



1



2



hfma®
massachusetts-rhode island chapter

3



hfma®
massachusetts-rhode island chapter

4

There is No Leading Except in Times of Crisis We Face Nothing But Crisis in our Futures

hfma®
massachusetts-rhode island chapter



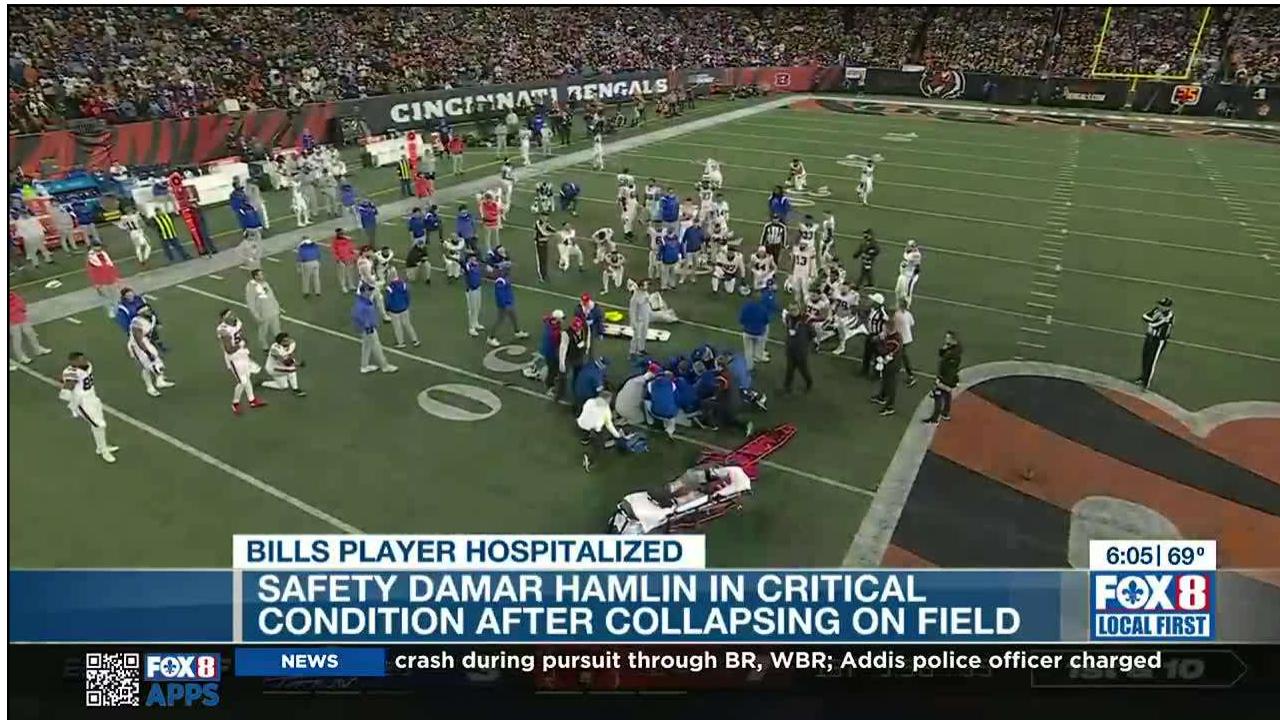
5



6



7



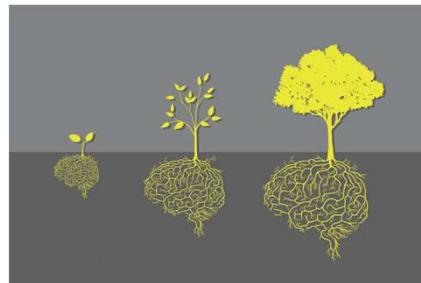
8

hfma®
massachusetts-rhode island chapter

Leading in Times of Crisis

hfma
massachusetts-rhode island chapter

- **Don't Aspire** to Lead...You already are Leading
- **Embrace** the fact of leading and delight in it!
- **Inspire** each and every member of the team to Lead

