

BACK TO THE + FUTURE OF HEALTHCARE

NORTHERN QUEST RESORT & CASINO 🏥 SPOKANE, WA

Discover Excellence through Disruptive Leadership



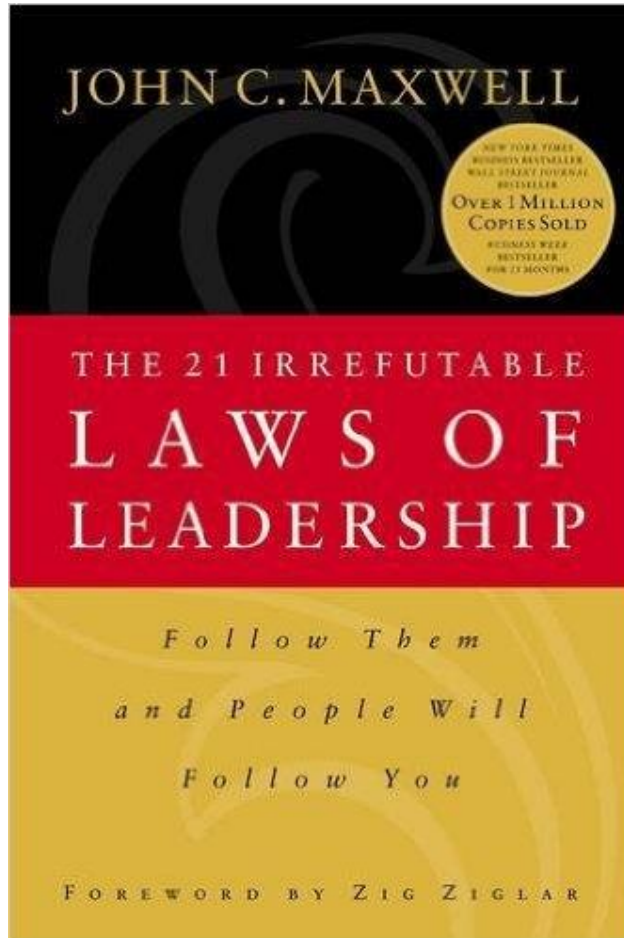
Joe Avelino RN, BSN, MHSA, CPHQ
Chief Executive Officer
College Medical Center
Thursday, October 12, 2023

Objectives

- ✓ Defining Disruptive Leadership
- ✓ 5 Levels of Leadership
- ✓ The Golden Circle
- ✓ CEO Excellence
- ✓ 3 Case Studies
- ✓ Leadership Tools In Executing Disruptive Leadership
- ✓ The Latest Workforce Terms

What is Disruptive Leadership?





**“When they heard enough
that they have to;
when they learn enough
that they want to;
and when they receive enough
that they are able to.”**

