

The Peak Performance Healthcare Leader

How to Cultivate Business Savvy,
Patient Centered Leadership



Kiki Orski MBA, RN

The Peak Performance Healthcare Leader

How to Cultivate
Business Savvy, Patient
Centered Leadership

Kiki Orski MBA, RN

The Peak Performance Healthcare Leader

Printed by:
90-Minute Books
302 Martinique Drive
Winter Haven, FL 33884
www.90minutebooks.com

Copyright © 2016, Kiki Orski MBA, RN

Published in the United States of America

160307-00363

ISBN-13: 978-0692681701
ISBN-10: 0692681701

No parts of this publication may be reproduced without correct attribution to the author of this book.

For more information on 90-Minute Books including finding out how you can publish your own lead generating book, visit www.90minutebooks.com or call (863) 318-0464

Here's What's Inside...

Why Don't More Healthcare Leaders Cultivate Leadership Behaviors and Skills at Every Level?	1
Peak Performance Leaders Create Confidence, Decrease Costs and Produce More Consistent Clinical Outcomes	6
The Peak Performance Leader Solution	9
The Mistakes Healthcare Leaders Make	11
The Peak Performance Leader Solution Works for Many Different Healthcare Organizations	13
How to Cultivate Leadership Behaviors and Skills at Every Level in the Rapidly Changing Healthcare Environment.....	15
Here's How to Cultivate Business Savvy Patient Centered Leaders... ..	28
The Peak Performance Leader Strategic Assessment.....	30

Introduction

The Peak Performance Healthcare Leader!

My Mom was a Director of Nursing back when that was the top position you could aspire to in Nursing. I remember sitting in her office and listening to all that was going on. She would be pleading for people to come into work or stay on for extra shifts, advocating for patients to be discharged quickly and coaching her Nurse Leaders to uphold the highest expectations of their staff. Not much has changed in how we approach leadership in healthcare since then. Nursing administrative offices are still dealing with the same types of issues, patients still complain they wait too long and Healthcare Leaders still struggle when it comes to holding their employees accountable to the highest of behavioral standards. The healthcare environment is undergoing such rapid change that it's hard for anyone to keep up. In order to survive, we must be growth minded; agile leaders who welcome and embrace change because it is surely our new constant.

I have been in this industry for over 30 years and observe healthcare leaders struggle day in and day out to get better results from their teams. What I often see, is at one level of leadership people know how to get things done, but when you drill down there are many people underneath them that are not equipped with those same skills. What happens then is senior level people struggle because they're doing the work of their subordinates. The flip side of that is the mid-level managers are frustrated because they are given tasks to do and jobs to do, but they can't because they don't have the skills. So

there is frustration everywhere. Ultimately, we end up with patients who are not satisfied because the business of healthcare is not being managed as best as it can.

Everyone in a healthcare organization needs to understand the concept of a “Leader at Every Level”. Regardless of the role we are assigned, we have leadership responsibilities. We know every employee is responsible for ensuring the patient receives care that is of the highest quality, respectful and compassionate. Every employee is a Leader in your organization; let’s make sure they have the appropriate skills to carry out that role. In order to do that, we must ensure our official Leadership positions are filled by the most qualified people so they can share their knowledge. Every Leader must look first at themselves and then at their people, processes and performance metrics. There is no one course out there that will do it all for you, there are no magic bullets. Leadership is hard work but with enough openness on your part to discovering a specific process to becoming an Exceptional Leader and the willingness to do the hard work that is necessary you cannot help but succeed.

In healthcare we are taught not to look at a person as a disease or a sickness or a broken bone, but as a whole person. That lesson applies beautifully to leadership. You must look at every situation from a holistic view, a panoramic view. If you can look at every situation from a people, process, and performance metric perspective, there is a greater likelihood that a successful outcome will occur. In my years of working with organizations to develop their leadership potential, I find Leaders usually fall

into one of two categories. The one side consists of Leaders who are all about their people. They love the connection with their employees, the energy of interacting with others, and the human side of business in general. The other half of the Leaders enjoy the process of getting things done, the structure of procedures and the rush you get from completing the task. Both leadership styles are great, but to be better, to be a Peak Performance Leader, you actually need both. This book is for those who want to be “better “at leading your people towards results. It will address both the people and the process side of healthcare. Whether you are a seasoned pro or a relatively new manager, the concepts and structure presented here will help you. Most leaders are not born great. They develop their greatness. My goal in this book is to share how Healthcare Leaders can cultivate business savvy, patient centered leadership at every level. No longer are critical leadership skills reserved for Leaders at the top. I hope this book inspires you to share your knowledge and your expertise so we can create Leaders at Every Level of the organization. When there are great Leaders everywhere in the organization, employees will be highly engaged. If our employees are highly engaged, our patients are more likely to be extremely satisfied with their experience. It's a win-win for everybody and it makes it an easier day for that chief executive.

