Welcome/Introductions

Transitioning Into An Executive Role

- **Joyce Batcheller, DNP, RN, NEA-BC, FAONL, FAAN**
President, Texas Nurses Association
President (Co-Founder) The Nurses Legacy Institute

Recipe for A Successful Transition

Quick Polling Questions

Length of time in current role:

1. How many of you have been in your role less than 1 year?

2. Greater than 1 year?

3. Greater than 2 years?

Promotion

1. How many of you promoted from within the organization?

2. How many of you were hired from the outside?

Kind of Organization and Former Leadership.

1. How many of you work at a critical access hospital?

2. How many of you work at a rural hospital?

3. How many of you are at a site that is part of a region or system?

4. How many of you followed a former leader who was well liked and respected?

Leadership Development

1. How many of you work in an organization that provided a formal orientation to learn your new role?

2. How many of you have a mentor to help you with your leadership role?

3. How many of you belong to a professional nursing association?

4. How many of you have achieved a certification in nursing administration?

What has changed for you professionally?

Do you socialize with different people now?

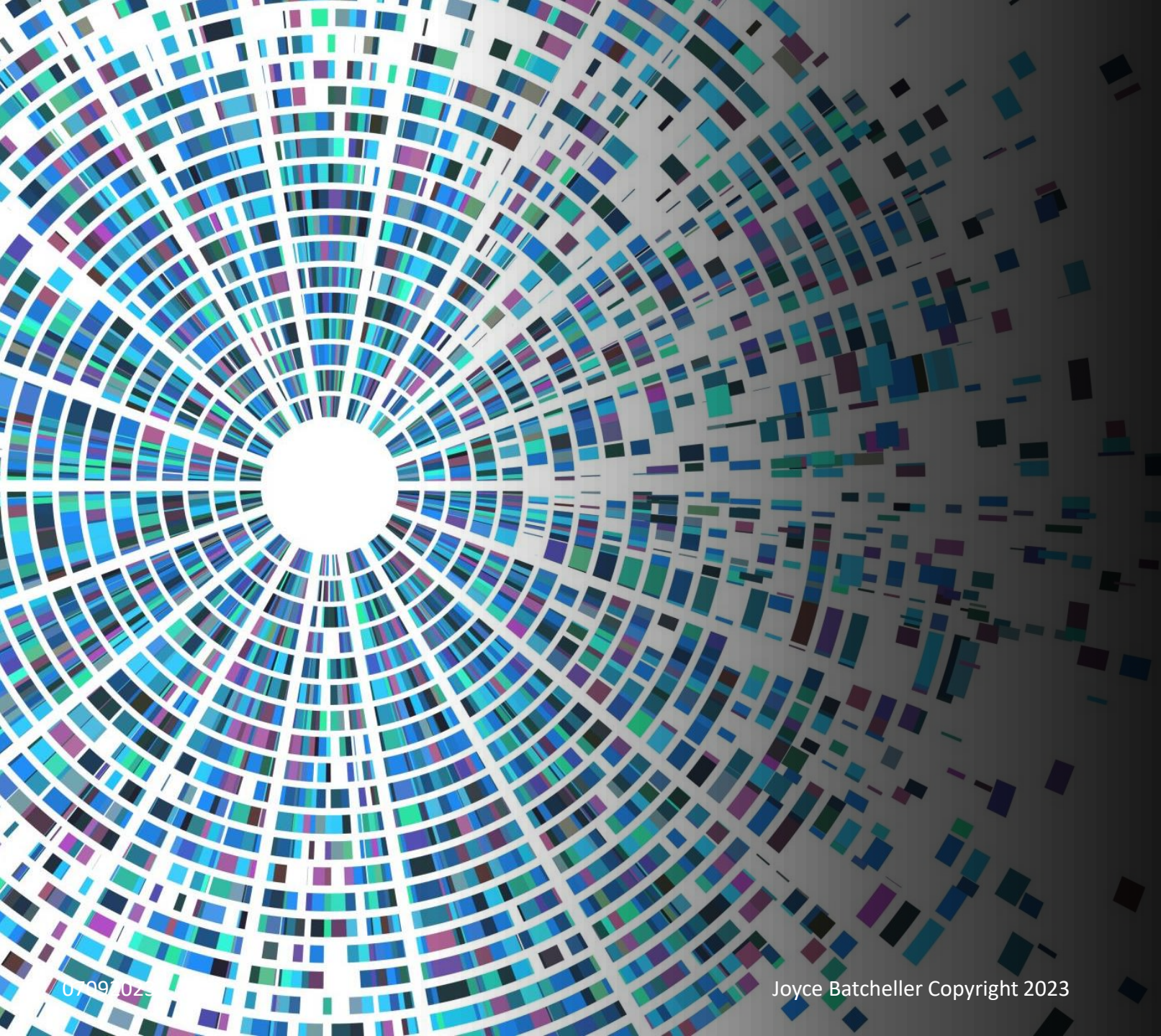## Have you developed/expanded your network?

