



Penn Medicine

Leadership Strategies: Empowerment and Advocacy

Regina Cunningham, PhD, RN, NEA-BC, FAAN

Chief Executive Officer

Hospital of the University of Pennsylvania

Oncology Nurse Advisor Navigation Summit

Endnote Session

June 17, 2017

Austin, Texas

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-intense 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**



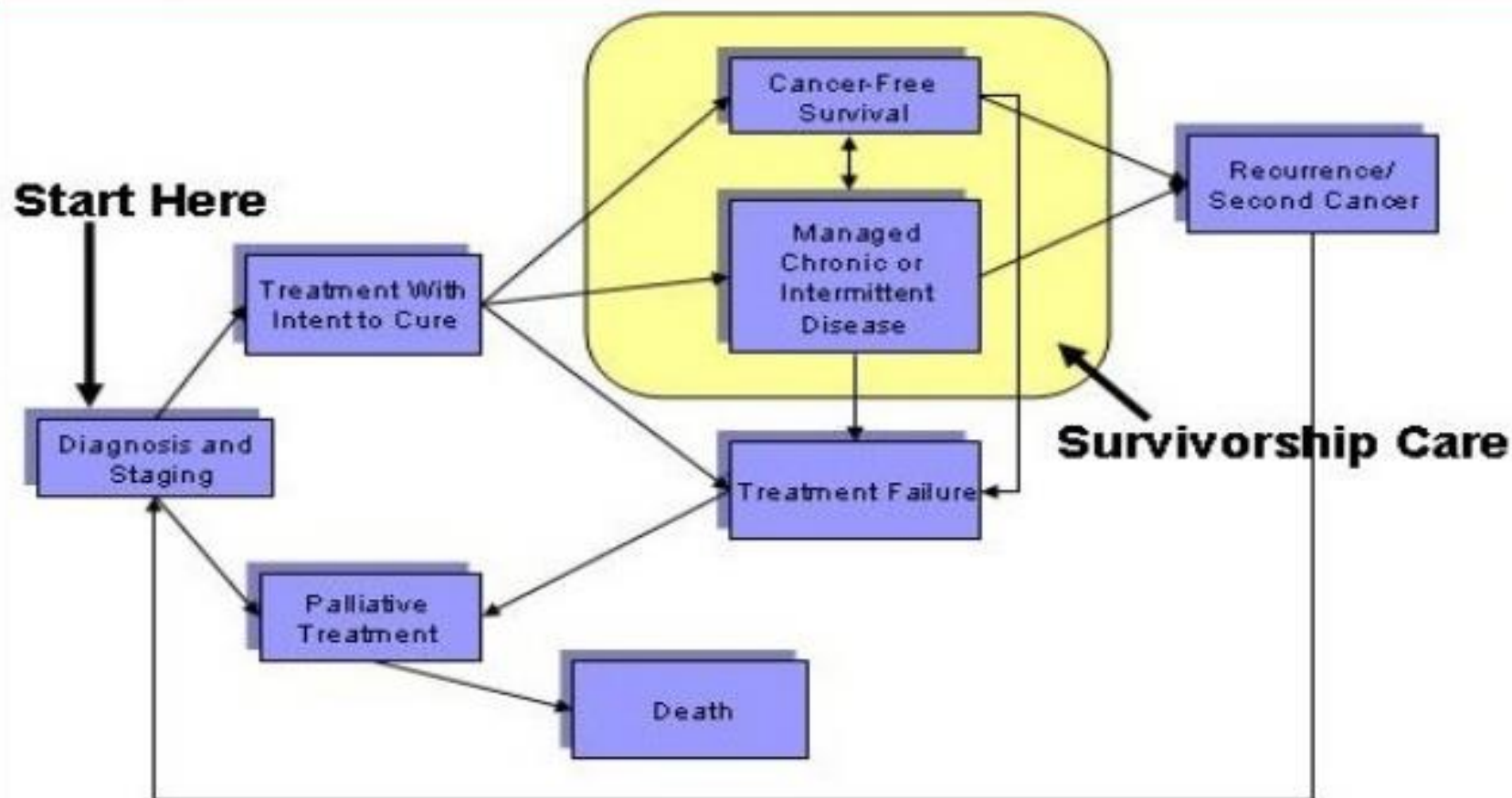
Defining Value

$$\text{Value} = \frac{\text{Health outcomes that matter to patients}}{\text{Cost of delivering those outcomes}}$$