To Your Success!

Kiki Orski

Why Don't More Healthcare Leaders Cultivate Leadership Behaviors and Skills at Every Level?

Jonathan: I'm here with Kiki, who is writing a book on the Peak Performance Leader Solution. What do Healthcare Leaders struggle with when cultivating leadership behaviors and skills at every level?

Kiki: Healthcare organizations are incredibly complicated. To make it even more challenging, the field itself is going through unprecedented change. Changes in financial regulations, reimbursements, standards of care, and the existence of many new business models make it almost impossible for even the most tenured of Leaders to be on top of it all. I was recently told by a Chief Operating Officer that the rate of change Healthcare Leaders are exposed to today is unparalleled in her 30 years of experience. Her head is spinning.

Additionally, many Leaders within healthcare organizations are promoted because of their clinical or technical skills rather than business-savvy. That has been normal in health care, but it puts everyone in a very precarious situation. Healthcare organizations have not typically emulated traditional business models, meaning they have practices like cost-based reimbursement, fragmented reporting structures, complicated staffing patterns, and a 24-hour service delivery model. Because of those aspects, it may seem reasonable to believe that health care is different and that the leadership skills needed to run these organizations are unique. However, it's widely understood today that the organizational similarities that exist between the

healthcare industry and all other industries are much greater than any differences, although when it comes to healthcare reimbursement, I admit even Warren Buffet might quake in his shoes.

The leadership skills that we need in health care can definitely be learned and are absolutely transferable. What's most important is that leaders are developed over time; they're not usually born a great leader. Therefore, it doesn't matter whether the conversation settles around staffing, pricing, policies and procedures, or reporting structures; there are fundamental leadership practices present from system to system, organization to organization, and even unit to unit within an organization that make running that business more straightforward, less complicated, and therefore more rewarding.

In the past, healthcare organizations were reimbursed on a cost basis. There was never a concrete incentive to contain these costs. Physicians ordered what they believed was necessary for patients to achieve positive outcomes, and the appropriate nursing staff and other responsible parties weighed in on the care plan and then carried out the orders.

Standardization was not always promoted or mandated, and individual physician preferences were honored. Healthcare Leaders didn't have to develop any business-savvy leadership skills; they just managed the day to day activities.

With the advent of the Diagnosis Related Groups or DRGs in the 1980s and the present challenges of the Affordable Care Act and Value-Based Purchasing, cost containment, cost efficiencies and

the standardization of care are now the primary goals. Leadership skills to initiate and enforce these practices must be developed to achieve these goals.

First, our unique reporting structures make it difficult for Leaders in healthcare organizations. For example, nursing reports up one pathway while all other ancillary staff report up another yet both culminate at the executive leadership team. The physicians created the third reporting structure and were more often than not independent practitioners. The challenge was a lack of consistency and standardization from unit to unit with regards to acceptable behaviors, processes and resources. Physicians practiced differently based on their preferences. Individual leaders lead based on their own leadership styles, conducting business in the way that they thought was necessary or best. It was widely believed that physicians could not be mandated to practice in a certain way. We always allowed personal preferences, but doing that made it that much more difficult for Healthcare Leaders to follow standards of care and mandate consistency in practice.

The second challenge is the complicated staffing need we have on a 24-hour basis. Having 24-hour responsibility for a unit without a strong, knowledgeable, and committed management team to support the leader is very difficult. It's hard to deal with change while expecting high standards of care when we don't have leaders who have the same strengths. Every leader needs to be patient centered while having exceptional business skills.

The rapidly changing business models are the third reason it's been difficult in the past for Leaders in

the healthcare environment. Hospitals are now faced with mandates to improve clinical outcomes, decrease costs, and decrease the patient's length of stay, all while enhancing the patient's experience.

These mandates come with hefty financial repercussions if improvements are not achieved based on hospital quality data and patient satisfaction surveys at the time they are discharged. From a patient experience perspective, Leaders in many healthcare organizations cannot articulate exactly why their scores are where they are or exactly how to improve them.

That leads us to our fourth and final challenge for Leaders, conflicting information from patients. They say one thing in person while in the facility and may report something else on their surveys when they go home. Nurses report that patients seem happy but find, when they get their surveys that the patients weren't. On the surface, this information appears to conflict yet too often we find Leaders too busy to do the daily rounds and the informational interviews that are needed to truly understand their present condition. It's impossible to make improvements when we don't have a clear handle on what our problems are.

