Can Changing the Value System and Re-aligning the Financial Structure of the Institution Prevent Clinician Burnout?

Darrell G. Kirch, MD
President and CEO, AAMC

University of Texas System Beyond Resiliency Training
September 26, 2017
Houston, TX
The Great Challenges Facing Academic Health Centers
Great Challenge: Burnout Among Health Professionals

Domains Influencing Clinician Well-Being

- Work Environment
- Learning Environment
- Personal and Professional Factors
Great Challenge: An Era of Uncertainty in Health Care

- Affordable Care Act
- Reimbursement Transformation
- Insurance Mergers
- New Clinical Partnerships
Great Challenge: Science in a “Post-Truth” Era

NIH Unit deletes references to climate ‘change’

—Washington Post, August 23, 2017
Great Challenge: The New Realities of Learning and Assessment
Great Challenge: Inequity, Division, and Injustice

The most tragic proof that racial and ethnic injustice is alive and well is the phenomenon we politely call “health disparities.”

Dayna Bowen Matthew
Great Challenge: A Leadership Deficit


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What are the critical success factors for an organization in distress?
The Aftermath of a Failed Merger: Reflections from Penn State Milton S. Hershey Medical Center
Make values explicit and use them in everyday decisions
The University of Texas System Ethos

• We build and sustain Texas’ finest institutions of higher education and health care.

• Our priority is to the students and the patients in our care. We are unyielding in our drive to advance student success, innovation and the well-being of the citizens of Texas.

• We communicate in all directions and with the utmost transparency, so that the members of the System and those outside the organization see and understand all that we are doing.

• We build trust through our actions—personal and professional; our credibility is our greatest asset.

• Our actions are moral, legal and ethical and we hold ourselves accountable when we fail to achieve this standard.

• We will be known as the most innovative, responsive and dedicated public university system in the nation.
Core Values and Core Purposes

Operating Procedures and Practices

Adapted from: Collins and Porras, 1994
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Values in Action
2
Assess culture and act decisively on the results
“Culture eats strategy for lunch every day.”

Richard Clark
Former CEO of Merck
Question #87: My Overall Level Of Satisfaction Is -

- Dissatisfied: 8% (2000), 7% (2002), 13% (2005)
- Satisfied: 50% (2000), 52% (2002), 50% (2005)
Promising Practices for Faculty Engagement and Retention
Why Faculty Choose to Work in Academic Medicine

1. Educating the next generation of physicians and scientists
2. Conducting research linked to improving patient care and addressing community needs
3. Providing high-quality patient care, especially in local communities

Work Values

- Variety
- Intellectual Stimulation
- Service
- Fulfilling Relationships
3 Align governance and organizational leadership
Cultural permission is the tone, attitude and language that emanates from the executive suite. It is a mantra, expressed in oft-used catch phrases and philosophies that move like waves through the organization. They get adopted and interpreted as actions to be followed. They become part of everyday lexicon and cultural idioms that people hear coming from the highest levels, and form a platform for what the organization believes and expects of its people. “Get it done!” “We will not be denied.” “Take no prisoners!” These are just a few of the things I heard coming up in the business world, and from my perspective, no good came from any of them.
Create a functional decision making process based on effective teams
Every system is perfectly designed to achieve the exact outcomes it produces.

Paul B. Batalden, MD
Professor Emeritus
Dartmouth Medical School
Resilient Organizations Embrace the Wisdom of Teams...
...And Harness the Power of Teams

![Graph showing the performance impact and time required for different team types: Pseudo-Team, Potential Team, Real Team, and Extra-Ordinary Team.]

