Tribal Leadership

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Chief, Division of Cardiothoracic Surgery
Individualism

- Scholarship, SAT, MCAT
- Training Program
- Faculty
  - Papers
  - Grants
- Promotion - Tenure
INDIVIDUALISM

COOPERATIVE GROUPS

- Clinical Care
- Research
- Teaching
- Administration
Vertical Integration of Thoracic Surgical Disease

Fullerton, DA
JTCVS 139, 4-12 2010
Vertical Integration of Thoracic Surgical Disease

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JTCVS 139, 4-12 2010
Vertical Integration of Thoracic Surgical Disease

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JTCVS 139, 4-12 2010
Vertical Integration of Thoracic Surgical Disease

Thoracic Surgeon

Post Op Care
ICU Care
Procedure
Diagnosis

Thoracic Surgeon

Fullerton, DA
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Thoracic Surgeon

Quality
Long Term
Post Op Care
ICU Care
Procedure
Diagnosis

Thoracic Surgeon

Fullerton, DA
JTCVS 139, 4-12 2010
Horizontal Integration of Thoracic Surgical Disease
### Horizontal Integration of Thoracic Surgical Disease

<table>
<thead>
<tr>
<th>Procedure</th>
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<th>Cardiology</th>
<th>I/R</th>
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*Fullerton, DA*

*JTCVS 139, 4-12 2010*
Horizontal Integration of Thoracic Surgical Disease

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<tr>
<th>ICU Care</th>
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Horizontal Integration of Thoracic Surgical Disease

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<tr>
<th>Post Op Care</th>
<th>Thoracic Surgery</th>
<th>Hospitalists</th>
<th>Cardiology</th>
<th>Internists</th>
<th>Other</th>
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Fullerton, DA
JTCVS 139, 4-12 2010
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<th>Quality</th>
<th>Thoracic Surgery</th>
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Fullerton, DA
JTCVS 139, 4-12 2010
Leadership Challenge:

To create and lead integrated, highly skilled multidisciplinary teams committed to a common goal.
<table>
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<tr>
<th>Stage</th>
<th>Quote</th>
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<tbody>
<tr>
<td>Stage I</td>
<td>“Life sucks”</td>
</tr>
<tr>
<td>Stage II</td>
<td>“My life sucks”</td>
</tr>
<tr>
<td>Stage III</td>
<td>“I am great—you are not”</td>
</tr>
<tr>
<td>Stage IV</td>
<td>“We are great—they are not”</td>
</tr>
<tr>
<td>Stage V</td>
<td>“Life is great”</td>
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Logan, King, Fischer-Wright
Tribal Leadership
Stage 1 – “Life sucks”
Stage 2 – “My life sucks”
Stage 3 – “I am great, you are not”
Stage 4 – “We are great, they are not”
Stage 5 – “Life is great”

Desmond Tutu
<table>
<thead>
<tr>
<th>Stage</th>
<th>%</th>
<th>Behavior</th>
<th>Relationship to people</th>
<th>Language</th>
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<tbody>
<tr>
<td>5</td>
<td>2%</td>
<td>Innocent Wonderment</td>
<td>Team</td>
<td>“Life is great”</td>
</tr>
<tr>
<td>4</td>
<td>22%</td>
<td>Tribal Pride</td>
<td>Stable Partnership</td>
<td>“We’re great”</td>
</tr>
<tr>
<td>3</td>
<td>49%</td>
<td>Lone Warrior</td>
<td>Personal Domination</td>
<td>“I’m great”</td>
</tr>
<tr>
<td>2</td>
<td>25%</td>
<td>Apathetic Victim</td>
<td>Separate</td>
<td>“My life sucks”</td>
</tr>
<tr>
<td>1</td>
<td>2%</td>
<td>Undermining</td>
<td>Alienated</td>
<td>“Life Sucks”</td>
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From *Tribal Leadership*, Logan, King & Fischer-Wright, 2008, HarperCollins
Obstacles

• Financial models
• Reimbursement
• Inadequate support staff
• Malpractice expense
• Compliance
• Disclosure
• Documentation
• BEHAVIOR
THE NO ASSHOLE RULE
Building a Civilized Workplace
and Surviving One That Isn't

ROBERT I. SUTTON, PHD
The definitive guide
to working with—and surviving—
Bullies, Creeps, Jerks, Tyrants, Tormentors,
Despots, Backstabbers, Egomaniacs,
and all the other assholes who
do their best to destroy you at work.
Treat the person right in front of you right now in the right way
Clinical Classification for Angry Outbursts

IED

Intermittent Explosive Behavior

- Associated with Temper Dysregulation Disorders

Diagnostic and Statistical Manual 2010
Bi-Partisan Debate
Ukrainian Parliament
WSJ  April 28, 2010
Disruptive Behavior

- Communication
- Patient safety
- Staff performance
- Resident training
- Etc.

