leadership– What is it?

PEANUTS

by
SCHULZ







Management–

Capitalize on Uniqueness

Leadership

Capitalize on Universal

Motivation

- Important to see people where they are
- Maslow– needs
- Buckingham-- Talents

Need

Motivation to Satisfy Need



..... Challenging Projects. Opportunities for Innovation and Creativity. Learning at a High Level.

..... Important Projects, Recognition of Strength-Intelligence, Prestige and Status.

..... Acceptance, Group Membership. Association with Successful Team. Love and Affection.

..... Physical Safety, Economic Security. Freedom from Threats, Comfort, Peace.

..... Water, Food, Sleep, Warmth, Health, Exercise, Sex.

Maslow's Hierarchy of Needs

Talents-- Buckingham

Any recurring Thought, Feeling, or Behavior

- Striving-- Why
- Thinking- How
- Relating- Who

The 3 Signs of a Miserable Job

- Anonymity
- Irrelevance
- Immeasurement

12 Questions

- What do I get?

1--Do I know what is expected of me at work?

2--Do I have the materials and equipment I need to do my work right?

12 Questions

- What do I give?

3--At work, do I have the opportunity to do what I do best every day?

4--In the last seven days, have I received recognition or praise for doing good work?

5--Does my supervisor, or someone at work, seem to care about me as a person?

6--Is there someone at work who encourages my development?

12 Questions

- Do I belong here?

7--At work, do my opinions seem to count?

8--Does the mission/purpose of my company make me feel my job is important?

9--Are my co-workers committed to doing quality work?

10--Do I have a best friend at work?

12 Questions

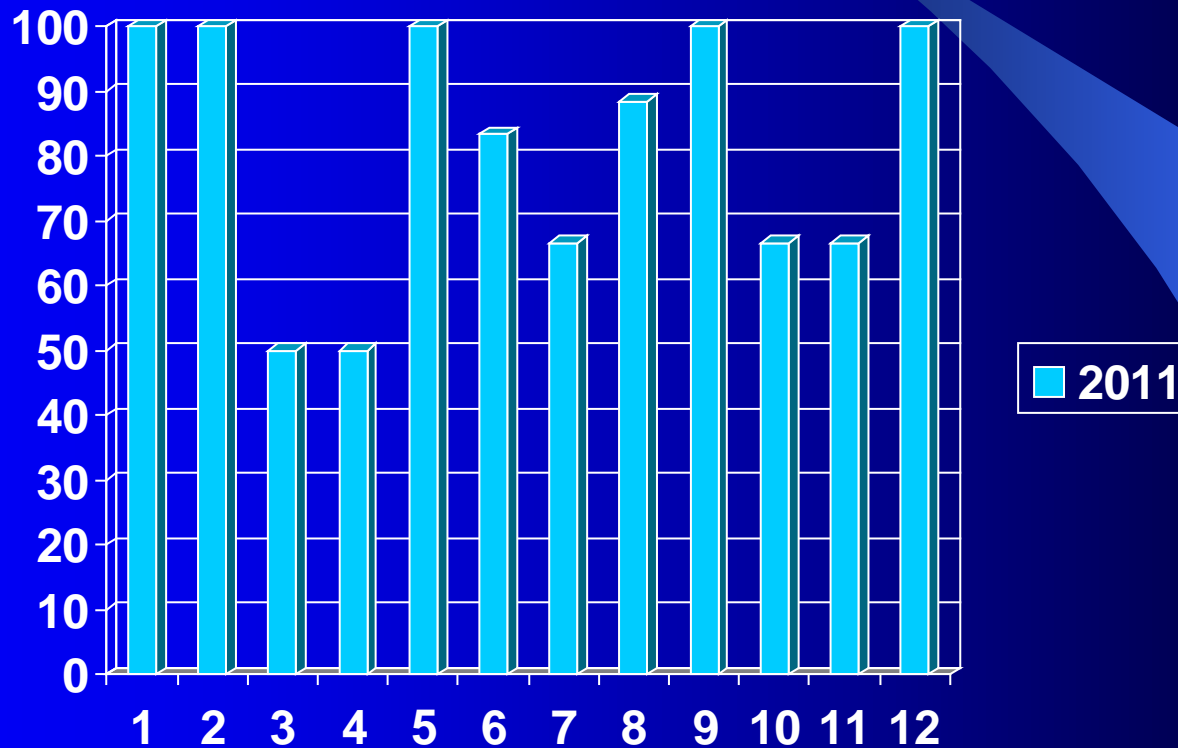
- How can we all grow?

