



**Experts embracing your mission
and delivering results**





FQHC CEO Bootcamp

Session #2 – The Four Essential Roles



Primary Roles of the CEO

Burnout

The Great Resignation

Session Objectives:

- ☐ Identify and Understand the Four Primary Roles of the CEO
- ☐ Discuss how Burnout and The Great Resignation impact those primary roles
- ☐ What role can Leadership Development play in addressing these two phenomena?

Our Context:

- ✓ 3 years of COVID-19 *are now behind us*
- ✓ Operating environments *contribute* to BURNOUT
- ✓ *And what about the* effects of THE GREAT RESIGNATION?
- ✓ *What can you do as the CEO?*

Today's challenges in healthcare and in CHCs

- What are the challenges facing your health center?
 - Compile list, can include external system challenges
- How do these challenges lead to allocation of your time, energy, and resources?
- Which items can be worked on with your Board, and which need to be worked on with your leadership team?



The Four Primary Roles

(the who, how, why, and what)

- 1) Selecting the “Core” Team - - “who”
- 2) Setting the Culture - - “how”
- 3) Casting a Compelling Shared Vision
- - “why”
- 4) Holding people Accountable for
Results - - “what”

Selecting the “Core” Team

- ✓ High Integrity - - high-functioning team requires trust by and of each member
- ✓ Flexibility - - our one constant is change; we can't accurately predict the future
- ✓ Hard Workers - - work hard and play hard, the importance of work/life balance
- ✓ Diversity - - strengthens the organization
- ✓ Professional Competence - - verify, rather than assume

Setting the Culture

- ✓ What type of community health center organization do you want to operate?
- ✓ What words do others use to describe the health center's culture as reflected by its leaders?
- ✓ Setting or creating the organization's culture is NOT a short-term endeavor
- ✓ Thoughts on psychological safety as an essential component of "the fearless organization"

Casting a Compelling Vision

- ✓ What is the desired future state of your health center?
 - Maintenance? Growth? Pursuit of targeted initiatives or populations?
 - Re-building?
 - Quality Improvement?
- ✓ How is the Vision communicated?
 - Who/What are your audiences?
- ✓ Strategic Planning & Visioning
- ✓ Board support/approval
 - Utilize Board members' feedback, talents and contacts

Holding People Accountable for Results

- ✓ Starts at the top - - an Executive Team with clear accountabilities
- ✓ Clear expectations - - should be no need for micro-management
- ✓ Systematic approach
 - Accurate job descriptions
 - Clear expectations for performance
 - Regular communications
 - Goal achievement is timely and within budget
 - Results are recognized, rewarded, appreciated

Choices for a Systematic Approach

1. Waldron Company (Seattle)
2. ElementOne Consulting (formerly Merces Consulting Group; Edwin Ura, CEO)
3. Enterprise Operating System (EOS) - - by Gino Wickman
“Traction – Get a Grip on Your Business” and “What the Heck is EOS”
4. “The Fearless Organization” - creating Psychological Safety by Amy C. Edmondson
5. “The Culture Code” by Daniel Coyle



Burnout



The Role of Joy in Work

“The gifts of hope, confidence, and safety that health care should offer patients and families can only come from a workforce that feels hopeful, confident, and safe. Joy in work is an essential component for a healing organization.”

IHI Whitepaper, Executive Summary, 2017



The Role of Joy in Work, continued

- ✓ White Paper authored by the Institute for Healthcare Improvement (2017)
- ✓ Familiar attitudes: hunkering down, just get through the shift, the day, the week; broken health care system
- ✓ Some thought the idea was “flaky”
- ✓ The reality: the positive impact is backed by science as well as intuition

IHI Framework for Improving Joy in Work

FOUR STEPS:

- ✓ Identify what matters - - hear from staff
- ✓ Identify impediments - - what are the “pebbles”?
- ✓ Assemble a team - - doesn’t have to be an additional meeting
- ✓ Use QI methodology - - “improvement science”

Staff & Leader Development

A potential role . . .

A perspective . . .

- ✓ Invest long-term in leader and staff development
- ✓ Go beyond race, ethnicity, gender, gender identity, age, (dis)ability status
- ✓ Consider the “gifts” brought to and needed by the team

Working Genius by Patrick Lencioni

- ✓ Each of us have gifts - - “geniuses” to be discovered
- ✓ Six geniuses identified - - all are required for any work endeavor
 - two “*working geniuses*” - - **bring joy, energy, passion** 
 - two “*working competencies*” - - neither feed nor drain us 
 - two “*working frustrations*” - - **rob us of joy and energy** 

The Six Geniuses

- ✓ **Wonder** - - identifies the need for improvement or change
- ✓ **Invention** - - confirms the importance of that need, and generates an idea/solution
- ✓ **Discernment** - - assesses the merit and workability of an idea/solution
- ✓ **Galvanizing** - - generates enthusiasm and action around the idea/solution
- ✓ **Enablement** - - initiates support and assists in the implementation of the idea/solution
- ✓ **Tenacity** - - commits to ensuring the idea/solution gets completed and desired results achieved

Counterpoint . . .

- ✓ Are there temptations common to every CEO?
- ✓ Yes, according to Lencioni
- ✓ Understanding what we're prone to, and what to do about it, is essential

“The greatest challenge of being a CEO, or any leader for that matter, is to avoid getting trapped by the daily complexities and details of our business.”

PATRICK LENCIONI

The Five Temptations of a CEO



So, what are those temptations?

1. Status over Results
2. Popularity over Accountability
3. Certainty over Clarity
4. Harmony over Conflict
5. Invulnerability over Trust

Impact on you as the CEO ??

- ✓ Lack of respect and success
- ✓ Accelerate job misery
- ✓ Team dysfunction

To think about . . .

- What would your LeadershipTeam's performance (and that of the broader health center) look like if each member knew her/his geniuses and how they complemented the geniuses of other team members?
- You, as the CEO, are the “conductor” of your health center's “symphony orchestra”:
 - ❖ The conductor's goal is to make beautiful music
 - ❖ S/he isn't the strongest player on any instrument, but selects the strongest individuals to be “first chairs”
- Do any of the five temptations hinder your effectiveness?

Exercise

Individually, write down two challenges facing your health center or Leadership Team

List the individual challenges and select two to discuss in detail

Discussion can focus on:

- Impact by the four essential roles of the CEO
- Organizational culture assessment
- Gap(s) between actual and desired

QUESTIONS ??