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25th Annual Revenue Cycle Conference
Tailgates, Touchdowns, & Revenue Cycle Championships!
It's time.....to Reignite!

**LEADERSHIP IS WORTHLESS...BUT
LEADING IS PRICELESS
BATTLING BURNOUT AND
RESTORING RESILIENCY**

Thom Mayer, MD
Medical Director
NFL Players Association

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The Most Important Slide?

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There is No Leading Except in Times of Crisis We Face Nothing But Crisis in our Futures

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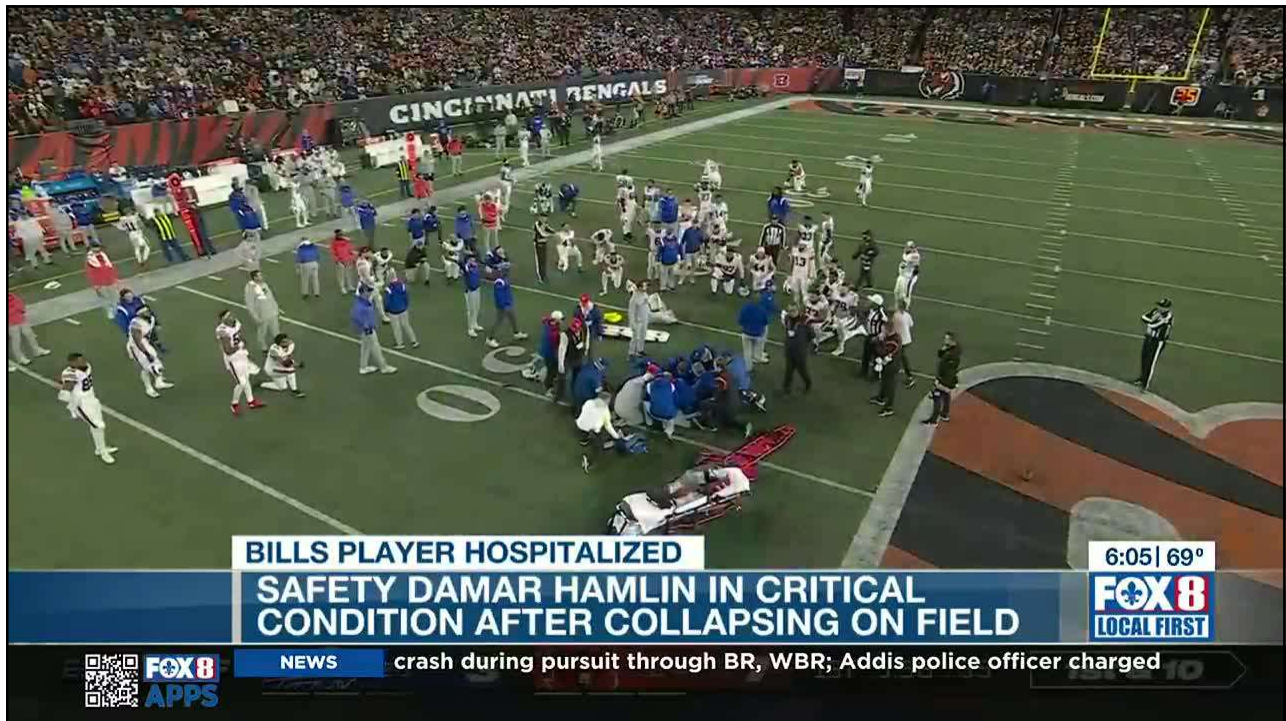


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BILLS PLAYER HOSPITALIZED
SAFETY DAMAR HAMLIN IN CRITICAL
CONDITION AFTER COLLAPSING ON FIELD

6:05 | 69°

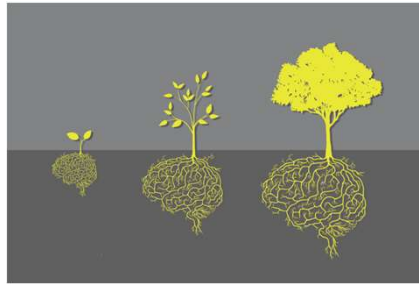


NEWS crash during pursuit through BR, WBR; Addis police officer charged

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Leading in Times of Crisis hfma massachusetts-rhode island chapter