11--In the last six months, has someone at work talked to me about my progress?

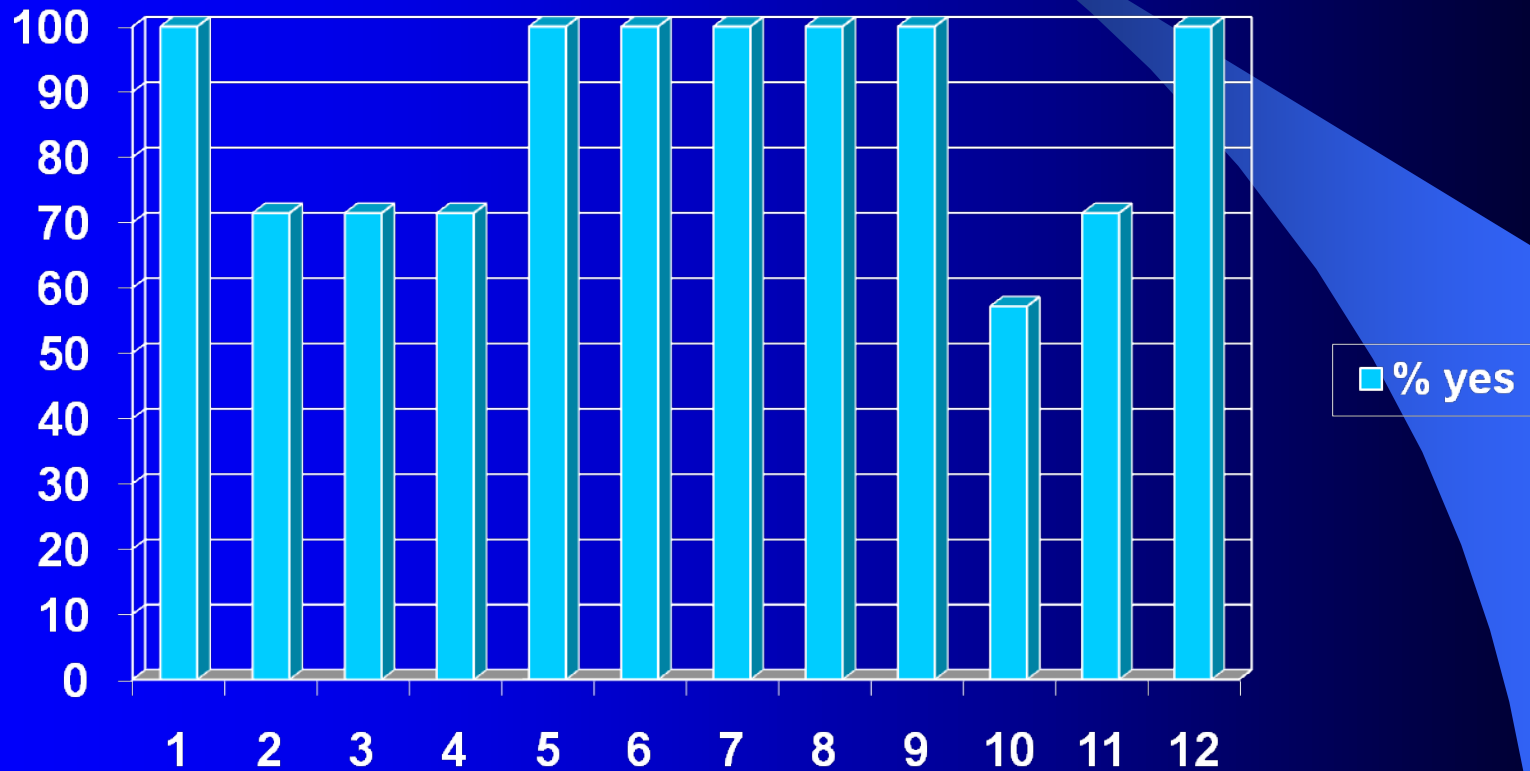
12--This last year, have I had opportunities at work to learn and grow?

