

Up, Down, Sideways, and Across: Sustainable Leadership in an Ever-Changing Environment

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Chief Medical Officer, Bon Secours St. Francis Health System, Greenville, South Carolina.

Dr. Saccocio is a graduate of the University of Florida in Gainesville. She completed her family medicine residency at the University of Miami in Florida. Dr. Saccocio has served in numerous clinical leadership and faculty roles. She joined Bon Secours St. Francis after serving as chief medical officer and market chief medical officer at Danville Regional Medical Center in Virginia. She achieved major reductions in mortality and readmission rates in her role of market chief medical officer, while enhancing quality scores and market penetration. Dr. Saccocio has a consistent history of leading award-winning programs, achieving major cost reductions and profit increases, and improving patient care and safety levels. She has a long-standing commitment to chronic disease management and has served as a "GO! Diabetes" lead faculty, utilizing the patient-centered medical home model of care to better manage chronic diseases. In addition, she has participated on the American Academy of Family Physicians' Tobacco Cessation Advisory Committee and spearheaded its Tar Wars tobacco prevention and cessation programs.

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Learning Objectives

1. Explain the importance of physician leadership to the success and sustainability of a clinical practice transformation initiative.
2. Utilize participative styles such as Facilitative, Servant, or Situational Leadership to effectively engage key stakeholders and contributors across a matrix management environment.
3. Recognize and embrace the diversity of thought available through leveraging team members to move transformation forward.

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Audience Engagement System

The image displays three sequential screenshots of a mobile application interface, labeled Step 1, Step 2, and Step 3. Step 1 shows a home screen with a 'CME Center' button highlighted by a red arrow. Step 2 shows a list of CME activities, with one activity selected and highlighted by a red arrow. Step 3 shows the content of the selected activity, 'CME011 Adult Coronary Syndromes: Unchain My Heart', with a red arrow pointing to the 'Start' button.

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Poll Question

What is your practice environment?

- A. Independent practice
- B. Direct primary care practice
- C. Employed by health system
- D. Employed by health insurance payer
- E. Other

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Poll Question

Rate your level of confidence with MACRA and its implications for physicians:

- A. Extremely confident
- B. Very confident
- C. Somewhat confident
- D. Not very confident
- E. Not at all confident

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MACRA & Me

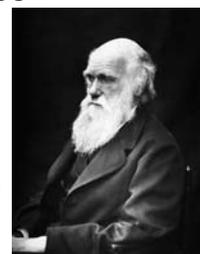
- Medicare Access & CHIP Reauthorization Act of 2015
- Starts January 1, 2017
- Alternative Payment Models
- Merit-Based Incentive Models
- FAQ on Macra & Medicare Payment Reform
<http://www.aafp.org/practice-management/payment/medicare-payment/faq.html>

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Physician Voice

“It is not the strongest or the most intelligent who will survive but those who can best manage change.”

– Charles Darwin



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Participative Leadership

“Leadership is action, not position.”

–Donald McGannon

HELLO
MY NAME IS

Jane Smith
Leader - Smith Family
Practice

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Servant



- Leader-first vs. Servant-first
- Aspire to lead

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Collaborator

- Safeguard process
- Facilitate interaction
- Manage frustrations



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Poll Question

What is your leadership situation?

- A. Telling
- B. Selling
- C. Participating
- D. Delegating

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Humble Inquiry

- Build trust
- Create a climate of asking vs telling
- Surface issues and potential solutions
- Orchestrate & create relationships
- We do it every day!

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Mid-point Q & A



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Commit Leadership

- Leadership compact
- Identify administrative & clinical leads
- Develop & document transformation plan
- Communicate openly & frequently
- Celebrate the small AND large successes!

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Develop Roadmap



- Why?
- What?
- How?
- Don't forget the TEAM!

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Create Shared Vision

- All meetings, website, and blast emails
- Staff development, review and revisions
- Performance review standards
- Break it down!



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Change Management

- Interdisciplinary staff involvement
- Choose a defined model
- Set timeline
 - Communication
 - Change expected
 - Evaluation of change



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Poll Question

How often do you ask for feedback from patients & families about their experience?

- A. Every day
- B. Almost every day
- C. Sometimes
- D. Almost never
- E. Never

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Patient & Family Partnership



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Empower Staff Innovation

- Patient safety huddles
- Formal innovation system
- Practice just culture
- Share all opportunities for learning



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Diversity in Learning

- Case presentations
- Teaching opportunities for leaders & staff
- Join local, regional & national learning networks



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Poll Question

How often do you experience joy in work?

- A. Every day
- B. Almost every day
- C. Sometimes
- D. Almost never
- E. Never

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Joy in Work

- Engage staff, patients & families
- Share patient stories
- Reward participation
- 3 Good Things
- Wall of success—CELEBRATE!

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Practice Recommendations

- Identify shared leadership
- Develop a road map
- Overcommunicate the why
- CELEBRATE!

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Lead On!



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Learn More

- Kanter, Rosabeth Moss (2003). Rosabeth Moss Kanter on the Frontiers of Management. Harvard Business Review (Harvard Business School Press).
- Chrislip, David (2002). The Collaborative Leadership Fieldbook - A guide for citizens and civic leaders. Josey Bass.
- Archer, David; Cameron, Alex (2008). Collaborative Leadership – How to Succeed in an Interconnected World.
- Hersey, P. (1985). The Situational Leader. New York, NY: Warner Books.
- Blanchard, Kenneth H., Patricia Zigarmi, and Drea Zigarmi (1985). Leadership and the One Minute Manager: Increasing Effectiveness Through Situational Leadership. New York: Morrow.
- Schein, Edgar (2013). Humble Inquiry: The Gentle Art of Asking Instead of Telling. San Francisco, CA. Berrett-Koehler Publishers, Inc.

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Associated Sessions

- “Medicare’s Shift to Value-based Delivery and Payment Models” (Thursday @ 8:00am/Friday @ 1:30pm)
- “Your Rx for Medicare Quality Payment” (Wednesday @ 10:30am)
- “APMs: Help Is On The Way” (Wednesday/Thursday @ 10:30am)
- “CMS Knows Who Your Patients Are, but Are They Correct?” (Wednesday/Thursday @ 9:15am)

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Contact Me!

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