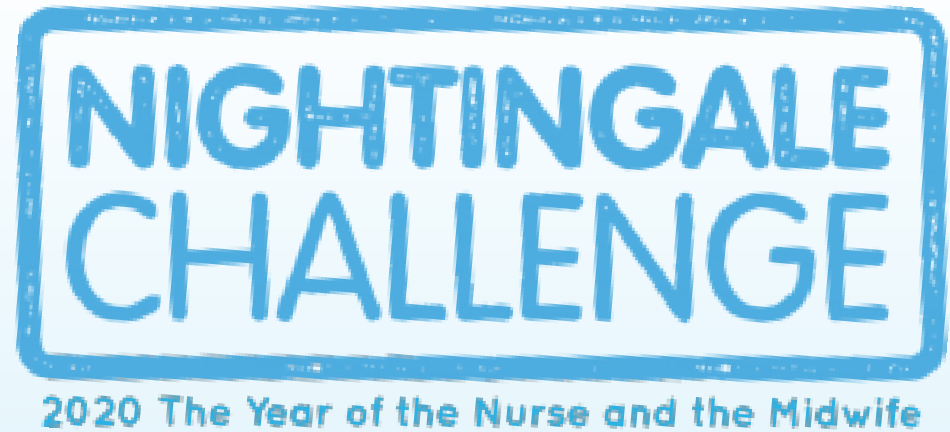




INTRODUCTION TO HEALTH CARE LEADERSHIP

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HEALTH CARE LEADERSHIP

When you think of a leader, who comes to your mind?

- A president?
- A CEO?
- A Director?

This course will teach you a different idea of leadership.

WHAT MAKES A LEADER

- No matter your position or formal title, you can be a leader.
- In this course, you'll learn about a hospital that's having some trouble with infection control.
- As you grapple with the case, you'll learn that leadership isn't a position of authority — it's an action.
- You'll learn how to persuade different types of people and build enough unity to move forward.
- Finally, you'll learn some strategies for sustaining your leadership journey over time.

TAKING INITIATIVE

Who leads at your hospital? Your organization? If you answered "the CEO," or "the Director," or "the Board," you'd be describing the person at the top of the organization's hierarchy. Certainly, they're expected to be leaders. But what about people who aren't in positions of power? Can they be leaders?

Consider the following scenario:

Your colleague, Maulik, just got reprimanded for not wiping down a workstation when he wheeled it out of a patient's room after making early-morning rounds on the patient, who had a serious infectious disease and was on infection precautions.

Maulik says to you, "It's just not fair. This workstation didn't even have a plastic cover, and there weren't any wipes in the little container. What was I supposed to do — wipe each individual key? And with what — hand sanitizer out of the wall dispenser?"

He continues to complain to you and other colleagues, but takes no action to address the problem.

ITS YOU TO MAKE A DIFFERENCE

Maulik knows that something is wrong, but he feels it is someone else's responsibility to address the situation. It's an understandable response. But it's not the only option.

Trond Arne Undheim, an entrepreneur and director at Oracle Corporation, wrote a book called *Leadership from Below*. In it, he says, "Leadership is an attitude, not a position." He makes the following analogy to Judo: Like good martial artists, leaders take a grounded stance that allows them to make use of the energy of others — even those who appear more powerful than they are.¹

COMPLAINING DOES NOT SOLVE THE PROBLEM

Dr. Atul Gawande, an influential expert in health care improvement, has given this advice for would-be leaders: "Don't complain."

According to Dr. Gawande, if you come across colleagues who are complaining about how bad something is, don't join in the chorus of complaints; after you're done complaining, nothing has gotten any better, and you wind up feeling even worse.²



What do leaders do instead of complaining?