Your Results— What do they Mean?

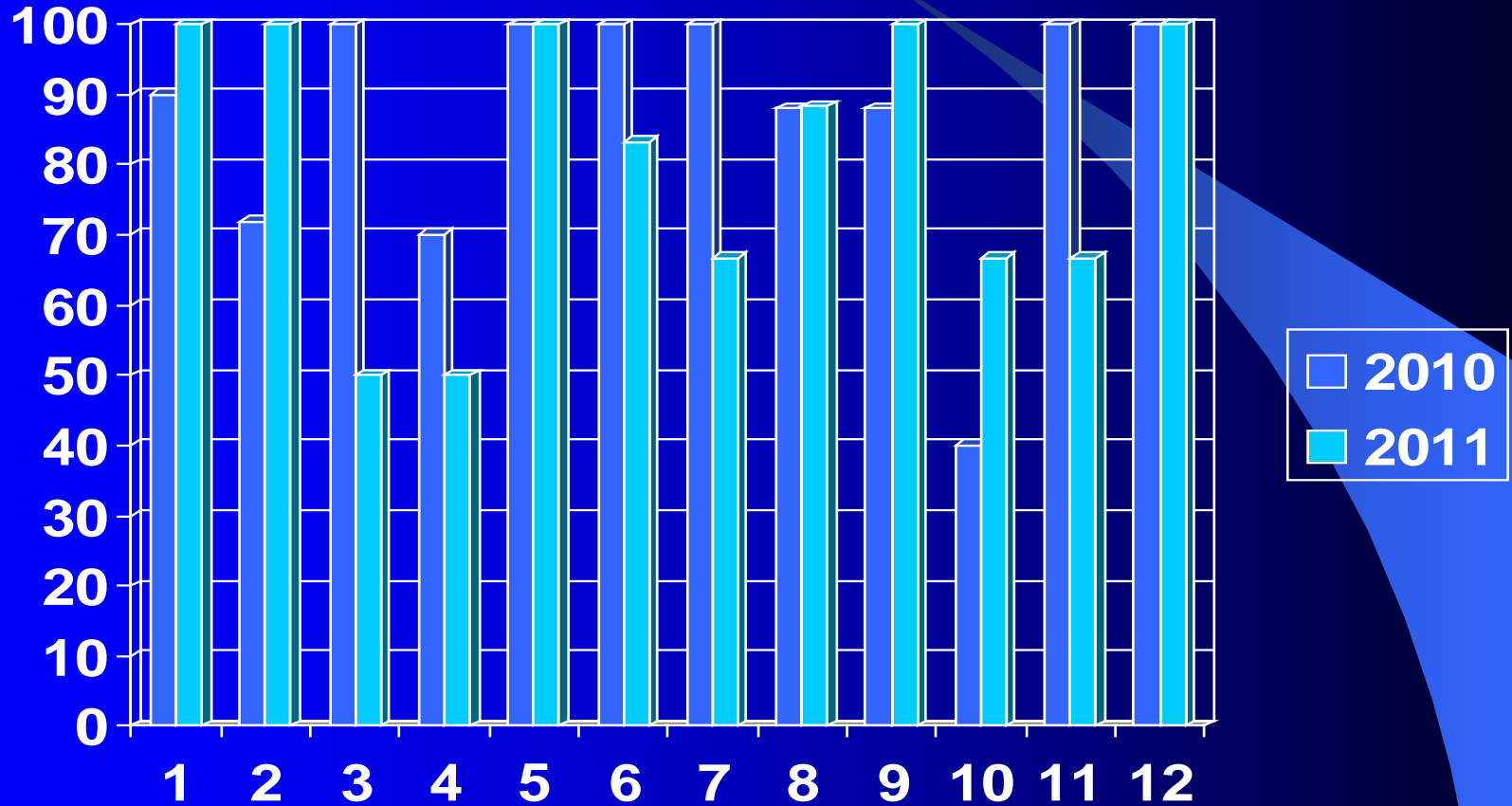
2011 Senior Residents



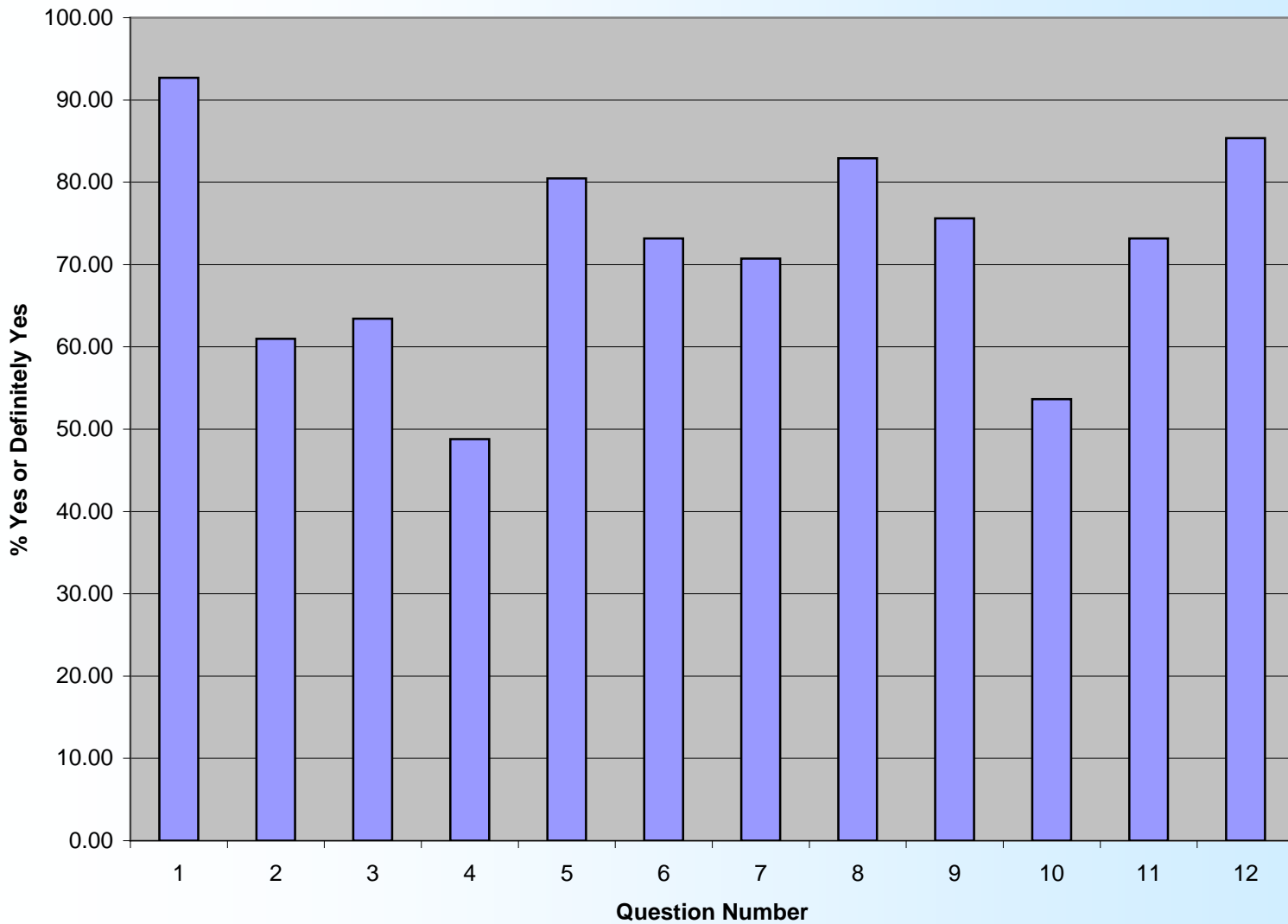
2010 Senior Residents



2011 vs 2010 Senior Residents



2006 April PCC Overall Results



4 Keys for effective management

- Select for talent
- Define the right outcomes (avoid micromanagement if possible)
- Focus on Strengths– Motivate the individual
- Find the Right Fit– Develop the person.

