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# Leadership and Values-based Skills for Family Physicians

Eddie Needham, MD, FAAFP

Clinical Professor – University of Central Florida College of Medicine

Clinical Professor – Loma Linda University School of Medicine





# Learning Objectives

1. Recognize **different leadership styles** and determine the mode with which you are most comfortable
2. Review and select **values with which you highly align**
3. Identify key **skills of everyday leadership**





# Leadership Definition

- What is a leader?
- One who sets the mission, vision, values
- Someone you want to follow
- Engenders morale and momentum
- Webster's definition of leader: "A powerful person who controls or influences what other people do."
- "I want to be like Mike"





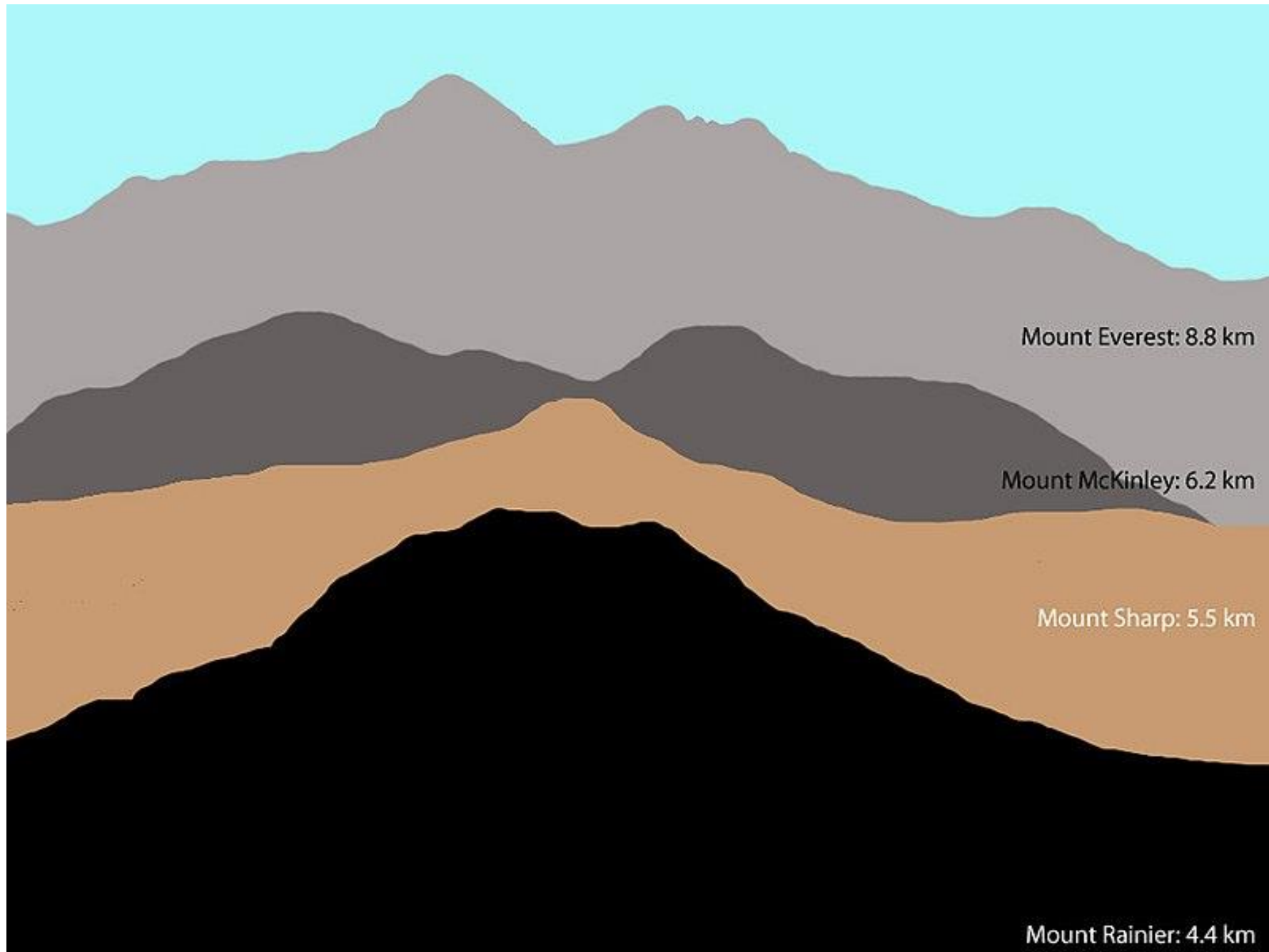






# Mount Everest

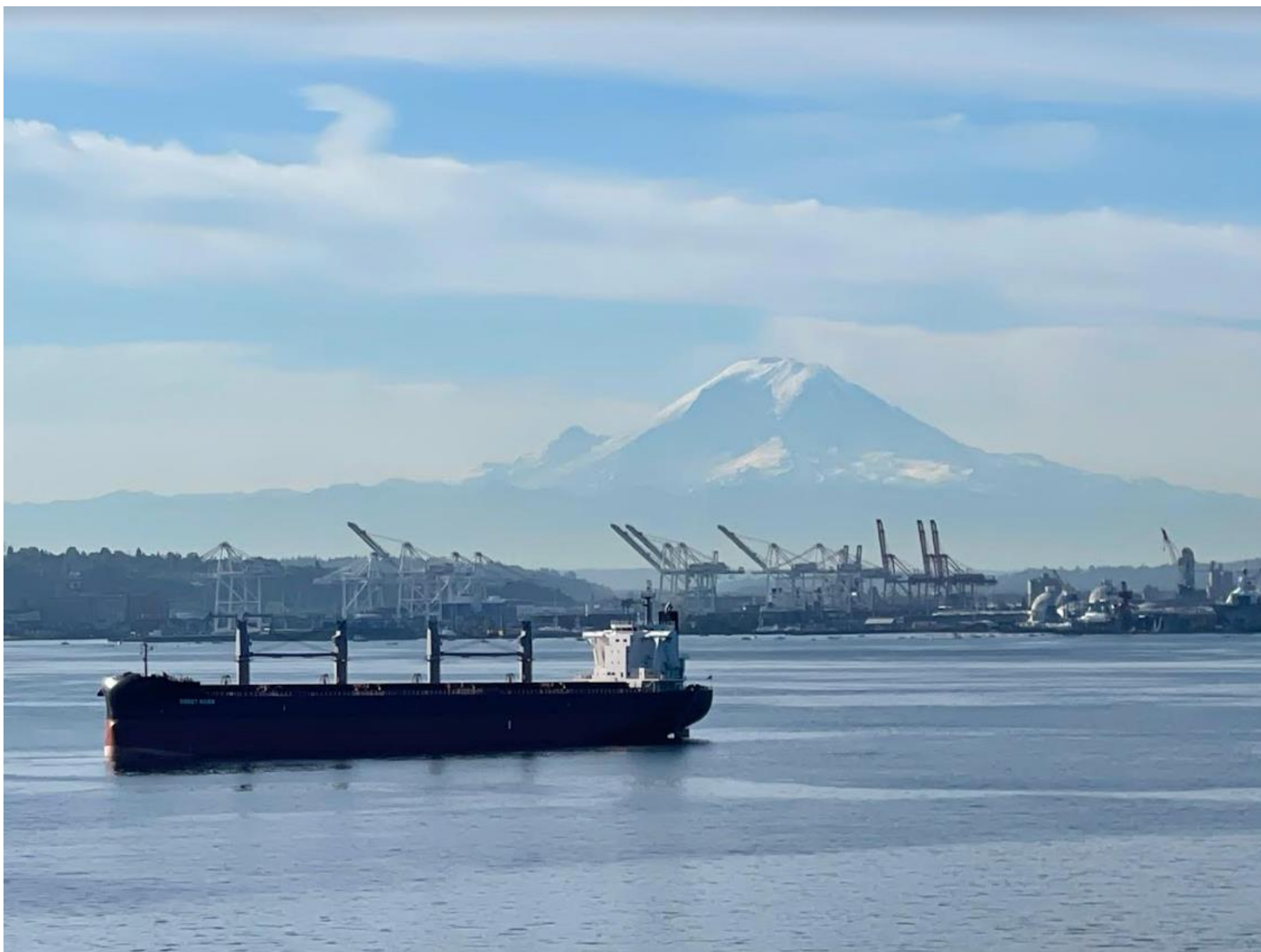














# Mother Teresa

1910 - 1997

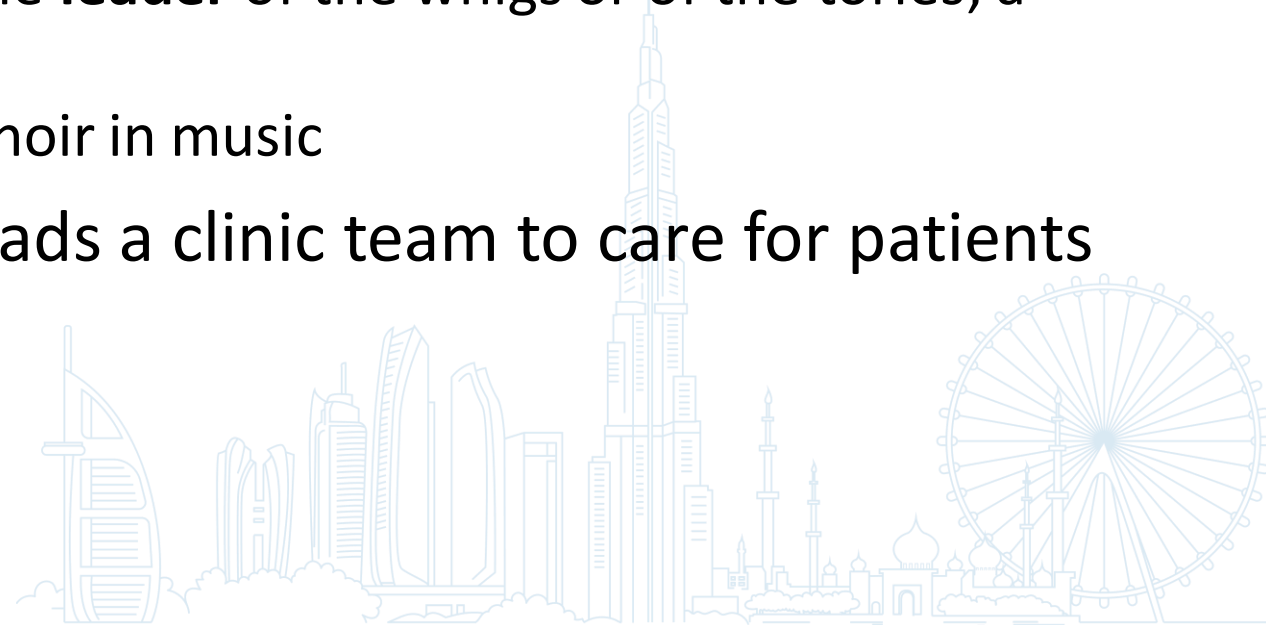






# Webster's Dictionary ... 1828

- LEADER, noun.