Dozens of tools, techniques, and best practices are widely publicized to address all of these challenges, but if the organization does not support a culture of excellence, provide the foundation for exemplary practice, and integrate a leadership blueprint for success, none of these tools are going to work for the long-term. The leader is responsible for creating a patient centered environment where their employees can do their best work, where a culture

of teamwork and collaboration is the norm, where strategic goals are clear and shared among all staff, and where behavioral expectations are modeled daily and upheld by all. That is how you define a Peak Performance Leader.

Employees don't leave their jobs; they leave their managers. Healthcare organizations cannot afford to lose their best employees and keep their worst because they don't have exceptional Peak Performance Leaders.

Peak Performance Leaders Create Confidence, Decrease Costs and Produce More Consistent Clinical Outcomes

Jonathan: If the healthcare professional is able to cultivate leadership behaviors and skills at every level, what does that mean for themselves and their organization?

Kiki: The benefits of a Peak Performance Leader are astounding. A Peak Performance Leader ignites an incredible sense of confidence in their employees.

As a result of our coaching to enhance leadership behaviors and skills, the leaders with whom we have worked with learn to create an inspiring vision that supports the overall mission of their organization. This is normally a critical departure from their past practices. Often, the leaders came to work every day just hoping to make it through the day. Unfortunately, their employees then learn how to do the same thing.

By creating an environment that supports a bold and inspiring vision, we help the leaders achieve unheard of successes. We worked with one unit that was on the bottom of the patient satisfaction scoreboard and after working with us, became the most highly requested unit for patients to be admitted to by attending physicians.

When these managers become Peak Performance Leaders who are not afraid to dream big and expect and model excellence, their days become easier. No longer do they spend three-quarters of each day

handling complaints; they are now able to focus on operational efficiencies and new initiatives which save money and generate new business. The leaders can now truly become superstars.

Our Peak Performance Leaders cultivate highly engaged employees, who are much more likely to have extremely satisfied patients. Satisfied patients have a higher level of trust in their healthcare providers. A higher level of trust in a healthcare provider leads patients to follow the clinical advice they're given, which ultimately leads to positive clinical outcomes.

A positive clinical outcome means patients are willing to speak well of the organization, enhancing the public image of your facility resulting in increased business and new patients. Gallup research proves time after time the well-established connection between employee engagement, employee performance and an enhanced patient experience.

Organizations with a higher percentage of actively engaged employees have higher customer satisfaction ratings, and those employees are more productive deliver higher-quality care, and stay in their jobs longer, which is a huge cost- and time-saver. Healthcare Leaders need to manage their employee workforce to substantially increase employee engagement levels. Peak Performance Leaders who work with us receive a blueprint for building alignment with their employees that ultimately increases their levels of engagement.

In one organization, we worked diligently to enhance the leadership behaviors and skills of the nursing management team. Their patient

satisfaction scores rose consistently for the first time in five years after working with us and they remained the top unit for that hospital even after our engagement was complete.

We worked tirelessly with the managers to help them help their employees create the needed improvement plans. The goal was to improve the patient care delivered on their units and, ultimately, the public image of the hospital. All of this occurred because we gave them the blueprint for success, which helped them to be business savvy and patient centered Healthcare Leaders. Our Peak Performance Leaders are coached to craft inspiring visions, create strategic plans, build strategic partnerships and execute all decisions impeccably. We provide the structure needed for improvement in an environment that operates 24/7 with focus, follow-through, and follow-up. Our ultimate goal is to help you cultivate a business savvy; patient centered Leadership Team that operates in an environment of excellence.

The Peak Performance Leader Solution

Jonathan: What does the reader need to know in order to cultivate leadership behaviors and skills at every level?

Kiki: All the strategy and action steps in the world will not help you achieve outstanding results if you don't have Leaders at every level that are open to change and have the ability to create the structure and the discipline needed to succeed

We want to inspire organizations to constantly strive for excellence at every level. Without a growth mindset, sustainable success will not happen. Mediocre employees will be allowed to stay, staff will not be held accountable, and improvements will slip away. It's a change in culture that I'm fighting for. I strive for a culture where everyone is expected to do their best work, with the patients' best interests always front of mind. In order to be successful, you need to put the patient first, view your workplace as an opportunity for improvement and have a growth mindset. Once you do that, you can follow the blueprint for success to ensure outstanding outcomes.

The Peak Performance Leader first creates an inspiring vision, a destination for success.

Secondly they get a clear understanding of exactly where they are right now.

Third, they develop an overall strategy for improvement and an overarching plan to achieve this goal, including the major resources that will be needed. This is their road map.

Fourth, a Peak Performance Leader achieves strategic partner approval, the agreement, buy-in, and commitment. They get this from their bosses, their peers, their employees, other department Leaders, whoever is needed to ensure success.

The fifth step is encouraging and supporting employee-generated, step-by-step action plans with built in accountability measures to keep everyone on track.