Loneliness At The Top

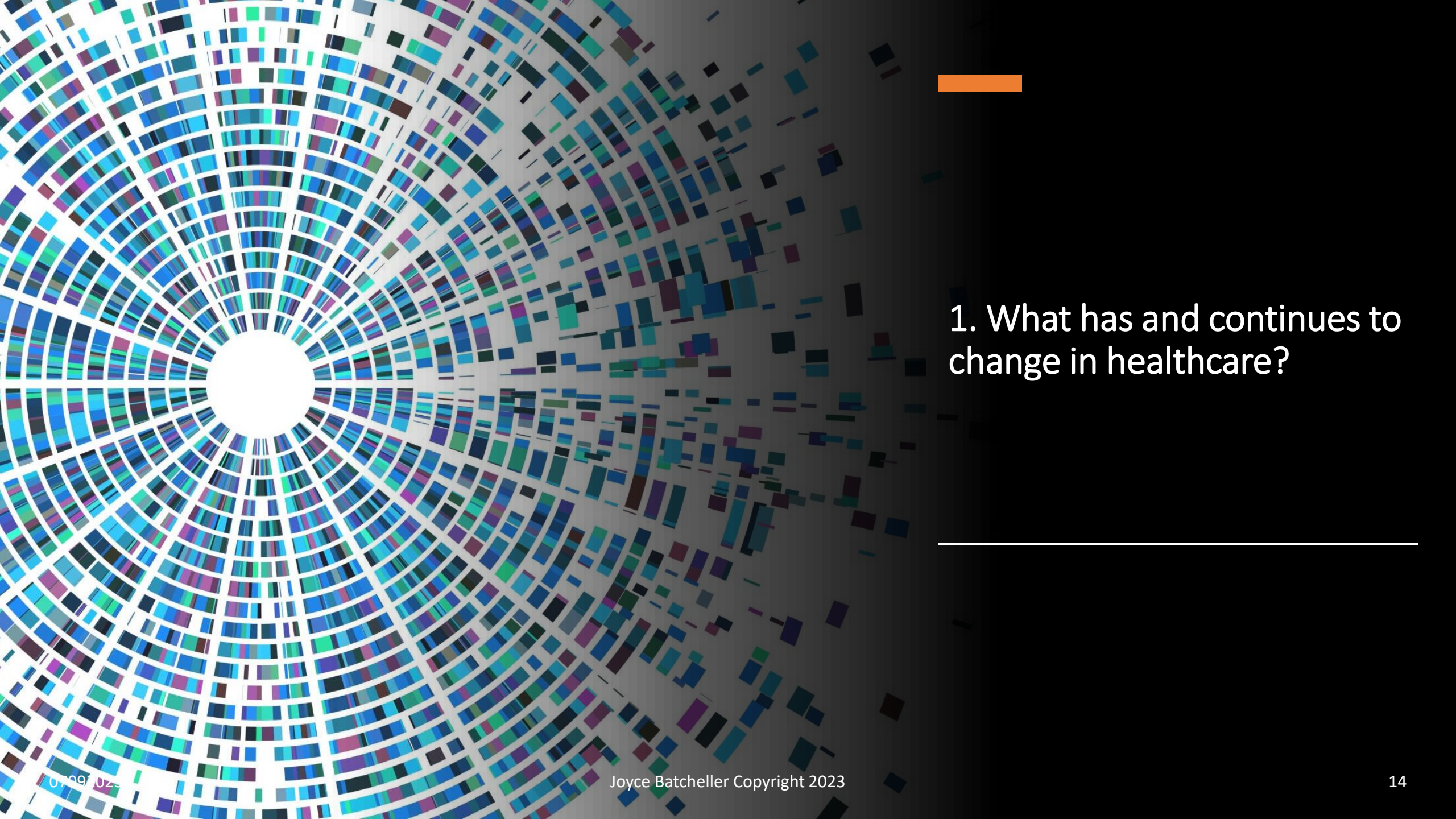**You are always being watched.**

What have you transitioned into?

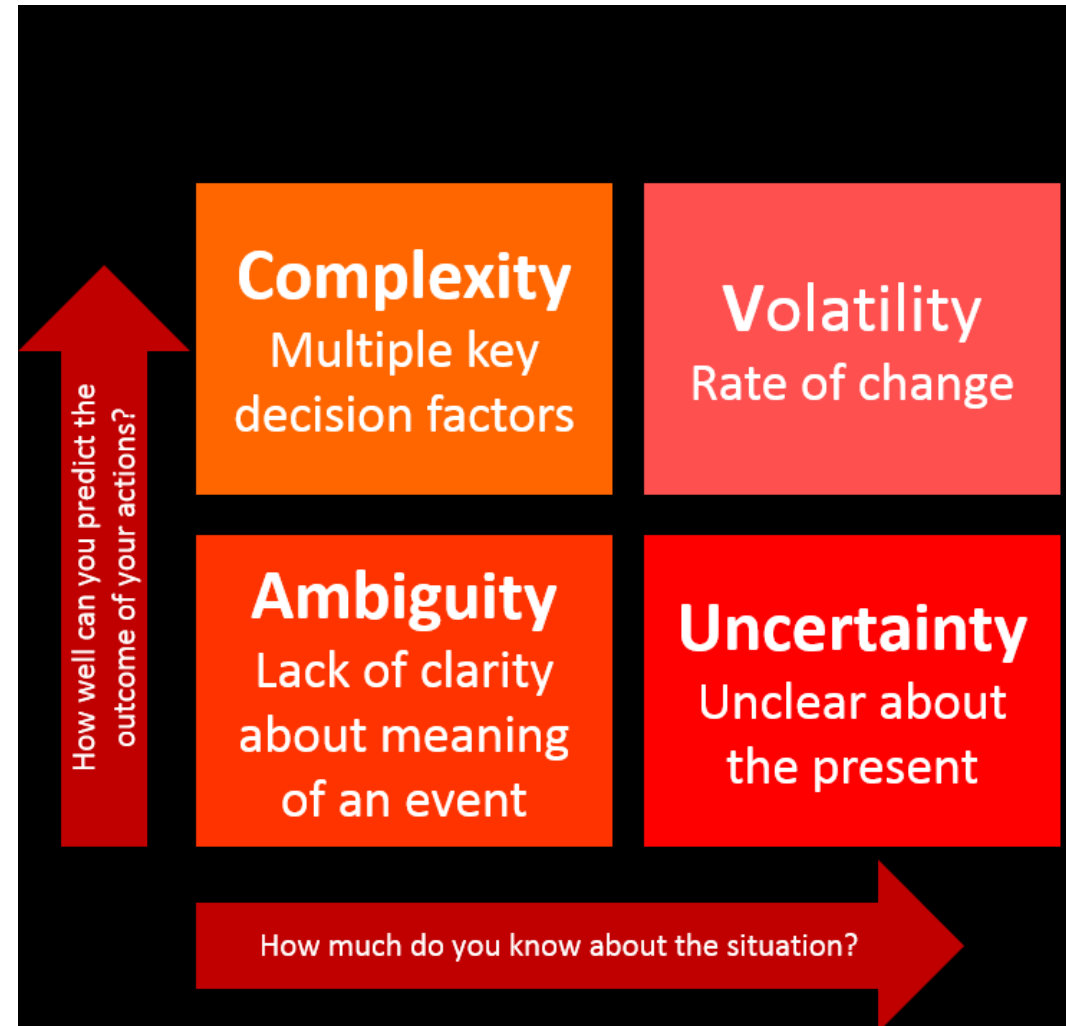Post COVID Challenges:

1. What has and continues to change in healthcare?

2. How are these changes impacting leadership roles?

1. What has and continues to change in healthcare?

Healthcare is a VUCA Environment

Ongoing Challenges

Top Priorities for Healthcare Leaders 2023-2024

https://cdn.baseplatform.io/files/base/ebm/hci/document/2022/07/Executive_Report__Top_Priorities.62d18ac069748.pdf

Top Priorities for Healthcare Leaders 2023-2024
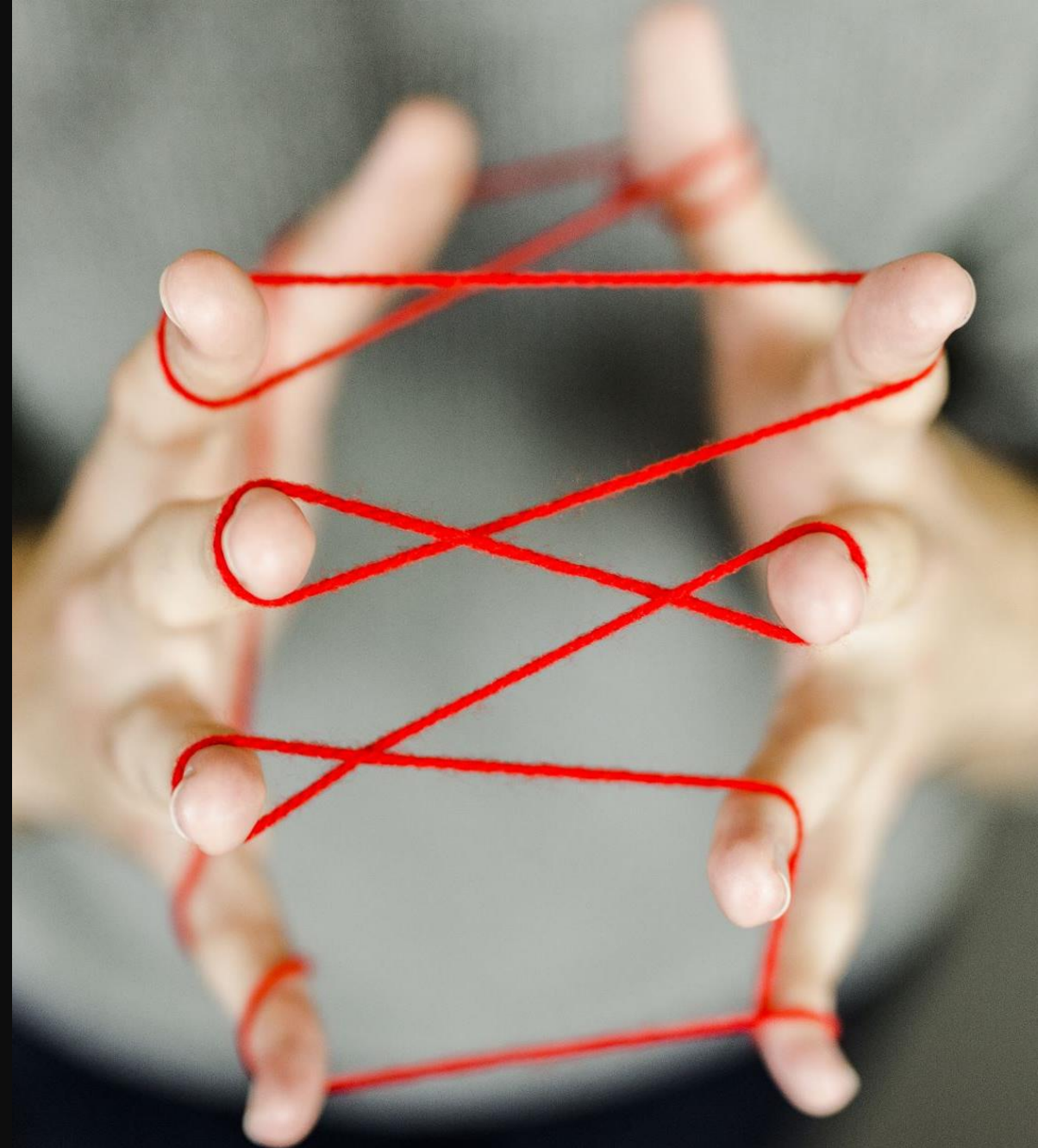
- **The Policy and Payment Landscape**

- **Financial Fragility and Staffing Shortages**

- **The Shift Into Value**

- **The Disruptors**

- **Health Equity and the Social Determinants of Health**

You Bosses Worry List

Top Priorities for Healthcare Leaders 2023-2024

- **Clinical Transformation and the Learning Health System**

- **Interoperability and Artificial Intelligence**

- **Cybersecurity**

- **The Landscape Facing Senior Leaders: What Should Health IT Leaders Be Doing?**