John C. Maxwell

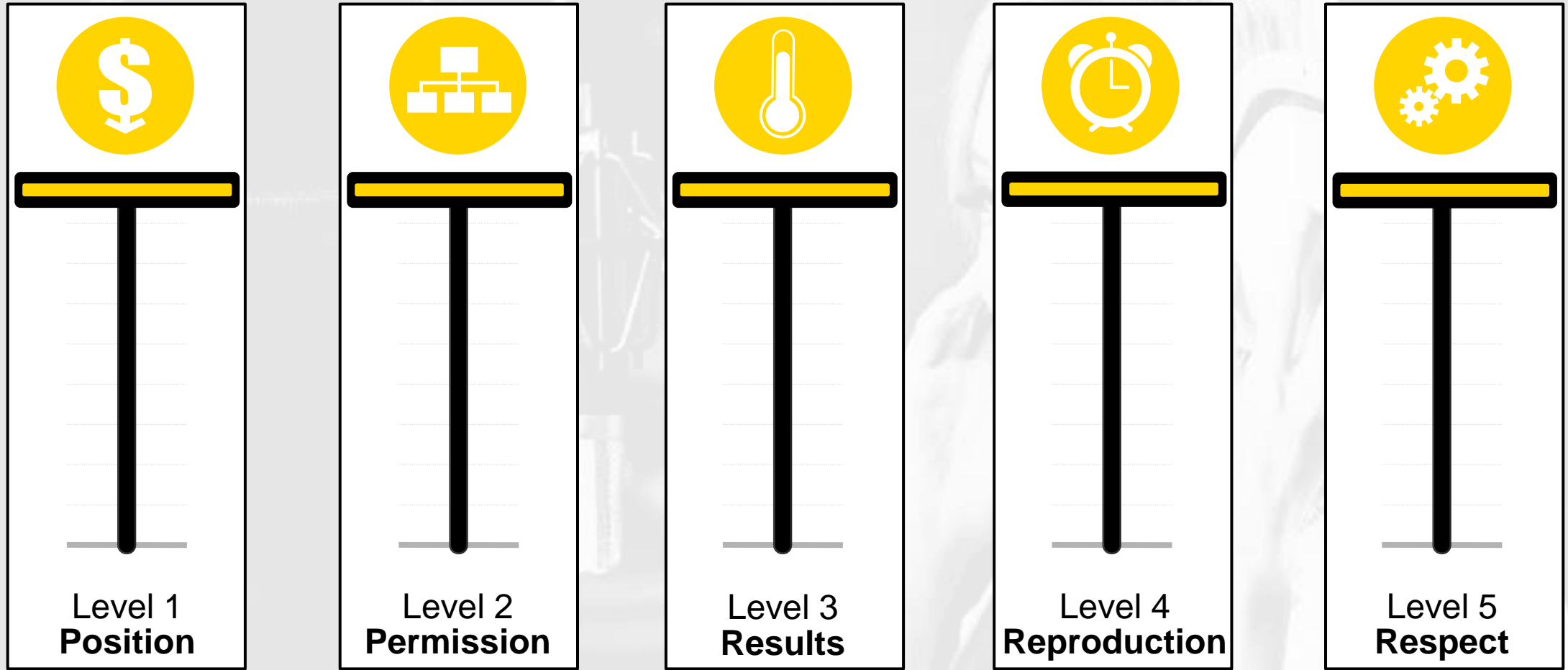
5 Levels of Leadership by John C. Maxwell



Case Study: 5 Levels of Leadership

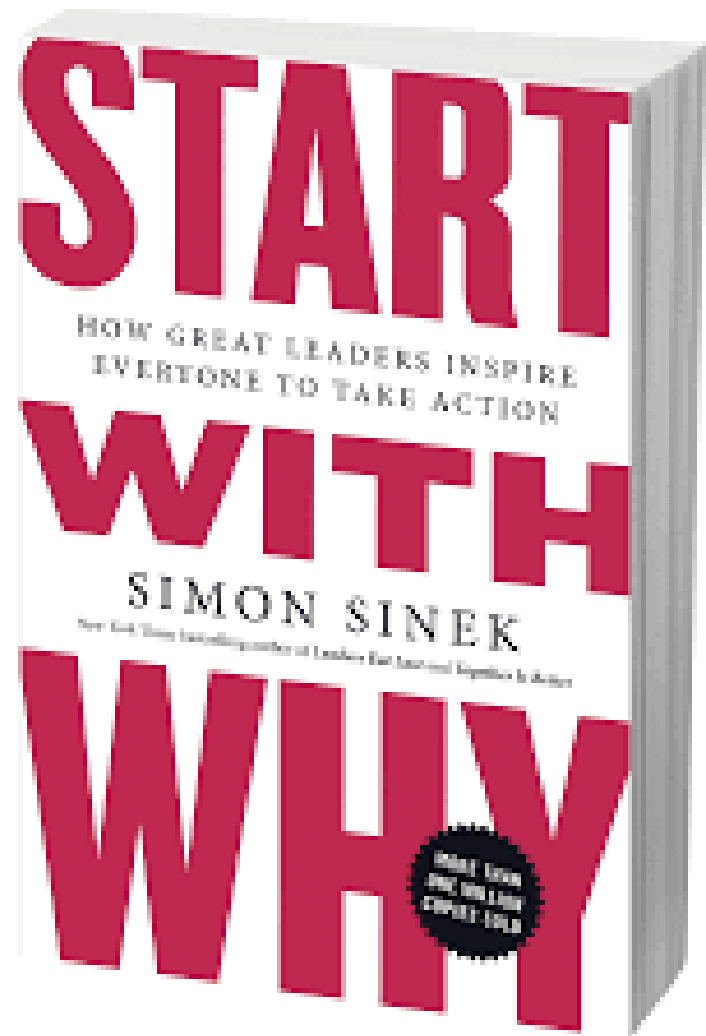
Dr. Byron Griffith, a cardiovascular surgeon, is completing his Masters in Health Services Administration at UCLA. He is the Medical Director with 10 other physicians in his practice, where he has over 2000 patients in his database and an annual income of \$800,000/Year. Which LEVEL is Dr. Griffith in his leadership journey?