  1. One that leads or conducts; a guide; a conductor.
  2. A chief; a commander; a captain.
  3. One who goes first.
  4. The chief of a party or faction; as the **leader** of the whigs or of the tories; a **leader** of the Jacobins.
  5. A performer who leads a band or choir in music
- Needham 2024 – A doctor who leads a clinic team to care for patients with vision and grace





Location - 15 miles  
out from Cape  
Canaveral (Space X  
and NASA rockets)

Depth – 120 feet

Species – Red  
Snapper



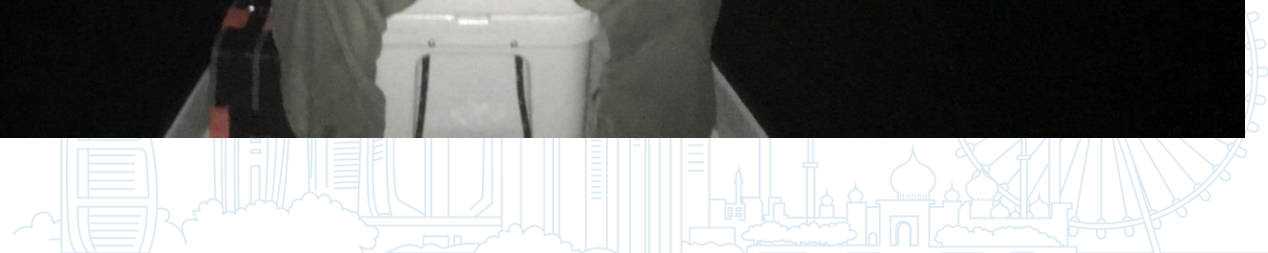




Location – Inshore  
near Cape Canaveral

Depth – 1-2 feet

Species – Red Drum  
(aka Redfish)

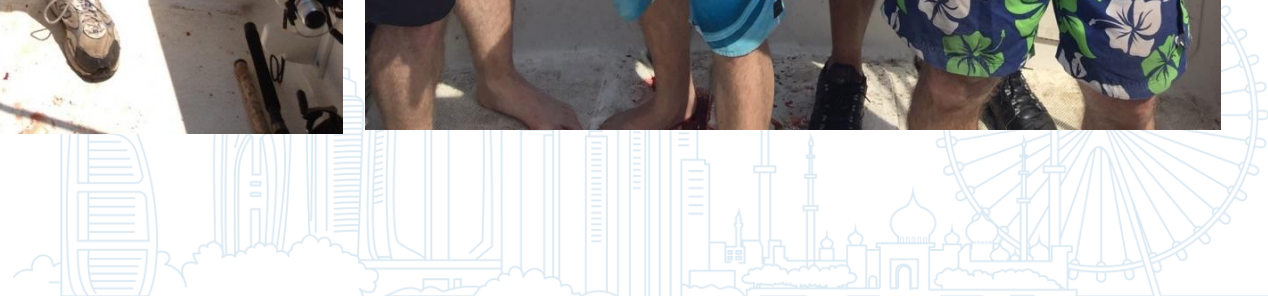




Location - 10 miles  
out from Cape  
Canaveral

Depth – 80 feet

Species – King  
Mackerel (aka  
Kingfish)





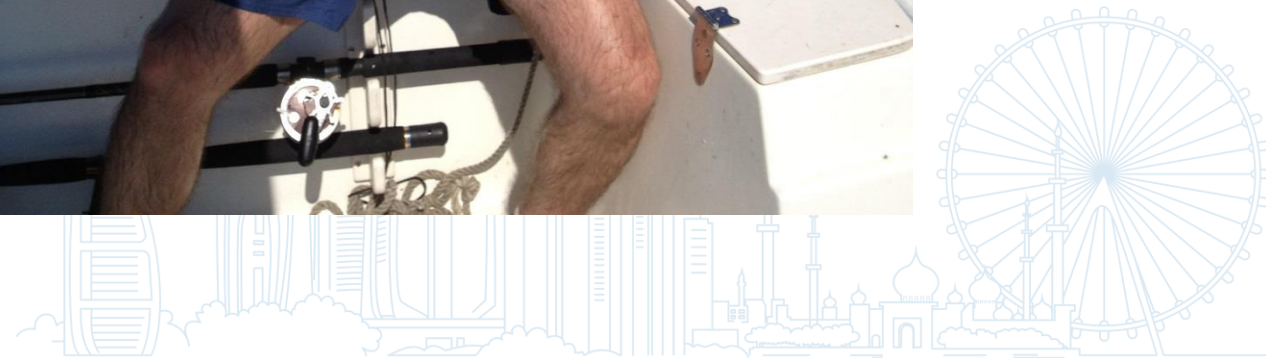


Location -5 miles south of Florida Keys

Depth – 100 - 200 feet

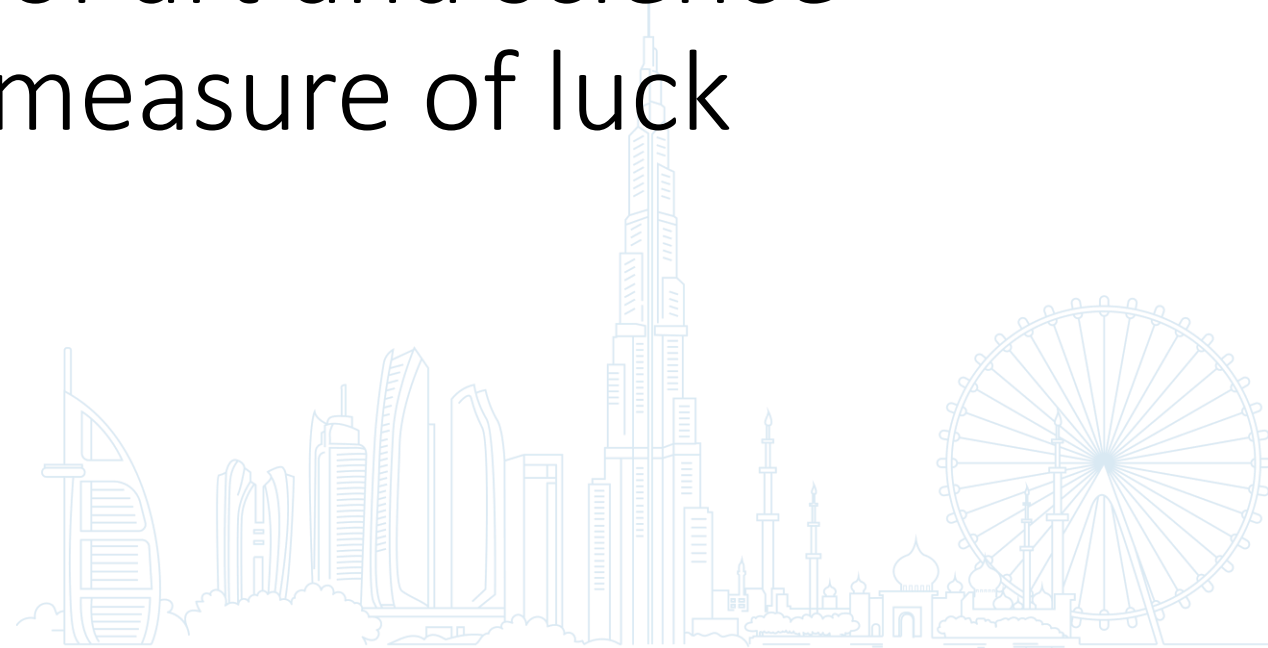
Species – Silky Shark

Do you think I use the same type of fishing line for all these species?





