Leadership For Today:
Being an Agent of Change
Amidst the Challenges
Or ...
Calibrating the Leader

Mark H. Greenawald, MD
Medical Director for Physician Leadership and Professional Development, Carilion Clinic
Vice Chair for Academic Affairs and Professional Development, Family and Community Medicine
November 10, 2016
Home Stretch Check In ....

EnOF?

✓ Energy
✓ Openness
✓ Focus
YELLOW  BLUE  ORANGE
BLACK    RED    GREEN
PURPLE   YELLOW  RED  GREEN
ORANGE   GREEN   BLACK
BLUE     RED     PURPLE
GREEN    BLUE    ORANGE
Encouragement Check In ....
“Tell me, what do you plan to do with your one wild and precious life?”

Mary Oliver
The Summer Day
The state of the YOUnion?
How Are You?

Burned-out …… Survival …… Fine …… Well …… Thriving
Are you here?
Would you like to be here?
Figure 1. Burnout by specialty.
It’s Bad!
Really Bad!

Burnout By Medical Specialty 2014

- 2011
- 2014

Shanafelt et al, Mayo Clinic Proc 2015
Of Course We’re At Risk!

- High Workload
- High Stress
- Isolating
- Fast Paced
- Long Hours
- Rapid Change
- High Expectations
- External Demands
- Emotionally and Physically Draining
The Consequences

Burned out clinicians and staff provide burned-out clinician and staff care

OR

You can’t give what you don’t have ....
What to DO?! The “4th Aim”

“Care of the Patient Requires Care of the Providers.”

Bodenheimer and Sinsky

Ann Fam Med 2014
Burnout

*Burn-out* ….. Survival ….. Fine ……. Well ….. Thriving
Survival

“Sometimes even to live is an act of courage.”

Seneca

Burn-out ...... **Survival** ...... Fine ...... Well ...... Thriving
Fine

“Do you feel better?” he asked.

“I feel fine,” she said. “There's nothing wrong with me. I feel fine.”

Ernest Hemmingway

Burn-out ...... Survival ...... Fine ...... Well ...... Thriving
Well

Goes beyond merely the absence of distress and includes being challenged, finding meaning, and achieving success in various aspects of personal and professional life.

Tait Shanafelt, MD

*Burn-out ...... Survival ...... Fine ...... Well ...... Thriving*
Thriving?
The state of being physically energized, emotionally grounded, mentally focused, relationally connected, and spiritually aligned.

Jim Loehr, PhD

Burn-out ...... Survival ...... Fine ...... Well ...... **Thriving**
How are you … Really?

Burned-out …… Survival …… Fine …… Well …… Thriving

How would a spouse, loved one, teammate, friend or patient say you were….?
Check In …. 

EnOF?

✓ Energy
✓ Openness
✓ Focus
Oral health is health. Good oral health is important for a healthy body; poor oral health is linked to diabetes, heart disease, readiness to learn and work, and even preterm birth. Unfortunately, Virginia only earns a C+ when compared to the nation’s performance on nine key oral health indicators.

The good news? We can do better.

Dental disease is preventable. Virginia has the necessary partnerships and commitment—with renewed focus, investment, and innovation, we will achieve the best oral health in the nation.

24% of children aged 1-2 had a preventive dental visit through Medicaid.

53% of children and teens aged 1-20 had a preventive dental visit through Medicaid.

47% of third graders have experienced tooth decay.

52% of third graders have a sealant on their permanent molars.

5% of Medicaid pediatric medical providers applied fluoride varnish last year.

96% of the population is served by fluoridated water systems.

The American Academy of Pediatrics recommends young children receive an oral health assessment, fluoride varnish, and referral to a dentist as part of a well-child visit.

Fluoridated water enables Virginians of all ages easy access to proven cavity prevention.

44% of pregnant women visited a dentist.

50% of adults aged 45-64 have lost at least one tooth because of tooth decay or gum disease.

38% of adults do not have dental coverage.

Adults with dental coverage are more likely to visit a dentist for preventive services and take their children to see a dentist.

Sealants are thin plastic coatings that act as a barrier to prevent tooth decay and are among the most effective and inexpensive ways to prevent cavities.

Virginia has a strong network of safety net clinics and charity care programs that provided dental services to 81,000+ Virginians last year.
Leading Change?

>>> = Motivation

<<<< = Resistance
Burn-out …… Survival …… Fine …… Well …… Thriving
What Factors Make Clinicians MORE Satisfied

Relationships with Patients
Relationships with Colleagues
Relationships with Loved Ones
Relationship with Self ....