Finally, they have a sustainability plan for continually moving their success forward. Once they are certain the improvements are on target, they cement the wins to keep them alive.

The Mistakes Healthcare Leaders Make

Jonathan: What are some of the common mistakes that Healthcare Leaders make?

Kiki: There are four common mistakes that managers make as Healthcare Leaders.

First, they think they alone can be the Leader of a unit or a department. They can't. Health care is 24/7. They have to have a team of people who have bought into the vision as strongly as they have. They must have people around them who also have excellent leadership skills all day, every day, especially when the leader is off.

A second mistake Leaders make is thinking that they can take one leadership class a year and actually become a better leader very quickly. I believe that if you follow that plan, you will become a Leader with a few good skills. Truly becoming a better Leader is a process, not a one-time thing. It takes time and practice.

Leadership is about showing up as your best self. It's about having an incredibly clear vision, a strategic future focus, incredible follow through and unrelenting follow up. You won't develop those skills by taking one class a year.

A third mistake that many Healthcare Leaders make is thinking they can stop learning. As I said earlier, Leaders are made; they're developed over time. Leaders improve with practice, so there needs to be continuous learning and diligent application of what they learned especially in the rapidly changing world of healthcare.

A fourth mistake is that many Healthcare Leaders think they can succeed without holding employees accountable, especially their poor performers. Managers are primarily responsible for their employees' engagement levels, and employee productivity. Leaders must hold employees accountable to the highest levels of performance. Patients deserve that.

The Peak Performance Leader Solution Works for Many Different Healthcare Organizations

Jonathan: Can you share an example of what can happen when you don't utilize the Peak Performance Leader process?

Kiki: Many years ago I went into an organization without properly setting the stage for improvement. I didn't go to. I didn't listen for the Leader's vision. I had my mind set on what I needed to change for success to be possible. I didn't get buy-in or the Leader's commitment to move forward, and I surely didn't get the employees' perspectives on the initiative.

Needless to say, the project failed as soon as I left the organization. I thought I could bypass the process and get quicker results. At that time, I did not practice what I now know that works every time. . As a result, we did not see the success that we should have.

As a counterexample, very soon after I went into an organization and was given the worst unit to work with. I had a long, in-depth conversation with the Leader, which was exhilarating for me because she really wanted to do better but simply did not know how after years of struggling.

After we had the opportunity to lay out her new vision and devise a strategic plan for how to get to the vision, the leader soared. She had successes that she'd never imagined could happen and had never experienced in the past.

Simply by following the process, we can absolutely help any Healthcare Leader become a Peak Performance Leader.

Jonathan: Are there any myths in your industry that need to be exposed?

Kiki: I do believe there's one myth: Healthcare Leaders cannot or shouldn't let go of poorly performing employees. They think it's sometimes better to have a less-than-stellar employee than no employee at all, and that is wrong!

Peak Performance Leaders are exclusively focused on having the right talent. Jim Collins, in his book *Good to Great*, refers to it as having the right people in the right seats. Without a talented, committed, engaged workforce, the Leader won't be able to achieve success. If, by some miracle, they do achieve success with the wrong talent pool, it will be short lived and not sustainable. Leaders have to be committed to making sure they have the right talent. Our patients deserve it.

How to Cultivate Leadership Behaviors and Skills at Every Level in the Rapidly Changing Healthcare Environment

Jonathan: If an organization is interested in working with you, what is the process that you take them through?

Kiki: We walk alongside our leaders through every step, so they can see how things should be done. It's not done for them; it's done with them.

The process starts with an in-depth assessment of a Leader's mindset and their current situation. The job of a Leader in health care is tough. In order to reach levels, they've only dreamed about, they must start with a growth mindset.

We then determine their leadership style and the behavioral styles of the employees on their team. Our next step is to gather data on their present state. Where are the gaps? What does our SWOT (Strength, Weakness, Opportunities, and Threats) analysis look like? What are they missing? What would they love to do but have not been able to accomplish so far?

We then move on to help the Leader get clarity on the vision for his/her unit or department. What will success look like? What are they willing to work their hardest for?

Next, we help them create an overall road map for how to achieve this wonderful new vision. During this phase, they'll have to determine what resources they'll need to accomplish their new goals.

We then plan how to get all of the stakeholders involved. From whom do we need approval? From whom do we need agreement, buy-in, and commitment? We make sure we have a plan to achieve all of those.

Then it's time to create a metric plan. We collect baseline data before any improvements are made, and then we make sure that we have the ability to collect data as we move forward, so we can monitor our success.

Once we have the vision, strategic plan, buy-in and the baseline metrics, we have the people who will be implementing the new strategy create the specific, step-by-step action plan to achieve the new vision. Of course, we'll then do a beta test to check for any major glitches before we go big.

