Leadership and Organizational Structure

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Key Topics

- Oncology program leadership structures
- Team building and team working
- Business segments and leadership
- Staffing challenges
- Leadership and collaboration in the community
- Strategic risk and risk sharing
- Leadership fundamentals

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Oncology program leadership

- What's unique about healthcare leadership?
  - Clinical leadership
    - layers of clinical leadership
  - Administrative leadership
- Collaboration vs. two-headed monster
- Do as I say, not as I do?

Multiple concurrent business processes

- Clinical operations
- Pharmacy operations
  - Purchasing/inventory; drug administration
- Revenue cycle operations
- Business operations
- Unique processes yet each intertwined
- Are you leading one business or many; says who?

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Clinical Operations

- "Running the clinic"
- Day-to-day…opening/closing…flow…
- Who is in charge?
  - Physician leadership
  - Nursing leadership
  - Administrative leadership
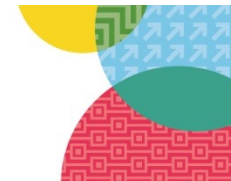
Pharmacy operations

- Two cycles work concurrently and rely on each other
  - Purchasing/inventory
  - Drug Administration: oral and IV
    - Pharmacy leadership
    - Nursing leadership
    - Administrative leadership
    - Physician leadership

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Revenue Cycle Operations

- Ensuring that the program is paid for the work that is done
- Presumed to be purely an administrative function
  - Administrative leadership
  - Physician leadership
  - Nursing leadership
  - Pharmacy leadership

Business Operations

- Practice issues beyond the day-to day operations
  - Strategic focus rather than front line tactical
    - Physician leadership
    - Administrative leadership
    - Roles for other clinical leaders

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Take aways

- All program processes are interdisciplinary
- Its not always clear who ought to be the leader
  - How do we determine the leader…or does the environment determine the leader
- How does a leader lead in a heavily matrixed and interdependent organization
- Have you done enough to align incentives

Treat the organization as a system

- It's all "we"; there really isn't a "they"
- Even in times of limited resources, internal battles can be counterproductive.
- "My needs" must become "our needs"
- Mutual problem solving is needed both tactically and strategically
- An internal culture of systemic problem solving can be advantaged with external partners as well

Treat the organization as a community

- Doing one task well in the absence of making all tasks run well is a lost opportunity.
  - Safe and successful administration of a drug that is not reimbursed isn't a win for the organization; likewise, administration setting driven by reimbursement is suboptimal as well
- Does the organizational culture support the big win over the department win

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The organization should be about creating success

- Do people look to leaders for direction, or do leaders give teams tools to lead the way?

- Do teams wait for someone to solve their problems or are they empowered to solve their own?

- DO teams help each other without an edict from above?

- A leaders only job is...

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All members of the organization have a role in patient care

- Receptionist
- Medical records clerk
- Nurse
- Physician
- Social worker
- Patient Account representative
- All of the above can change a patient's experience

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Why do you come to work every day?

- If you asked ten random employees...
- Is there a shared vision? Is it about the patient?
    - Or is it "the patient comes first...as long as it is convenient for me..."
- Is there a sense of one's role in that delivering on that vision
- Are you part of helping people deliver on that vision

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Does the organization "do" change?

- Is there any doubt that change is not mere inevitable but required in oncology
- Teams and individuals are rarely programmed for change
  - clinical professional for life
  - this is how I learned it
  - we have always done it this way
- Cultural shifts

Technology is what we do...or what we tolerate?

- If leaders don't merely adapt but innovate that sends a strong message

- However, I'll only use it because I have to sends a message as well

- What message are your leaders sending
  - Everybody else has to do it, but not me

Working at the organization is a joy and a privilege

- If it's not for the leaders, it won't be for anybody else...and coming to your oncology program will not be a joy for your patients
- Ask yourself first...then look around you
- If the answer is no...

Lessons

- Leadership isn't just about work experience; its about the experience you create at work

- Leadership is not emotionless, it is "emotionfull".

- Leaders who care and show they care lead organizations that care

- Stoic leaders lead distant organizations

What does leadership have to do with staffing?