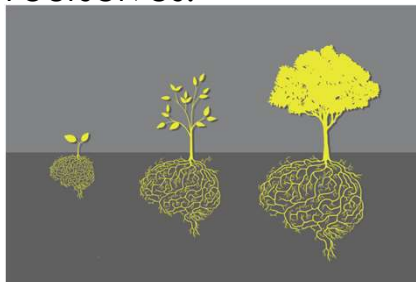
- **Don't Aspire** to Lead...You already are Leading
- **Embrace** the fact of leading and delight in it!
- **Inspire** each and every member of the team to Lead



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- **Think** about Battling Burnout, Restoring Resiliency, and Leading in a Radically Different Way..
- **Act** on those Thoughts Within the Week
- **Innovate** You and Your Team to Evolve the System...and Yourselfes!



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Deep Joy, Deep Need...

A photograph of three shirtless men standing on a beach with their arms crossed. The man on the left has dark hair and a serious expression. The man in the middle is wearing sunglasses and has a neutral expression. The man on the right is also wearing sunglasses and has a slight smile. They are standing in front of the ocean under a clear sky.

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A photograph of a woman with dark hair, wearing a white lab coat over a blue shirt and grey pants. She is captured in a dynamic, joyful pose, jumping with her arms raised and a wide smile on her face. The background is a plain, light grey.

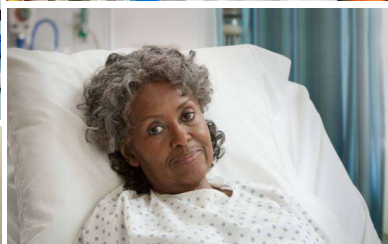
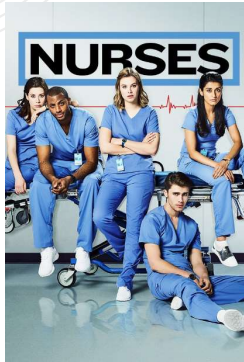
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The Way We're Working...Isn't Working!

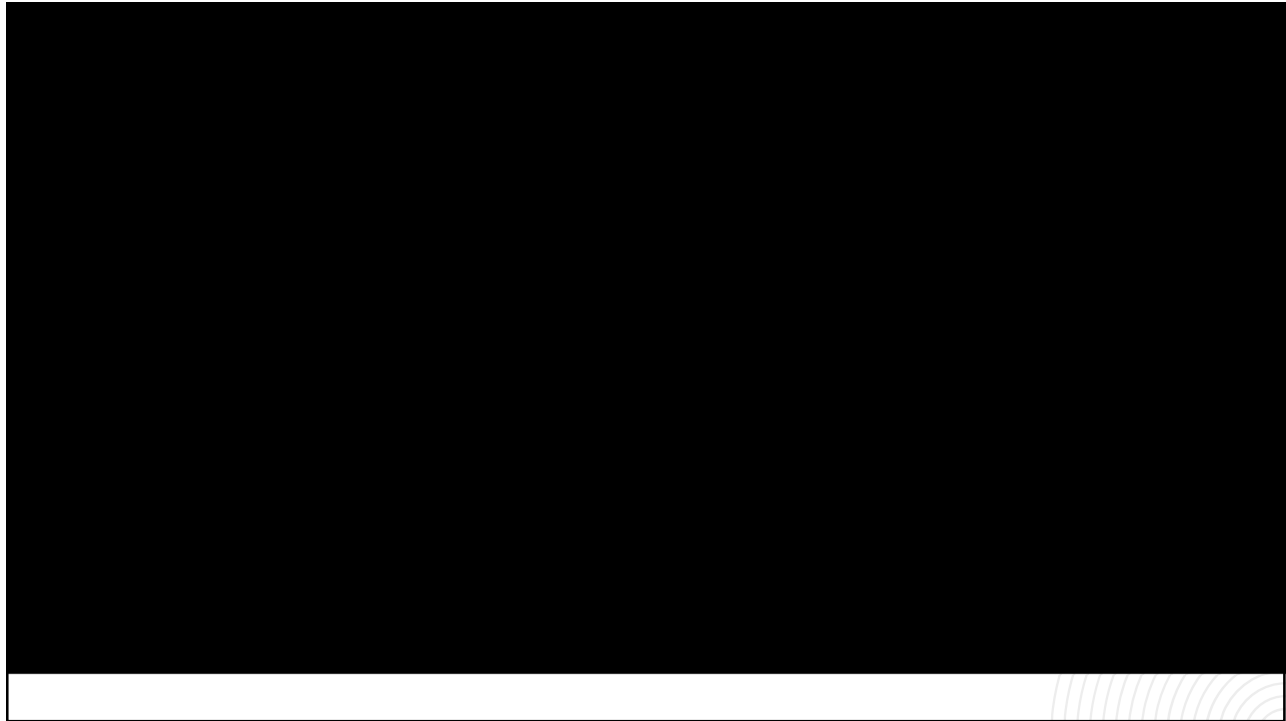


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It's a Team Sport! Assumptions vs. Reality-Say Team vs. Play Team