They take action. Consider how you might respond to Maulik:

Take initiative: *"Okay, this is a problem. What can we do to address it?"*

Investigate: *"How many defective workstations are there on that unit? Has anyone ever counted? Why don't we count them?"*

Make connections: *"Hasn't the hospital administration set a goal of trying to reduce the number of health care-associated infections?"*

Identify solutions: *"Does anyone know of units where this problem with the workstations never happens? Who has solved the problem? Do you have any good ideas about what we might do?"*

Take action: *"Let's do something. Let's count the number of defective workstations tomorrow during rounds. We'll be in all the rooms anyway."*

TAKING A LEADERSHIP STANCE

In your response to Maulik, you just took a leadership stance.

Now that you've decided to take initiative, we'll walk through each of these steps toward real action — which is very different from complaining.

INVESTIGATING PROBLEMS



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Once leaders have gathered data, they use the power of that information to move forward. *Note that they are not trying to get revenge, gain status, or advance their own agenda. They are trying to solve the problem.*

IDENTIFYING SOLUTIONS

Seek out solutions to the problem.

Engage different people in searching for solutions.

At this step the problem is ready to be addressed.

TAKING RESPONSIBILITY FOR ACTION

In taking action, an effective Leader asks;

"What needs to be done?" rather than "What do you want?"

"What can and should I do to make a difference?"

"What are the organization's mission and goals?"

An effective leader knows that leadership is not rank, privileges, titles, or money.

LEADERSHIP STANCE

All of these points are about taking responsibility for action — what we've referred to as taking a "leadership stance" — regardless of one's position in an organizational hierarchy.

A LEADER TAKES INITIATIVE

Remember Maulik from the beginning of the lesson, who felt unfairly chastised for not wiping down a workstation (a systems problem) when he didn't have the right equipment? It's okay to empathize with Maulik. He's in a tough spot, and a leader can acknowledge that. But a leader goes beyond just empathizing and moves on to taking responsibility for addressing the problem that put him or her into a tough spot in the first place.

OTHER THINGS LEADERS MUST *KNOW*.

How to work with people with different backgrounds and beliefs

How to organize a team

How to deal with conflict among team members

**IN ANY SITUATION, THERE IS A PREDICTABLE
RANGE OF REACTIONS YOU'RE LIKELY TO
ENCOUNTER AS A LEADER.**



HOW TO PERSUADE DIFFERENT PEOPLE

1. **Use logic.** Some people will be most moved by data, evidence, and carefully crafted logical reasoning. For the logical people, you could collect data from your hospital and from other sources, e.g., infection control experts.

"We looked at every workstation that we could see while on rounds, checking to see whether there was a plastic cover on the keyboard, and whether there was a container of disinfectant wipes with which to cleanse the keyboard. And we found that 70 percent of the workstations were missing one, or both, of these key elements."

2. GET ENDORSED

Some people will be looking for signs of support from those with power and authority — the Chief of Medicine, for instance. For the people who look to follow higher-level authority, connect the problem to those above you.

"We understand that the board of this hospital has set a long-term goal of eliminating hospital-acquired infections, with an initial aim of cutting the infections in half during the next year. We are concerned that we are part of the problem, and we're asking that the hospital administration do whatever is necessary to protect our patients."

APPEAL TO EMOTIONS:

The majority of people tend to be influenced most powerfully not by logic or formal authority but by their hearts. Storytelling is a great way to engage the emotional side of people.

"John M was one of the patients there. I've now just started my rotation on GI, and I was surprised to see him back with different infection."

ACHIEVING A 'WORKABLE LEVEL OF UNITY'

Group practical Exercise

Team work

Form three words out of given characters.

Share the experiences of team work in an open discussion



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PRACTICAL SKILLS TO SUSTAIN YOUR HEALTH CARE LEADERSHIP JOURNEY.

- Seek out new knowledge and experience.
- Get to know the people around you, at all levels. Become familiar with their processes and challenges.
- Learn and practice quality improvement skills

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INSTITUTE OF HEALTH CARE IMPROVEMENT

NURSES & MIDWIVES CAN LEAD!
WE CAN MAKE A DIFFERENCE!

THANK YOU