

The Leadership Mill

Kimberly Canfield

Megan Cardoso

Rachel Marek

Francisco Alvarez

Julia Arana

Lisa Capra

Pat Chiamas

Rebecca Dixon

Michelle Hoffman

Melissa Mauro-Small

Beth Natt

Nicole Rochester



2017 Pediatric Hospital Medicine Conference
Nashville, TN
July 22, 2017

Disclosure of Financial Relationships

- We, the following presenters, have no relevant financial relationships to disclose

Dr. Canfield

Dr. Chiamas

Dr. Capra

Dr. Rochester

Dr. Cardoso

Dr. Dixon

Dr. Arana

Dr. Natt

Dr. Marek

Dr. Hoffman

Dr. Mauro-Small

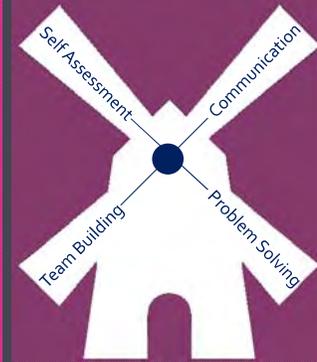
Dr. Alvarez

- We will not be discussing any of off-label, experimental or investigatory drugs and/or devices.

The Leadership Mill: Leadership Tools for the Community Pediatric Hospitalist

Kimberly Canfield, MD MPH
Megan Cardoso, MD
Rachel Marek, MD, FAAP

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Learning Objectives



- Create a personalized leadership tool kit recognizing the unique set of skills for pediatric community hospitalists.
 - Obtain tools for constructive leadership self assessment
 - Introduce skills that can be used to build effective teams in a community hospital setting that include
 - Develop communication strategies for effective leadership
 - Identify tools to initiate creative thinking and innovative problems solving in the community setting.

Leadership

- **Definition of *leadership***
- **1** : the office or position of a leader
- **2** : capacity to lead
- **3** : the act or an instance of leading

leadership. 2017. In *Merriam-Webster.com*. Retrieved June 1, 2017, from <https://www.merriam-webster.com/dictionary/leadership>

Leadership

If your actions **inspire** others to dream more, learn more, do more and become more, you are a leader ~ *John Quincy Adams*

If your actions create a legacy that **inspire** others to dream, learn more, do more, and become more, then, you are an excellent leader" ~ *Dolly Parton*

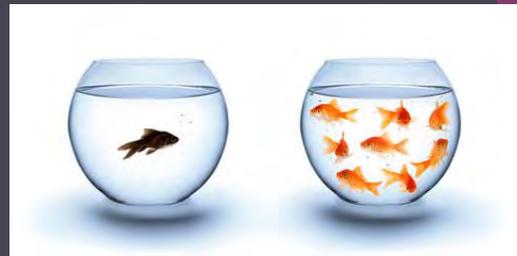
"The key to successful leadership is **influence**, not authority" ~ *Kenneth H. Blanchard*

"Leadership is not about titles, positions, or flowcharts it is about one life **influencing** another" ~ *John C. Maxwell*

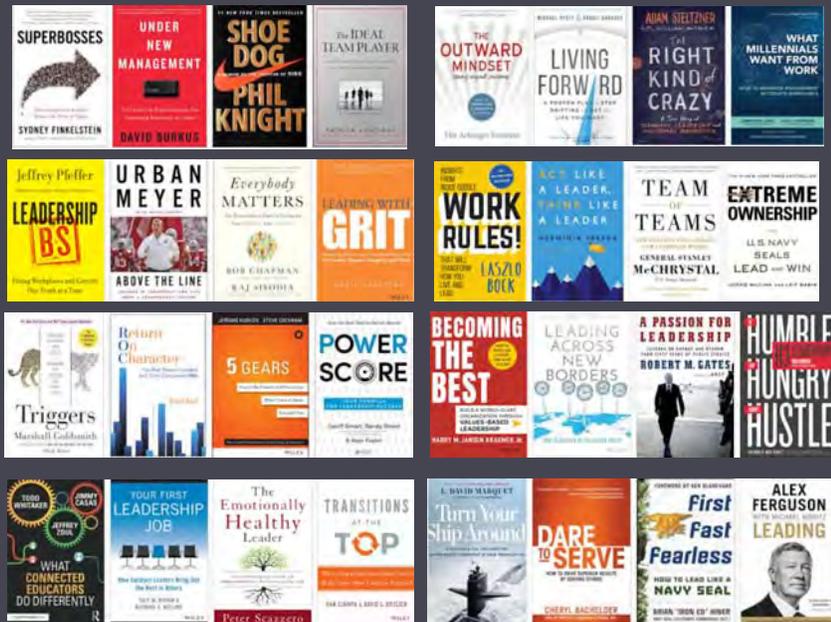
"A process whereby an individual **influences** a group of individuals to achieve a common goal" ~ *Peter Northouse*