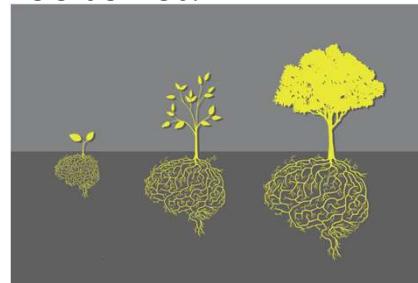


9

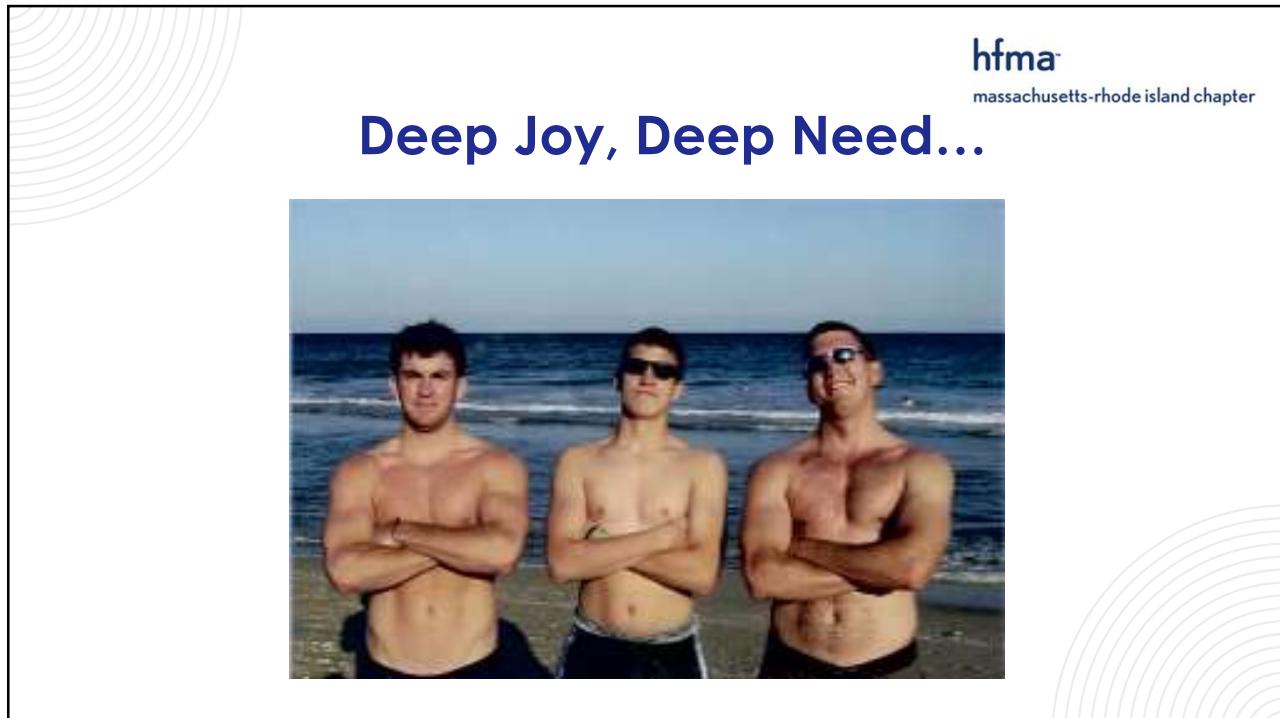
Leading in Times of Crisis

hfma
massachusetts-rhode island chapter

- **Think** about Battling Burnout, Restoring Resiliency, and Leading in a Radically Different Way..
- **Act** on those Thoughts Within the Week
- **Innovate** You and Your Team to Evolve the System...and Yourselves!



10



11



12

hfma®
massachusetts-rhode island chapter

The Way We're Working...Isn't Working!