Once it looks good, we move forward and make the necessary changes to achieve our new goals. The last step is to make sure we clearly communicate with and educate the staff about our plan, using multiple platforms. The goal is to make sure everyone is involved, knows what's going on, knows what is expected of them and knows how to successfully meet and exceed those expectations.

That's how we work with our new customers and new partners. It is a thorough process and it takes time, but it is well worth the effort. Our successes have been amazing. It is so important that we build a strong foundation and cultivate a patient centered culture of excellence with Leaders at every level who can ensure the necessary steps are happening, even when our official leader is not present.

Jonathan: Why do Healthcare Leaders struggle with cultivating leadership skills and behavior at every level? Emergency rooms are where patients are waiting longer and longer.

Yet patients are leaving the hospital much faster than they would have 10 or 15 years ago. Patients have shorter stays while healthcare facilities still have to maintain a pleasant experience. What is your take on this?

Kiki: One of the biggest complaints patients have is how long they have to wait in a healthcare facility before they are cared for. It's in the best interest of the patient that we facilitate their treatment, always making sure that they get quality care. We don't want them to sit anywhere for many hours, waiting.

It's not about pushing patients out. It's about giving them timely, efficient and effective treatment and making sure we follow clinical pathways and best practices. The goal is to be treated quickly and either released to go home with a plan of care or, if they have to be admitted, admitted quickly. Healthcare facilities are not places where patients want to hang out for a long time.

Jonathan: I know this extends to doctors' offices as well. Why is there a need to decrease the length of visit time for patients? Is it due to the number of patients a doctor has to see?

Kiki: We want to get patients out of the doctor's office, waiting room or hospital in the timeliest way possible. We want to give them the care that they need and then get them back into their homes or back to work as soon as we can. We need to be respectful of the patient's time too.

Hospitals and waiting rooms are not comfortable. The best healing happens at home, in my opinion. That's why we want to give patients what they need in the hospital efficiently and, of course, at the highest quality and then get them home where they can heal nicely.

Jonathan: Can your process be applied to professions outside of the medical field?

Kiki: Absolutely. When it comes to crafting a vision, creating a strategic plan, building alignment and enforcing expected behaviors with staff, instituting efficient processes to hold people accountable to, and following-through and following-up, leadership behaviors are the same in all professions and in all industries. Everywhere we go, this process can be applied.

Jonathan: There doesn't seem to be a need to edit this process for other professions or industry, is that true? Do the steps vary? Do you have to modify them?

Kiki: I think if you were to look at every business, you would find that every Leader needs the ability to craft an amazing vision, build an engaged workforce, strategize resources and follow through and follow up. . Every organization has employees, every organization has processes, and they all have some product or service that they deliver. I believe that the Peak Performance Leaders process applies to every industry.

In fact, many of my clients are not in health care. We work with the travel, pharmaceutical, banking and construction industries with this process, just to name a few.

Kiki: One important step that we take with every one of our clients is to have an initial Leadership Strategy Session. This allows us to get a handle on the business that we'll be working with. That step of getting a clear understanding of what's going on helps us to customize the program as we move forward.

The steps don't change from industry to industry, but how we implement those steps may vary. For example, baseline metrics will be different in every organization. How we engage the staff and how we get the staff to buy in depends on the culture of the organization.

Jonathan: How are you able to do a beta test? What does that consist of in terms of seeing whether leadership skills have improved?

Kiki: The beta test is not to see whether leadership skills have improved, but to see if the projects we're initiating will be beneficial throughout the organization. If we're going to make a specific change, then we want to do it on a small scale to start. That's a beta test. It's a test drive to see if the changes we are about to make will have the expected outcome everywhere in the organization.

If, on a smaller scale, it looks like it's going to work really well, and all the indicators are positive, we can implement the change house-wide.

If, however, when we do this small-scale test, we find red flags and problems that erupt based on the changes that we made, we can address them without any disruption throughout the organization.

Jonathan: Why do you think that many doctors and even some staff members internalize the negative patients or clients more so than the positive ones?

Kiki: I do not believe they do that, but I think in healthcare we do have a habit of focusing on the problems instead of focusing on the potential.

That is not industry-specific. I see many Leaders across various industries focus on the negative rather than the positive. I think it occurs because if a Leader sees a problem, and people complain, it's easy to jump in and try to fix it.

A result of that negative focus, however, is that the staff becomes demotivated. They think that the Leader doesn't notice anything that they do well, only noticing when they do something wrong.

A Peak Performance Leader focuses on the positives while fixing the problems. This same Leader will also make sure that the problems won't recur over and over again which causes constant employee frustration. .