Leadership: The Community Setting

- Increasing interaction with providers and stakeholders for whom pediatrics represents only a fraction of their responsibility
- Scarce resources and/or political will for pediatric initiatives.
- Flattening of administrative hierarchy
- Relative isolation of community pediatric hospitalists



Learning Leadership



Leadership Theory

- Trait
- Organizational
- Hierarchical
- Self
- Functional
- Transactional
- Authoritarian
- Laissez-Faire
- Shared



Leadership Theory

A gram of experience is worth a ton of theory ~ Lord Salisbury

Leadership Advice

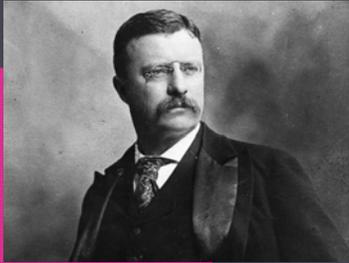
Who couldn't use some?

Rachel Marek, MD, FAAP
Pediatric Hospital Medicine Conference
Nashville, TN

Patricia
Chiamas

- Listen with your ears, not your mouth:)





Rachel Marek

- No one cares how much you know until they know how much you care...
- And your mom was right – write those thank you notes!



Melissa
Mauro-Small

- Never ask someone to do something you would not be willing to do yourself
- Whenever possible honor the requests of your people, happy people, who feel respected and valued, will go above and beyond what is requested of them

Lisa Capra

- Get to know everyone in your hospital. Understand how their jobs work, visit their departments or hang with them during off hour shifts. This includes lab techs, housekeeping, admitting office, birth certificate registrar, pharmacy, interpreters, radiology techs... There are so many people whose work is hidden from plain view but vital to patient care. The better you understand their jobs, the better you can work with them to provide seamless care. A little understanding and appreciation can go a long way to building relationships across departments. Say thank you often and publically. Use the hospital newsletter to thank people or give shout outs to other departments. Celebrate success and let people's bosses know when they do a good job.



Beth Natt

- Change is hard. Sometimes new opportunities are thrust upon you. I've found it helpful when my job responsibilities have changed substantially to reassess by saying "this isn't the job I was hired for, but if I was looking for a job, would I apply for this one?"



Megan Cardoso

- Galatians 6:9 - "Let us not become weary in doing good, for at the proper time we will reap a harvest if we do not give up."



Michelle Hofmann

- Start with why
- In my first leadership training session I attended shortly after launching a new community hospital program (with no experience whatsoever!), I saw Simon Senek's Ted Talk describing his transformational idea on something he believes all inspirational leaders share...they lead by starting with why. Without knowing what I was even doing, I realized that was exactly what I was trying to do...always keeping the why front and center. I recruited to it and I preached it...to anyone and everyone who cared to listen. Our program was there to serve children and families close to home, and to bring children's hospital quality and safety to children wherever they might be. I always felt like our intentions were pure and there were no hidden agendas, and this opened doors and pathways to success that wouldn't have been there otherwise.
- Later I realized even more applications to starting with why and now one of my favorites comes from six sigma quality improvement theory. Ask why 5 times...and you will get to the root cause. There is no end to improvement and leaders need to inspire curiosity while creating a safe environment for fallibility. You can never go wrong...starting with why.



Francisco Alvarez

- Remove all obstacles that may impede an individual from achieving their fullest potential while at the same time giving them the tools and development to reach that potential. How you go about that has to do with what has already been mentioned before and of course being sincere about it. :)



Kimberly Canfield

- Be brutally honest with yourself about what you don't know. Embrace it because the more you learn the more you will realize how very little you know. Being candid about your knowledge allows you to be curious – to seek out smart people, ask meaningful questions, and be open to alternatives.



Nicole
Rochester

- Listen more than you talk. Nothing replaces excellent communication. When individuals feel they've been heard (even if they don't like the outcome), they are more likely to buy in and contribute to the team.
- Learn how to delegate. Early in your career you will think you are invincible, that you have so much to prove, and that no one can do it better than yourself. You will be involved in an excessive number of projects, committees, and tasks, only to find yourself burned out. Delegating is a way to develop the members of your team so that both of you can flourish.



The Leadership Mill:
Format