What you need to know about each of your direct reports

- What are his or her strengths?
- What are the triggers that activate those strengths?
- What is his or her learning style?

What are his or her strengths?

- What is the best day at work you've had in the past 3 months?
- What was the worst day you've had at work in the past 3 months?

What are the triggers that activate those strengths?

- Individuals have different motivations?
 - Ask them
 - Money– usually not as good as recognition
 - Recognition– personal vs public
 - Awards– individualized if possible

What is his or her learning style?

- Analyzer– classroom discussion or reading etc.
- Doing– jump in and see what happens
- Watching– reading doesn't help, can't really just start, and therefore helps to have someone to watch first.

Where to Get More Information

- Leadership and Self-Deception
- The Anatomy of Peace
- First, Break All the Rules
- Now, Discover Your Strength
- The One Thing You Need to Know
- The Three Signs of a Miserable Job
- The Leader's Voice
- HBR
- FPM
- Medical Economics

Leadership

Leadership

- Discover what is Universal and Capitalize on it.
- Leaders are optimistic
- The opposite of leader is not follower— it is pessimist.

The Leader's Voice

- 3 Types of Communication
 - Stories
 - Facts
 - Emotions

The Leader's Voice

- Can Describe 3 time periods
 - Past
 - Present
 - Future

The Leader's Voice

- Optimistic Compelling Case
- Past– Stories
- Present– Facts
- Future– emotions (positive)

Hardwiring Excellence

--as described by Quinton Studer

Six Pillars

- People
- Service
- Quality
- Finance
- Access/Growth
- Academic Village

People

- Workforce Experience
 - Employee Engagement
 - Physician Satisfaction

Service

- Patient Experience with in the Health System
 - Satisfaction
 - Loyalty

Quality

- Quality of Processes and Outcomes
- Measure and Report Clinical Performance
- www.clinicalmicrosystem.org
- www.ihl.org

Finance

- Performance
 - Revenue
 - Expenses
 - Margin
 - Costs

Access/Growth

- % new patient visits per month
- Volume growth

Academical Village

- Education
- Research

Six Pillars

- People
- Service
- Quality
- Finance
- Access/Growth
- Academic Village

Access

Objective	Measure	Target*	Initiatives
1) Improve Availability for patient.	3 rd available appointment	Ideal = 0 Target = 48 hours	<ol style="list-style-type: none"> 1) Improve team functioning 2) Improve Scheduling –replace current system asap 3) Standardized operating hours and days 4) Extended Clinic Hours in an organized fashion amongst the Primary Care Clinics 5) Define what appointment time means for the patient and for the physician
2) Improve Provider Availability	<p>Attended Clinical Sessions vs. Promised Clinical Sessions</p> <p># Cfte's per clinic</p> <p>Maximum and Minimum # of providers in clinics</p> <p>WRVU's/session/provider</p>	Ideal = 100% Target = 100%	<ol style="list-style-type: none"> 1) Work with Medical Directors and Chairs to determine promised clinical time/% CFTE for each provider using a standardized model. 2) Chairs/Div. Chiefs/Med Directors to provide the minimum number and maximum number of providers available to work in clinic 3) Provide Monthly Variance Reports to Providers, Medical Directors and Chairs that includes Volume, WRVU's ,Sessions Promised/sessions worked, maximum and minimum number of providers in clinic
3) Do today's work today	<p>Future capacity (% open at 6 wks)</p> <p>Get data</p>	Ideal > 75%	<ol style="list-style-type: none"> 1) Work down backlog 2) Optimized staffing of providers and support staff to maximize throughput