- Healthcare Innovation's Executives Report: Top Priorities For Health Leaders 2023-2024. Accessed: https://cdn.baseplatform.io/files/base/ebm/hci/document/2022/07/Executive_Report___Top_Priorities.62d18ac069748.pdf

Consumers are Driving Change

Everything is the Patient Experience

Price List

Immunizations . . . . $
Physical Therapy . . . . $
Hip Replacements . . . . $
Prescription Drugs . . . . . . $
Colonoscopies . . . . $

Health Book
72 bpm

minute clinic

The Future Could/Will Look Different

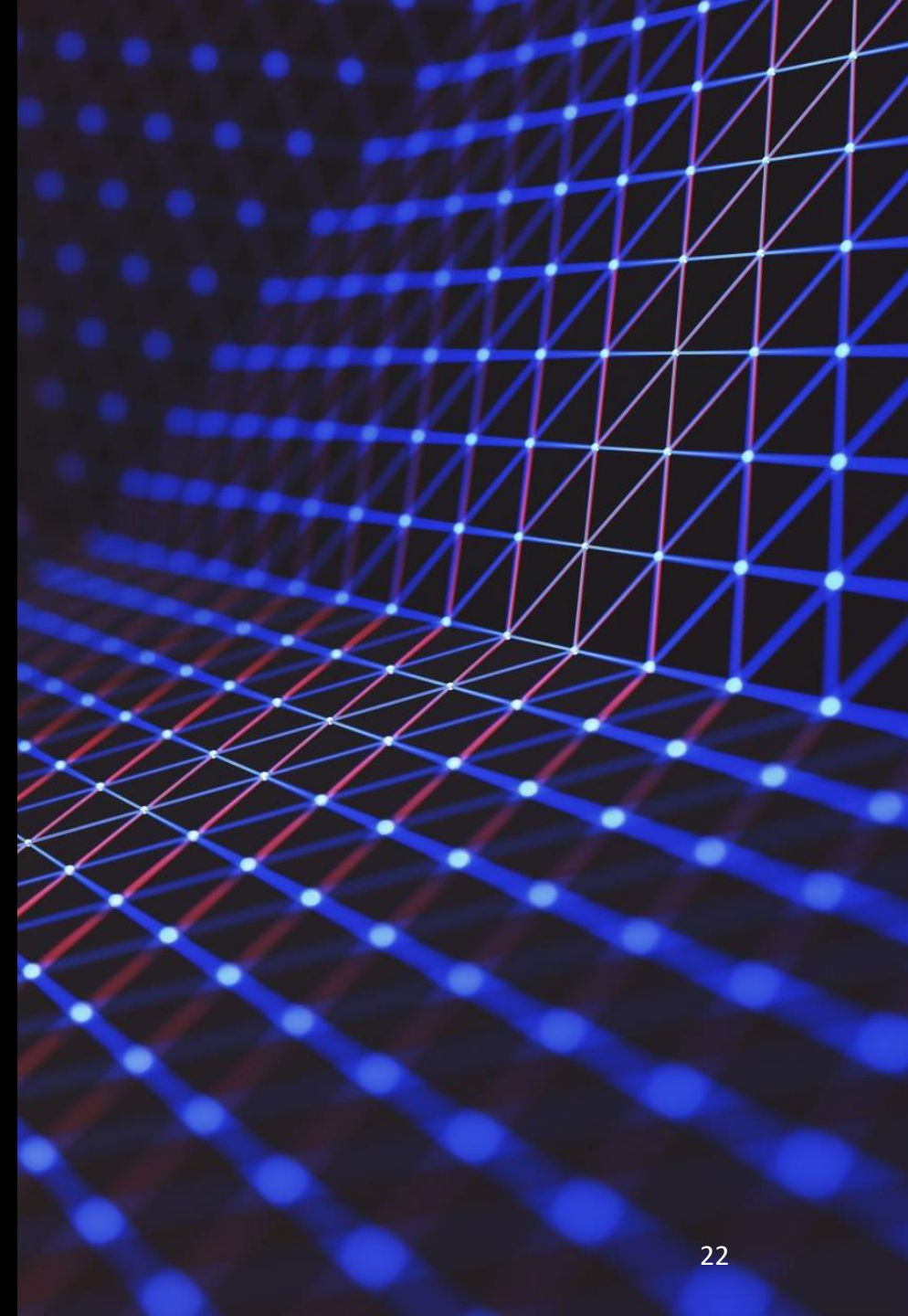# Amazon Care/All ready changed their minds

Amazon Care's virtual services are now live in all 50 states, with in-person services coming to 20+ regions in 2022.

"Get the care you need in seconds, in all the moments that matters"

https://amazon.care/

CVS Health-Their Transformative Approach

We know that the current health care system is too inaccessible, complex and costly.
So, <u>inspired by our purpose</u> and <u>empowered by our strategy</u>, we're using our unmatched reach and expertise to give more Americans greater access to quality care.

- Three Ways They are elevating care:

- Care Delivery

- Digital innovation

- CVS health ventures

- **https://www.cvs.com/project-health**

Walmart Health

Committed to making healthcare more affordable and accessible for customers in the communities we serve.

To expand on this commitment, they launched [Walmart Health](https://one.walmart.com/content/usone/en_us/company/walmart-health.html) to provide affordable, transparent pricing for key health center services for local customers, regardless of insurance status.

DispatchHealth: The broadest and deepest at home care

Pre-Hospital Care

ER Alternative

On-demand high acuity care in the home

Post-Acute Care

Hospital to Home

Focused medical intervention to reduce readmissions: 1 day to 1 week post transition

Clinic Without Walls

Virtual Visit Augmentation

Allows providers to extend practice; more comprehensive than virtual care with physical hands-on support and telepresentation

Extended Care

SNF Alternative

Support for complex medical and post-surgical patients after transition from the hospital

Advanced Care

Hospital Alternative

High-acuity hospital level care with up to 30-day active management

Services

- Mobile Imaging
- Virtual Nursing Support
- Point of Care lab testing
- Remote Patient Monitoring
- and more

Mission Control

dispatchhealth

Why Bridge Care and ED to Home?