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Abandon Wistful “Someday...” Embrace “Today!”



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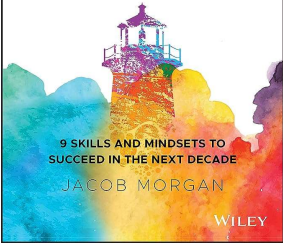
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Don't EVER Call Someone a "Future Leader!"

Demeaning, Demoralizing, Disfiguring, Demonic, Satanic...

BASED ON INTERVIEWS WITH OVER 140 CEOs AND
A SURVEY OF NEARLY 14,000 EMPLOYEES


THE FUTURE LEADER



9 SKILLS AND MINDSETS TO
SUCCEED IN THE NEXT DECADE

JACOB MORGAN

WILEY



Adobe Stock | 4209504825

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Definitions Drive Solutions

Burnout = Inability to Fully Experience Deep Joy

Burnout ∞

Job Stressors

Adaptive Capacity/Resiliency

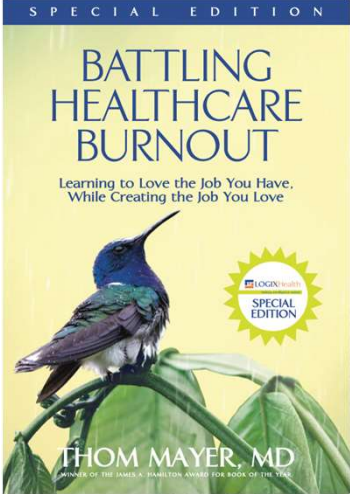


Cardinal Symptoms

Emotional Exhaustion

Cynicism

Loss of Meaning at Work



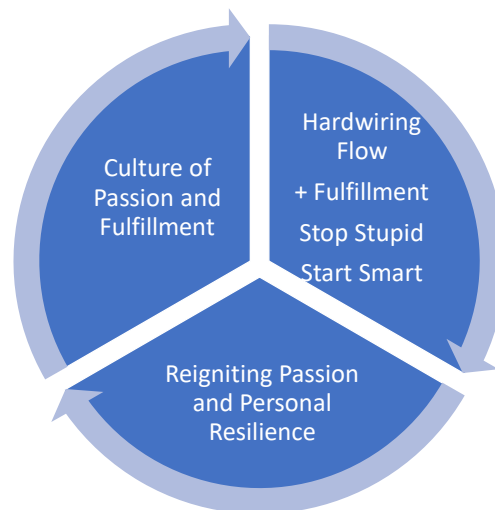
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3 Fundamental Insights Drive it All

1. Every member of your team is a **leader**...
 - Lead Yourself
 - Lead Your Team
2. Every team member is a **performance athlete**...
 - Invest in Yourself
 - Invest in Your Team
3. **The Work Begins Within!**

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The Battle for Personal and Organizational Resiliency



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Culture MATTERS-A Lot! Changing Culture Requires Constant Leading

- Definitions Drive Solutions
- Don't make this complicated
- "We are what we repeatedly do. Excellence is not a virtue but a habit."
- Culture = Actions = Leading
- We constantly, daily, iteratively redefine our culture
- Leave a Legacy




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The Work Begins Within! The Answer to "Who?" is "You!"

"Every system is perfectly designed to get precisely the results it gets."

Dr. Paul Batalden



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Hardwiring Flow + Fulfillment

“Every system is perfectly designed...”