- Staffing is not about headcount
- Staffing is not about the initials after the name
- Staffing is about meeting the customers needs
- Does the organization have the vision to see through the barriers to meet those needs

We need someone to see the patients

- Hire an oncologist!!
- OR...
  - Hire an internist
  - Hire a midlevel
  - Hire a nurse...social worker...nutritionist... genetic counselor
- Are we hiring the fill boxes for convenience or comfort...or to meet patient needs

We need someone to do pre-authorizations

- Hire a financial counselor!!
- Are we hiring to the job description or the task?
  - Do we understand the task?
  - Is it a one person job, or is it a multi-person task
  - If the task is done well, what no longer needs to happen

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Our business is shrinking, we need to shrink too

- Before we downsize...
  - Are we meeting all of our customers' needs
  - Are there customers that we haven't met yet, who need us?
  - Can our culture and competencies serve our community in new ways
  - You have great resources, use them

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As you thought of these challenges

- Red Ocean thinking
  - zero-sum game
  - winners and losers
  - shrink your way out of a jam
- Blue Ocean thinking
  - go where no man has gone before
  - grow your way out of a jam

How do you fix what ain't broke

- Tide Pods

Ambiguity = Pain?

- Take advantage of the ambiguity in the world. Look at something and think what else it might be.
  - Robert van Oech

- Red Ocean or Blue Ocean

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Lessons

- Leadership isn't about taking the easy path… it's about creating a new path

- If you think creatively, your team will think creatively

- Your people are a long term investment worthy of long term consideration

- Your customers and community will rarely disappoint you, if you don't disappoint them

Leadership in the Community

- What does cancer mean in your community?
- Who is in charge?
  - Prevention; screening; survivorship
- Why aren't you?
  - What barriers keep you from setting the agenda?

Leadership in the Community

- Barriers
  - It's the AMC/NCI Center's job
  - No one in administration said we could
  - We are too small
- Measure your role in the community
- Change your role in the community

Leadership and Risk

- Risk is a good thing? Bad thing? Thing thing?
- What makes risk risky?
  - Change
  - Lack of direction or a plan
  - Uncertainty about the future
  - Uncertainty about the present

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Leadership and Risk

- Don't fix what ain't broke!
- How do you know it ain't broke
  - Is the healthcare system in a steady state?
  - Are payor comfortable with a buy-and-bill system with drug margins?
  - Are you able to relieve patient financial distress?

Leadership and Risk

- Okay, so maybe it's broke…
- What is the right step and what is the wrong step
  - If I had a nickel…
- Is leadership about avoiding failure or learning from it?

Leadership and Risk

- Strategic thoughts
  - Who are we? Who ought we to be?
  - Are we in the right place in our market?
  - Are we offering a fair price? Too much? Too little?
  - Are we telling our story the right way?

Leadership and Risk

- Talk to your patients about what you do and what you can do better
- Find out what your payors' plans are; if they don't have any, suggest some
- If you don't have a relationship with local employers, make some. They are paying the bills and they are hurting. Is there common ground?

What are you going to do?

- You have five days until Monday morning
- You have two more days to learn what others are doing
  - Imitation is the sincerest form of flattery
- There is wifi in the room...every day
- Some thoughts

One idea

- Pull out the strategic plan
  - If you just said what strategic plan...
- When was the last time it was revised
- When was the last time it was critiqued
- Have you circulated the plan broadly enough
- How frequently will you revisit the plan

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Another idea

- New employee orientation
  - Is there one
  - How long does your formal orientation program last…a day…a week…six months
  - What's your role…are you being a leader on this level
- Mentoring…

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Last idea

- Have you done a pre-mortem on your next project
  - We all (should) do postmortems on projects
  - One of the best ways to avoid project failures is discuss how they might fail before you start
  - https://hbr.org/2007/09/performing-a-project-premortem

Final thought

"Better, I think, to decide what's important, what needs to change, what's worth accomplishing...The most important comparison, in fact, is comparing your work to what you're capable of."

— Seth Godin

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