13

hfma®
massachusetts-rhode island chapter

It's a Team Sport! Assumptions vs. Reality-Say Team vs. Play Team



14



15

hfma®
massachusetts-rhode island chapter

Abandon Wistful “Someday...” Embrace “Today!”



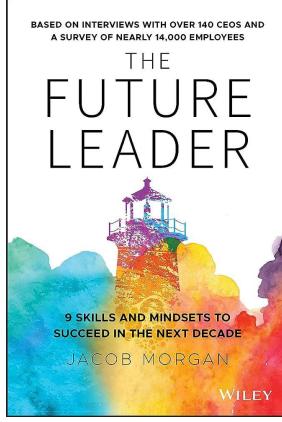
Adobe Stock #4165954

16

hfma
massachusetts-rhode island chapter

Don't EVER Call Someone a "Future Leader!"

Demeaning, Demoralizing, Disfiguring, Demonic, Satanic...




Adobe Stock 126950625

17

hfma
massachusetts-rhode island chapter

Definitions Drive Solutions

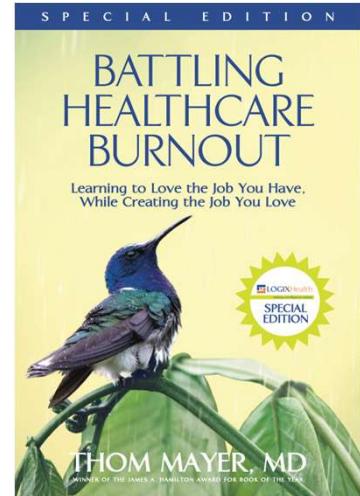
Burnout = Inability to Fully Experience Deep Joy

Job Stressors

Burnout \propto Adaptive Capacity/Resiliency

Cardinal Symptoms

Emotional Exhaustion
Cynicism
Loss of Meaning at Work



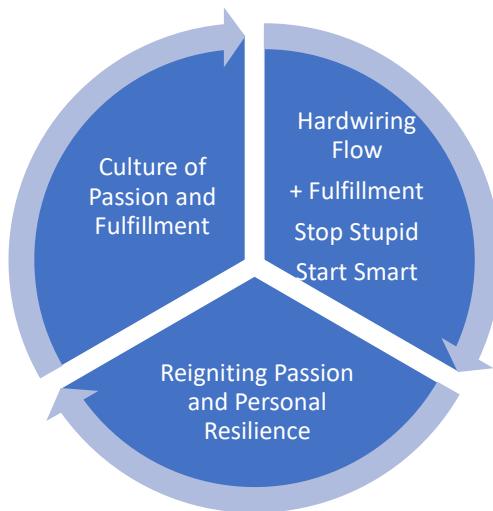
18

3 Fundamental Insights Drive it All

1. Every member of your team is a **leader**...
 - Lead Yourself
 - Lead Your Team
2. Every team member is a **performance athlete**...
 - Invest in Yourself
 - Invest in Your Team
3. **The Work Begins Within!**

19

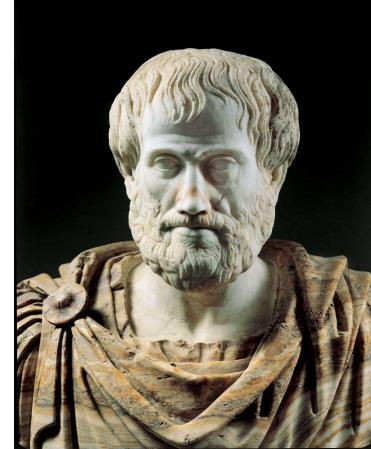
The Battle for Personal and Organizational Resiliency



20

Culture MATTERS-A Lot! Changing Culture Requires Constant Leading

- Definitions Drive Solutions
- Don't make this complicated
- "We are what we repeatedly do. Excellence is not a virtue but a habit."
- Culture = Actions = Leading
- We constantly, daily, iteratively redefine our culture
- Leave a Legacy



21

The Work Begins Within! The Answer to "Who?" is "You!"