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

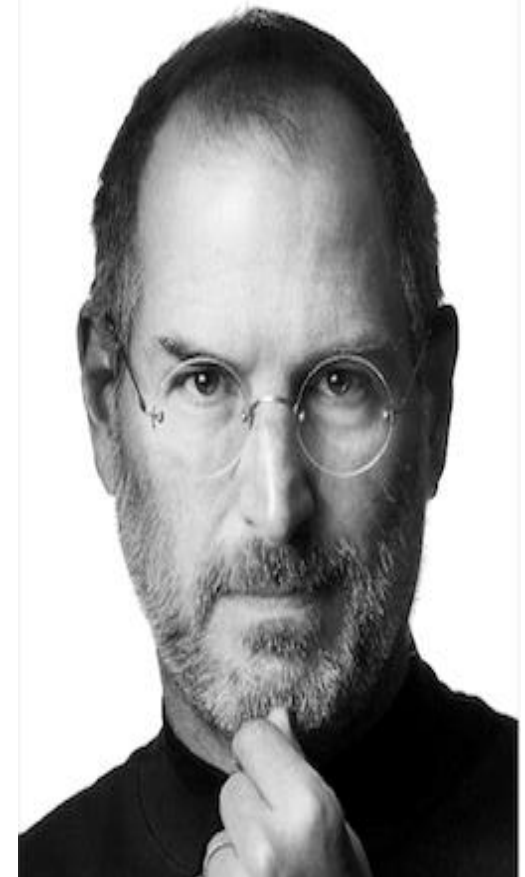


Source: IOM, 2006

Cancer Care Coordination

- ♦ 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.

Steve Jobs by Walter Isaacson



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**

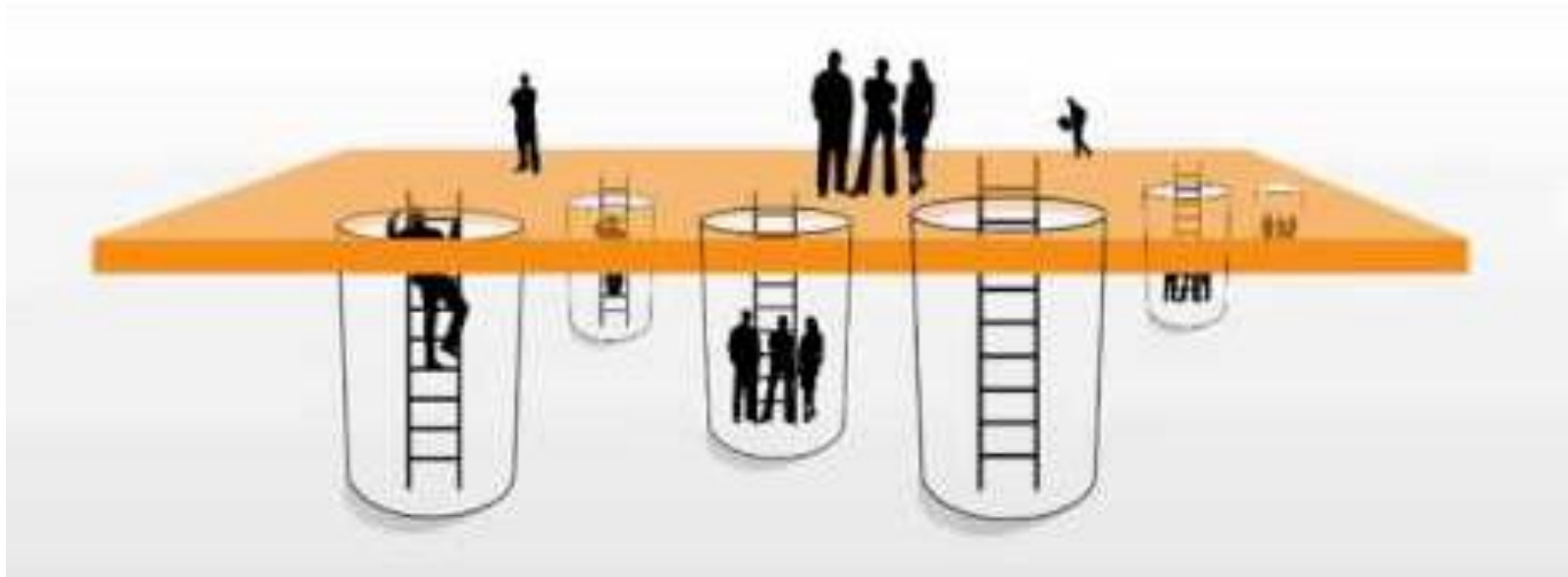
You will never do anything in this world without courage. It is the greatest quality of the mind next to honor.

