Leadership Strategies: Empowerment and Advocacy

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Reflections…My Lenses

♦ Oncology
Longstanding interest due to personal experience
Totality of professional experience until 3.5 years ago

♦ Research
Belief that we can create a better tomorrow
Longstanding in interest in scientific basis of therapeutics and practice

♦ Executive Leadership Roles
Research-intensive environment
Advancing care an obligation
Objectives

- Discuss perspectives on Nurse Navigator role within the context of value-based healthcare
- Identify key leadership skills for driving empowerment and advocacy in Oncology Nurse Navigator practice
Big Picture Drivers of Healthcare

- Financing, Markets, Redefinition
- Population Health Management
- Genetics, Science & Technology
- Aging
- Intensity & Complexity of Care
Healthcare’s Triple Aim

- Patient Satisfaction
- Quality Outcomes
- Decreased cost
Defining Value

Value = Health outcomes that matter to patients
       Cost of delivering those outcomes
Value in healthcare delivery

- Care for a population usually involves multiple specialties and interventions.

- Care activities are interdependent.

- Value is created by the providers combined efforts across a cycle of care.
  - Episodes of care
  - Lifespan

- Outcome and cost tracking should optimally occur longitudinally
Cancer Care Trajectory

Start Here

- Treatment With Intent to Cure
  - Diagnosis and Staging
  - Palliative Treatment
  - Death

- Managed Chronic or Intermittent Disease
  - Cancer-Free Survival
  - Treatment Failure
  - Recurrence/Second Cancer

Survivorship Care

Source: IOM, 2006
He realized he was facing the type of problem he never permitted at Apple. His treatment was **fragmented** rather than **integrated**. Each of his myriad maladies was being treated by different specialists...oncologists, pain specialists, nutritionists, hepatologists, and hematologists...but they were not being coordinated in a cohesive approach...

“One of the big issues in the health care industry is the lack of caseworkers or advocates that are the quarterback of each team.”

This was particularly true at Stanford, where nobody seemed in charge of figuring out how nutrition was related to pain care and to oncology.
Navigation is KEY to Effective Care Delivery
Leadership Skills to Drive Empowerment & Advocacy

- Courage, Leading, Complexity
- Knowledge, EI, & Lifelong Learning
- Focus, Mindfulness, & Time
- Collaboration…never go it alone
- Thinking: Different, Fast and Slow
- Trial, Error, & Vulnerability
- Exquisite Communication
- Balance: Investing in yourself
- Paying it Forward
Courage, Leading the Way

- Courage—from the Latin cor, meaning heart

You will never do anything in this world without courage. It is the greatest quality of the mind next to honor.

  – Aristotle

- Clear roadmaps don’t exist
Think Boundary-Spanning Leadership

Bridging Silos Helps People Emerge and Connect

Diverse Perspectives Bring Strength
Complexity: Master the Matrix

- Matrix Structures 1960s Aerospace

- Hierarchy ‘overlaid’ by lateral authority, influence, or communication

- Webs vs. Pyramids – it’s not about the boxes

- Intended to maximize the power of intersections

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1California Management Review, Vol. 29 No. 4, SUMMER 1987; (pp. 126-138) DOI: 10.2307/41162135
Clarity: Key Leadership Skill of the Future

- Ability to see through messes and contradictions to a future that others can not yet see

- Making things clear and precise as they can be

- Putting things into context and identifying why they are important
Recognize Patterns, Connect Dots, Create Alignment
KNOWLEDGE IS POWER.

KNOWLEDGE SHARED IS POWER MULTIPLIED.

— ROBERT NOYCE —
Question the Status Quo

PHYSICAL REVIEW D, VOLUME 59, 043516

When is the last time you asked “Why do we do it this way?”

João Magueijo

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Emotional Intelligence: Sine Qua Non
## Elements of Emotional Intelligence

<table>
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<tr>
<th>Element</th>
<th>Definition</th>
<th>Hallmarks</th>
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<tr>
<td><strong>Self-Awareness</strong></td>
<td>Ability to recognize and understand your moods, emotions, drives, and their effect on others</td>
<td>Self-confidence&lt;br&gt;Realistic self-assessment&lt;br&gt;Self-deprecating sense of humor</td>
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<td><strong>Self-Regulation</strong></td>
<td>Ability to control or redirect disruptive impulses and moods&lt;br&gt;The propensity to suspend judgment-thinking before acting</td>
<td>Trustworthiness &amp; integrity&lt;br&gt;Comfort with ambiguity&lt;br&gt;Openness to change</td>
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<td><strong>Motivation</strong></td>
<td>Passion for the work beyond status or $</td>
<td>Strong drive to achieve&lt;br&gt;Optimism, even in the face of failure&lt;br&gt;Organizational commitment</td>
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<td><strong>Empathy</strong></td>
<td>The ability to understand the emotional makeup of others&lt;br&gt; Skill in treating people according to their emotional reactions</td>
<td>Expertise in building and retaining talent&lt;br&gt;Cross-cultural sensitivity&lt;br&gt;Service</td>
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<td><strong>Social Skill</strong></td>
<td>Proficiency in managing relationships and networks&lt;br&gt;Ability to find common ground and build rapport</td>
<td>Effectiveness in leading change&lt;br&gt;Persuasiveness&lt;br&gt;Expertise in building and leading teams</td>
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Commitment to Constantly Learn

Michaelangelo: “I am a sculptor.”