"Every system is perfectly designed to get precisely the results it gets."

Dr. Paul Batalden



shutterstock.com • 1148507459

22

Hardwiring Flow + Fulfillment “Every system is perfectly designed...”

Hardwiring Flow

- Start Doing “Smart Stuff”-Adding Value
- Stop Doing “Stupid Stuff”-Decreasing Waste
 - Send a Signal of Hope

+

Hardwiring Fulfillment

- “Fully Filling” Our Passion
- Fueling Our Fires to “Burn In” Instead of Burning Out

23

The 22 Tools of Battling Burnout

Tools for Shaping Culture

1. Mutual Accountability Jumbotron
2. A Team/ B Team
3. Leading From The Front
4. What Kind of Leader Are You?
5. Trust
6. Shadow Shifting

Tools for Personal Passion and Resiliency

1. “Love, Hate, Tolerate”
2. “Deep Joy, Deep Need”
3. “Sing with All Your Voices”
4. Stress Tolerance Level
5. Strategic Optimism/Creative Energy
6. Disconnect Your Hot Buttons
7. Leave a Legacy
8. “Do The Best You Can”
9. Keeping a Gratitude Journal
10. Who Do You Burnout and Why?

Tools for Hardwiring Flow and Fulfillment

1. Stop Doing Stupid Stuff, Start Doing Smart Stuff, Send a Signal of Hope
2. Taxi, Take-Off, Flight Plans, Landings
3. Making the Patient Part of the Team
4. Precision Patient Care
5. Clinical Huddles and 5 Demand-Capacity Questions
6. The EHR Solutions

24

The “Love, Hate, Tolerate” Tool

hfma®
massachusetts-rhode island chapter

- What do I LOVE?  Maximize It
- What do I Hate?  Eliminate it
- What do I Tolerate?  Minimize It

25

hfma®
massachusetts-rhode island chapter

The Great Resignation-The Second Pandemic Re-Recruitment = The Great RE-SIGNation

Re-Discover Your Deep Joy

- Pandemic epiphanies-1 in 5 Docs and 2 in 5 Nurses are leaving
- 1 in 3 Docs and 2 in 3 Nurses are RIP-RIF
- Nursing staffing and boarders have reached crisis, epidemic proportions

Re-recruitment is the key

1. Re-Recruit your A Team Members daily
2. Re-Recruit your B Team Members to join the A Team- coaching/mentoring
3. Re-Recruit your C Team Members to consider if this is their Deep Joy

26

Do the Things You Tell Your Patients to Do... hfma®
Be Kind to... Yourself!

massachusetts-rhode island chapter

27

hfma®
massachusetts-rhode island chapter

"What Was it Like Leading at the Pentagon/Concussion/Covid/Ukraine?"
The Path to the Head is Through the Heart Become the Chief Story Teller

"About suffering, they were never wrong, the
Old Masters. How well they understood its
human position."
- WH Auden, Musee de Beaux Arts

"In the middle of the road of my Life
I awoke in a Dark Wood
Where the True Way was wholly lost
Death could scarce be more bitter
But if I would show the good that came from it
I must talk about things other than the good."
-Dante Alighieri

28

**If They Aren't with You on the Take-Off...
They Won't be with You on the Landing!**



30

29

**All meaningful and
lasting change is
driven by INTRINSIC
motivation...**



30

The Perpetual Whitewater of Change



“Becoming the high-quality, low-cost provider of care”

Becoming Expert Change Accelerators/ Leaders

Resistance = Uncertainty

Staunch Resistance = Deep Uncertainty

Beware “The Words on the Walls vs. Happenings in the Halls”

31

The Paradox of Team Work?

- We can confidently assure our patients that they will be cared for by a team of experts...



- But can we assure them they will be taken care of by an expert team?

