Creating Urgency and Influencing Senior Leaders

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Context

- Healthcare is increasingly complex
- Pressure to stem the rising cost of care is enormous
- There is a lot of uncertainty about the future
- The pace is faster and faster
- Patient expectations are very high
- Regulator expectations are very high
- Our expectations of ourselves are very high
The New Imperatives

Value (price + quality), not volume

Quality (process/outcomes), not quantity

Improved coordination of care across all sites of care

Accountable care, population health, and prevention
What Do Leaders Really Do?

- Interpret the "outside" for the "inside"
- Listen, listen, listen!
- Communicate, communicate, communicate!
- Clarify mission....why are we here?
- Set and uphold standards and principles of the organization and act as exemplars
- Team and relationship builders
- Risk takers and decision makers
- Ask the tough questions—they ask “why not?”
Beliefs and Strategies

- Strong believer in ---
- Setting organizational and departmental priorities to maintain focus and avoid overload
- Measuring performance and success against three organizational goals: quality and safety, patient/student experience, and profitability
- When you are successful then we are successful
- Staying true to organizational values in the face of immense change and challenge
Structure and Strategies

- Flat organization—No CMO
- Position description: does everyone have one?
- Meet with Chairs every week
- Physicians as Trustees
- Open door
- Share, review, budget departmental goals/projects/programs/capital needs each year
- Risk-based contracting: IPA receives and distributes the withhold and surplus; delegated case management
Creating Urgency

- Issues of sub-standard patient care and safety
- Poor performance
- Financial crisis including failure to adhere to budget/low margin/significant losses
- Leaving revenue “on the table”
- Losing market share
- Losing talented physicians
Physician “Burnout”
Strategies to Help

- Acknowledge it
- Lack of control
- Overload at work and/or at home, too
- Provide MD–MD support
- Encourage and allow for resiliency time
- Promote a culture of collaboration and trust
- Provide professional resources if needed
Presenting to Senior Leaders: Questions, Thoughts

- How will it support or improve patient care?
- Does it meet organizational goals and support identified priorities?
- Is there data to support the program or the timetable? Is it urgent? Can it wait? Has it worked elsewhere?
- Does it require fiscal resources or new staff? ROI? Will it save other resources? Can it pay for itself by making improvements elsewhere? Is there a business plan?
- Can it be piloted first before big resources are needed?
- Does the program meet the “moral compass” test?
Presenting to Senior Leaders: Questions, Thoughts

- Have you and your team sought input from other stakeholders, physicians and staff?
- Do you and your division have a positive track record?
- Do you have the support of your colleagues?
- Will this be good for your division at the expense of another division?
Key Points

- The importance of consistently communicating mission and strategy.

- The importance of a clear and compelling rationale for change and a clear sense of direction.

- The importance of goal setting, prioritizing and focusing, and a disciplined plan.

- The importance of both sustained leadership and management and a strong team.
Final Thoughts

- Lead with passion and with commitment.
- Think long term.
- Focus on results.
- Invest time in your employees and MDs.
- Communicate, communicate, communicate!
- Listen to the “inside” and the “outside”
- Celebrate often.
- Love what you do!
Thank you!
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