

Where Is Jim Collins When You Need Him??

ACGME Webinar

June 14, 2017

Jacqueline Levesque, A.Ed., Baylor College of Medicine

David Kusnerik, Houston Methodist Hospital

Disclosures

- Presenters have nothing to disclose.

As a DIO, at the end of this session, you should be able to:

- Understand the need for, develop, and implement a succession plan for leadership.
- Understand the options for team development in respect to size and composition.
- Learn to identify your key leaders and utilize their authority.
- Differentiate between “state” and “federal” rights.

As a DIO, at the end of this session, you should be able to:

- Identify key players in your institution to forward your goals.
- Develop centralized structure and appreciate the importance of such in a changing environment.
- Operationalize the concept of organizational agility within the framework of your institution.

Background

- You have been recruited to serve as DIO for a large medical school in the Texas Medical Center.
 - 196 total programs; 92 ACGME-accredited; 1495 total trainees
- Several years ago, the institution split with its primary private adult affiliate - after several false starts, has entered into a joint venture with a major healthcare corporation.
- Growth of 30% in last seven years; finances not organized.
- Program Director turnover rate approximately 5% annually.
- All programs accredited, but little centralization; few protocols.

Thoughts...

- What are your initial thoughts about what you walked into?

Background

- Day of your arrival is day of GMEC.
- Some members appear to be trainees, others “ancient”.
- As you are introduced, someone bellows from the back of the room, “So what’s your plan for fixing this mess? You’re the third person to try in four years”.

Background

- As you work through the agenda, you realize what the “mess” is.
 - No two programs do things the same way.
 - Survey results aren't horrible, but there are areas where a centralized approach would be the way to go.
 - NRMP deadline is within 30 days and no one has a current budget.

Issues

- Identify your major concerns.

NRMP

Where is Jim Collins When You Need Him?

NRMP

- Founded in 1952
- Stable Marriage Problem (SMP)

Background

- Today's GMEC agenda includes three requests to increase program size.
 - When you ask for the paperwork and begin to question the program director on how he demonstrates quality in his program another faculty member interrupts;
 - "That is not your concern. Your concern is that he has recruited a top faculty member from Harvard - your job is to make that person happy. And she will be happy when she has 3 general surgery residents on her service".

Background

- At that moment an alarm goes off, which you assume to be a fire drill. As you gather everyone to leave the room, another voice shouts out, "What about the Interventional Cardiology Program Director?"
- "What about him?" you ask.
- Someone who appears to be a resident answers, "He's dead".
- At that moment the sprinklers go off.

Thoughts

- *Where would you start?*
- *Most pressing issue(s)?*

Background

- You use the break to go back to your office and sit down with your GME Director, who explains that for the most part, everyone is doing what they are supposed to be doing. But from an administrative standpoint, she can't prove they are doing it.
- She describes what is common at many large institutions - a decentralized system, with departments running individual kingdoms and not wanting to centralize anything because they feel losing control.

Background

- GMEC has become too large, not structured, and not run by GME leadership, but by a few faculty who had taken over. Things don't get done because of the arguing among themselves. Subcommittees don't work.
- Kind of like Congress.
- In their defense, it has been a hard seven years - change is constant, with no end in sight. GME has been in a reactionary stance for so long that true strategic planning and educational progress has been halted.

Background

- And the program director for interventional cardiology is dead.
- Has been about a month. Chair of Medicine says he has no one to replace her, so the fellows have not had, well...you get it.

Identify Key Issues



Identifying Leaders

Where is Jim Collins When You Need Him?

Strong Characteristics...

- Skill Set - Think more Jerry Glanville, less Knute Rockne
- Self-Directed
- Follow-Through
- Trust in Decision-Making?
- Time Commitment
- Can You Stand Them??

Organizational Proficiency

Where is Jim Collins When You Need Him?

Organizational Proficiency

Why At Any Given Time You Cannot Find Your Cheese

Factors Leading to a Proficient Organization

- Organizational Agility
 - Change Management
 - Risk Management
 - Standardized Practices

What Defines Organizational Agility

- Shorter decision cycles
- Quick response to threats/opportunities
- Contingency planning
- Elimination of silos
- Interdisciplinary work

Organizational Agility Provides Competitive Edge

McKinsey, Economist Intelligence Unit, MIT

How Does a DIO Do It?

- Keep Up With Change
 - Establish a process to review and implement new procedures
 - Work across silos
 - Assign change management as a job duty
 - Project management office

How Does a DIO Do It?

- Master Risk
 - Detect, evaluate and rank external risks
 - Integrate voice customer
 - Simplify project tasks
 - Establish formal risk management process
 - Contingency planning
 - Assign risk management as job duty

How Does a DIO Do It?

- Standardize Practices
 - Can lead to 300% increase in efficiency
 - Mandate standard process for each and every job task
- Project Management Institute, 2012

Succession Planning

Where is Jim Collins When You Need Him?

Succession Planning and Crisis Management

What you have in common with the nation's top CEOs

Corporate Effects

- 2009 Steve Jobs (Apple)
 - Fell 17%
- 2010 Brenda Barnes (Sara Lee)
 - Led to resignation and company split
- 2014 Jamie Diamond (JP Morgan Chase)
 - Fell .50%
- 2012 Warren Buffet (Berkshire Hathaway)
 - Fell 1.3%

Why did Chase only fall .50%

- Solid succession plan
- Fast, solid communication
- After hours

What makes a successful transition?

- Transparency
- Timing
- Communication with Employees (McDonalds 2012)
- Follow Up
- Having a Plan and Communicating Plan

Succession Planning

- Every Leadership Position in GME
- Anticipate Change
- Identify Contenders
 - What if there are not any?
- Define “Readiness” to Assume Role

Sources

- Washington Post, Sharing the News When a CEO Gets Sick, 07.03.2014
- Forbes Online, Announcing CEO Illness - Best Practices From Buffett to Jobs, 04.19.2012