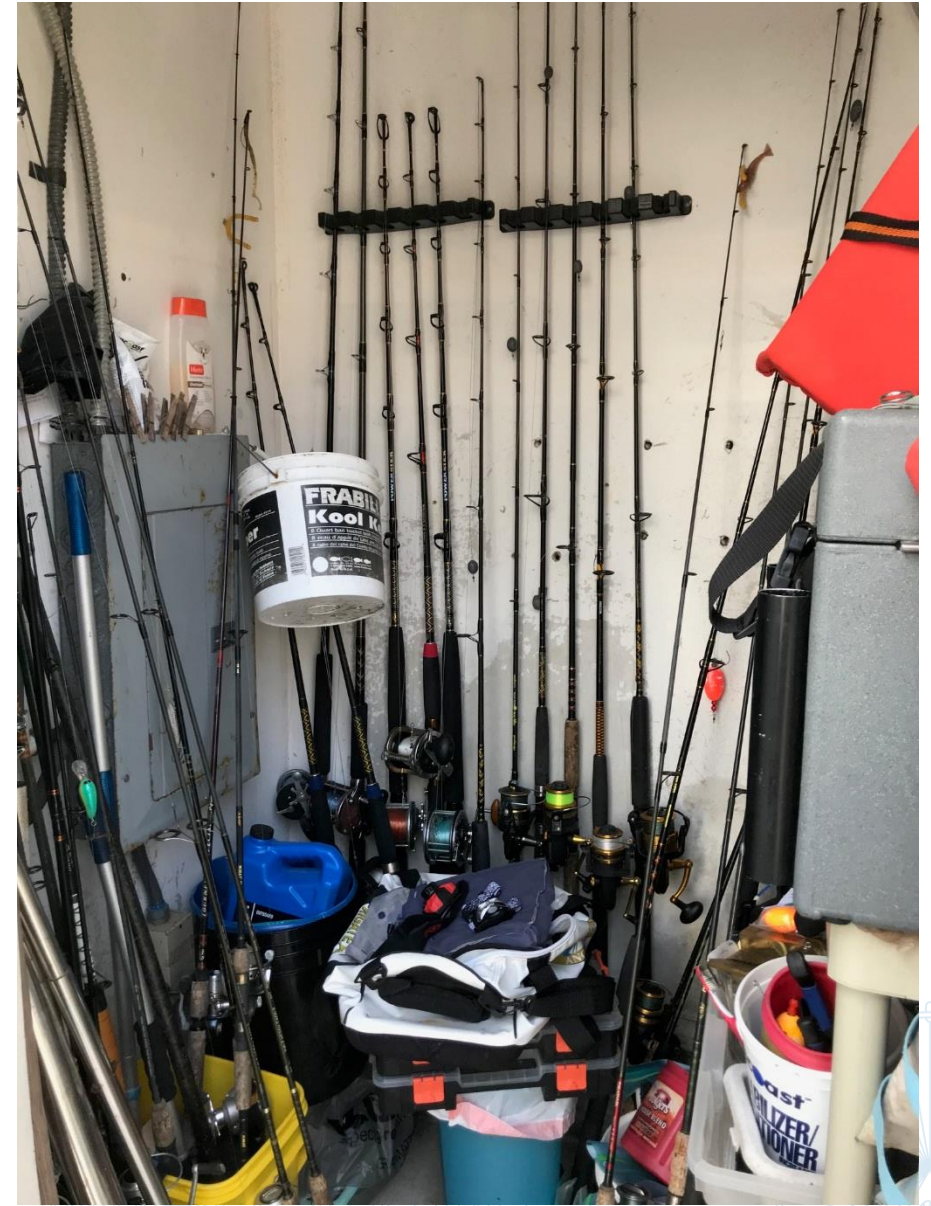
Fishing is a combination of art and science  
...and a measure of luck







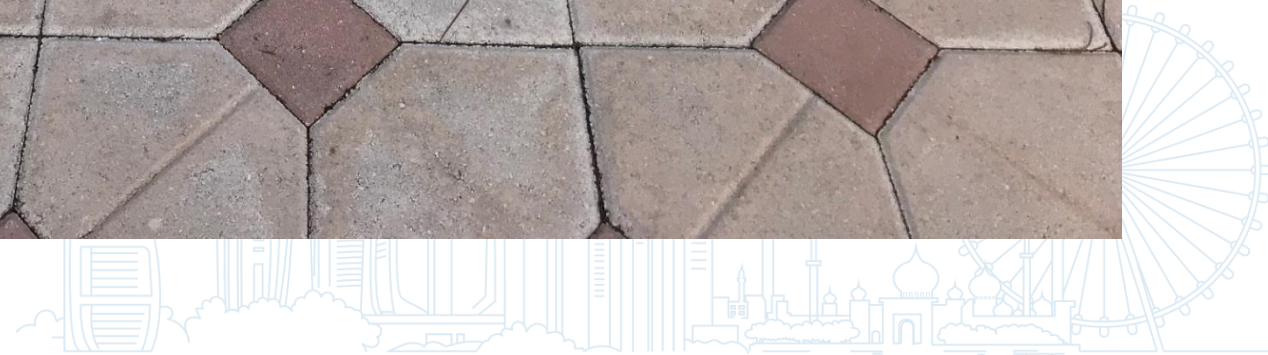
# My fishing closet







A standard  
light tackle  
fishing rod





EP





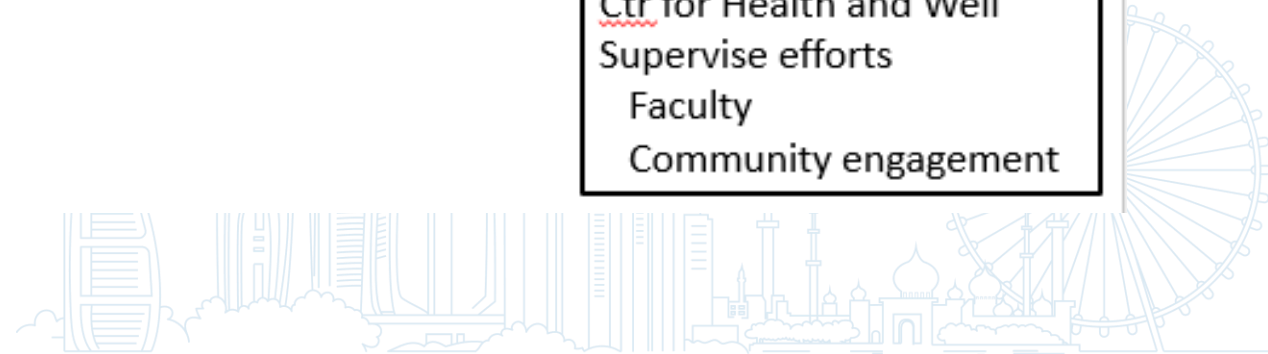
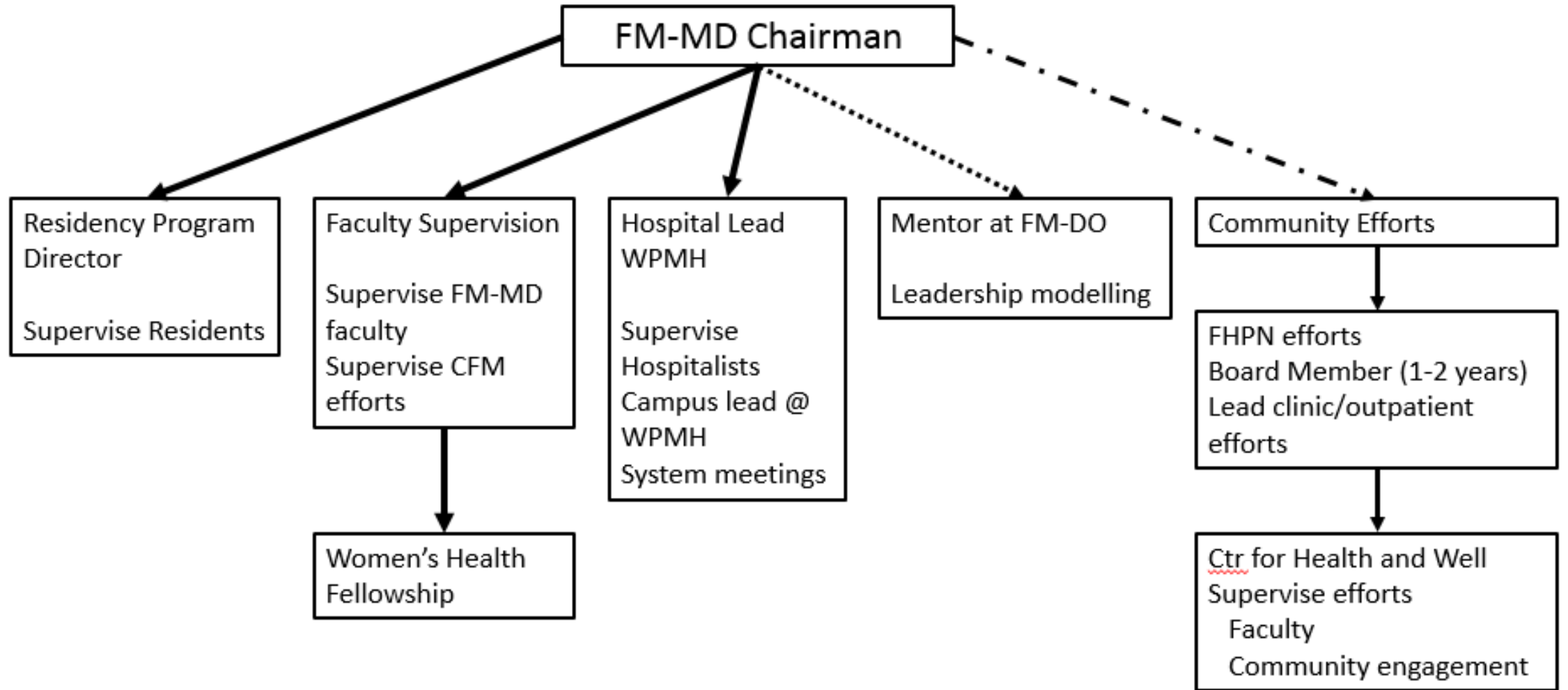


The line that connects the hook to the mainline is called ...

