



Who is best placed to lead?

-hospitals positioned higher in the US News and World Report's —Best Hospitals Ranking are led disproportionately by physicians. *Goodall 2011*
- ...positive relationship between greater clinical participation on hospital boards and patient experience *Veronesi 2015*

Clinical Leadership

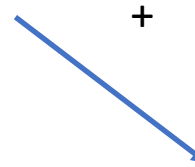
- CEO
- Board of Directors
- Medical Director
- Quality Committee

Benefits

- Critical knowledge for decision making process
- Higher credibility, higher adoption by medical staff
- Improved organizational reputation and talent
- Medical commitment to cost containment
- Greater attention to patient needs due to clinicians' ethical beliefs and professional norms

Problems

- Conflicts between clinicians and managers
- Role conflict of clinical priorities vs. finances
- Lack of managerial and accounting expertise
- Conflict of interest of private doctors

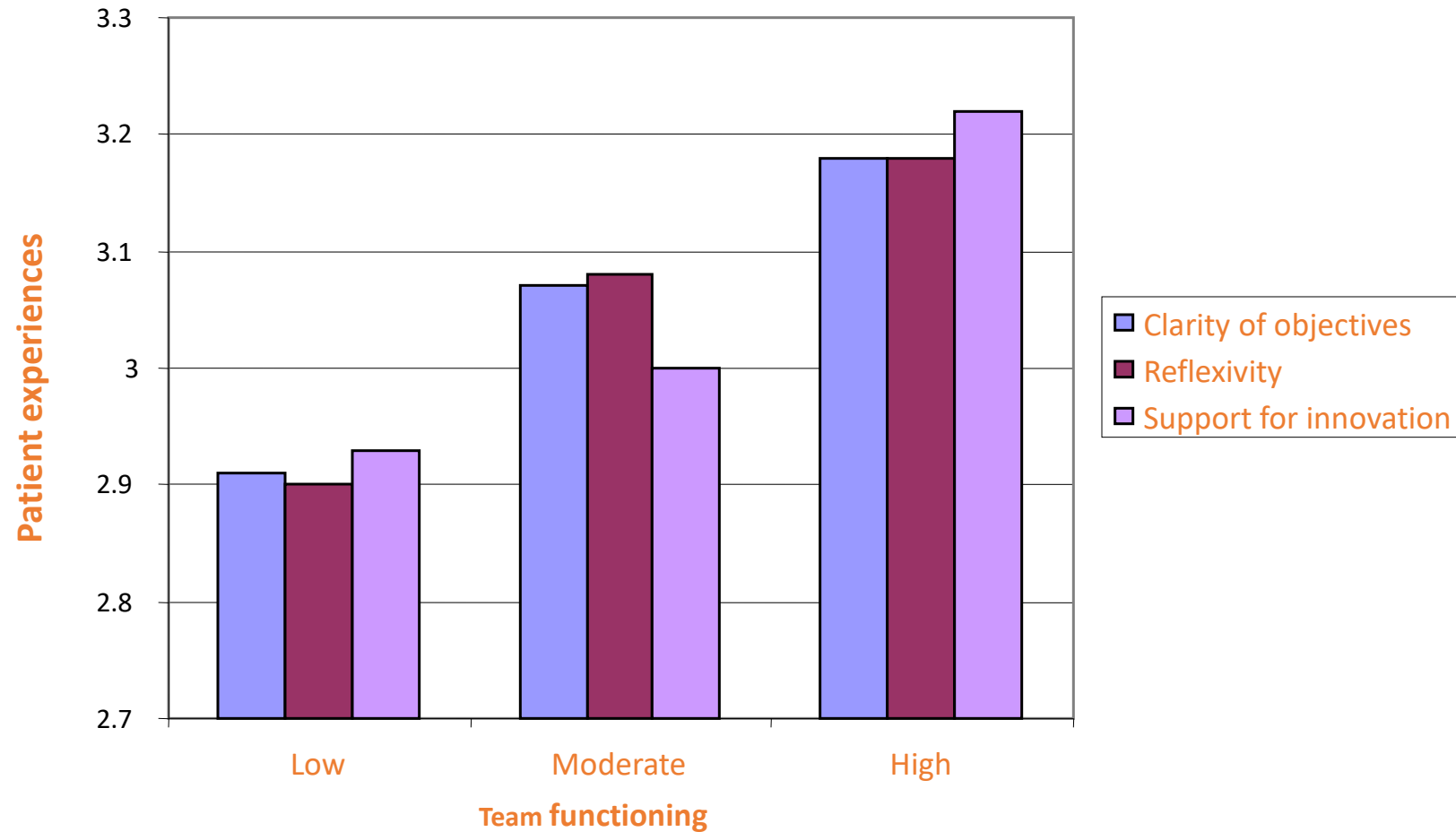


Quality of care
Management of
financial and
operational resources

Social performance

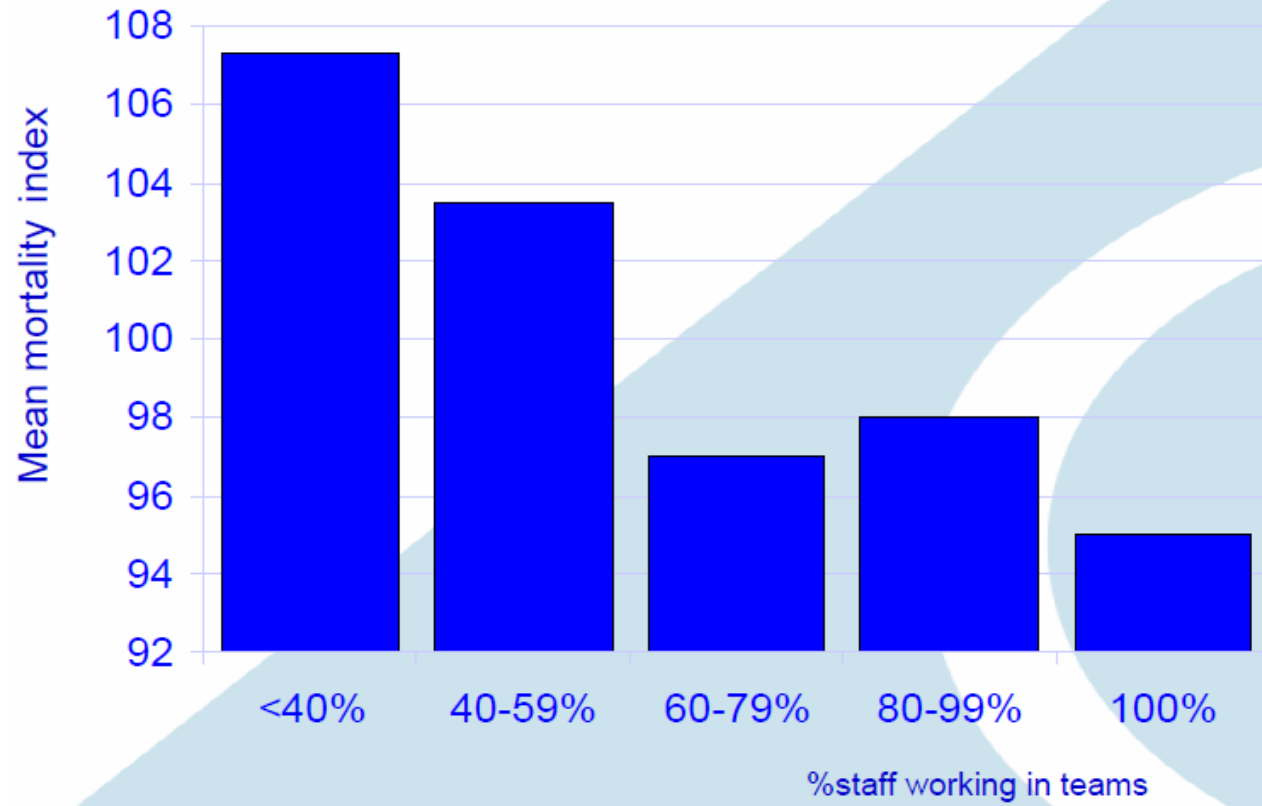


