

Retention: Keeping Your Team Engaged Despite the Pressures

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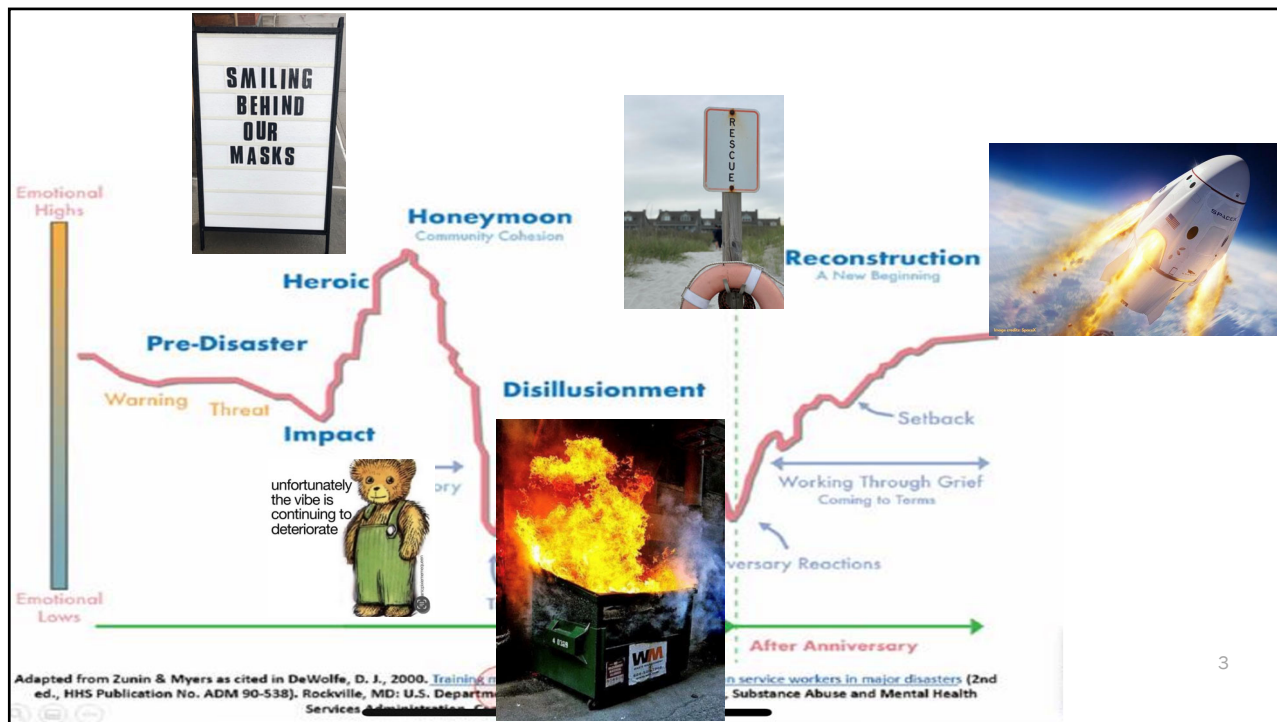
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Disclosures