Source: Katzenbach and Smith, 2006

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Six Basic Elements of Teams

According to Katzenbach and Smith

- Complementary Skills
- Common Purpose
- Small Number of Team Members
- Commonly Agreed Upon Working Approach
- Common Set of Specific Performance Goals
- Mutual Accountability
Leaders Embrace Diversity in Our Teams

The Difference
How the Power of Diversity Creates Better Groups, Firms, Schools, and Societies

Scott E. Page

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The Teams Approach

Teams Council

- Research
- Academic
- Clinical
- IRT
- Physical Resources
- Finance
- Human Resources

Mission-Based Teams
Relationship-Based Teams
Resource Teams

Strategic Relations (including communication and marketing, and development)
Make strategic “planning” succinct, focused, and accountable
AAMC Strategy Map

**Mission**
*Why We Exist*

The AAMC serves and leads the academic medicine community to improve the health of all

**Areas of Impact**
*What We Achieve*

- Medical Education
- Care Delivery
- Research
- Diversity and Inclusion

**Impact Strategy**
*What We Do*

- Policy & Advocacy
- Learning & Leadership
- Integrated Service Programs
- Member Capacity Building

**Operational Strategy**
*How We Work*

- People
- Culture
- Finances
- Infrastructure
6 Align resources with missions
Folly is rewarding A, while hoping for B

Steven Kerr, PhD
Organizational Behavior Expert
Leaders Are Consistently Tough Minded, But Never Mean Spirited

Can We Learn to Say No?

Mission
Contribution

Financial Performance

High/Low

High/High

Low/Low

Low/High
Recruit and develop leaders for the future
Leadership Needs “Multipliers”

Multipliers are leaders who look beyond their own genius and focus their energy on extracting and extending the genius of others.

Liz Wiseman
Transforming Health Care Requires Different Leadership Competencies

**Traditional**
- Self oriented
- White male
- Individualistic
- Basic or clinical science
- Tactical
- Knowledge centered
- Tenure track
- Incremental
- Status/titles/income

**Future-Oriented**
- Aligned with organization
- Diverse
- Teamwork/collaboration
- Translational
- Strategic
- Competence centered
- Non-tenure track
- Breakthrough
- Ethical fulfillment

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Leaders Dare to Redefine Excellence...

“Old Excellence”
- Rankings
- Size, growth
- Mean MCAT® exam scores
- Number of full-time faculty
- Research funding
- Hospital volume

“New Excellence”
- Institutional mission
- Serving the community
- Students’ attributes
- Educational quality
- Research outcomes
- Wellness and prevention
...And Focus On Creating the Desired Culture

Hierarchical
Autonomous
Competitive
Individualistic
Expert-centered

Collaborative
Team-based
Service-based
Mutually Accountable
Patient-centered
The “Stockdale Paradox”

Retained the faith that you will prevail in the end, regardless of the difficulties, and at the same time, confront the most brutal facts of your current reality, whatever they may be.

Retired Admiral James B. Stockdale
Deploying Resources To “Grow Your Own” Leaders

Along the Leader’s Path

The Office of Human Resources Professional Development is excited to offer the Along the Leader’s Path series here at the UT Health Science Center San Antonio. Along the Leader’s Path is a training program designed to help managers learn the foundational leadership/management skills they need to be successful. This series will introduce you to the basics of effective leadership and management by covering topics ranging from practical application and tools of successful leaders. Upon completion, you will be able to:

- Identify and develop the skills, knowledge and abilities of direct reports
- Communicate effectively, set expectations, and provide performance feedback
- Establish and maintain a culture of accountability
- Foster a positive work environment and develop a team with a common vision and purpose
- Promote the skills, knowledge and abilities of direct reports
- Communicate effectively, set expectations, and provide performance feedback
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- Promote the skills, knowledge and abilities of direct reports
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- Foster a positive work environment and develop a team with a common vision and purpose

Leadership can be defined as a set of skills and abilities. Whether you are a professional at an academic institution, you want to get a "real" leadership position, or you are looking to make a difference at what level. Whether you want to grow yourself or your current team, this program is designed to help you develop these skills.
AAMC Offers Resources Too!

Visit aamc.org/leadership
Understand that changing organizational culture is a journey
Our Quality and Safety Journey