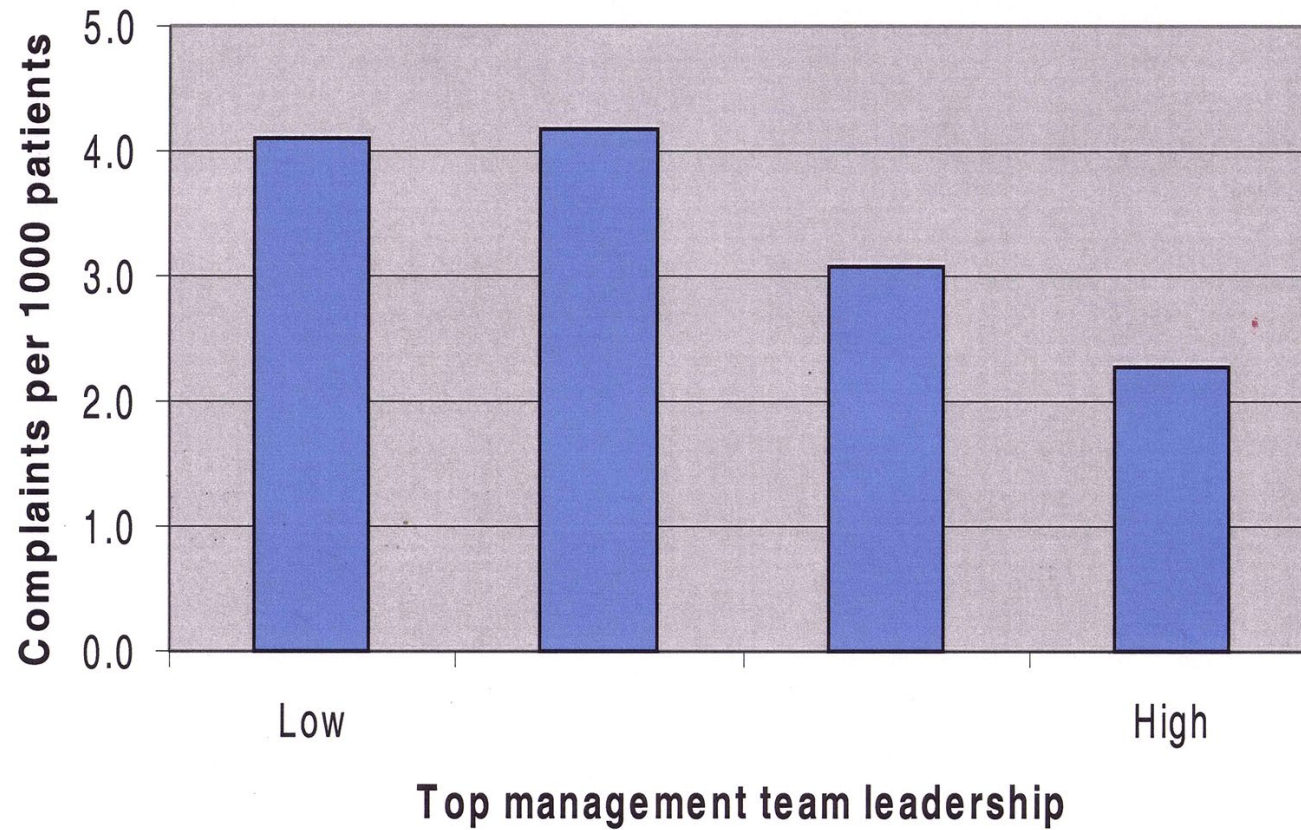
Primary Healthcare Team functioning & patient satisfaction



Leadership saves Lives!

Team working and patient mortality





The impact of leadership and quality climate on hospital performance.
Shipton, Armstrong, West & Dawson. *International Journal for Quality in Health Care* 2008; 20(6):439-445.

Values.....

Resilience

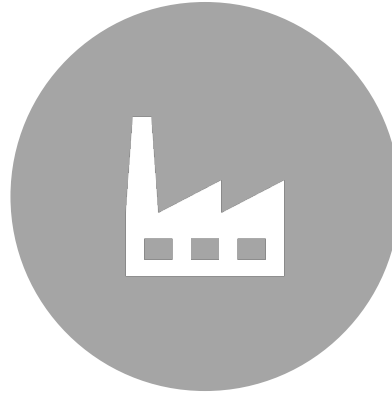
Self belief

Determination

Lessons learnt.....



VALUE BASED
LEADERSHIP



COLLABORATION AND
CO PRODUCTION



TOOLS IN A TOOL BOX

Good leadership

.....