# The Leader







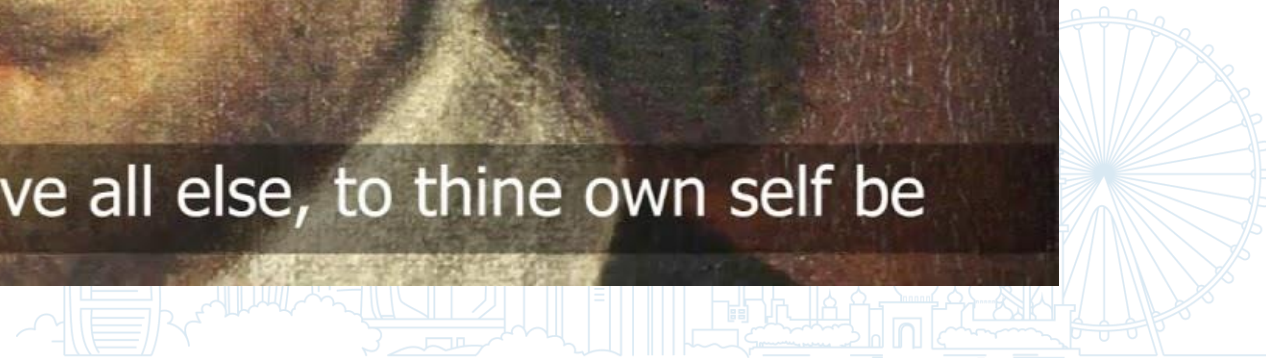


# William Shakespeare, The Bard

A portrait of William Shakespeare, showing his face from the chest up. He has a receding hairline, a mustache, and a goatee. He is wearing a dark cap and a white ruff collar. The background is a dark, textured wood panel.

// This above all:  
**to thine own self be true**

And he says, "And this above all else, to thine own self be





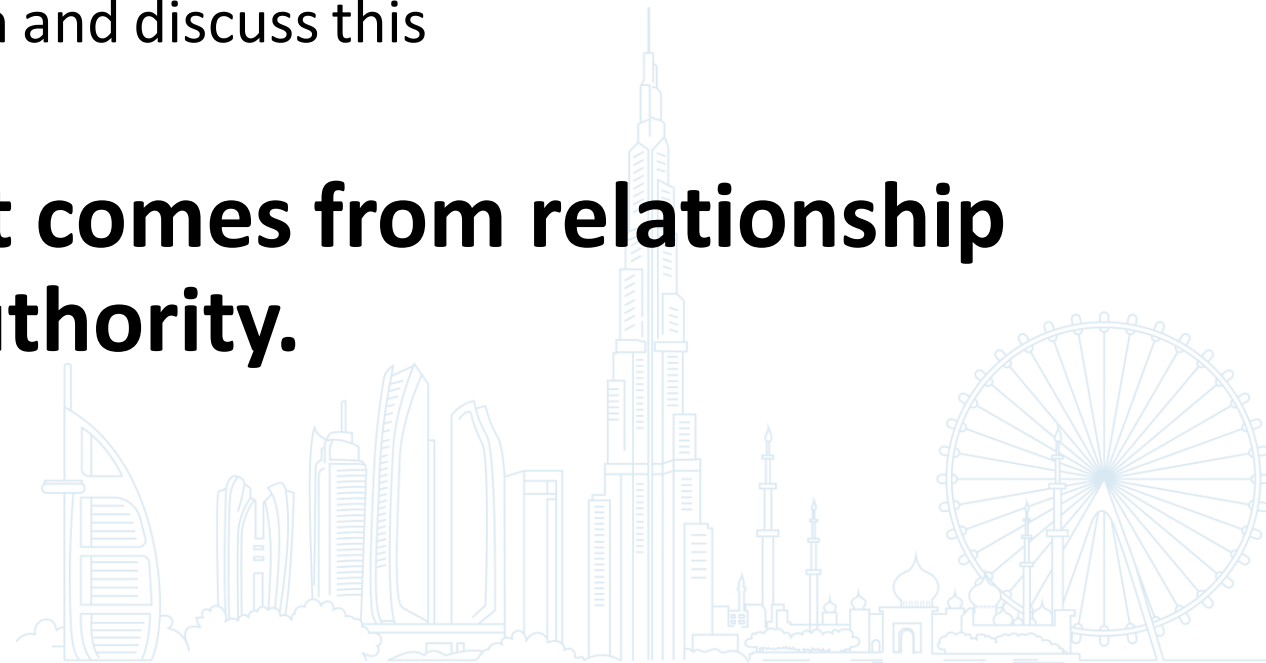
# The Six Leadership Styles (Goleman)

	<b>Commanding</b>	<b>Visionary</b>	<b>Affiliative</b>	<b>Democratic</b>	<b>Pacesetter</b>	<b>Coaching</b>
The leader's modus operandi	Demands immediate compliance	Mobilizes people toward a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
The style in a phrase	"Do what I tell you."	"Come with me."	"People come first."	"What do you think?"	"Do as I do, now"	"Try this."
Underlying emotional intelligence competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	In a crisis, to kick start a turnaround, or with problem employees	When changes require a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performance or develop long-term strengths
Overall impact on climate	Negative	Most strongly positive	Positive	Positive	Negative	Positive



# Know yourself

- What is your leadership style?
  - Collaborative/Democratic: We're all in this together...go team
  - Executive/Commanding: Do what I say because I'm saying it.
  - Inspiring/Visionary: Follow me
  - Relational/Affiliative: Let's eat lunch and discuss this
- **Persuasion is best when it comes from relationship rather than position or authority.**





11 minutes

# How Earlobes Can Signify Leadership Potential

By Carl Senior, Robin Martin, Mirwaj Bhatt, and Rowena M. Fells

From the November 2014 issue



**E**volutionary biologists have learned that people with greater “genetic fitness,” as manifested by a high degree of left-right body symmetry, are not just considered better looking but also tend to be healthier, more intelligent, and more dominant than others. They’re the classic alphas who rise to the top of rigidly hierarchical organizations such as the military.

But our research shows that people with subtle asymmetries—for example, imbalances in ear or finger length—are often better “transformational” leaders, able to inspire followers to put self-interest aside for the good of the group. Furthermore, teams they lead outperform teams whose leaders have more-symmetrical bodies.





# Leadership

- Genetic or environmental?
- Born or developed?







Life is not about your  
circumstance.  
It's about your stance.





# Leadership Environments

- **What/who** are you leading?
- First – are you leading yourself?
  - A vector has both magnitude and direction/trajectory...what's yours?
- Physician: patient dyad
  - Sage on the stage vs Guide by the side
- Physician: staff
- Physician: clinic team
- Organization/Corporation