Hardwiring Flow

- Start Doing “Smart Stuff”-Adding Value
- Stop Doing “Stupid Stuff”-Decreasing Waste
 - Send a Signal of Hope

+

Hardwiring Fulfillment

- “Fully Filling” Our Passion
- Fueling Our Fires to “Burn In” Instead of Burning Out

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The 22 Tools of Battling Burnout

Tools for Personal Passion and Resiliency

1. “Love, Hate, Tolerate”
2. “Deep Joy, Deep Need”
3. “Sing with All Your Voices”
4. Stress Tolerance Level
5. Strategic Optimism/Creative Energy
6. Disconnect Your Hot Buttons
7. Leave a Legacy
8. “Do The Best You Can”
9. Keeping a Gratitude Journal
10. Who Do You Burnout and Why?

Tools for Shaping Culture

1. Mutual Accountability Jumbotron
2. A Team/ B Team
3. Leading From The Front
4. What Kind of Leader Are You?
5. Trust
6. Shadow Shifting

Tools for Hardwiring Flow and Fulfillment

1. Stop Doing Stupid Stuff, Start Doing Smart Stuff, Send a Signal of Hope
2. Taxi, Take-Off, Flight Plans, Landings
3. Making the Patient Part of the Team
4. Precision Patient Care
5. Clinical Huddles and 5 Demand-Capacity Questions
6. The EHR Solutions

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The “Love, Hate, Tolerate” Tool

- What do I LOVE? → Maximize It
- What do I Hate? → Eliminate it
- What do I Tolerate? → Minimize It

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The Great Resignation-The Second Pandemic Re-Recruitment = The Great RE-SIGNation

Re-Discover Your Deep Joy

- Pandemic epiphanies-1 in 5 Docs and 2 in 5 Nurses are leaving
- 1 in 3 Docs and 2 in 3 Nurses are RIP-RIF
- Nursing staffing and borders have reached crisis, epidemic proportions

Re-recruitment is the key

1. Re-Recruit your A Team Members daily
2. Re-Recruit your B Team Members to join the A Team-coaching/mentoring
3. Re-Recruit your C Team Members to consider if this is their Deep Joy

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Do the Things You Tell Your Patients to Do... Be Kind to...Yourself!

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“What Was it Like Leading at the Pentagon/Concussion/Covid/Ukraine?” The Path to the Head is Through the Heart Become the Chief Story Teller

“About suffering, they were never wrong, the Old Masters. How well they understood its human position.”
-WH Auden, Musee de Beaux Arts



*“In the middle of the road of my Life
I awoke in a Dark Wood
Where the True Way was wholly lost
Death could scarce be more bitter
But if I would show the good that came from it
I must talk about things other than the good.”*
-Dante Alighieri

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If They Aren't with You on the Take-Off... They Won't be with You on the Landing!




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**All meaningful and
lasting change is
driven by INTRINSIC
motivation...**



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The Perpetual Whitewater of Change



“Becoming the high-quality, low-cost provider of care”
 Becoming Expert Change Accelerators/ Leaders
 Resistance = Uncertainty
 Staunch Resistance = Deep Uncertainty
 Beware “The Words on the Walls vs. Happenings in the Halls”

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The Paradox of Team Work?

- We can confidently assure our patients that they will be cared for by a team of experts...



- But can we assure them they will be taken care of by an expert team?

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Calling an Audible

Changing the Play, Not the Game Plan

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Words on the Walls vs. Happenings in the Halls