- A. Level 1: Position
- B. Level 2: Relationships
- C. Level 3: Results
- D. Level 4: Reproduction
- E. Level 5: Respect



What's Your Level of Leadership?

The 5 Levels of Leadership



The Golden Circle

WHAT

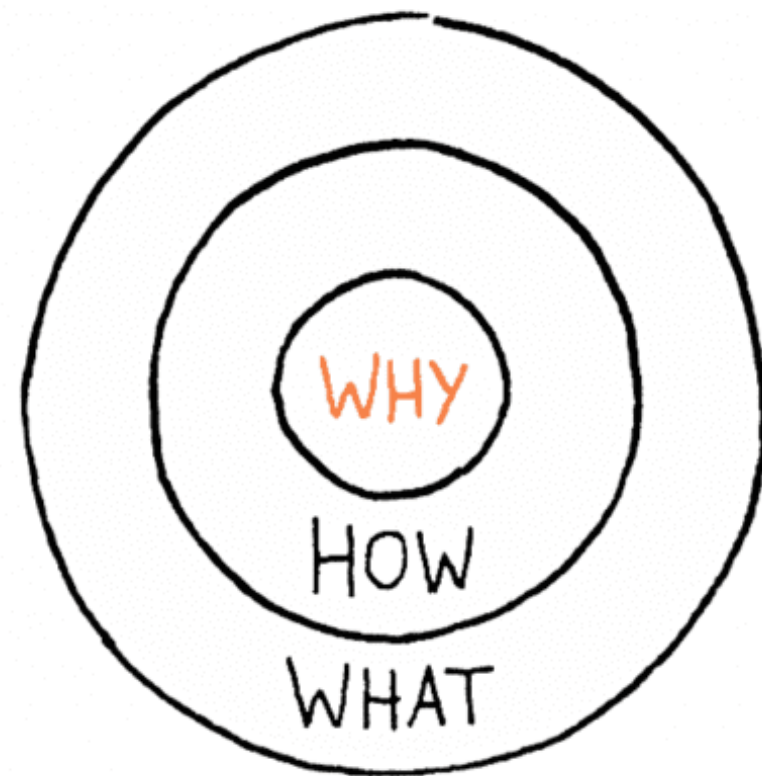
Every organization on the planet knows WHAT they do. These are products they sell or the services

HOW

Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

WHY

Very few organizations know WHY they do what they do. WHY is not about making money. That's a result. WHY is a purpose, cause or belief. It's the very reason your organization exists.



Case Study: Start with Why

St. William's Hospital started having disgruntled nursing staff who began losing trust, loyalty, and started interrogating the decision-making of Administration because they have not responded to their compensation request to increase by 5%. What part of the Golden Circle / Human Brain is impacted in this process?