Jonathan: How can you ensure and maintain a positive attitude throughout the workday for leaders as well as nurses, staff, and even patients?

Kiki: It is absolutely about mindset. It is a choice that everyone makes when they step foot into their workplace; they choose whether they're going to have a positive mindset or a negative mindset.

Professionals in the healthcare industry deal with patients who are sick, worried, and stressed, but it is our choice to have a positive mindset. It is absolutely within our own control. That only comes with practice. The more you practice it, the easier it is to do.

Jonathan: Let's say you're a cardiologist at your office. You see patient after patient disregard your orders, which makes you upset because you're passionate about your patients. You then have a staff member who drops the ball when it comes to filling in paperwork, and the waiting room is at full capacity. With that sort of stress, how do you maintain a cool head to ensure that your next patient is going to have a fantastic experience? How do you maintain a positive attitude with your staff so that it also trickles down to your clients?

Kiki: The answer to that question lies in what we expect of a Leader.

Whether it is a physician in his or her office, an executive in a hospital, or a director in an inpatient or outpatient setting, having clear expectations of how a Leader behaves in those environments is paramount.

There are always going to be times when patients make the choice to be non-compliant, but we cannot take that personally. We have to make sure that we share all of the information, all of our knowledge, and all of our advice with the patient in a way that they will understand. If the patient has trust in us, they will abide by our clinical advice. The same goes for our staff. We have to make sure they have all the information, the training and the resources to think patient first and do their best work.

It's very important to establish expectations of how Leaders and Employees should behave in an organization, and it's important to create an environment where everyone can do their best work. If staff members don't live up to the

expectations that we've set forth about the way we do business, then the Leader has to do some self-reflection on why behaviors are slipping.

If the behaviors of our staff continue to slip, it is then in the best interest of the Leader to have one-on-one conversations with staff members to get a handle on what's actually happening. Perhaps they didn't know what the expectations were, or perhaps there's something troubling them at home or at work.

We get a clear idea of what's happening from the employee's perspective, so we can make a decision about how to get back to following the department's behavioral expectations.

Jonathan: Let's go through the six steps of the Peak Performance Leader Process.

Kiki: The first step—and this really stretches Leaders—is to learn how to create a compelling vision. Employees want to work for an inspiring Leader, someone who really pushes them to be their best selves. Employees want to put their best foot forward and have a great day, so this step is about having a big goal, a big definition of what the leader hopes to achieve. This step helps the Leader to crystallize what success will look like when they are done.

The second step is to develop an overall strategy for improvement. If you had a big pond in front of you, and you wanted to get to the other side, one of the best ways to do so would be to have a strategy. That strategy would be like having rocks that were positioned beautifully in that pond, so you could use them to step across the water. The rocks could represent the people resources, the financial

resources, the time and the supplies you need along with the appropriate data. We call this the overall strategy for People, Process and Performance Metrics or the 3 P's. Too often, we try to go into a step-by-step plan with such minutia that we lose sight of all the resources that we need.

What "People" resources do we have now and what might we need? How much will this initiative cost, if anything? What "Processes" are we using? What works, what doesn't? How long might this change take to implement? And finally what data will we use? A leader won't know if they've made positive change if they don't have a clear idea of where they started. This is a mistake we often see. The Leader jumps in with a quick couple of fixes. This baseline data is necessary to get a clear idea of the challenges we might face moving forward.

The third step of the process is to make sure that we have Strategic Partner Approval. We view that as the ABC's: agreement, buy-in, and commitment.

The Leader needs agreement. If they were selling an idea to their boss, they would need that boss to agree the idea is something they should spend their time on. There would be nothing more devastating to a Leader than to put their heart and soul into a project and then hear their superior say, "Stop! That's not something that you should be focusing on." That would mean they wasted time and energy; therefore, the first ABC step would be to get their superior's Agreement.

The B in our ABC's is Buy-in from employees. If a leader doesn't have buy-in from their employees, they're not going to get anything done. The people

actually implementing the plan need to see that this is something worth their time and energy.

Finally, a leader needs their Commitment (C). Their commitment is their handshake; they're saying, "Yes, I commit to doing this with you whether you are watching or not."

The fourth step of the process is supporting those same employees that just gave their buy-in and commitment in generating a step-by-step action plan. There are no better people in an organization to create an action plan than the ones who are going to be doing the work.

Many leaders have solutions in their heads, but if these action plans are not generated by the employees, they run the risk of not having the employees agree with the plan. If they don't agree with the plan it is unlikely they will follow through with it when the leader is looking away. Employees have to believe in the plan in order to hold each other accountable.

The fifth step revolves around accountability measures. We call it follow through and follow up! How does the leader ensure the plan will be followed consistently all day and night? This stands true regardless of which team member is implementing the action step.