— 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

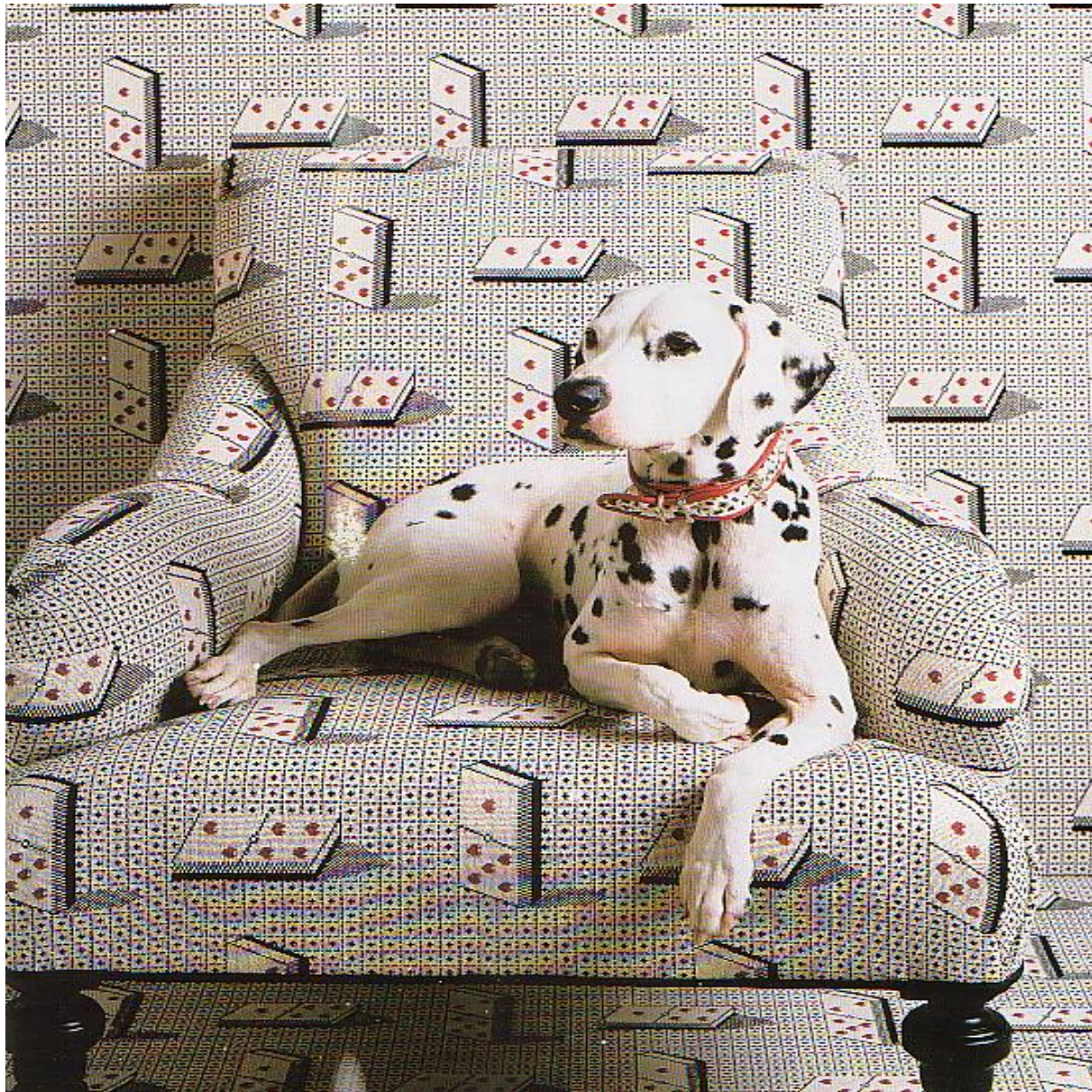
- ♦ **Matrix Structures 1960s Aerospace**
- ♦ **Hierarchy 'overlaid' by lateral authority, influence, or communication¹**
- ♦ **Webs vs. Pyramids – it's not about the boxes**
- ♦ **Intended to maximize the power of intersections**