Key healthcare industry facts and figures

Data shows gaps in transitional care from hospital to home:

Over
35 million
patients transition from US hospitals every year[1]

1 in 5
elderly patients are back in the hospital within 30 days of discharge (20%), according to the federal government

$26 billion
Pegged by the US government for cost of readmissions for Medicare patients[2]

More than
$17 billion
of readmission cost pays for return trips that need not happen if patients get the right care[2]

More than
half
of discharged Medicare patients do not see a primary care clinician or specialist within 2 weeks of leaving the hospital[3]

1. American Hospital Association
2. Kaiser Health
3. 2011 Dartmouth Atlas report

Hospital at Home®

An innovative care model for adoption by health care organizations that provides hospital-level care in a patient's home as a full substitute for acute hospital care.

The program is being implemented at numerous sites around the United States by VA hospitals, health systems (including Presbyterian Health System), home care providers, and managed care programs as a tool to cost-effectively treat acutely ill older adults, while improving patient safety, quality, and satisfaction.

https://www.johnshopkinssolutions.com/solution/hospital-at-home/
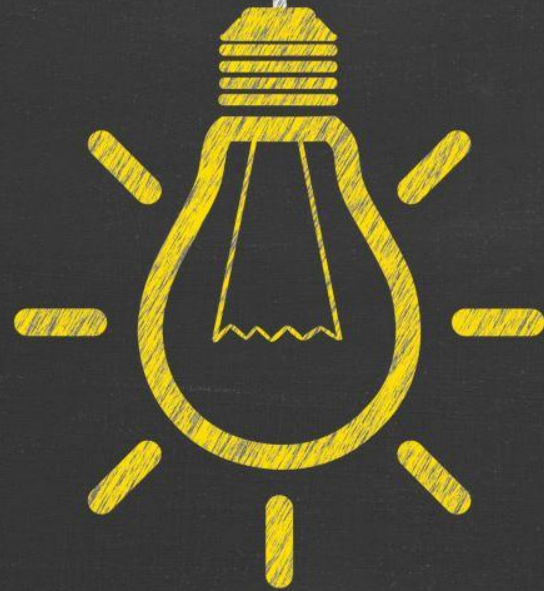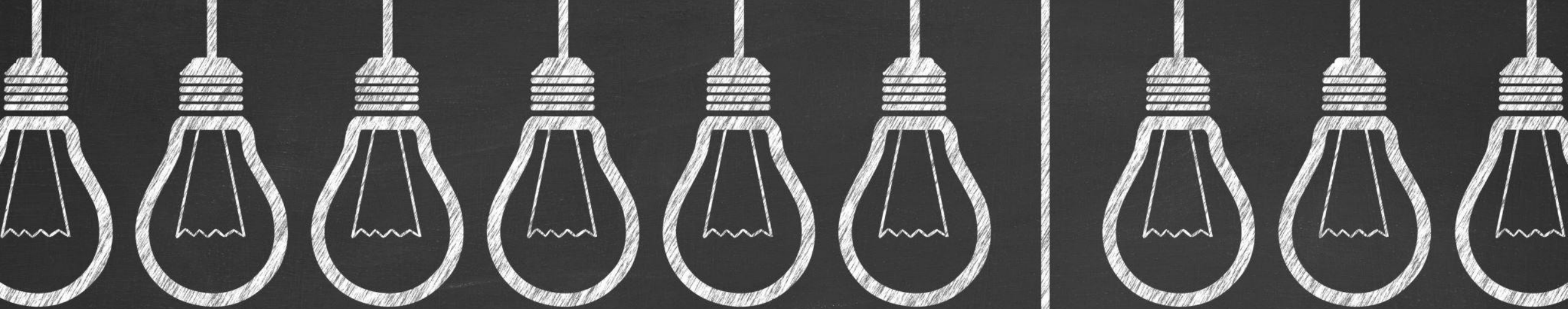
Innovations