32

Calling an Audible

Changing the Play, Not the Game Plan

hfma®
massachusetts-rhode island chapter



33

Words on the Walls vs. Happenings in the Halls

hfma®
massachusetts-rhode island chapter



34



Leading Demands Communication

LISTEN

35



Leading Demands Communication

SILENT

36

The Dynamic Tension of Communication

- Advocate as if you were right...
- Listen as if you were wrong!

37

Timing is Everything...



38

From Courage to Crazy

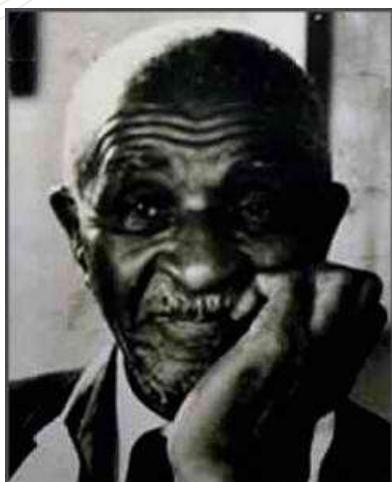
hfma®
massachusetts-rhode island chapter



39

George Washington Carver

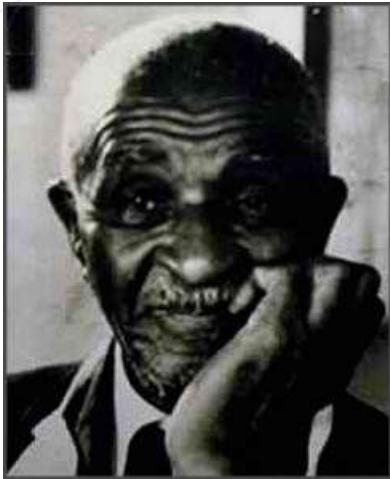
hfma®
massachusetts-rhode island chapter



“How far you go
in life depends
upon...”

40

George Washington Carver



*"How far you go in life depends upon
your being-
Tender with the young
Compassionate with the aged
Sympathetic to the striving
And tolerant of the weak and strong
Because someday in your life
You will have been all of these things"*

Courtesy Chuck Stokes, FACHE

41



42

The Star Thrower

hfma®
massachusetts-rhode island chapter



43

References

hfma®
massachusetts-rhode island chapter

- Doris Kearns Goodwin, *Leadership in Turbulent Times*
- General James Mattis, *Call Sign Chaos*
- David McCullough, *Truman*
- Katherine Graham, *Personal History*
- Doris Kearns Goodwin, *No Ordinary Time*
- David McCullough, *The Wright Brothers*
- Walter Isaacson, *Einstein*
- John Keegan, *Churchill*
- Jean Edward Smith, *Grant, Eisenhower*
- Martin Gilbert, *Churchill*
- Edmund Morris, *The Rise of Theodore Roosevelt, Theodore Rex, Colonel Roosevelt*

44

References

hfma
massachusetts-rhode island chapter

- Peter Drucker, *The Effective Executive*
- Tom Peters, *Extreme Humanism, The Little Big Things, The Excellence Dividend*
- Steven Covey, *The 7 Habits of Highly Effective People*
- Dale Carnegie, *How to Win Friends and Influence People*
- James Collins, *Good to Great, Built to Last, How the Mighty Fall*
- Larry Bossidy and Ram Charan, *Execution*
- Warren Bennis, *On Becoming a Leader*
- Daniel Pink, *Drive*
- Seth Godin, *Tribes*
- Sebastian Junger, *Tribe: On Homecoming and Belonging*

45

hfma
massachusetts-rhode island chapter

THANK YOU!

Thom Mayer, MD, FACEP, FAAP, FACHE
 Executive Vice President, Leadership, LogixHealth
 Medical Director, NFL Players Association
 Founder-Best Practices, Inc.
 Senior Lecturing Fellow, Duke University
thommayermd@gmail.com

46