¹*California 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



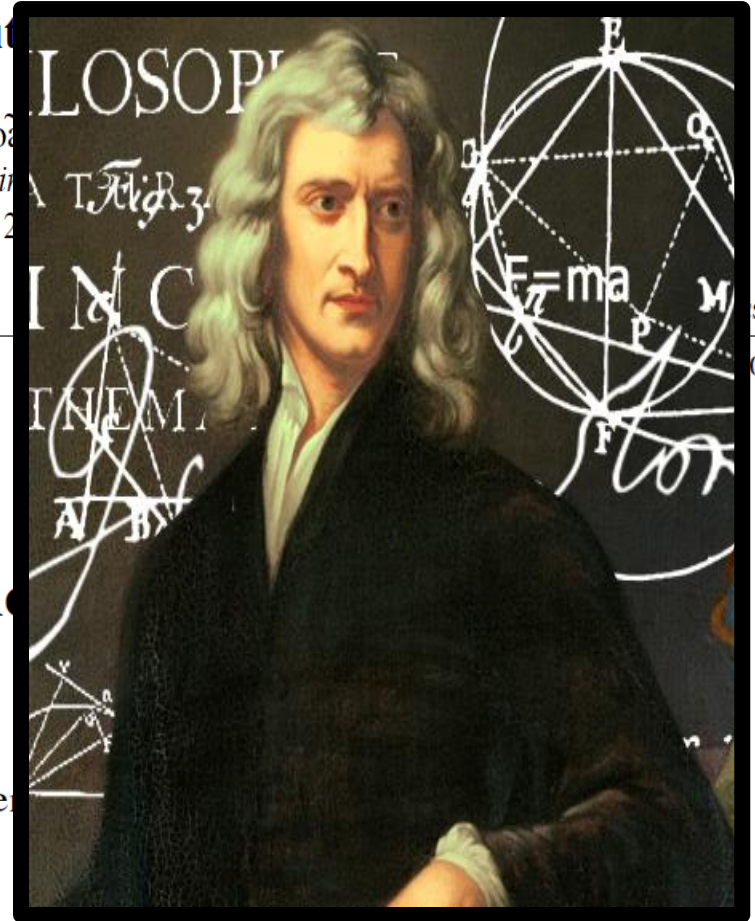
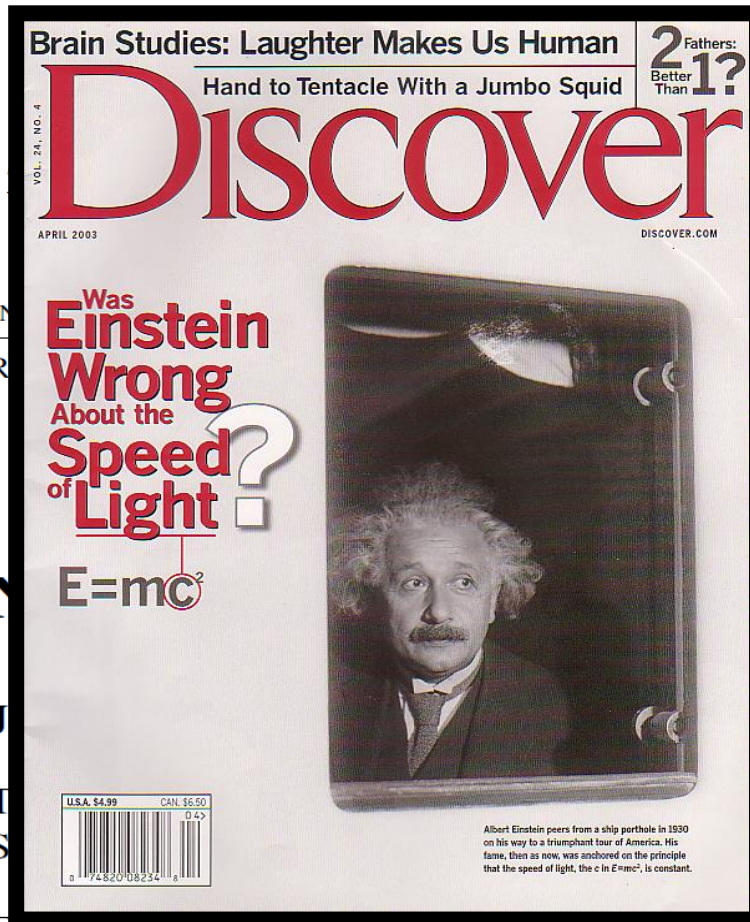
MULTIPLIED.