MEDICAL ROBOTICS

Benefits of Medical Robotics in Healthcare

Surgery and Surgical Robots

Improve Patient Care

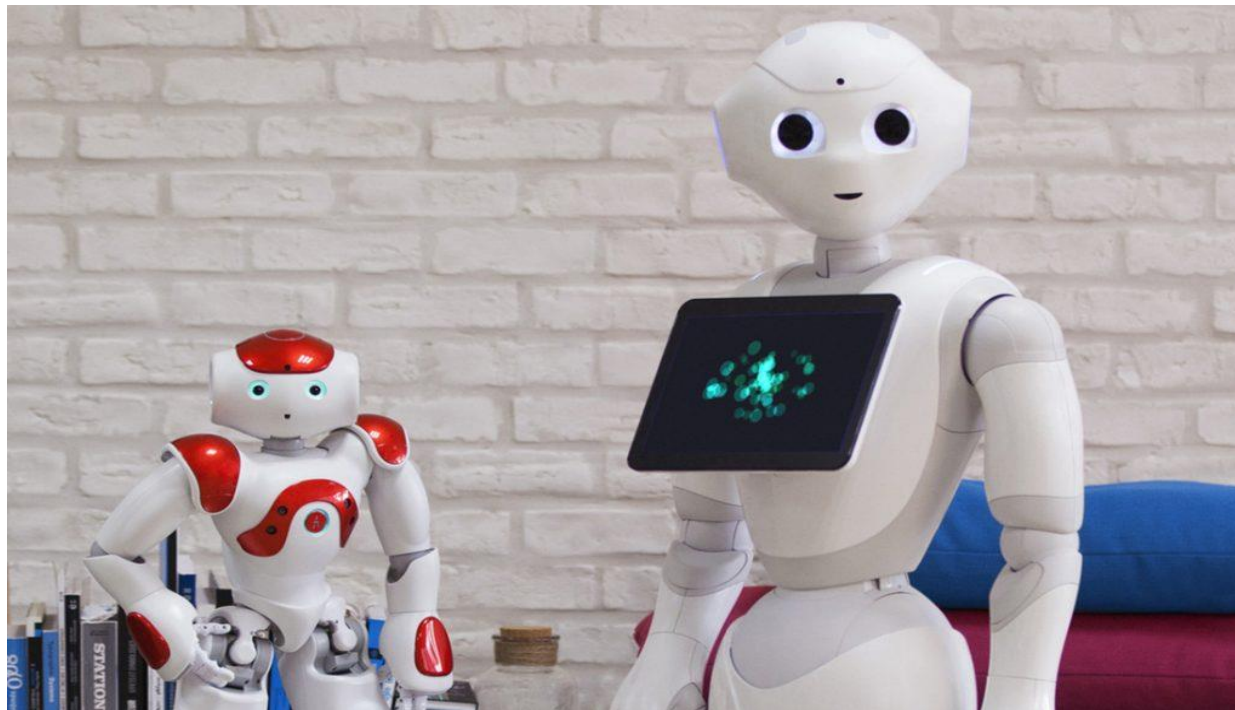**Increase Work Environment Safety**

Infectious Disease Prevention

Meet Pepper and Robear

Moxie: Diligent Robots

Runs 24/7assisting clinical staff with non-patient-facing tasks like:

- **Running patient supplies**
- **Delivering lab samples**
- **Fetching items from central supply**
- **Distributing PPE**
- **Delivering medications**

Tattoo-like-sensor

Stanford University researchers---**Combined wireless electrical stimulation and biosensors to create a new type of bandage that could treat slow-to-heal injuries.**

Other Noise in the system

Plans to Build More Hospitals— since July 2022 (examples)

1. **WakeMed, based in Raleigh, N.C., has <u>filed</u> two certificates of need in NC to build two new hospitals.**

2. **Winston-Salem, N.C.-based Novant Health continues to <u>seek</u> approval for a new hospital in Buncombe County, N.C.**

3. **San Antonio-based University Health will <u>open</u> its new Women's and Children's Hospital in 2023.**

4. **Chicago Medicine has begun <u>construction</u> of its $86 million micro hospital in Crown Point, Ind.**

5. **Marietta, Ohio-based Memorial Health System plans to <u>construct</u> a $20 million medical center in Athens, Ohio.**

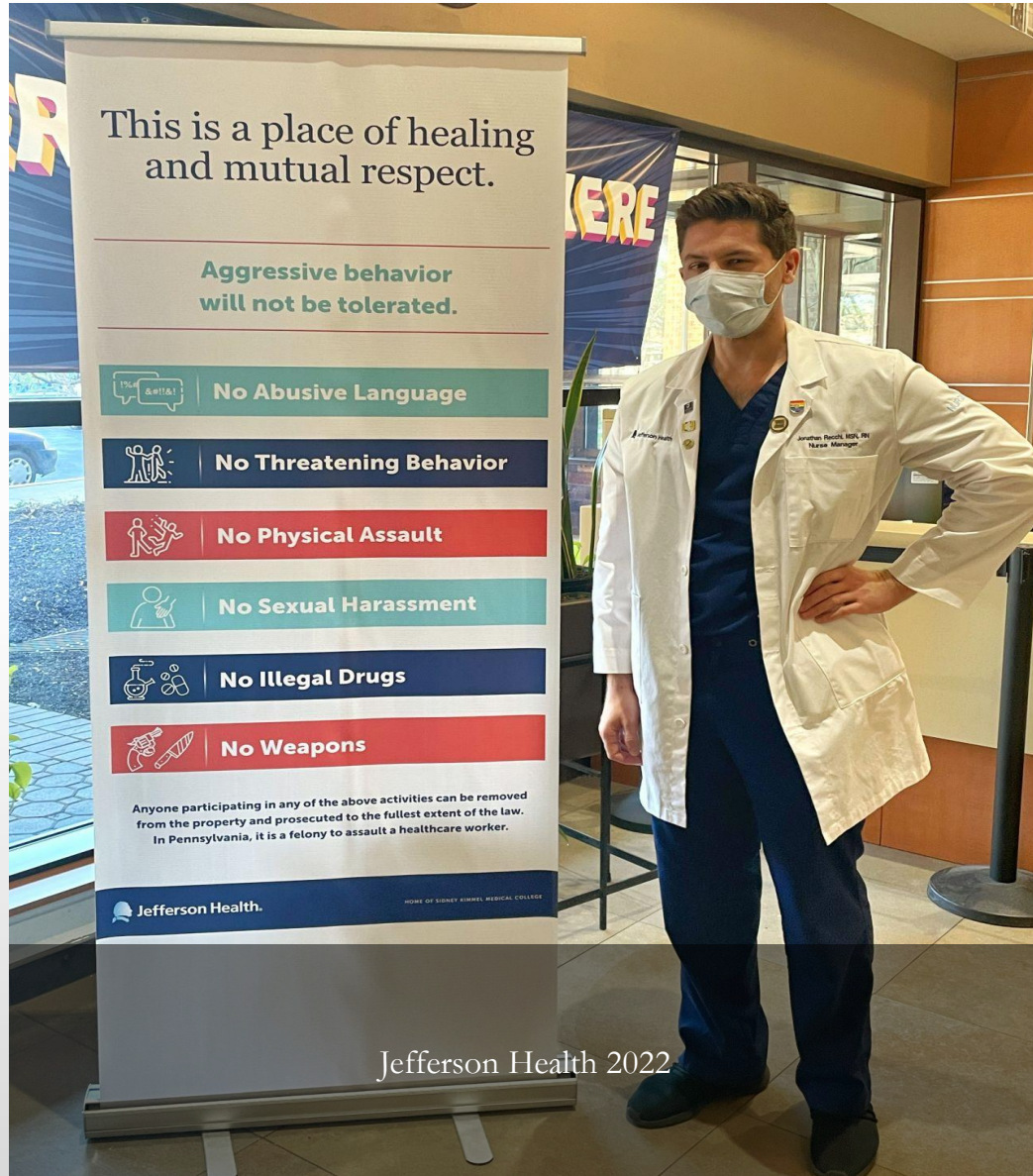https://www.beckershospitalreview.com/capital/5-health-systems-opening-hospitals-7.html

2 health care workers killed in Dallas maternity ward shooting.