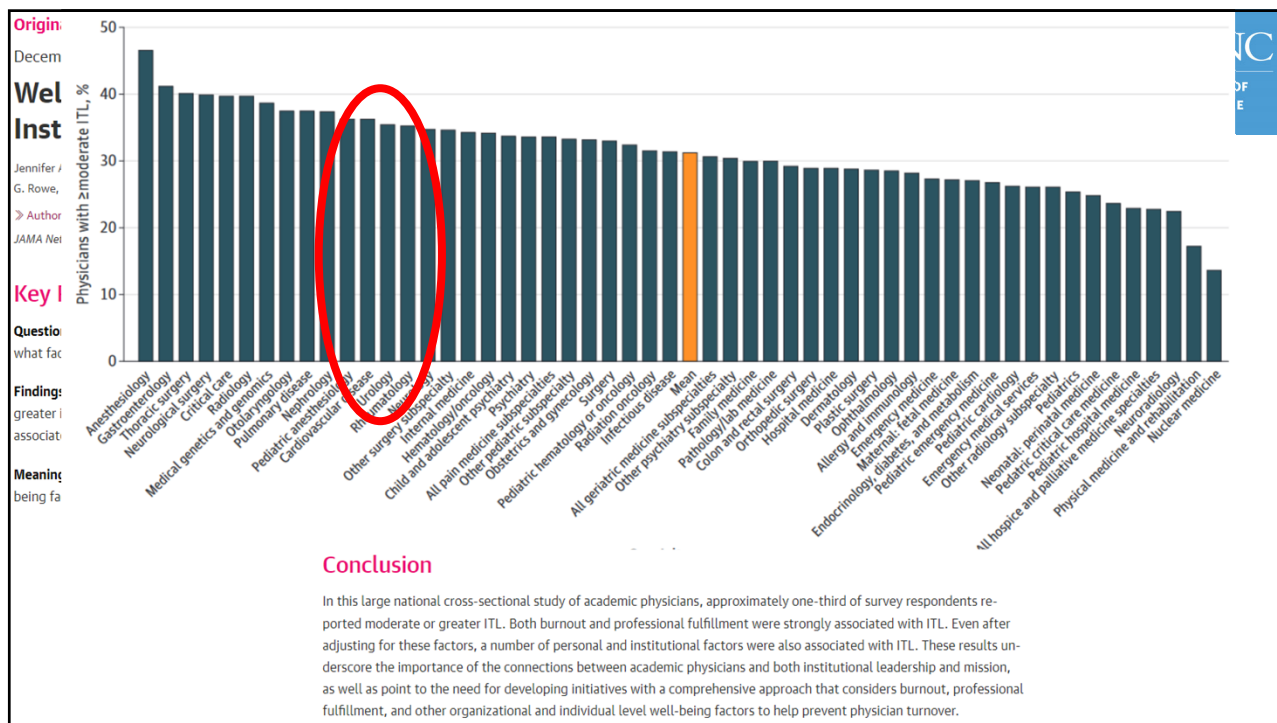


- Consultant, American Urological Association
- Consultant, American College of Physicians

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What Can We Do as Chairs / PDs?



- Protective:
 - Professional fulfillment (OR 0.64)
 - **Supportive leadership behaviors (0.83)**
 - Personal-organizational values alignment (0.81)
 - Peer support (0.93)
 - Perceived gratitude (0.95)
 - EMR helpfulness (0.95)
- Provocative:
 - Burnout (OR 1.52)
 - Depression (1.09)
 - Negative impact of work on personal relationships (1.08)

Original Investigation | Occupational Health

December 15, 2023

Well-Being Parameters and Intention to Leave Current Institution Among Academic Physicians

Jennifer A. Ligibel, MD¹; Nicolette Goularte, PhD²; Jennifer I. Berliner, MD³; et al

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What Can We Do as Chairs / PDs?



- “Each 1-point increase in composite leadership score was associated with a 3.3% decrease in the likelihood of burnout ($p < 0.001$) and a 9.0% increase in the likelihood of satisfaction ($p < 0.001$) of the physicians supervised”
- Also correlated w prevalence of burnout / satisfaction at Dept level

Shanafelt et al *Mayo Clin Proc*. 2015, 90(4): 432

Impact of Organizational Leadership on Physician Burnout and Satisfaction

Tait D. Shanafelt, MD; Grace Gominge, MS; Ronald Menaker, EdD; Kristin A. Storz, MA; David Reeves, PhD; Steven J. Buskirk, MD; Jeff A. Sloan, PhD; and Stephen J. Swensen, MD

TABLE 1. Items Evaluating Physician Opinion of the Leadership Qualities of Their Immediate Physician Supervisor

To what extent do you agree or disagree with each of the following statements about (name of immediate supervisor)?

Holds career development conversations with me^a

Inspires me to do my best^a

Empowers me to do my job^a

Is interested in my opinion^a

Encourages employees to suggest ideas for improvement^a

Treats me with respect and dignity^a

Provides helpful feedback and coaching on my performance^a

Recognizes me for a job well done^a

Keeps me informed about changes taking place at Mayo Clinic^a

Encourages me to develop my talents and skills^a

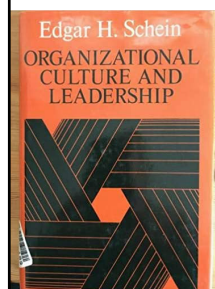
I would recommend working for (name of immediate supervisor)^a

Overall, how satisfied are you with (name of immediate supervisor)^b

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The Way We Do Things Around Here (AKA Culture)