— ROBERT NOYCE —



Question the Status Quo

PHYSICAL REVIEW D, VOLUME 59, 043516



E-mail: j.magueijo@imperial.ac.uk

Emotional Intelligence: Sine Qua Non



Elements of Emotional Intelligence

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

Goleman, D. (2014). What makes a leader? Harvard Business Review, Summer, 24-33.

Commitment to Constantly Learn



Michaelangelo: “I am a sculptor.”

Really???

Focus: The Hedgehog and the Fox



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

Hougaard. R. (2015). One second ahead: enhancing performance at work with mindfulness.

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

Hougaard, R., & Carter J. (2016). How to practice mindfulness throughout your workday. Harvard Business Review.

Deliberate, Mindful Time Management



Covey, Stephen R. *The Seven Habits of Highly Effective People: Restoring the Character Ethic*. New York: Simon and Schuster, 1989.

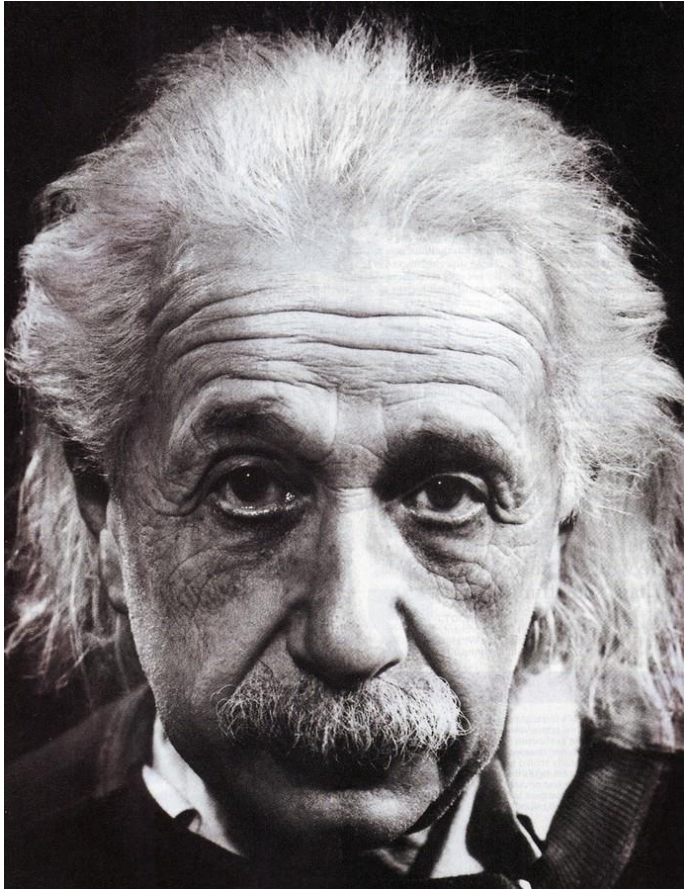
Collaboration: It Takes a Village

- ◆ 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

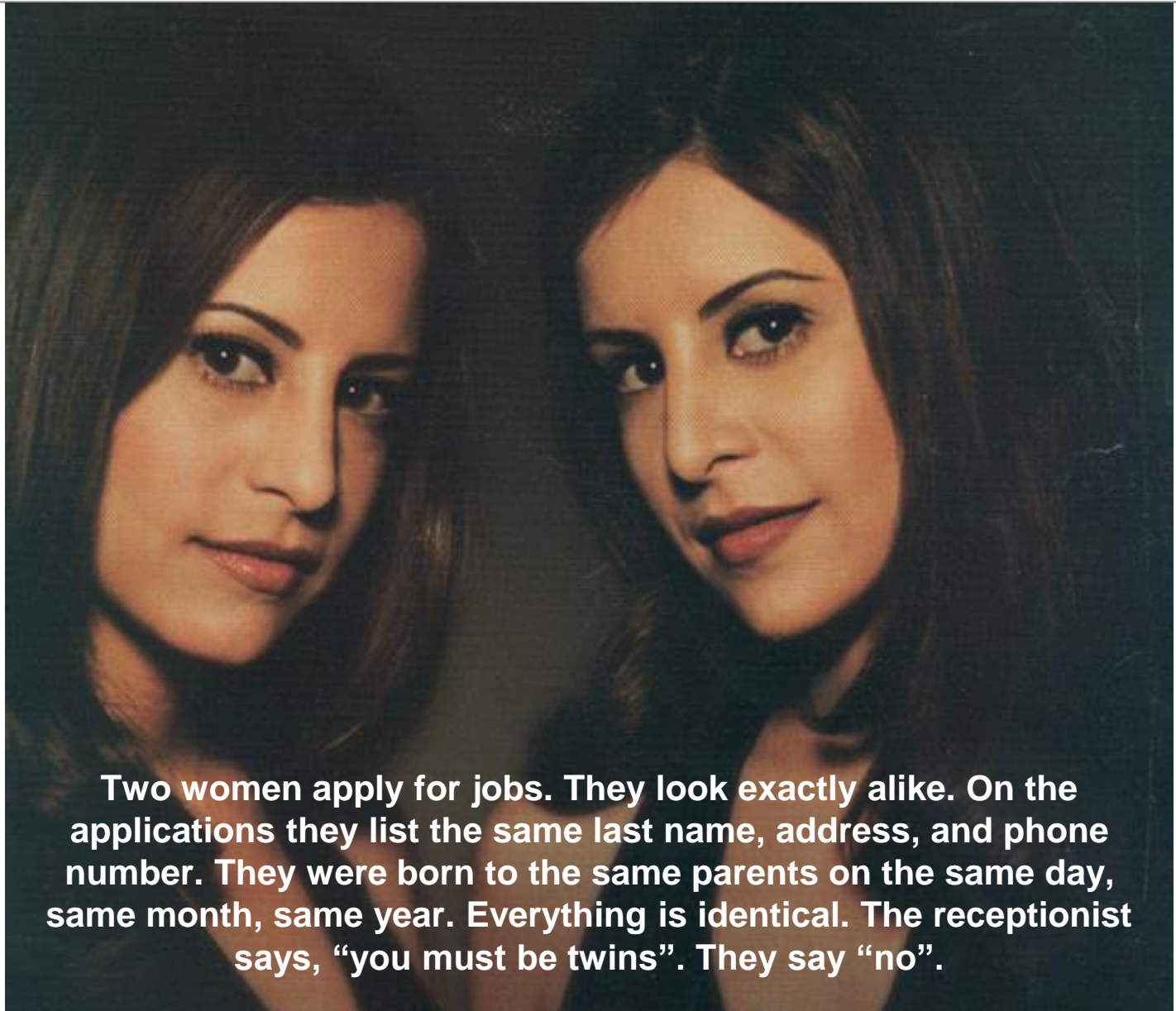
- ◆ Identify key stakeholders to advance initiatives
 - ◆ Do your homework...get the back story
 - ◆ Use “Key Informants”
 - ◆ Figure out THE BEST TEAM
 - ◆ Engage early adopters
 - ◆ Seek diverse perspectives
 - ◆ Establish a “Secret Society”
- ◆ Cultivate and then hard wire partnerships within, among, and between groups...nurses, physicians, pharmacists, researchers, dietary, transport, EVS, community, patients, etc.

Take Time to Think



When asked what single event was most helpful in developing his theory of relativity, Einstein replied: “figuring out how to think about the problem”.

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?

Thinking, Fast and Slow¹

◆ 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

Khanman, D. (2011). Thinking, fast and slow. Farrar, Starr, and Grioux

Thinking affects Outcome

- ◆ **Steven Covey See-Do-Get¹**
- ◆ **How you think affects your actions & outcomes**



¹Covey, S. R. (1998). *The 7 habits of highly effective people*. Provo, UT: Franklin Covey.

Vulnerability: The Man in the Arena

“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.

Taking Risks, Being Uncomfortable

A person wearing a white shirt and a blue tie is seen from the chest down, holding onto a thick black cable. They are positioned on a bridge or a climbing structure, with a city skyline and a body of water visible in the background. The sky is blue with some clouds. In the bottom right corner, there is a logo for 'BRIDGECLIMB SYDNEY' with the text 'I climbed it!' below it.