The suspected gunman was on parole and wearing an electronic monitoring device.

https://www.fox4news.com/news/video-dallas-methodist-hospital-shooting-captured-on-surveillance-body-camera

This is a place of healing and mutual respect.

Aggressive behavior will not be tolerated.

No Abusive Language

No Threatening Behavior

No Physical Assault

No Sexual Harassment

No Illegal Drugs

No Weapons

Anyone participating in any of the above activities can be removed from the property and prosecuted to the fullest extent of the law. In Pennsylvania, it is a felony to assault a healthcare worker.

Jefferson Health.   HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

Jefferson Health 2022

Something to Live By in these Times

Mass General Brigham will not:

Tolerate threats or harassment of healthcare workers.

Offensive remarks about race, accent, religion, gender, sexual orientation or other personal traits.

This includes refusing to see a clinician based on personal traits.

https://www.wbur.org/news/2022/11/04/mass-general-brigham-patient-conduct-code-threats-violence

Vanderbilt University Medical Center

Former nurse RaDonda Vaught was convicted of criminally negligent homicide and impaired adult abuse after she mistakenly administered the wrong medication that killed a patient in 2017.

https://www.statnews.com/2022/05/13/radonda-vaught-case-double-standard-nurses-physicians/

Extract yourself from the day-to-day

Big picture drain (e.g., lack of support, family/childcare, societal issues)

Other Trends in Healthcare

New consumer expectations will lead to new competitors for traditional health systems.

Many hospitals will be challenged by financial institutions

We will re-examine what care is provided and where and how it is delivered.

Healthcare will see rapid technological innovation.

There will be long term fallout from the pandemic.

Telehealth will continue its rapid adoption

Rose, R. (2021) Ten trends: how healthcare moves forward in 2021. HealthStream.

Make Health Equity A Shared Vision and Value

Vision: Beliefs and governing principles

- **What is our dream for the community?**
- **How do we want to be in the future?**
- **How great can the community become?**
- **What do we want to create together?**

- *https://www.countyhealthrankings.org/about-us/contact-us*

2. How are these changes impacting leadership roles?

4

ACKNOWLEDGE WE ARE IN A STORM—AND IT ISN'T DONE YET!

Which cat do you feel like?

Develop The Leader Within

Leadership is an Inside Out Job

> " The first person you must lead is yourself.
>
> The hardest person you will ever lead is yourself. "
>
> John C. Maxwell

Why Leader Fail

- Unwilling to change even when the situation requires it.
- Not seen as trustworthy.
- Try to Add TOO much value to the work of others.
- Interrupt others.
- Take credit for team accomplishments.
- Excessively use the word "I".
- Cannot accept feedback.
- Fail to communicate important information.
- Unresponsiveness to the requests of others.

Three Components of Self-Management

- **Self-knowledge**

- **Emotional Intelligence**

- **Resiliency/Well- Being**

Self Knowledge

Self-Knowledge

1. **What are my strengths?**
2. **How do I get things done?**
3. **What are my values?**
4. **Where do I belong in the world?**

Drucker, P. F. (1999). Managing oneself. *Harvard Business Review*, 77(1), 20-24.

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Emotional Intelligence

Emotional Intelligence

Self-awareness

Self-management

Social awareness

Relationship management

Daniel Goleman's
Emotional Intelligence Theory
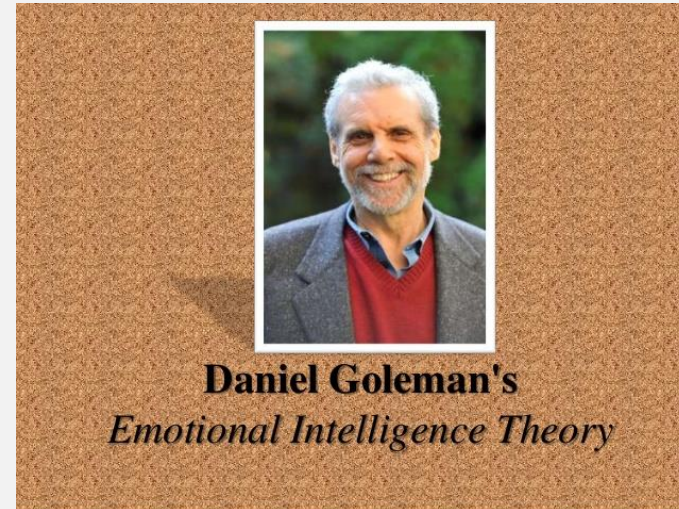
Goleman, D. (2005). *Emotional intelligence: Why it can matter more than IQ* . New York: Bantam Dell.

Learning Who Pushes Your Buttons

How do you see yourself?

How do others see you?

How do you want to be seen?

Enhancing Your Emotional Intelligence

Tools To Use
With Your Team

Discuss this concept with your team.