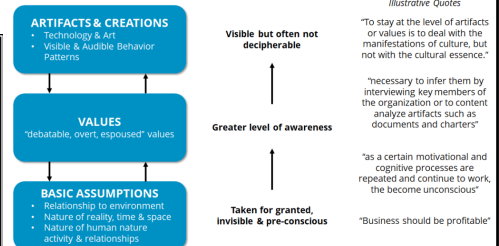
- Culture: the pattern of basic assumptions invented / discovered / developed by a group to cope with its problems of **external adaptation** and **internal integration**
- A response to recurring tasks: Doing the work changes the culture



The only thing of real importance that leaders do is to create and manage culture. If you do not manage culture, it manages you, and you may not even be aware of the extent to which this is happening.

— Edgar Schein —

Edgar Schein's Model Of Organizational Culture



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SHM Catalyst Innovations in Care Delivery

INSIGHTS REPORT

Widespread Clinician Shortages Create a Crisis that Will Take Years to Resolve

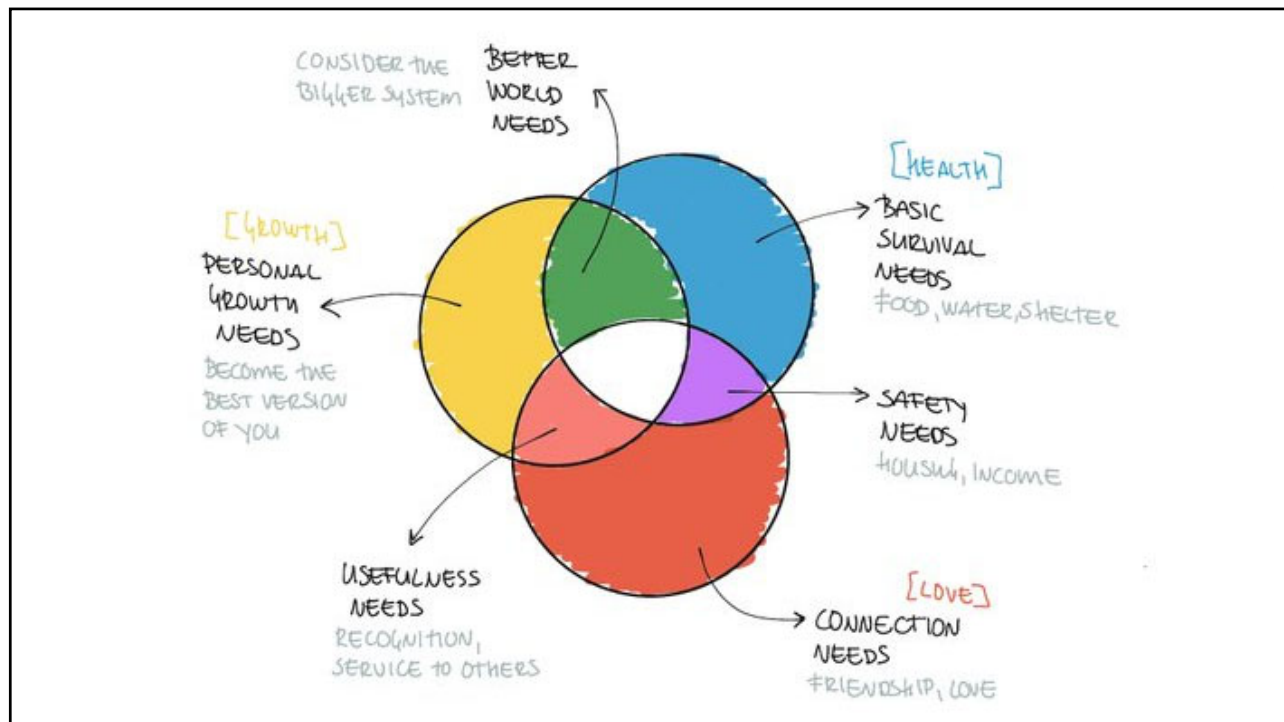
Tait Shanafelt, MD and Clair Kuriakose, MBA, PA-C, FACHE

Published February 15, 2023
 NEJM Catalyst Innovations in Care Delivery 2023; 03
 DOI: <https://doi.org/10.1056/CAT.23.0044>
 Vol. 4 No. 3 | March 2023

- Retention Starts During Recruitment
- Continues on Day One
 - Onboarding ≠ orientation
- Needs to be continuous, proactive
 - Surprise yourself and them
- Deep Well of Intrinsic Motivation

“ The importance of intrinsic motivators for health care professionals cannot be overstated, and the lower reported use of intrinsic motivators, such as professional development opportunities, among U.S. organizations suggests this may a blind spot in the U.S.”