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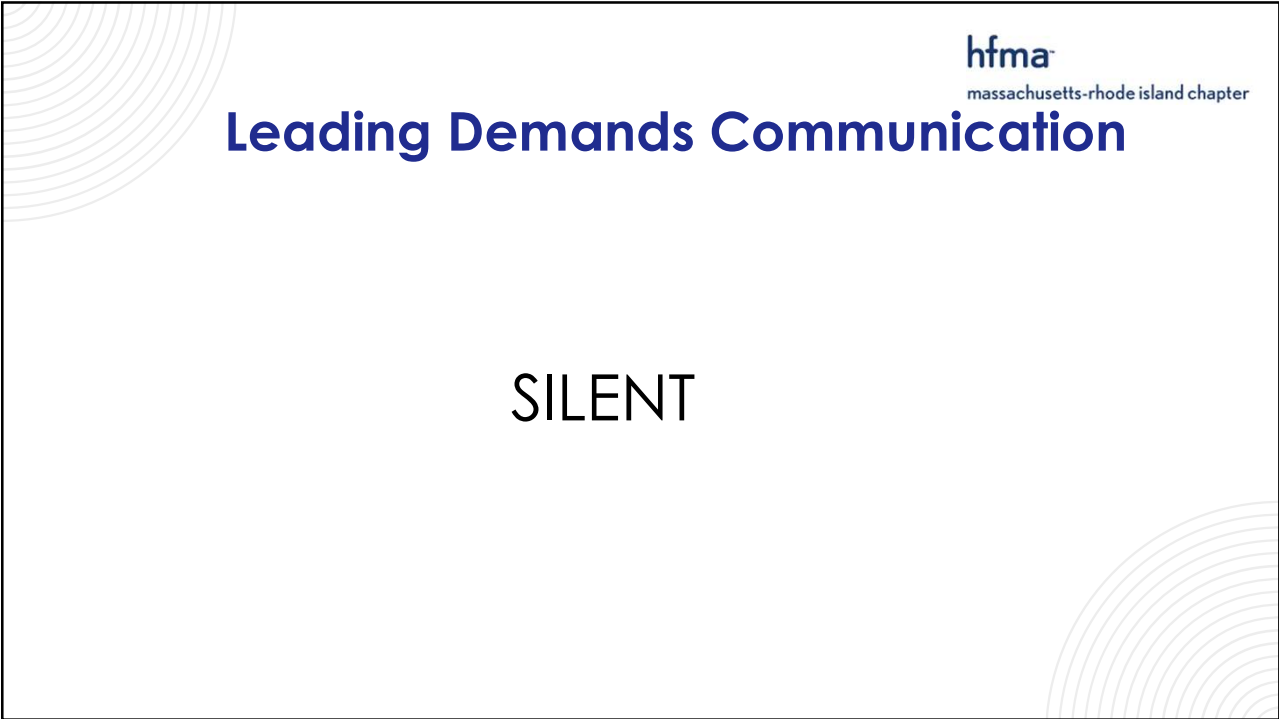


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Leading Demands Communication

LISTEN

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Leading Demands Communication

SILENT

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The Dynamic Tension of Communication

- *Advocate* as if you were right...
- *Listen* as if you were wrong!

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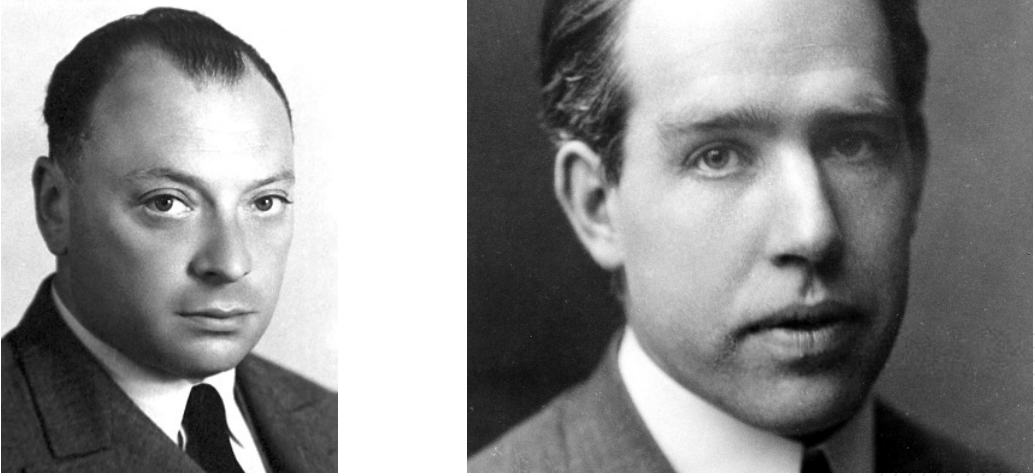
Timing is Everything...



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From Courage to Crazy

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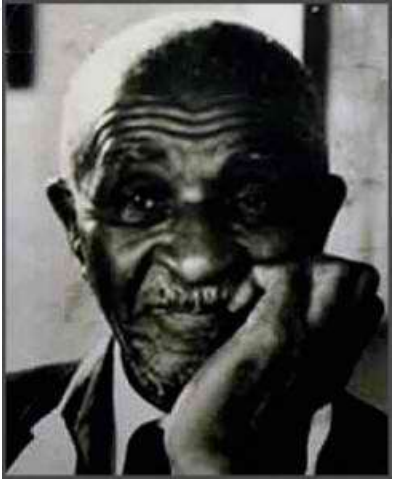


The slide features two side-by-side black and white portraits of men in suits. The man on the left is older with a receding hairline, looking slightly to the right. The man on the right is younger, looking directly at the camera with a serious expression.