TOLERATED
Narcissus
Caravaggio 1597-99
Galleria Nazionale d’Arte Antica
Rome
Disruptive Behavior

Any intrapersonal interaction that might negatively impact patient care and the mission of the organization.
RECOMMENDATIONS

1. Educate the team
2. Enforce
3. Policies; zero tolerance, non retaliation, discipline
4. Process
5. Conflict resolution training
6. Staff perceptions; behavior – safety
7. Reporting – surveillance
8. Support surveillance
9. Conduct interventions; staff well being paramount
10. Inter-professional dialogue
11. Document

Joint Commission
2008
“There is mounting evidence that poor communication between hospital support staff and surgeons is the leading cause of avoidable surgical error”

“Bring Surgeons Down to Earth”

Landrio, L.
WSJ Nov 16, 2005
Safety of person and psyche in the workplace
Six Core Competencies

- Patient Care
- Medical Knowledge
- Practice Based Learning
- Interpersonal and Communication Skills
- Professionalism
- System Based Practice
I Seldom Display Anger and/or Inappropriate Behavior at Work

Percent Who Agreed

2006: 78%
2008: 88%
2011: 89%
My Colleagues Seldom Display Anger and/or Inappropriate Behavior at Work

Percent Who Agreed

- 2006: 46%
- 2008: 65%
- 2011: 68%
Behavioral and Leadership Excellence

- 13 Chiefs
- 360° ECI
- Empathy: 2 of 13
- Conflict Resolution: 0 of 13
Empathy
Self Awareness
Emotional Intelligence
Social Intelligence

- Empathy
- Attunement
- Organizational awareness
- Influence
- Developing others
- Inspiration
- Teamwork

Goleman, Boyatzis
Empathy

- Balance respect for the individual with the goals, vision, mission of the enterprise
  - Concern
  - Understanding
  - Listening
MAESTRO

A SURPRISING STORY ABOUT LEADING BY LISTENING

ROGER NIERENBERG

creator of The Music Paradigm
“one of the best ways to persuade others is with your ears – by listening to them”

Dean Rusk
Secretary of State
Kennedy Administration
Paradigm

- Multidisciplinary collaboration
- Transparency
- Mutual accountability
- Patient outcomes
Culture and the Courage to Change

AAMC President’s Address
2007 Annual Meeting
Washington, D.C.

Darrell G. Kirch, M.D.
President and CEO

Association of American Medical Colleges
“culture eats strategy for lunch everyday”
How to Change Behavior?

- Commitment
- Zero tolerance
- Transparency
- 360° ECI
- Code of conduct
- EAP
Change the Culture

- Expectation
- Universal Application
- Education
  - Empathy
  - Emotional Intelligence
  - Conflict Resolution
  - Reputation
Connecting reputation to leadership, communication, and error management

David A. Hofmann, Ph.D.
Hugh McColl Distinguished Professor and Area Chair Organization Behavior Group
Kenan-Flagler Business School
Where are You in Error Management

You

You
Silo Blindness + Poor Error Management

- Don’t challenge, don’t raise it … learned not to do that
- Delay, delay
- Several different perspectives “see something”
- Call too late to effectively manage situation

Outcomes
- Patient … family …
- Reputation … internal
- Reputation … external
Reputation Survey

Designed to provide clinical faculty member’s feedback from:

- Faculty peers in their section or division
- 15 – 20 other people with whom they work:
  - Selected by Hospital and Department of Surgery Leaders
  - Include people working in surgical services, in-patient units; ambulatory staff and administrative staff
Examples of Survey Questions

1. Others value his/her contributions?
2. She/he is effective in gaining the cooperation of others?
3. She/he can be relied upon to act with integrity?
4. She/he is someone I trust implicitly?
5. Given an opportunity, people want to work with her/him?
Examples of Survey Questions

1. If you make a mistake when working with this surgeon, it will be held against you.
2. It is safe to speak up when working with this surgeon.
3. It is difficult to ask this surgeon for help.
4. Working with this surgeon, my unique skills and talents are valued and utilized.
Tribal Leadership

- Culture of multidisciplinary, horizontal integration
- Leadership, scholarship, mentoring and quality patient care require commitment to behavioral leadership
“In times of change, learners inherit the Earth, while the learned find themselves beautifully equipped to deal with a world that no longer exists.”

Eric Hoffer
Presidential Medal of Freedom 1983