Really???
The story of the hedgehog and the fox has its origins in ancient Greek poetry. Hedgehogs know one good thing and foxes know many things. Hedgehogs are committed, deliberate and focused; they direct their energy toward what they do best and follow a plan. Foxes on the other hand, lack clear long-term goals, are often distracted, and lack the discipline to stay the course. In the end, hedgehogs consistently achieve higher levels of performance and better outcomes.
Differentiating Signal From Noise
Mindfulness and the “Attention Economy”

- One definition: noticing new things…focus and awareness
  - Puts us in the present
  - Increases sensitivity to context and perspective
  - Essence of engagement

- Hougaard¹ – People spend approximately 47% of their waking hours thinking about something other than what they are doing…people are on autopilot

- Research demonstrates that when we are mindful:
  - Productivity and innovation increase
  - Our work output is deemed to be superior
  - Increases perception of trustworthiness and authenticity
  - Sets us up to take advantage of opportunities

Practicing Mindfulness

- **Two skills define a mindful mind**
  - Focus
  - Awareness
  - Focus on what is important and maintain awareness of what is merely noise

- **Train your brain to focus better**

- **Centering yourself at specific intervals throughout the day**
  - Breathing
  - Turning off distractions

Deliberate, Mindful Time Management

MANAGE
Crises & Pressing Problems

FOCUS
On Strategies & Values

AVOID
Interruptions & Busy Work

LIMIT
The Trivial & Wasteful

1
DEMAND + NECESSITY
DAILY FIRE-FIGHTING
BE QUICK TO DELEGATE

OPPORTUNITY + PLANNING
KEEP CRITICAL THINKING
CONSIDER THE MACRO

2
IMPORTANT AND URGENT

IMPORTANT NOT URGENT

3
URGENT NOT IMPORTANT

4
NOT IMPORTANT OR URGENT

Collaboration: It Takes a Village

- One of the Standards!

- The volume and complexity of knowledge today has exceeded our ability as individuals to properly deliver it to people—consistently, correctly, safely.

- Locus of control for critical aspects of patient management is spread across a broad number of decision makers and settings of care.

- Paradigm shift from “Captain of the Ship” to “Floating Captains” with effective hand-offs across the continuum of care.
Stakeholder Engagement

- Identify key stakeholders to advance initiatives
  - Do your homework... get the back story
  - Use “Key Informants”
  - Figure out THE BEST TEAM
  - Engage early adopters
  - Seek diverse perspectives
  - Establish a “Secret Society”

- Cultivate and then hard wire partnerships within, among, and between groups... nurses, physicians, pharmacists, researchers, dietary, transport, EVS, community, patients, etc.
When asked what single event was most helpful in developing his theory of relativity, Einstein replied: “figuring out how to think about the problem”.

Take Time to Think
Be open to different ways of thinking

Two women apply for jobs. They look exactly alike. On the applications they list the same last name, address, and phone number. They were born to the same parents on the same day, same month, same year. Everything is identical. The receptionist says, “you must be twins”. They say “no”.
Solve This Simple Puzzle

- A bat and a ball cost $1.10
- The bat costs one dollar more than the ball.
- How much does the ball cost?

More than 50% of students at Harvard, MIT, and Princeton gave the intuitive - incorrect - answer

Why does this happen?
System 1 Thinking
- Operates automatically and quickly with little or no effort and no sense of voluntary control
- Intuition…nothing more and nothing less than recognition
- Automatic

System 2 Thinking
- Allocated attention to the effortful mental activities that demand it, including complex computations
- Associated with agency, choice, and concentration
- Controlled

Thinking affects Outcome

- Steven Covey See-Do-Get¹

- How you think affects your actions & outcomes

“It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better.

The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly…

who at the best knows in the end the triumph of high achievement, and who at worst, if he fails, at least fails while daring greatly.”

Theodore Roosevelt, April 23, 1910

There is no effort without error and shortcoming.
“You miss one hundred percent of the shots you don’t take.”

Michael Jordan
Communication

- Communicate systematically…develop formal communication plan, capitalize on every opportunity, bring people back to the center.

- Communication is complicated…
Working Styles: Giving People What They Want

- **Analytic**
- **Driver**
- **Amiable**
- **Expressive**
Communication Effectiveness

Speaking to people in a language they understand will help you to advance your work farther faster, increasing its potential impact.

Stories are data with a soul.

Brene Brown, 2010
The Role of Family and Community in Mentoring Alienated Youth in the American Midwest

- At risk youth from blended family in farm belt
- Sustains severe head injury following extreme weather event
- Undertakes high-risk journey to distant mineral-based urban center
- Encounters 3 challenged homeless adults along the way
- Pursued by a malevolent person of color and airborne primates
Sharpening the Saw…the 7th Habit

- Preserving and enhancing the greatest asset you have…you
  - Physical, social/emotional, mental, spiritual
  - Creates personal growth, change, and freshness
  - Necessary to be able to do all of the other things that keep you effective.
Pay it Forward: Develop Others
Mentoring…Pay it Forward

Correlated with

- Career advancement
- Salary increases
- Promotions
- Increased satisfaction
- Decreased professional alienation

Walsh, Borkowski, & Rubin, 1999;
Koberg, Boss, Chapell & Ruger, 1999
Nursing at the Nexus

❖ IOM Report on the Future of Nursing
  • The transformation of health care *REQUIRES* nursing leadership at every level
  • Nurses must exhibit leadership and high-level collaboration *AT EVERY LEVEL* in the system and *IN EVERY WAY* that affects advancing the potential for contemporary high-quality patient care

❖ Pivotal position in delivery of patient care
  • Facilitating
  • Coordinating
  • Collaborating
  • Communicating
  • Integrating

❖ These actions are keys to driving quality and patient satisfaction

❖ Opportunity to continue to drive positive public perceptions of nurses