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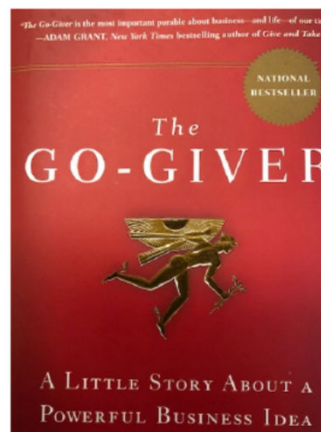
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Transformative Relationships



- Mentor: someone who has knowledge and will share it with you
- Sponsor: someone who has power and will use it for you
- Coach: Unlock the (usually substantial) potential within

“Go-Giver” philosophy



“changing ... focus from getting to giving - putting others' interests first and continually adding value to their lives – ultimately leads to unexpected returns”

(Synopsis)

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Coaching: unlock potential within



- Help them (and us!!) become better versions of selves, on and off the field



What is Coaching?

We all have goals we want to reach, challenges we are striving to overcome, and times when we feel stuck. Coaching can be beneficial during times of change (e.g., promotion, new position description, new leadership role) or anytime a new perspective is needed. Partnering with a coach can change your life, setting you on a path to greater personal and professional fulfillment. Coaching often unlocks previously untapped sources of imagination, productivity, and leadership.

What Coaching is Not

Coaching is not therapy, mentoring, or advising. Your coach is a thought-partner who will help lead you to the solutions that you desire. Every client is complete, resourceful and whole. It is the job of the coach to help unlock that potential.

How Can a Coach Help Me?

The role of coach is to be a partner in your development as a leader. They will support and challenge you to bridge the gap between where you are now and where you want to be in order to attain the results you desire.

What is My Role?

For you to attain maximum effectiveness from the coaching experience, it is crucial that you are honest and candid during sessions. You can feel free to discuss anything with your coach (positive or negative) that is relevant to increasing your effectiveness as a leader. The coaching conversations are strictly confidential and you determine the agenda.

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Leadership Development Programming