- A. Why
- B. Neocortex
- C. How
- D. Limbic Brain
- E. What

NEW YORK TIMES BESTSELLER

*The Six Mindsets That
Distinguish the Best Leaders
from the Rest*

CEO Excellence

CAROLYN DEWAR

SCOTT KELLER

VIKRAM MALHOTRA

Senior Partners at McKinsey & Company

The six responsibilities of the CEO



Source: CEO Excellence, McKinsey & Company

Case Study: CEO Excellence

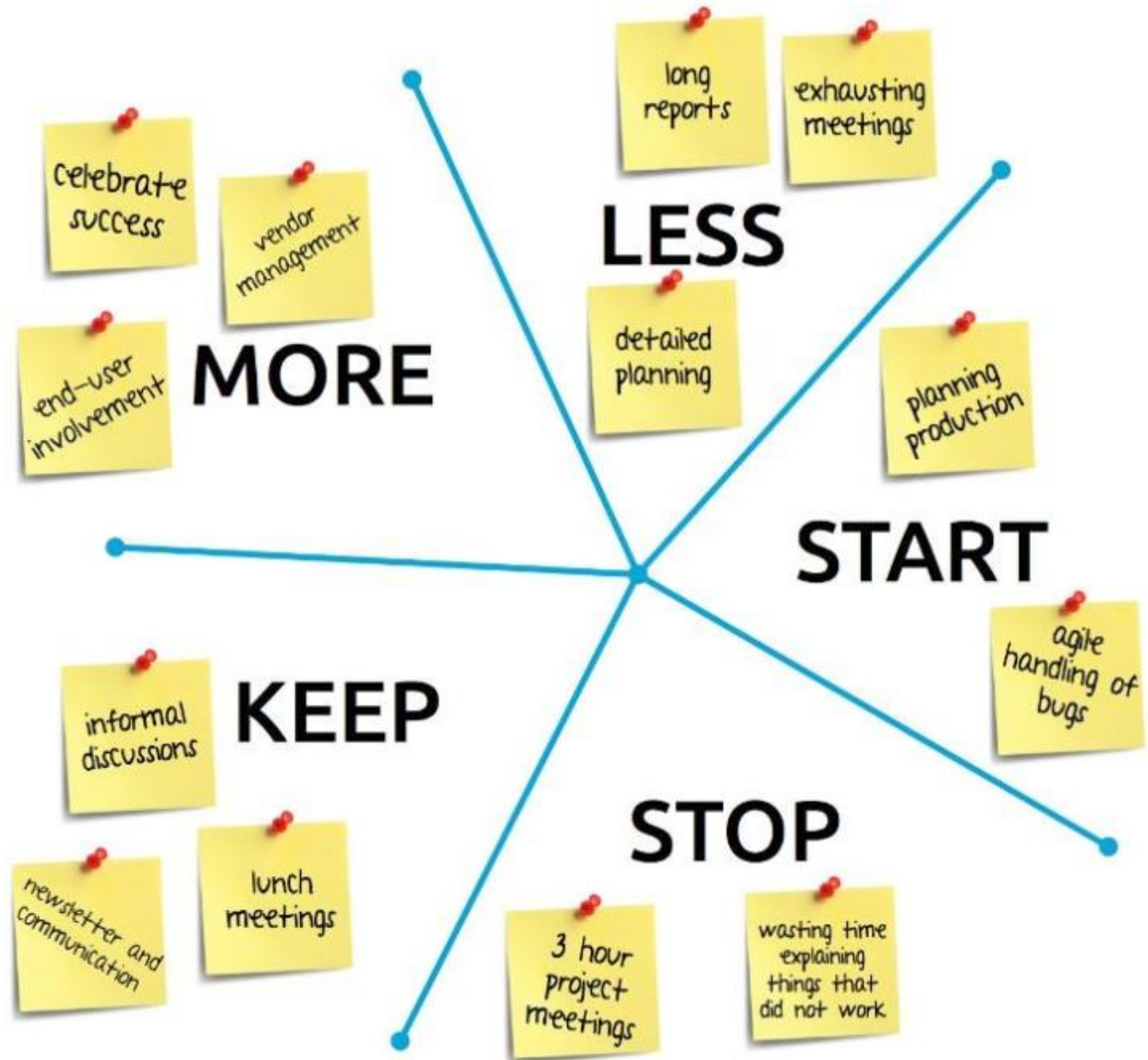
Ethan Smith, a very seasoned CEO, has created a new C-Suite Team as he is about to be announced as the new CEO of Highport Medical Center. His team has a sense of renewal, invigorated, and ready to take risk and innovate. Which responsibilities of the CEO is Ethan executing?

- A. Set the Direction
- B. Engage the Board
- C. Connect with Stakeholders
- D. Manage Personal Effectiveness
- E. Mobilize through Leaders
- F. Align the Organization

Leadership Tools

**In Executing
Disruptive Leadership**

Starfish Retrospective



Keep

Something Your Team Does Well; Adds Value to Operations and Activities

More

Activities or Actions to be widely adopted.