2) Improve Provider Availability

- Measures

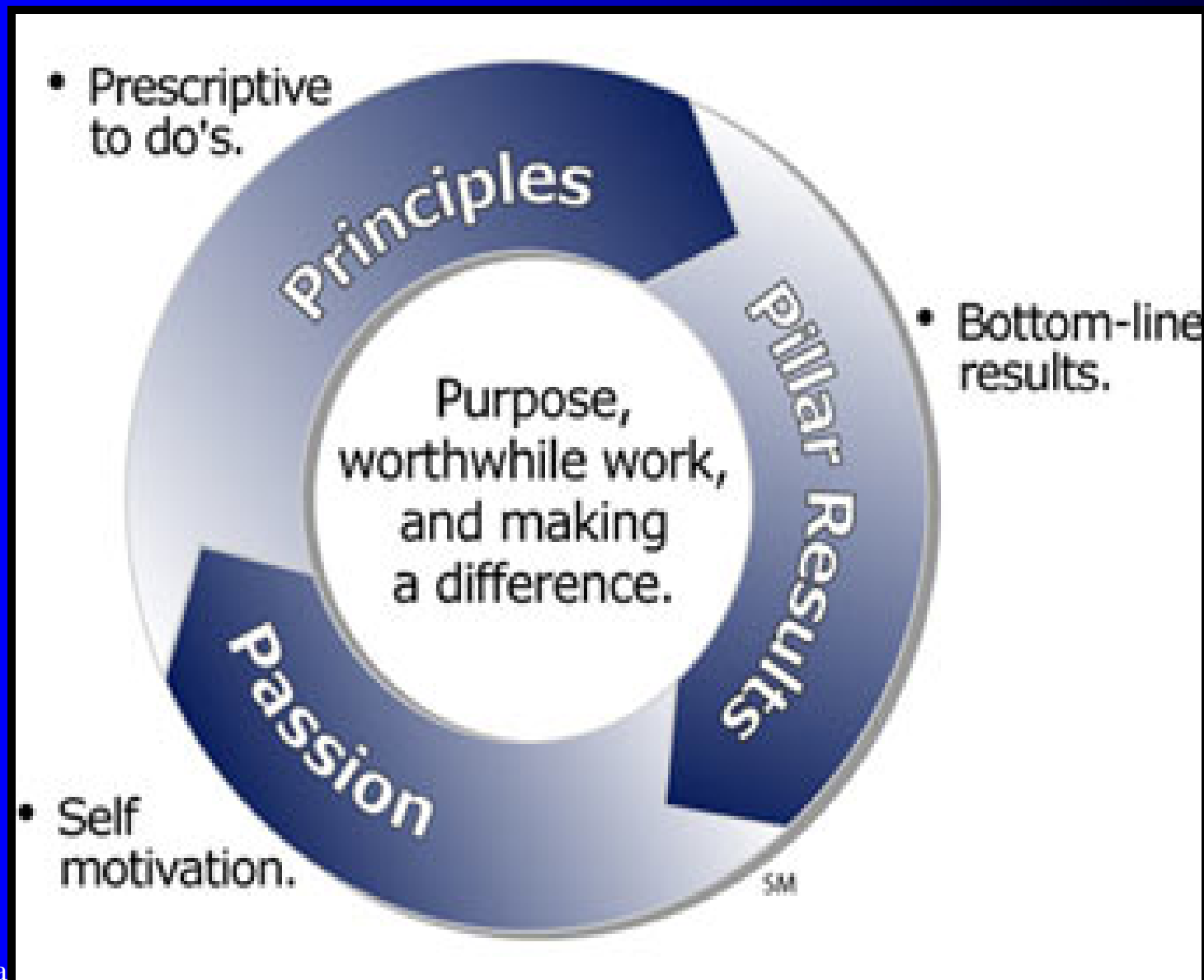
- Attended Clinical Sessions/Promised Clinical Sessions
- # LIP CFTE's per clinic
- Maximum and Minimum # providers in clinic
- WRVU's/provider/session

Improve Provider Availability

- Initiatives

- Work with Medical Directors and Chairs to determine promised clinical time/% CFTE for each provider using a standardized model.
- Chairs/Div. Chiefs/Med Directors to provide the minimum number and maximum number of providers available to work in clinic
- Provide Monthly Variance Reports to Providers, Medical Directors and Chairs that includes Volume, WRVU's ,Sessions Promised/sessions worked, maximum and minimum number of providers in clinic

Health Care Flywheel



Nine Principles

- Commit to excellence
- Measure the Important Things
- Build a Culture Around Service
- Create and Develop Leaders
- Focus on Employee Satisfaction
- Build Individual Accountability
- Align Behaviors with Goals and Values
- Communicate at All Levels
- Recognize and Reward Success