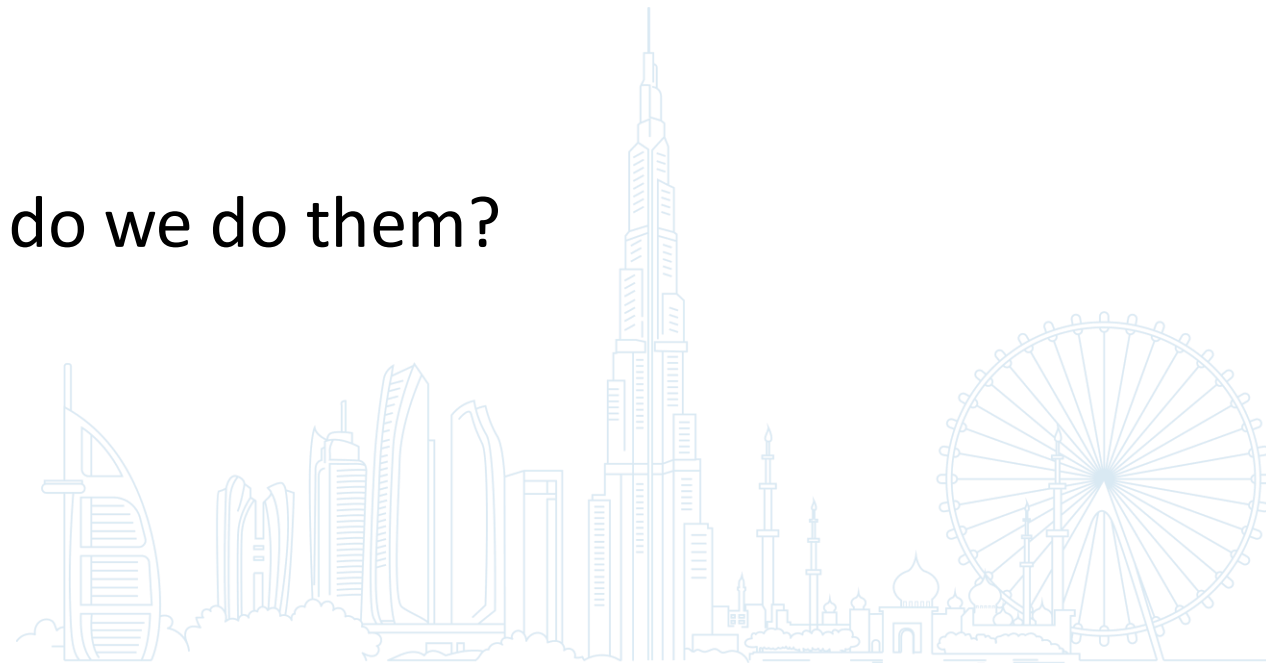






# Leading Yourself

- Family Medicine – created in 1969
- Bio-psycho-social model
- Bio-psycho-social-spiritual model
- Whole person care
- Physician Wellness
- We say these things but how well do we do them?





# Leading Yourself

- Physical fitness –
  - Do you do what you tell your patients?
- Spiritual health/  
Wellness
  - How do you re-energize your passion, vision, and delight in life?

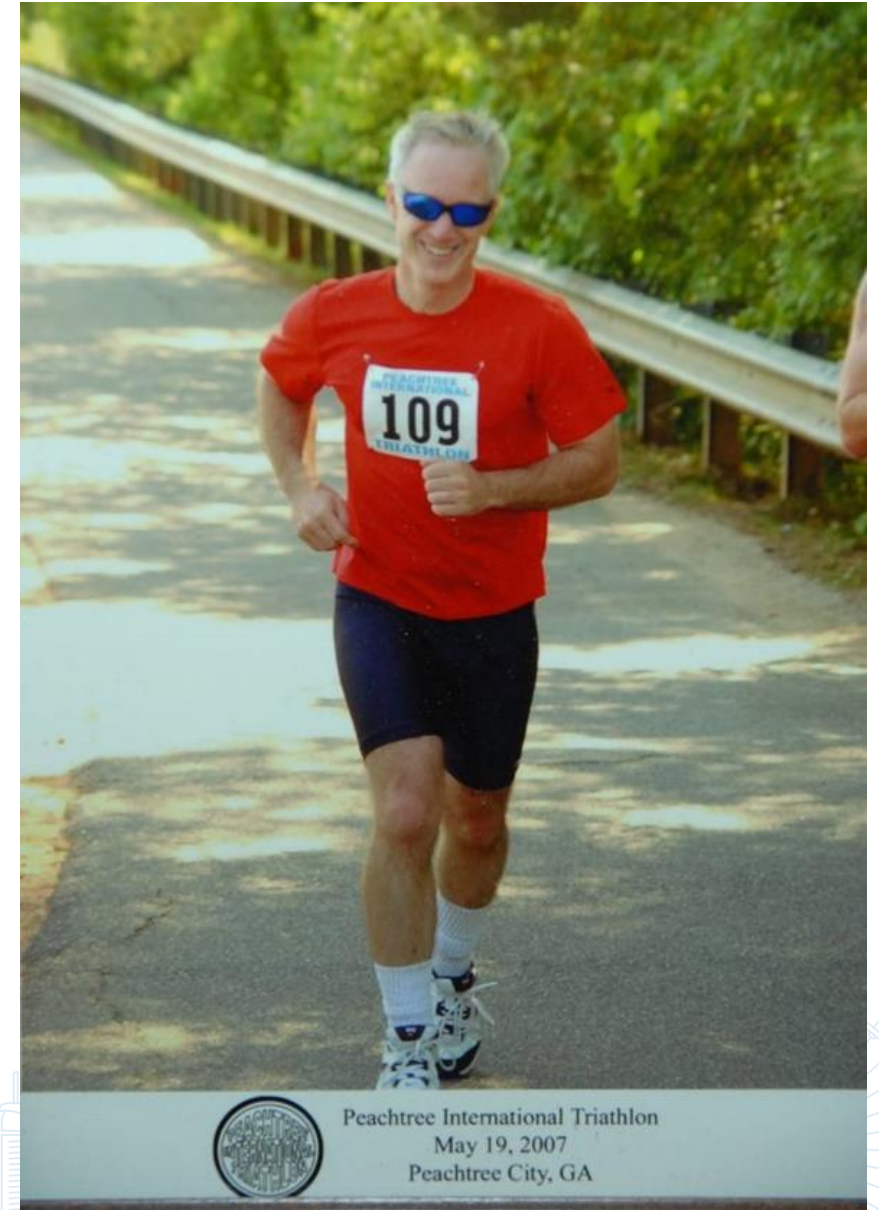






# Leadership

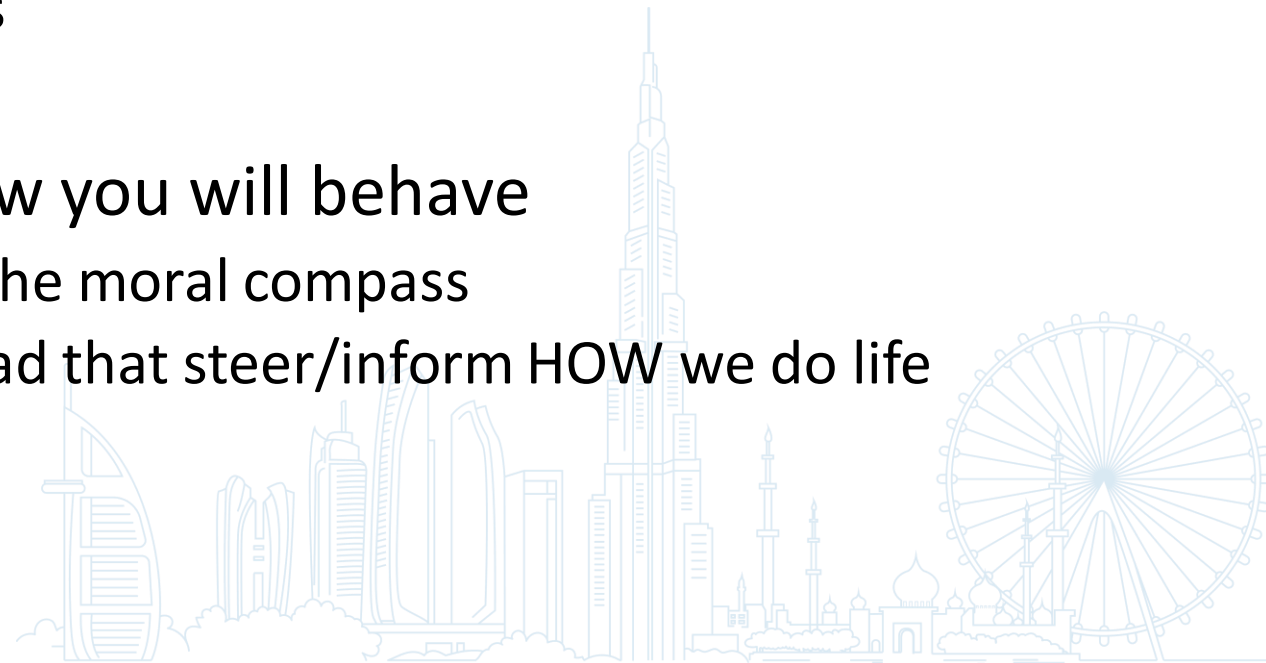
- **How** are you leading?
- The degree to which you lead helps determine the morale of your team.
- Morale = trust in the person at the top
- Leading by example
  - If in doubt, watch me
  - Our message of Health must come from our own personal example





# Leadership

- **Why** are you leading?
- Mission – reason for existence
  - What are you doing and what do you intend to do
- Vision – aspirational goals
  - What will you look like in 5-10 years
  - What is your dream
- Values – what you believe and how you will behave
  - Values, attitudes, beliefs → create the moral compass
  - The railguards on the side of the road that steer/inform HOW we do life







# Looking inside ourselves...

- What is your personal mission?
- What is your personal vision?
- What are your values?