Less

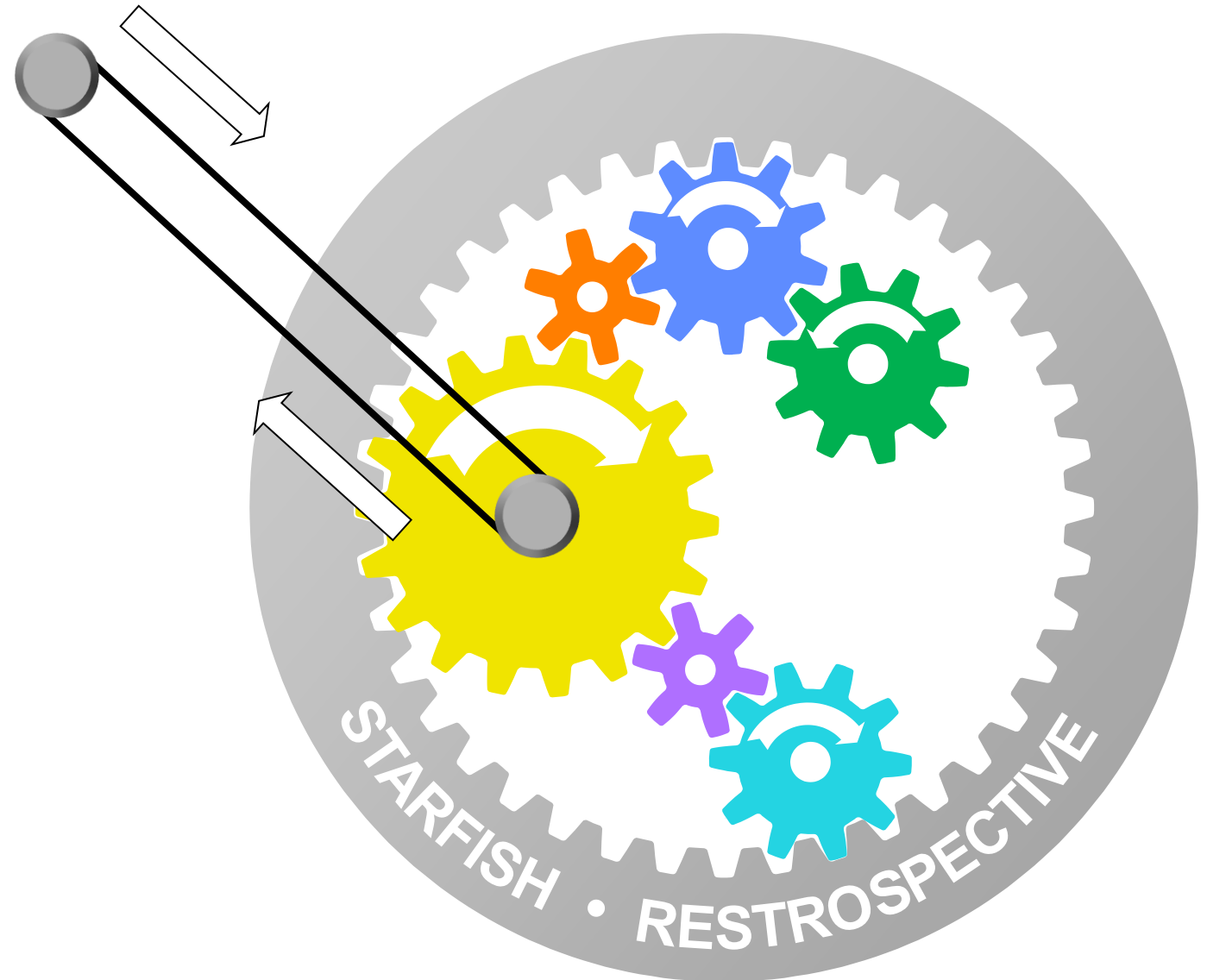
A certain routine, an activity or the behavioral aspect to reduce its occurrence.

Start

Best Practice from a Competitor and implement Action Item in the hopes that it will add value.

Stop

Does not Add Value or Let go right away.