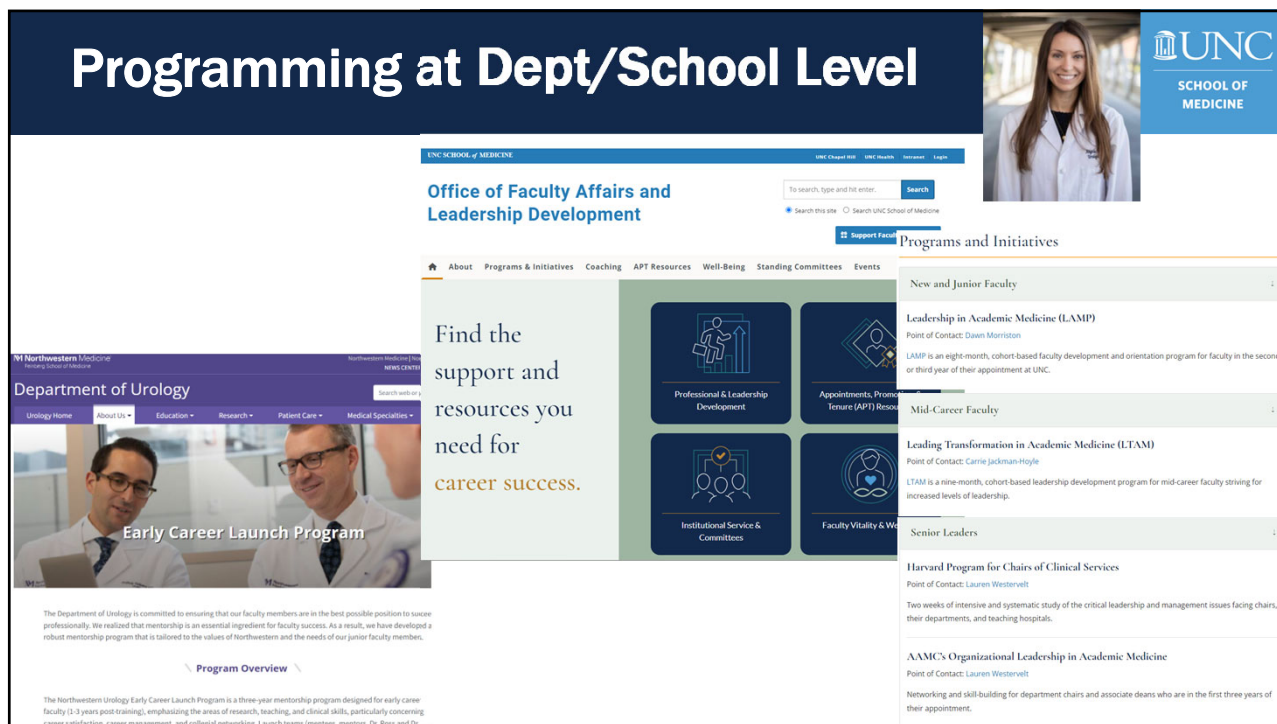


COMPANIES WITH GREAT LEADERSHIP DEVELOPMENT PRACTICES ARE:



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Programming at Dept/School Level



The screenshot displays the UNC School of Medicine website. The main header includes the UNC School of Medicine logo and a search bar. Below the header, there is a navigation menu with options like 'About', 'Programs & Initiatives', 'Coaching', 'APT Resources', 'Well-Being', 'Standing Committees', and 'Events'. A central banner reads 'Find the support and resources you need for career success.' To the right, a sidebar lists several programs and initiatives:

- New and Junior Faculty**
 - Leadership in Academic Medicine (LAMP)**: Point of Contact: Dawn Morrison. LAMP is an eight-month, cohort-based faculty development and orientation program for faculty in the second or third year of their appointment at UNC.
 - Mid-Career Faculty**
 - Leading Transformation in Academic Medicine (LTAM)**: Point of Contact: Carrie Jackson-Hoyte. LTAM is a nine-month, cohort-based leadership development program for mid-career faculty striving for increased levels of leadership.
 - Senior Leaders**
 - Harvard Program for Chairs of Clinical Services**: Point of Contact: Lauren Westervelt. Two weeks of intensive and systematic study of the critical leadership and management issues facing chairs, their departments, and teaching hospitals.
 - AAMC's Organizational Leadership in Academic Medicine**: Point of Contact: Lauren Westervelt. Networking and skill-building for department chairs and associate deans who are in the first three years of their appointment.

On the left side of the screenshot, there is a section for the 'Department of Urology' featuring an 'Early Career Launch Program' with a photo of two men in lab coats. Below this, a 'Program Overview' section states: 'The Northwestern Urology Early Career Launch Program is a three-year mentorship program designed for early career faculty (1-3 years post-training), emphasizing the areas of research, teaching, and clinical skills, particularly concerning career satisfaction, career management, and collegial networks. Launch team members: Monica, Dr. Boss and Dr.'


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What Do Physicians Want?

- Quality: Keep the mission front and center
- Efficiency: Address pebbles in the shoe
- Input: Listen—when they are talking, you are communicating
- Appreciation: Encourage the Heart, relationship building
- Respect: They leave it all on the field every day; acknowledge that
- Collegiality: Fun at work, celebrate the wins (big and small)

Quint Studer (2003), *Hardwiring Excellence*

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“Doctors and nurses are stewards of something precious. Ultimately, the secret to Quality is love. You have to love your patient, you have to love your profession, you have to love your God. If you have love, then you can work backward to monitor and improve the system.”

Avedis Donabedian

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Things that are possible

Things that sound delusional

Value




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Work in (Challenging) Common Tasks



“Man is a problem-solving, skill-using, social animal. Once he has satisfied his hunger, two main kinds of experiences are significant to him. One of his deepest needs is to apply his skills, whatever they be, to challenging tasks—to feel the exhilaration of the well-struck ball or the well-solved problem. The other need is to find meaningful and warm relations with a few other human beings—to love and be loved, to share experience, to respect and be respected, to work in common tasks.”

-Herbert Simon 1916-2001

FORWARD **TOGETHER** 2030



An academic and community powerhouse
with patients at the center of all we do