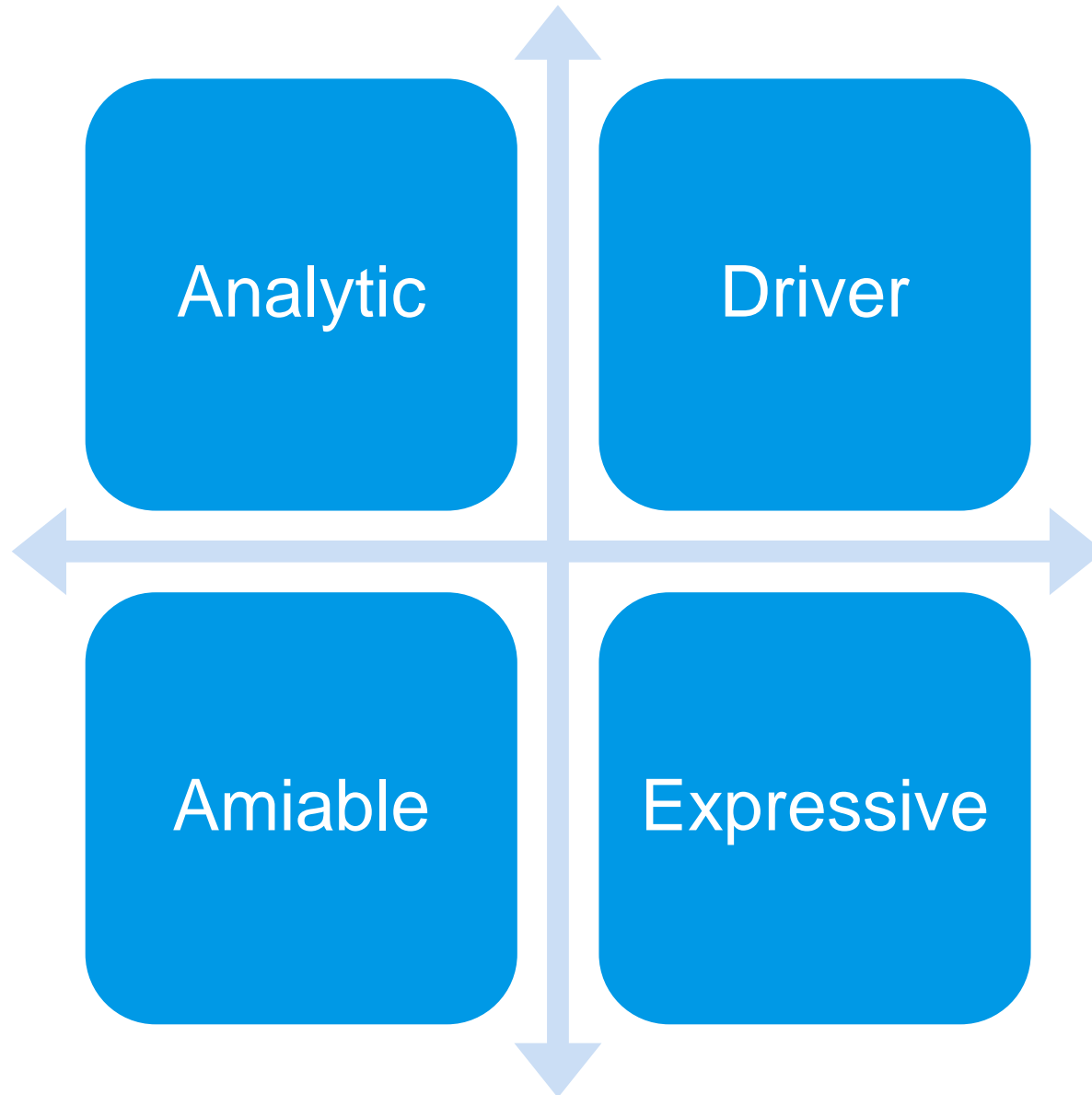
“You miss one hundred percent of the shots you don’t take.”

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



Communication Effectiveness

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

Oppenheimer, D. M. (2006). Consequences of erudite vernacular utilized irrespective of necessity: Problems with using long words needlessly. Applied Cognitive Psychology, 20, 139–156.

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