- Vision
- Listen
- Integrity
- Empathy
- Optimism
- Beware of authoritarian

**Social
Pain**

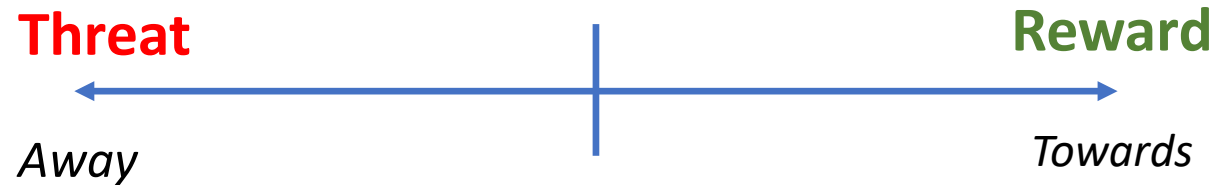


**Physical
Pain**




The Neuroscience behind collaboration

- Impact of Threat/Reward Reaction



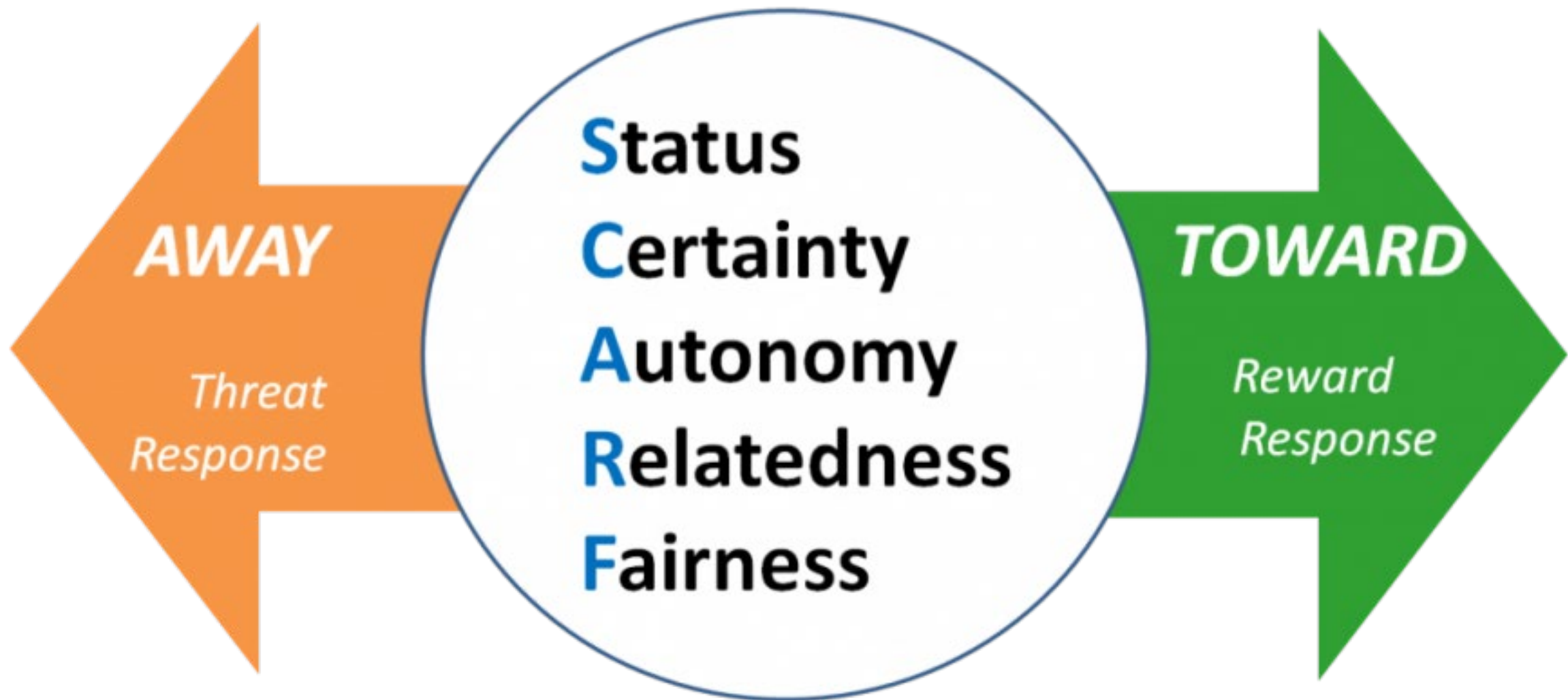
- Disengaged
- Uncertainty
- Problem focused
- Avoid
- Contract
- Dislike
- Tunnel vision

- Engaged
- Interest
- Solution focused
- Approach
- Expand
- Like
- Wider view



Leading Yourself and Your Teams: Scarf Model

- Status – relative importance to others
- Certainty – ability to predict the future
- Autonomy – sense of control over events
- Relatedness – sense of safety with others
- Fairness – Fair exchange



Status

Certainty

Autonomy

Relatedness

Fairness

AWAY

*Threat
Response*

TOWARD

*Reward
Response*

Leadership in healthcare

Who

Why

How

“I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.”

- Maya Angelou

(April 4, 1928 – May 28, 2014)