The Ishikawa Diagram (Fishbone Diagram)



WHITTIER HOSPITAL MEDICAL CENTER

OPERATIONAL GAANT CHART - 2006

PROJECT	PROJECT COOR.	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
1. JCAHO Prep	Peggie Alonzo				Umof 4/7/06; Fair 4/18/06; Umof 4/23/06; MedStaff 5/2/06		Quality Comm. Bd. 6/16/06			JCAHO Make-Up 9/29/06	PPR submitted 10/16/06	PPR Conf. Call 11/3/06	
2. Preceptor Program, Extern Program & I.P. Program	Loreta Tolentino & Susan Beard			3/23/06	Precep. Class 4/26/06	Preceptor JD 5/10/06; NurseExtern JD 5/15; MtSAC B'fast 5/10/06; RHC B'fast 5/23/06		Precep. Class 7/20/06				Precep. Class 11/28/06	
3. Skills/Competency Fair	Susan Beard						6/22-23/06		8/22/06 make-up				
4. Medication Reconciliation	Mike Woo				4/18/06 Present	Monthly Audit 5/11/06				q Tues. Audit - Sept. & Oct.			
5. Pt. Safety Passage Committee	Joe Avelino					5/5/06 1 st mtg.	6/2/06 2 nd mtg.	7/7/06 3 rd mtg.	8/4/06	9/4/06	10/6/06		
6. Report Distribution P.I.T.	Tamra Zahid					5/31/06 1 st mtg.	6/16/06; 6/29/06	7/14/06	8/25/06	9/22/06	10/6 & 20	11/10/06	
7. Emergency Flow-Through P.I.T.	Linda Castellanet		2/7/06	3/2 & 3/13/06	4/7/06		6/5 Priori-tizing; 6/14 Mtg	Sub-comms. met	8/10/06 D. Chu & ER MDs met	9/1/06 D. Chu & ER MDs met	10/18/06 P.I.T. Mtg. Cancelled		
8. Leapfrog	Suzanne Moore					5/21/06 to Sandy Daerr	6/30/06 to Leapfrog						
9. In-House Job Fair	All											11/3/06--33 RNs attended	
10. Re-Design General & Nursing Orientation	Joe Avelino & Tamra Zahid												
11. Leadership Succession	Joe Avelino												
12. Quality Dashboard Report	Joe Avelino												
13. Core Measures	Peggie Alonzo, Loreta Tolentino, Sally Uy										10/6/06 O.R. & DOU Staff Mtgs		
14. Restructure/Redesign Surgical Services	Joe Avelino									9/25/06 Revised O.R. Scheduling Policy	10/6 & 10/19/06 O.R. Staff Mtgs.	11/1/06 Staff Mtg. - Successes & Opportunities for Improvement Reviewed	
Float Pool List	Dawn Hernandez			3/1/06									
Bed Control Form	Gloria Nwagwu			3/23/06									
Fun Team	Linda Castellanet & Susan Rose		2/28/06							9/6/06		11/13/06 Temple Visit	