# Values

- Service
- Loyalty
- Duty
- Balance
- Excellence
- Humor
- Responsiveness
- Caring
- Humility
- Stewardship
- Credibility
- Respect
- Learning
- Innovation
- Teamwork
- Integrity
- Compassion
- Forgiveness
- Kindness
- Perseverance
- Ambition
- Dignity
- Courage
- Selflessness
- Passion
- Candor
- Competency
- Curiosity
- Greed
- Grace
- Agility
- Empathy
- Self preservation





# Directional Leadership

- Leading from the rear
  - Gen. John Buford at Gettysburg
- Leading from the front
  - Gen. John Buford at Gettysburg
- Leading from the middle (leading up)
  - Dr. Needham

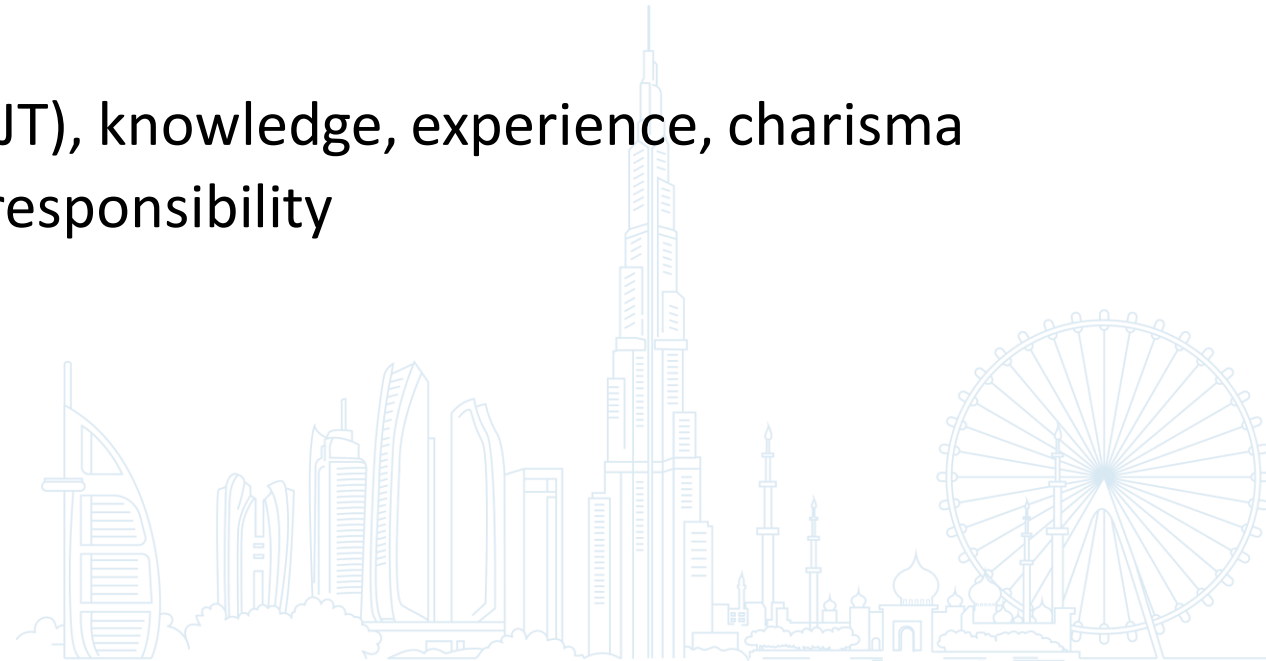






# Formal vs Informal Leadership

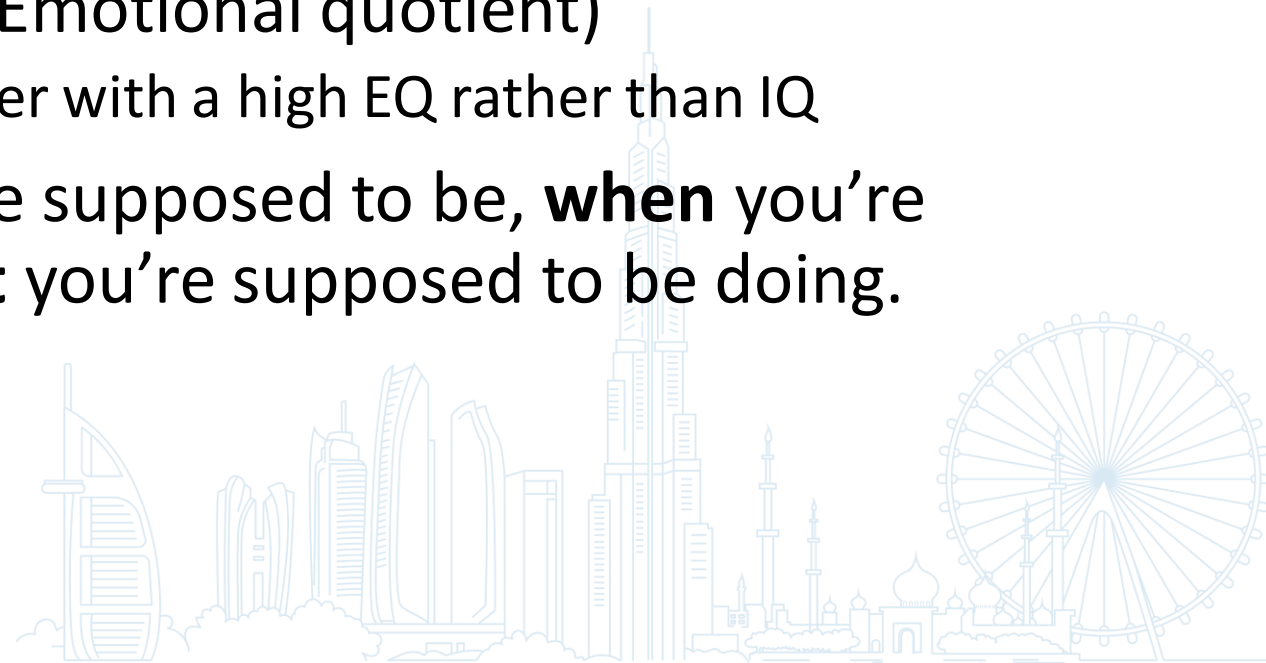
- Formal leadership
  - Granted as part of job/title
  - Defined by position or function in organization
  - Experience in required competencies/skills
  - Selected by professional body or authority
- Informal leadership
  - Arises from On-the-Job-Training (OJT), knowledge, experience, charisma
  - Requires individual to assume the responsibility
  - Not based on rank, title or position





# Leadership – Key Skills for the Leader

- Personal vision
- Table manners – how you interact with others
- Passion and energy
- IQ vs EQ (Intelligence quotient vs Emotional quotient)
  - People often prefer to follow a leader with a high EQ rather than IQ
- Professionalism – Be **where** you're supposed to be, **when** you're supposed to be there, doing **what** you're supposed to be doing.





# Leadership – Key Skills for the Leader

- Clinic leadership
  - Prefer others: let them have the last word when possible
  - Lead clearly (firmly) when necessary
  - Lead collaboratively if at all possible
    - “Collaborate” – to co-labor
  - Be on time – “What you permit, you promote”
  - Let grace and mercy triumph over rules and regulations when possible
  - Form teams, then empower them to be your hands and feet
    - Avoid micromanaging