Center for Health Futures 2005
Encouragement time ....
How’s Your Lead?

Remember: “Magic Ratio” of Uplifts to Hassles

Gottman, PhD
Oral health is health. Good oral health is important for a healthy body; poor oral health is linked to diabetes, heart disease, readiness to learn and work, and even preterm birth. Unfortunately, Virginia only earns a C+ when compared to the nation's performance on nine key oral health indicators.

The good news? We can do better.

Dental disease is preventable. Virginia has the necessary partnerships and commitment—with renewed focus, investment, and innovation, we will achieve the best oral health in the nation.

24% of children aged 1-2 had a preventive dental visit through Medicaid.

53% of children and teens aged 1-20 had a preventive dental visit through Medicaid.

47% of third graders have experienced tooth decay.

52% of third graders have a sealant on their permanent molars.

5% of Medicaid pediatric medical providers applied fluoride varnish last year.

96% of the population is served by fluoridated water systems.

The American Academy of Pediatrics recommends young children receive an oral health assessment, fluoride varnish, and referral to a dentist as part of a well-child visit.

Fluoridated water enables Virginians of all ages easy access to proven cavity prevention.

44% of pregnant women visited a dentist.

50% of adults aged 45-64 have lost at least one tooth because of tooth decay or gum disease.

38% of adults do not have dental coverage.

Tooth loss can contribute to poor nutrition, lack of employment, and social isolation.

Adults with dental coverage are more likely to visit a dentist for preventive services and take their children to see a dentist.

Virginia has a strong network of safety net clinics and charity care programs that provided dental services to 81,800+ Virginians last year. However, care is not always comprehensive, waiting lists can be long, and costs, while reduced, may still be unaffordable. And, over half of pregnant women visit a dentist only once a year.
5 STARR© Team?
5 STARR© Team Leadership?

Service
Teamwork
Attitude
Reflection
Renewal
CHANGE
one
thing
Service?

1 = Never    2 = Rarely    3 = Sometimes    4 = Often    5 = Daily

- I recognize my coworkers for their accomplishments.
- I give small gestures of kindness to my colleagues.

“The best way to find yourself is to lose yourself in the service of others.”

Gandhi
Encouragement time ....
Teamwork?

1 = Never  2 = Rarely  3 = Sometimes  4 = Often  5 = Daily

• I focus on my colleagues when they are talking to me.
• I have learned about my coworkers individually.

"If you want to go fast, go alone. If you want to go far, go together."
African Proverb
### Attitude?

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Never</td>
</tr>
<tr>
<td>2</td>
<td>Rarely</td>
</tr>
<tr>
<td>3</td>
<td>Sometimes</td>
</tr>
<tr>
<td>4</td>
<td>Often</td>
</tr>
<tr>
<td>5</td>
<td>Daily</td>
</tr>
</tbody>
</table>

- I enjoy coming to work.
- I help to create a positive and encouraging team attitude.

“Everything can be taken from a man but one thing: the last of the human freedoms — to choose one’s attitude in any given set of circumstances ….”

Viktor Frankl, MD
Reflection?

1 = Never   2 = Rarely   3 = Sometimes   4 = Often   5 = Daily

- I know and embody the mission of our practice.
- I regularly connect with those things that have meaning in my work.
- "We don’t see things as they are, we see them as we are." - Anaïs Nin
Renewal?

1 = Never  2 = Rarely  3 = Sometimes  4 = Often  5 = Daily

• I live a physically healthy lifestyle.
• I take time for stress reduction/relaxation.
• I have fun in my work environment.

“Renewal requires opening yourself up to new ways of thinking and acting.”

Deborah Day
Remember ....

“Meaning is the antidote to burnout .... **Relationships** are the foundation of meaning ....”
Remember ....

The Goal is not “Survival.”

The goal is **Thriving** and **Joy**!

**Wonder,** **Gratitude,** and **Awe** are the foundation of Thriving and Joy.”

*Burned-out ...... Survival ...... Fine ...... Well ...... **Thriving***
Resources ....
“When it’s over, I want to say: all my life
I was a bride married to amazement.
I was a bridegroom, taking the world into my arms.

When it’s over, I don’t want to wonder
if I have made of my life something particular, and real.
I don’t want to find myself sighing and frightened
or full of argument.

I don’t want to end up simply having visited this world.”

Mary Oliver
When Death Comes
Thank You!