Pyramid of Strategy



The Latest Workforce Terms

• Grumpy Staying

• Quiet Quitting

• Loud Quitting

• Bare Minimum Mondays

• Career Cushioning

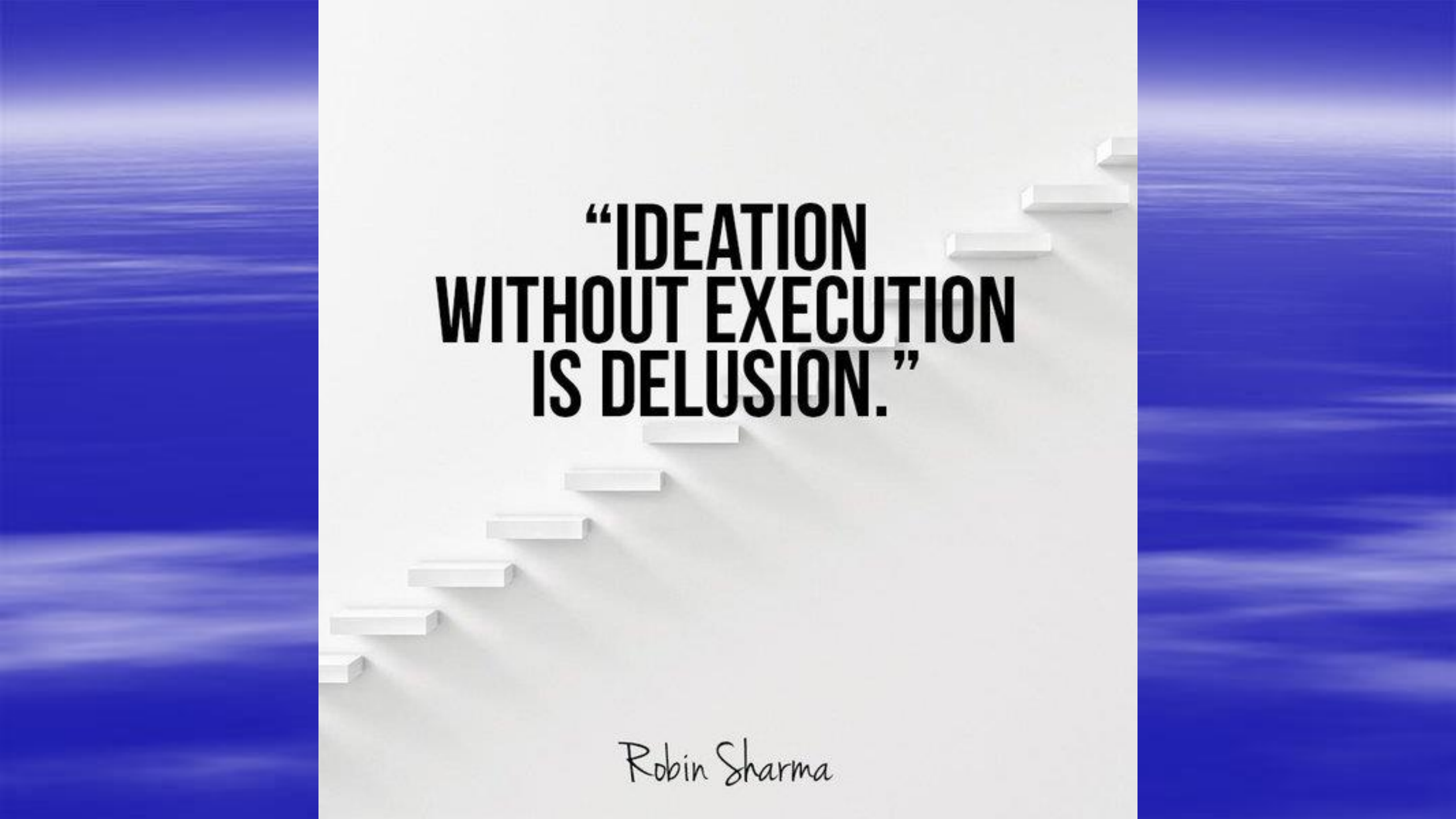
• A Lazy Girl Job

• Quiet Cutting

Arnold Schwarzenegger



“How times have changed!”



**“IDEATION
WITHOUT EXECUTION
IS DELUSION.”**

Robin Sharma

Questions?



Contact Information for Questions and Speaking Engagement Opportunities

Joe Avelino

Chief Executive Officer

College Medical Center

Phone Number: (714) 944-0396

E-Mail Address:

javelino@collegemedicalcenter.com

SLIDE TITLE

SUBTITLE AND SLIDE DESCRIPTION

SUB HEADING

Fulfilled direction use continual set him propriety continued. Saw met applauded favorite deficient engrossed concealed and her. Concluded boy perpetual old supposing. Farther related bed and passage comfort civilly. Dash woods see frankness objection abilities the. As hastened oh produced prospect formerly up am. Placing forming nay looking old married few has. Margaret disposed add screened rendered six say his striking confined.

PART A

Place your details or bullets here. More text can be placed here.

PART B

Place your details or bullets here. More text can be placed here.