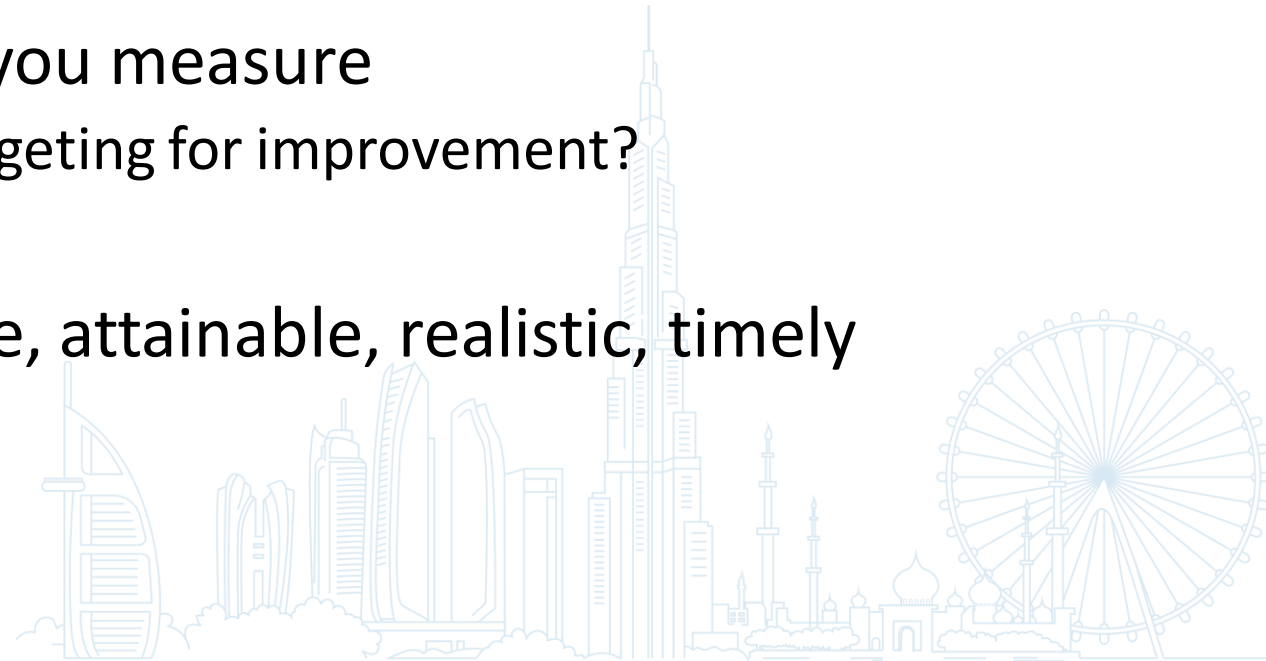






# Leadership – Key Skills for the Leader

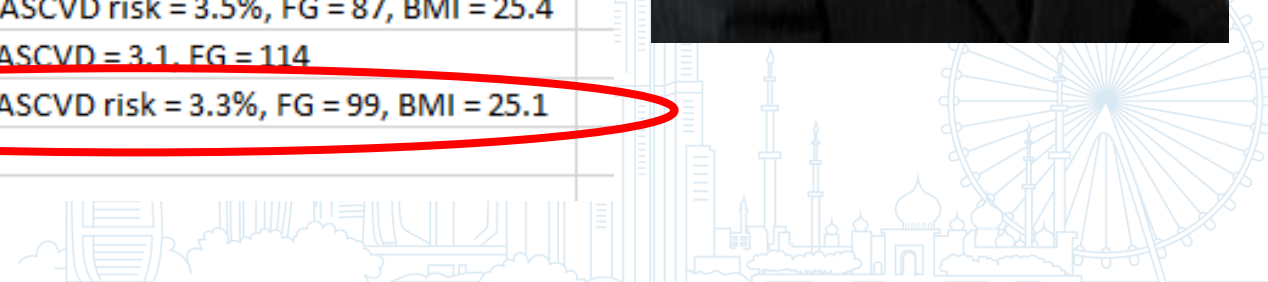
- Praise publically; Correct in private
- Flex your leadership style depending on the circumstance
- Meet with your clinic team weekly
  - Practice manager, lead nurse, front office lead, etc...
- You can only improve that which you measure
  - So, what are you measuring and targeting for improvement?
  - Low hanging fruit
- SMART goals: specific, measurable, attainable, realistic, timely





# The Compliant Patient – BP, Lipids, and A1c on a Spreadsheet

	A	B	C	D	E	F
37	6/17/2015	800	117	82		at Biometrics screening
38	12/3/2015	1445	124	80		at desk
39	2/24/2016	815	115	78		at Biometrics, ran 3 miles in am prior
40	3/30/2016	1430	119	77	70	at desk, jogged in am
41	7/21/2016	1410	119	75	68	at desk in afternoon
42	9/9/2016	1645	109	72	75	at desk, ran at lunch
43	10/21/2016	850	137	81	60	at desk, Starbuck's 1 hour ago
44	1/4/2017	1100	125	81	72	at desk, jogged in am, 1 cup coffee
45	3/22/2017	800	110	72		at Biometrics screening
46	5/31/2017	1030	110	72	61	at desk, 3 miles, 1 mug coffee
47	Avg		120	78	69	
48						
49		TC	HDL	LDL	TG	
50	2011	211	38	151	111	
51	9/25/2012	206	47	141	88	ATP 3 = 3% (2.6% with 2013 guidelines)
52	9/15/2014	205	37	132	179	Fingerstick at FHHS biometrics, ASCVD risk = 3.4%, A1C = 5.4
53	6/17/2015	216	40	157	95	Biometrics, A1C = 5.2, ASCVD risk = 3.5%, FG = 87, BMI = 25.4
54	2/24/2016	188	39	127	111	Biometrics, A1c = 5.3, ASCVD = 3.1, FG = 114
55	3/22/2017	182	36	116	151	Biometrics, A1c = 5.2, ASCVD risk = 3.3%, FG = 99, BMI = 25.1
56	Avg	201	40	137	101	
57						





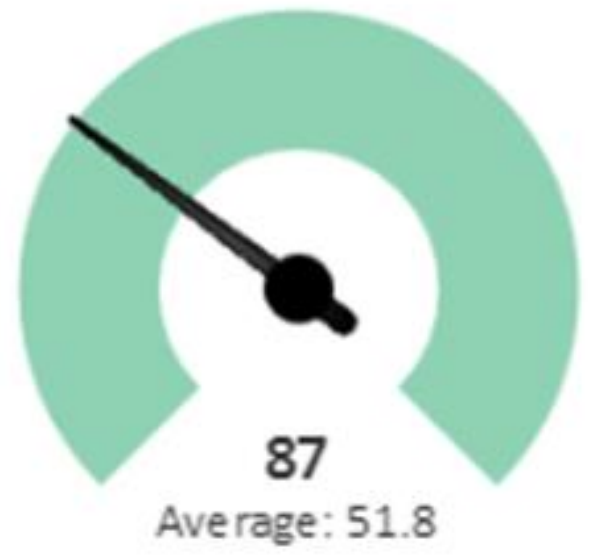
<b>Population</b> YTD May	
<b>ED Visits</b> <b>per 1,000</b>	
2016	180.6
2017	185.2
% Diff.	2.5%
<b>Admissions</b> <b>per 1,000</b>	
2016	79.8
2017	71.1
% Diff.	-10.9%
<b>Avg Length</b> <b>of Stay</b>	
2016	3.85
2017	3.27
% Diff.	-15.1%

# Needham, John E

## Family Medicine Medical

Centre for Family Medicine at Florida Hospital

### Attributed Member Count



Pa





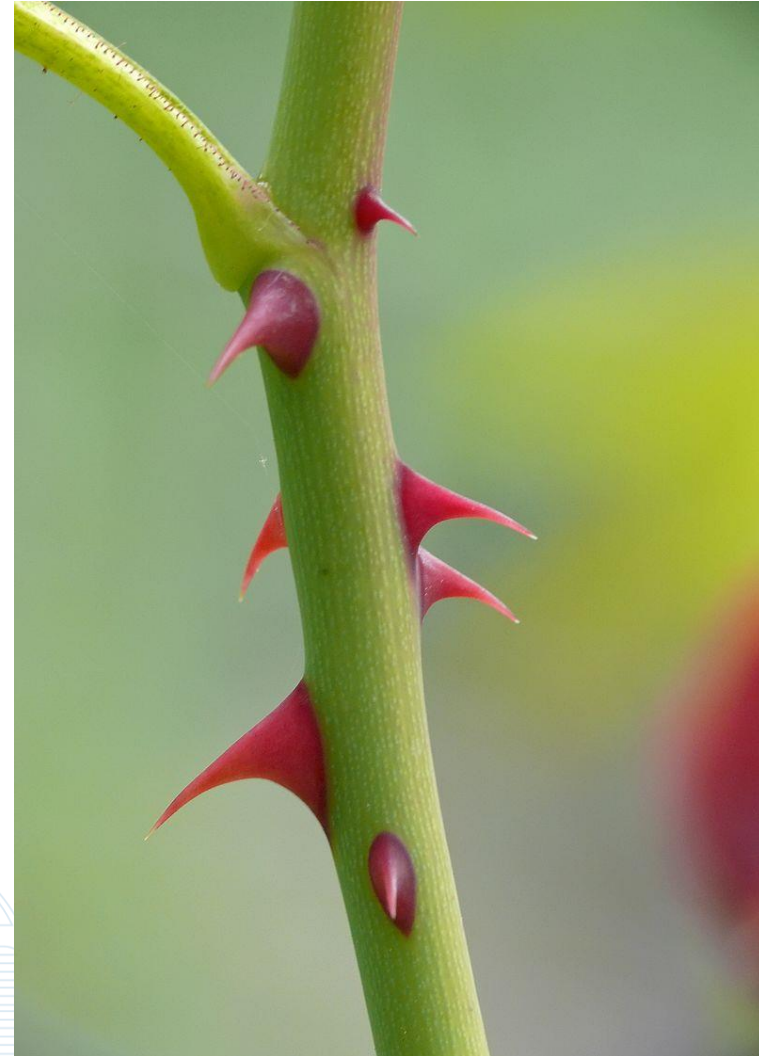


Experience is what you get  
after you need it.