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George Washington Carver

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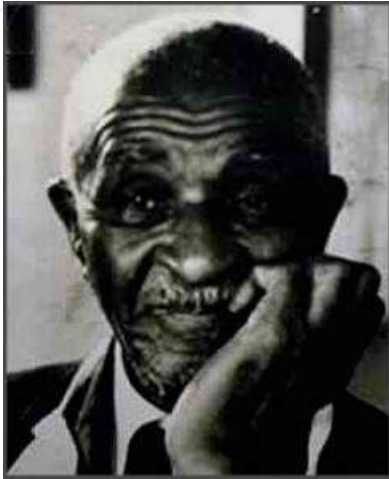


“How far you go in life depends upon...”

The slide features a black and white portrait of George Washington Carver on the left. He is an older African American man with a thoughtful expression, resting his chin on his hand. To the right of the portrait is a blue-bordered box containing a quote in italics.

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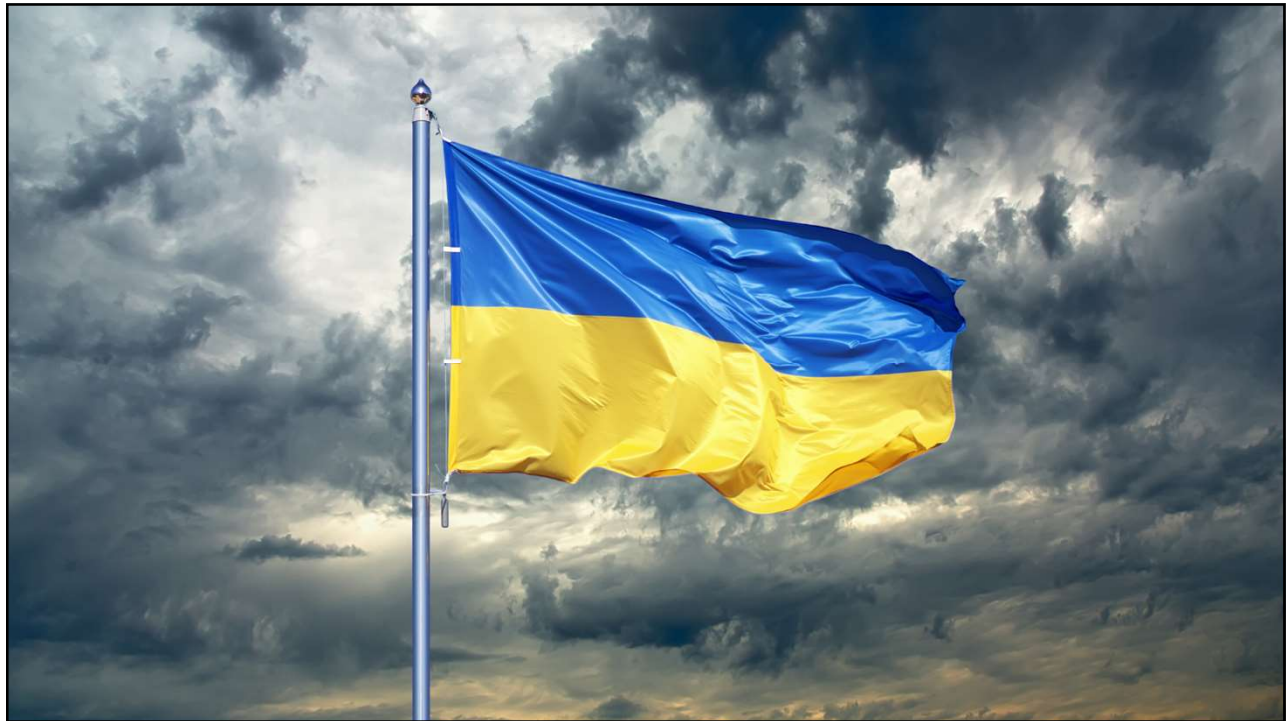
George Washington Carver



*“How far you go in life depends upon your being-
Tender with the young
Compassionate with the aged
Sympathetic to the striving
And tolerant of the weak and strong
Because someday in your life
You will have been all of these things”*

Courtesy Chuck Stokes, FACHE

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The Star Thrower

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THANK YOU!

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