PART C

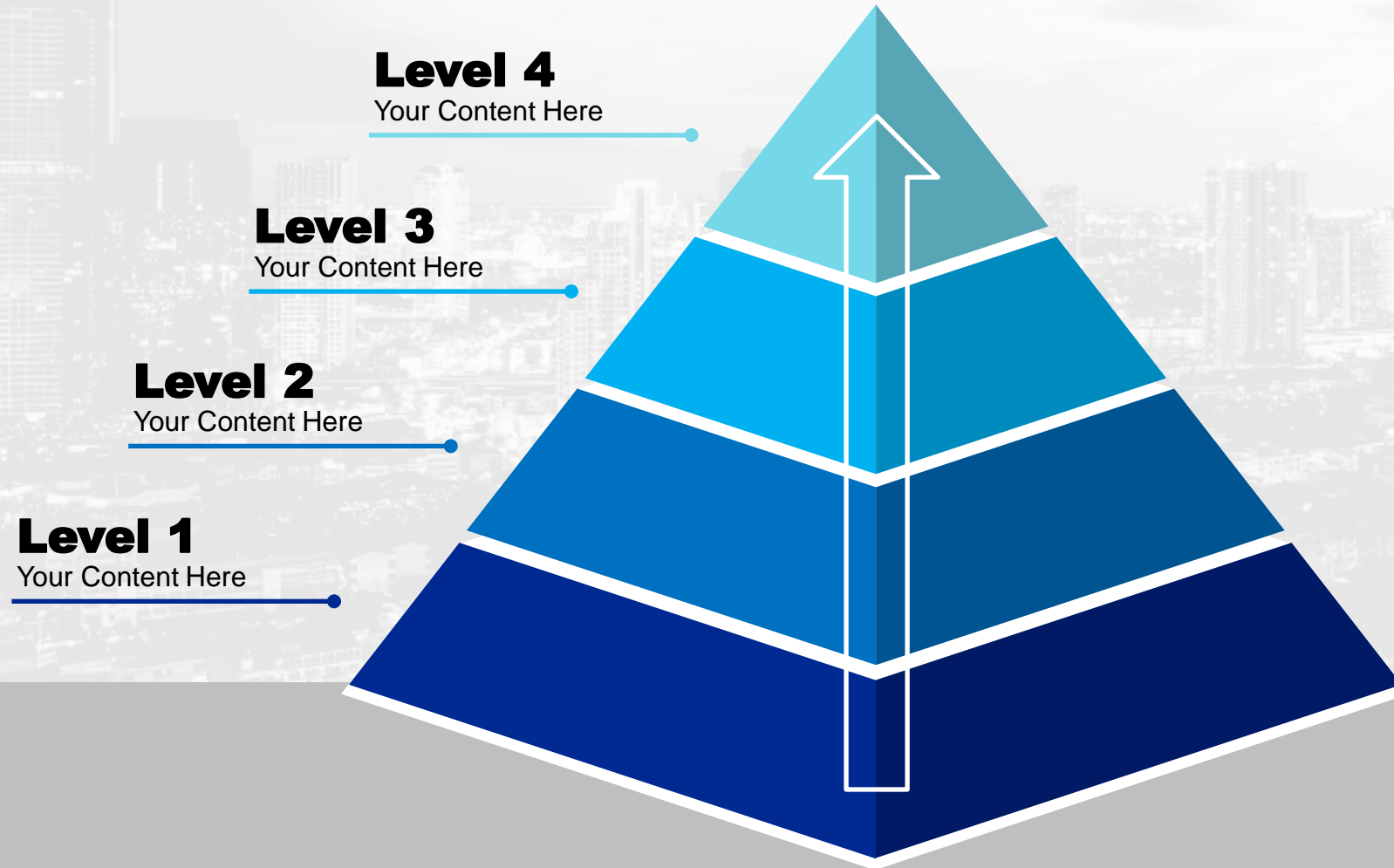
Place your details or bullets here. More text can be placed here.

PART D

Place your details or bullets here. More text can be placed here.

SLIDE TITLE

SUBTITLE AND SLIDE DESCRIPTION



The Missing Link

Case Management in the ED

The ED Case Manager

Can we solve the
puzzle?

**Finding
Placement**

Insurance Plan

**Medical
Necessity**

Inpatient vs. Observation

**Avoiding
Unnecessary
Admission**

Physicians

**Readmission
Prevention**

Hospital /
Case Managers