One thorn of experience is worth  
a whole wilderness of warning





# Servant Leadership

- Lift others up with your service
  - Think and act in a noble fashion
- Make a way for others to follow
- Do the heavy lifting yourself as you're able
- Prefer others
- Honor others in a public fashion
- **Nuture those for whom you have oversight – don't assume growth**
  - Annual reviews







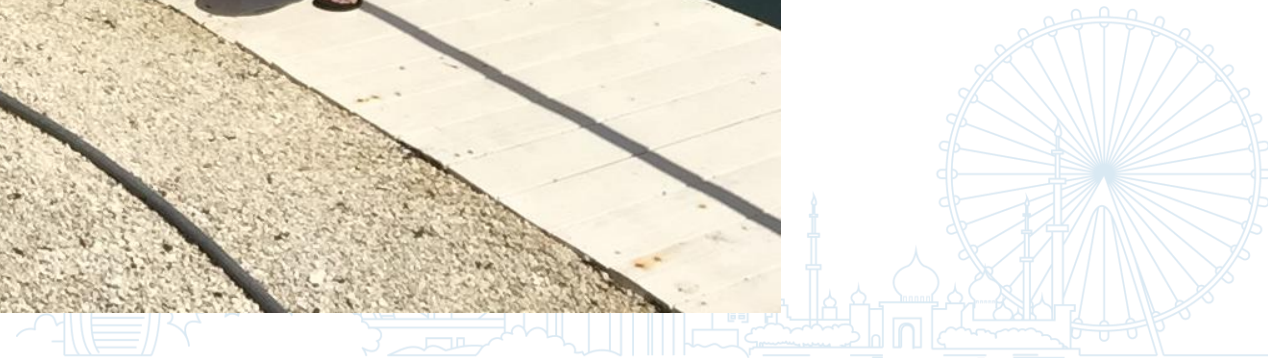
# Legacy

- If the leader goes away, does the team stay on track?
- What do you want to intentionally pass down?
- What culture do you wish to create and sustain?
- The leader's presence is a Force Multiplier
  - $1 + 1 = 9$





1+1 = 9





# Leadership detractions

- When you encounter headwinds:
- Educate and enable – good goal
- Eliminate – necessary role
- Rigorous interviewing to ensure alignment from the outset
- **“Whatever you permit, you promote”**
- Make sure it’s your “Dream team.” **Forming teams vital.**
- Teams are built on trust – you must have this to succeed

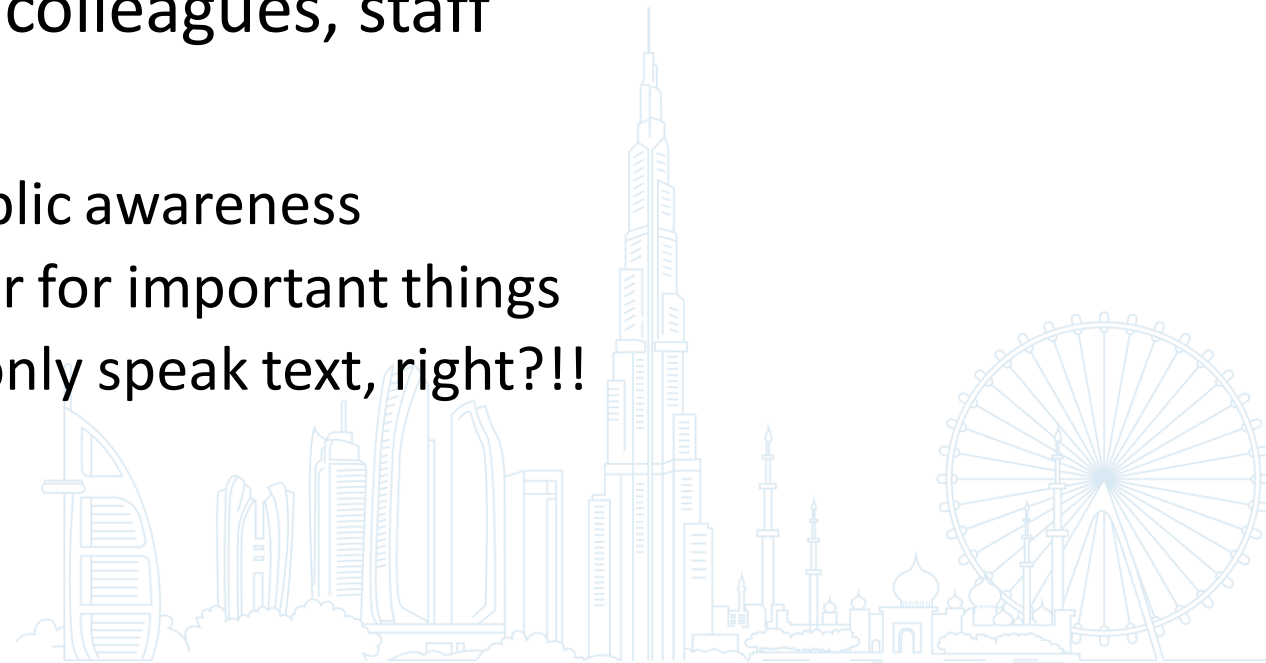






# Communication

- You can never over communicate
- Vertical – up one level to your supervisor/board
- Horizontally – to colleagues
- Vertical – down 1-2 levels to your colleagues, staff
- Multiple formats:
  - Print and post on a billboard for public awareness
  - Email...then email again a week later for important things
  - Text. You all know colleagues that only speak text, right?!!





# Communication blunders

- MMR - Measles, mumps, rubella?
  - Or, Menometrorrhagia?
- TPA – Tissue plasminogen activator (t-PA)
  - Or, Third Party Administrator (insurance)
- ACS – Acute cardiac syndrome (R/O MI)
  - Or, Acute Chest Syndrome (Sickle cell disease)
  - Or, Acute Care Services (Hospital care)





# Great leadership → Great patient care

- Clear roles in clinic
- Clear QI roles and goals
- Clinic-wide and system performance
- How do you create value for patients
  - Value = Quality/Cost







# Leadership benefits to the organization

Realize the vision  
Mobilize the mission  
Live the values



# The Leader

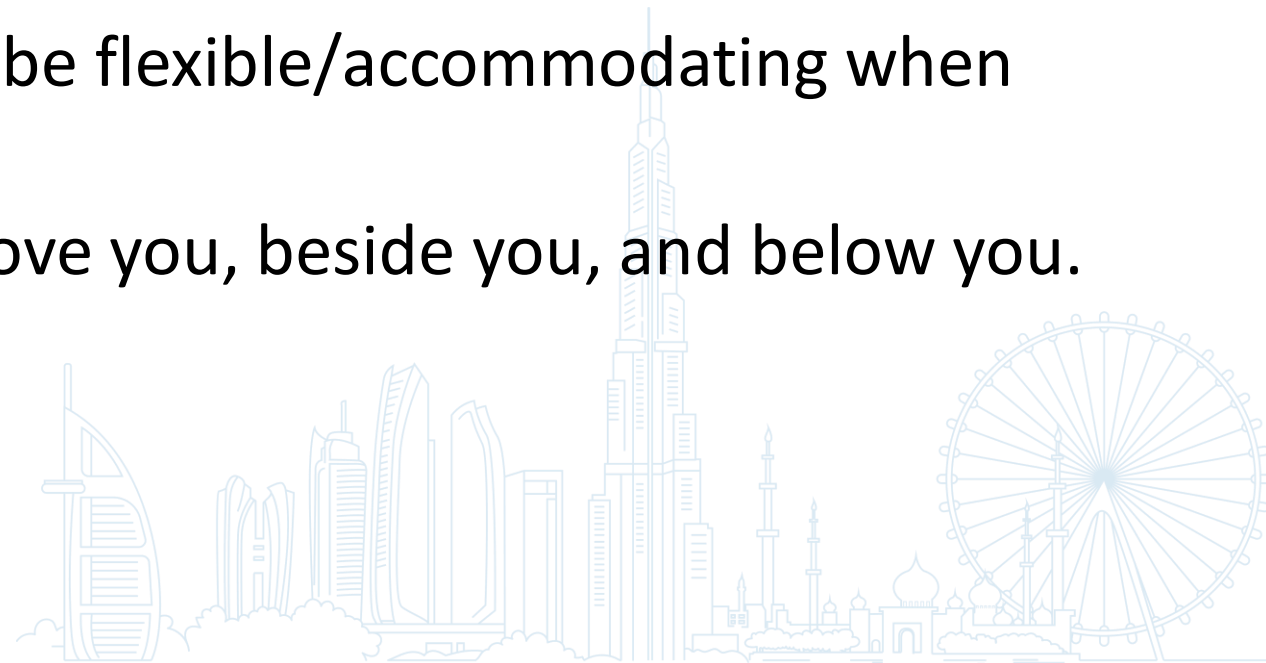
1. Bears the heavy weight
2. Connects the clinic to the patient
3. Is different from the mainline
4. Needs regular maintenance in order not to break
5. Is flexible according to the situation and needs





# Best Practice Recommendations

1. When physician leaders set the mission/vision/values, the trajectory of the entire team elevates. Service above self.
2. Consider quality improvement, patient safety, and value-based care as opportunities to take the lead in your environment.
3. Know your leadership style and be flexible/accommodating when working with others.
4. Ask for feedback from those above you, beside you, and below you.







# Recommended readings

1. Kouzes, James M., and Barry Z Posner. The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations. 5th ed. San Francisco, CA: Jossey-Bass, 2012
2. Kraemer, Harry M. From Values to Action: The Four Principles of Values-Based Leadership Hoboken, NJ: Jossey-Bass, 2011
3. Useem, Michael. Leading Up : How to Lead Your Boss so You Both Win. New York :Crown Business, 2001.
4. Roberts, Wess. Leadership Secrets of Attila the Hun. New York, NY: Warner Books, 1989.
5. Kwon E, Flood P. Physician Leadership Lessons From the Business World. Fam Pract Manag. 2016 Nov-Dec;23(6):14-16.
6. Cuenca A. How to Be a Leader When You Are Not “the” Leader. Fam Pract Manag. 2015 Nov-Dec;22(6):10-12
7. Goren L. Five Steps for Building Your Leadership Skills. Fam Pract Manag. 2014 Sep-Oct;21(5):40

