

HFMA LONE STAR CHAPTER SUMMER CONFERENCE

Aug. 19th, 2022

Matthew Hoffman, Director Faith In action @ BSW

Dr. Andrejs Avots-Avontis, Vice President Medical Affairs and Community Engagement
@ BSW

Brent Majors, Executive Associate Dean and CEO @ Texas Tech Physicians

Dr. Brett Lee, President @ Texas Health in Frisco

Servant Leadership

Andrejs Avots-Avotins, MD, PhD

*The Elizabeth and Drayton McLane Jr.
Chair in Health and Wellness*

VP Medical Affairs

Provider Engagement Community Affairs

Baylor Scott & White Health

Brent D. Magers, MHA, MA, FHFMA, FACHE

Executive Associate Dean

Texas Tech Health Sciences Center School of Medicine

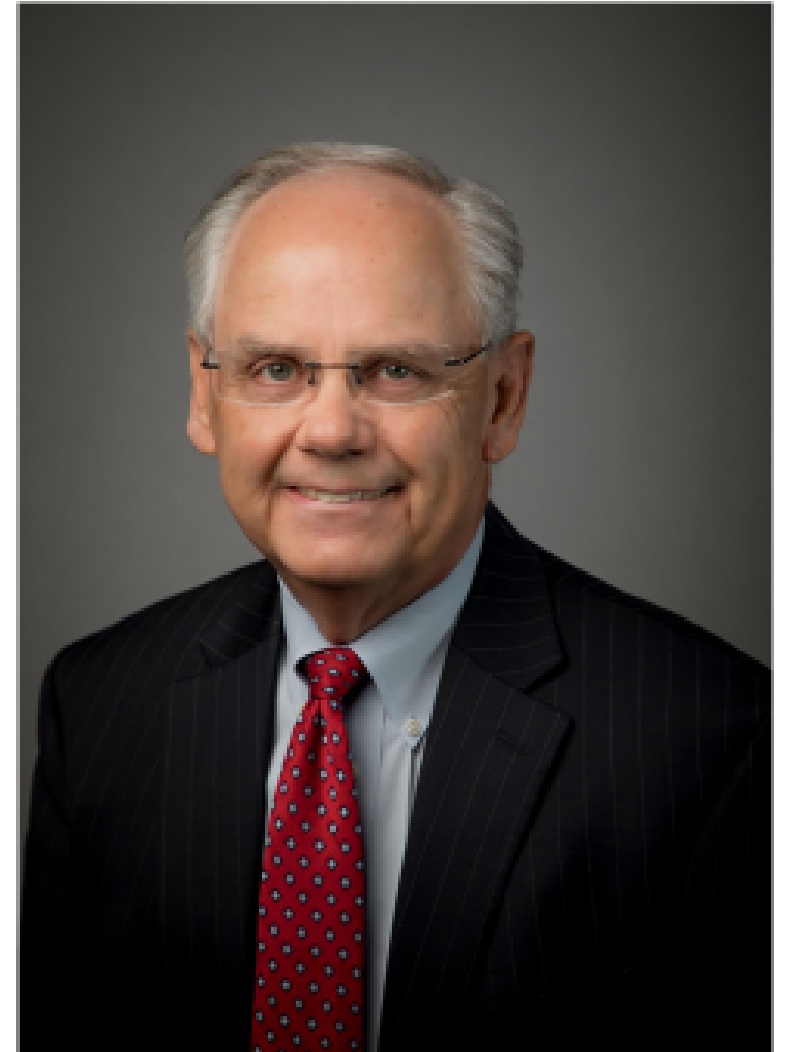
Chief Executive Officer

Texas Tech Physicians

Adjunct Professor

Texas Tech University

- Responsible for Texas Tech Physicians, a multi-specialty academic practice plan of 250 full-time clinical faculty physicians and 350 residents associated with TTUHSC School of Medicine.
- Prior to joining Tech in 2007, Brent served as the President/CEO of Texas Health Harris Methodist Hospital Cleburne for 12 years and in senior administrative roles for Covenant Medical Center in Lubbock and Medical Center Hospital in Odessa.
- Board member of TeamChoice (a Lubbock based provider network), a local bank board member, Centene National Rural Health Advisory Council member, 40+ year Rotarian, Open Door leadership team (agency that addresses homelessness) and serves as an elder at the church where he and his wife attend.
- Brent and his wife Jennifer, of 43 years, have five grandchildren. Their two sons both have degrees in accounting -- one is a community banker and the other is an investment banker.



What is Servant Leadership?



• THE SERVANT AS LEADER

- While servant leadership is a timeless concept, the phrase “servant leadership” was coined by Robert K. Greenleaf in *The Servant as Leader*, an essay that he first published in 1970. In that essay, Greenleaf said:
- “The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is leader first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions...The leader-first and the servant-first are two extreme types. Between them there are shadings and blends that are part of the infinite variety of human nature.
- “The difference manifests itself in the care taken by the servant-first to make sure that other people's highest priority needs are being served. The best test, and difficult to administer, is: Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society? Will they benefit or at least not be further deprived?”
- A servant-leader focuses primarily on the growth and well-being of people and the communities to which they belong. While traditional leadership generally involves the accumulation and exercise of power by one at the “top of the pyramid,” servant leadership is different. The servant-leader shares power, puts the needs of others first and helps people develop and perform as highly as possible.

From the Greenleaf Center for Servant Leadership: <https://www.greenleaf.org/what-is-servant-leadership/>

Servant Leadership

- Communication
- Mentorship
- Dream Big
- Take Risks
- Attitude
- Gratefulness
- Time

Texas Health Frisco

- The Frisco campus is a unique collaboration
- Intended to take the best of academic practice (breadth and depth of expertise, multi-disciplinary care)
- Blend into a warm and welcoming community hospital model
- Create a delivery platform unlike anything seen in the metroplex

Texas Health + UT Southwestern.
A match made in Frisco.



Texas Health Frisco

- Cultural foundation of servant leadership
- Proactive workflow design teams
- Leadership visibility, transparency, and accountability
- Front line staff empowerment to create unique customer experiences

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Texas Health Frisco – Lean Daily Management

- Daily Reliability Safety Briefing
- Daily GEMBA Rounds
- Lean Daily Management process and KPI alignment
- Staff-driven performance improvement culture
- Transparency with action items from LDM and Safety Briefings to all staff
- Leadership visibility and engagement
- Rapid process changes with Covid

Texas Health Frisco – WOW Customer Service

- Ritz Carlton Influence
- Focus on personal connections and unique experiences
- Staff is empowered to make a difference in real time
 - WOW Boxes
- Reinforcement through modeling and reward/recognition
- Discussed every morning in huddle
- Customer engagement scores in the top decile nationally



Servant Leadership in Action