We need to follow through on our words and check in often, especially when there's a new project. We need to let the staff know it's important that they follow the new plan and why. . Those upfront accountability measures, positive reinforcement, and guidance are incredibly important to make sure we have a plan that gets implemented consistently throughout the organization.

Once we do all of that, step number six is the sustainability plan. Often, employees are excited about a new plan or project. For the first month, everything works beautifully, seamlessly.

As time goes on, however, new priorities come into view and the initiatives that were working really well get pushed to the background. Leaders have to make sure that if something is working well, the change they implemented must be sustained.

There's a saying that it takes 21 days for a new habit to stick. I believe it takes 21 weeks to have staff really become committed to a new initiative. It is usually a new habit for them. We use a time frame of three or four months during which the Leader focuses relentlessly on their project to make sure it's constantly reinforced, so it can be sustainable.

Jonathan: Employees need to buy in and essentially share the Leader's vision. How much give and take does a Leader have to have with their employees? Is there room for interaction between Leaders and employees?

Kiki: It's mandatory. That exchange or dialogue is so very important, especially at the beginning of the process. If a Leader tries to enforce their own ideas without allowing the employees the opportunity to weigh in, it really limits the possibility for success.

There is research that says employees just want to be heard. They know they can't always have it their way, but they insist on having an opportunity to weigh in on situations, plans, and changes that are going to affect their everyday work. They absolutely deserve this. Patient satisfaction will be very difficult to achieve if your staff does not feel valued.

Once we have that dialogue and exchange of perspectives, and everyone is comfortable that they've been given a chance to air their ideas and thoughts, we then make the next step to commit to what the new vision looks like. Once we commit to that new vision, there's no longer that give and take; we commit to one way and one direction. Being a patient centered business savvy Healthcare Leader involves great people skills, great operational skills and tremendous discipline and determination. It is not for the faint of heart!

Jonathan, in all this we must remember just how important our work is in healthcare. We are in the most important business on earth, taking care of a human being, someone's loved one. I would like to thank all the Healthcare Leaders for the amazing work they do! If the information provided here is exactly what you already do, then please share this book with others. They deserve the opportunity to be great too!

Jonathan: If readers have questions, how can they get in touch with you?

Kiki: The best way to get in touch with me is to email me at **kiki@peakperformanceleader.com**.

Complete the Leader Assessment I have included in the back of this book and email me to set up an appointment. We will discuss how we can best work together to help develop your Patient Centered Business Savvy Leaders.

Please check out my website:
www.PeakPerformanceLeader.com.

Jonathan: Thank you very much, Kiki, for joining us today.

Kiki: Thank you, Jonathan. It has been my pleasure!

Here's How to Cultivate Business Savvy Patient Centered Leaders...

You already know the healthcare industry is going through unprecedented change. These changes are causing stress among Healthcare Leaders and across interdisciplinary healthcare teams as everyone struggles to adapt.

That's where we come in. We help Healthcare Leaders just like you cultivate business savvy patient leadership centered at every level.

Step 1: Craft a Compelling Vision. What should success look like for this team, unit or department?

Step 2: Create a Strategic Plan. What resources will be needed to achieve this vision? This step includes gathering data on the present state, a SWOT analysis, and gap analysis. What would you love but have not been able to accomplish so far?

Step 3: Gather Strategic Partner Approval. We call this the ABC's: agreement, buy-in and commitment. Who is needed in our initiative to ensure success?

Step 4: Support an Employee Generated Action Plan. We create a metric plan before any improvements are planned, created or implemented. Then the employees create the new specific step by step action plan to achieve our vision.

Step 5: Determine Accountability Measures. How do we follow through and follow up to ensure the plan created is actually being implemented consistently?

Step 6: Commit to a Sustainability Plan. The MOST important step in the process. How will the organization keep the improvements alive long-term?

Our goal is Leaders at Every Level. Your success as a Senior Leader is dependent on having a team of exceptionally prepared Leaders everywhere in your organization. You and your patients deserve it!

This is your formula for cultivating Business Savvy Patient Centered Leaders at every level.

If you'd like us to help, just send an email to: kiki@PeakPerformanceLeader.com and we will take it from there.

The Peak Performance Leader Strategic Assessment

Circle the statement which is most true for you

1. Our management team believes and works diligently towards our organization-wide vision and has created an equally inspiring one for their own units or teams.

• **Yes:** **10 points**

• **Somewhat:** **5 points**

• **Not:** **0 points**

Score: _____

2. I have confidence that my management team has communicated the vision for their unit with their staff because the staff shares with me exactly where they fit into achieving this vision when I interview them.