Tool: "Quiz Yourself: Do You Lead with Emotional Intelligence?

https://hbr.org/2015/06/quiz-yourself-do-you-lead-with-emotional-intelligence

What Makes a Leader?—Goldman's Seminal Article

https://store.hbr.org/product/what-makes-a-leader/R0401H

Emotional Agility

https://store.hbr.org/product/emotional-agility/R1311L

https://hbr.org/2013/11/emotional-agility

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Building Trust-How To Be An Authentic Leader

Rebuilding Trust

What will it take?

Rebuilding Trust

Think about someone you trust. What 1-2 words best describe this person?

Trust

What is a behavior that inspires trust in you?

Remember, a behavior is something you can see/observe.

5 Components of Building Trust:

Create a shared vision
Give and Receive Behavior-Based Feedback
Learn from Mistakes
Stay Curious
Make it collaborative

Psychological Safety

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Psychological Safety:

Share ideas
Ask Questions
Give and Get Feedback
Admit Mistakes
Ask for Help

…….Without Fear of Repercussion.

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Psychological Safety in Action: Head, Heart, Hands

Know I will not be embarrassed, rejected, or punished when I speak up or ask for help.

Feel comfortable bringing my whole self to the conversation.

Act in ways that conveys trust and respect for others-and expect the same in return.

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Behaviors That Build Psychological Safety:

Listening
Inviting
Learning
Including
Empathizing
Inquiring

https://www.ccl.org/articles/leading-effectively-articles/what-is-psychological-safety-at-work/
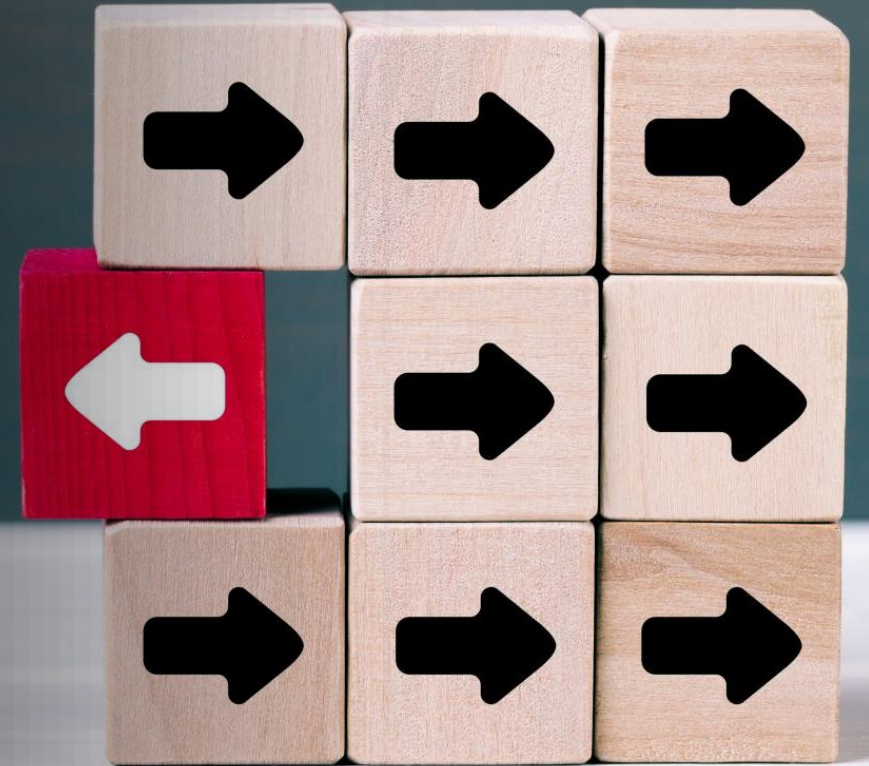
Be Open to Different Perspectives

Mistakes

Acknowledge and embrace mistakes as an opportunity for learning and growth instead of failure.

7-Day Psychological Safety Challenge

Commit to cultivating psychological safety on your team this week with this simple challenge aimed at intentionally ingraining inclusion best practices into your daily interactions.

https://www.ccl.org/wp-content/uploads/2022/01/7-day-psychological-safety-challenge-center-for-creative-leadership.pdf

Resilience/Well-Being

How Do You Bring Your "Best Self" to work?

How To Set Healthy Boundaries At Work

This can be challenging for leaders.

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Wellbeing:

A sense of health and vitality that arises from our thoughts, emotions, actions, and experiences.

Rhythms (sleep, exercise, diet)

Energy Use

Meaningful Social Connection

When we have well-being, we feel happy, healthy, socially connected, and purposeful most of the time. Everything Affects Everything

Need a couple of volunteers to share.

Share your ideas in chat.

What do you do to take care of yourself?

What do you do to return to a relaxed physiologic state during a stressful day?

What group dynamics and interactions energize you?

What group dynamics drains your energy?

Where do you find meaning and purpose in your day?

https://elation.com/

Accelerators of Wellbeing

- Optimism

- Gratitude

- Enthusiasm

- Humor

- Curiosity

How can you integrate these into your day?

Gratitude

A recognition that…

There is goodness in our lives, gifts or benefits that we have received (and might often take for granted).

This goodness often stems from the actions or contributions of another person.

When we're grateful, we recognize the intention and effort that went into those actions on our behalf, and the benefits they gave us.

Why Gratitude Matters

Gratitude motivates people to make positive changes in their lives and in the world around them through feelings of:

CONNECTEDNESS: Gratitude rewards us with a strong network of support and encouragement, leading us to feel we can tackle big challenges.

ELEVATION: Gratitude inspires and motivates us to become healthier & more generous people and better & more productive workers.

HUMILITY: Expressing gratitude highlights how other people have contributed to the goodness and successes in our lives.

GENEROSITY: Gratitude encourages us to recognize and reciprocate the good others have given us, reinforcing the warm-glow pleasures of kindness

https://ggsc.berkeley.edu/images/uploads/Gratitude_Nurses_Toolkit.pdf