• **Yes:** **10 points**

• **Somewhat:** **5 points**

• **No:** **0 points**

Score: _____

3. Our management team is responsive to the sense of urgency that surrounds our improvement initiatives and brings all promised work in on time, without a need for reminders.

- **Yes:** **10 points**
- **Somewhat:** **5 points**
- **No:** **0 points**

Score: _____

4. My management team has a clear structure on how they are going to accomplish our agreed upon goals within a reasonable time frame and consistent checkpoints along the way.

- **Yes:** **10 points**
- **Somewhat:** **5 points**
- **No:** **0 points**

Score: _____

5. Our management team recognizes the power of leadership, at every level, and encourages and promotes all employees to get involved in our improvement initiatives

- **Yes:** **10 points**
- **Somewhat:** **5 points**
- **No:** **0 points**

Score: _____

6. I am impressed with the level of buy-in I see from the frontline staff , and how excited they are that their manager used their suggested solutions to improve the patient experience

- **Yes:** **10 points**
- **Somewhat:** **5 points**
- **No:** **0 points**

Score: _____

7. I am confident that my management team is working diligently to ensure we have the right team members working for us.

- **Yes:** **10 points**
- **Somewhat:** **5 points**
- **No:** **0 points**

Score: _____

8. When I do my walk arounds, I am impressed with how our staff interacts with me as well as with each other, our patients, clients, and visitors.

- **Yes:** **10 points**
- **Somewhat:** **5 points**
- **No:** **0 points**

Score: _____

9. The frontline staff has a clear and accurate picture of how satisfied the clients they take care of are. In addition they know specifically what is working well.

• **Yes:** 10 points

• **Somewhat:** 5 points

• **No:** 0 points

Score: _____

10. I know for a fact that my management team is ensuring our improvement initiatives are consistently being implemented by all staff members involved, all day, every day.

• **Yes:** 10 points

• **Somewhat:** 5 points

• **No:** 0 points

Score: _____

11. I am comfortable with the level of involvement my management team has with their units/department in making sure all efforts are moving us in a positive direction and they have the metrics to prove it.

• **Yes:** **10 points**

• **Somewhat:** **5 points**

• **No:** **0 points**

Score: _____

How did you do? Your Total Score: _____

1. **100**; Great job. Your organization is a textbook perfect example of leadership in an organization.
2. **90 – 100**; Good job. Your organization is likely doing a lot of the right things when it comes to leadership. Review the consistency of your own and your staff's efforts. Great organizations follow these principles all the time. This helps to ensure excellence, even when you are out.
3. **75 – 90**; You're doing a lot of things right, but may benefit from an outside perspective to see where there may be gaps in your plan or process. Fax us this form and we will call to schedule a free 20 minute strategy session with you.

4. **55-75**; Your organization is a candidate for making great strides with your leadership. We can help you strategize a solution for your unit or department to ensure you get the consistency you desire. It is only with consistency that you will start to see the dramatic improvement you are searching for. Please fax us this form and call our office to schedule a 40 minute in depth phone consultation with your unit leadership team.
5. **Below 55**; The good news is there is a lot of potential to improve upon your leadership approach and your results. Call our office to discuss how we can help.

When complete, call to schedule your session with us and fax to: 516-628-1729

Name: _____

Organization: _____

Phone Number: _____

Email Address: _____

Address: _____

Here's How to Cultivate Business Savvy Patient Centered Leaders...

You already know the healthcare industry is going through unprecedented change. These changes are causing stress among Healthcare Leaders and across interdisciplinary healthcare teams as everyone struggles to adapt.

That's where we come in. We help Healthcare Leaders just like you cultivate business savvy patient leadership centered at every level.

Step 1: Craft a Compelling Vision. What should success look like for this team, unit or department?

Step 2: Create a Strategic Plan. What resources will be needed to achieve this vision? This step includes gathering data on the present state, a SWOT analysis, and gap analysis. What would you love but have not been able to accomplish so far?

Step 3: Gather Strategic Partner Approval. We call this the ABC's: agreement, buy-in and commitment. Who is needed in our initiative to ensure success?

Step 4: Support an Employee Generated Action Plan. We create a metric plan before any improvements are planned, created or implemented. Then the employees create the new specific step by step action plan to achieve our vision.

Step 5: Determine Accountability Measures. How do we follow through and follow up to ensure the plan created is actually being implemented consistently?

Step 6: Commit to a Sustainability Plan. The MOST important step in the process. How will the organization keep the improvements alive long-term?

Our goal is Leaders at Every Level. Your success as a Senior Leader is dependent on having a team of exceptionally prepared Leaders everywhere in your organization. You and your patients deserve it!

This is your formula for cultivating Business Savvy Patient Centered Leaders at every level.

If you'd like us to help, just send an email to:

kiki@PeakPerformanceLeader.com and we will take it from there.