



Implementing a Leadership Development Program

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The job of a leader today is not to
create followers. It's to create
more leaders.
Ralph Nader




Agenda

- ❖ Why do you need a leadership development program
- ❖ What are the benefits of a leadership development program
- ❖ Develop program tracks specific to your needs
- ❖ Obtain governing body and physician buy in
- ❖ Sell program to staff
- ❖ Implement and evaluate program
- ❖ Update and revise your program

Why do you need a leadership development program

- ▶ Enhance the ability to improve surgery center operations
- ▶ Free up executive leadership time
- ▶ Reinvest in current staff to decrease staff turnover
- ▶ Improve productivity
- ▶ Build internal opportunities for advancement
- ▶ Identify key talent within your organization
- ▶ Begin to shape a new culture at your surgery center



Moving from an individual contributor into a leadership role requires the development of leadership skills and techniques.

Benefits

- ▶ Greater insight in planning, organizing and developing leadership and operational skills to advance your career
- ▶ Enhanced ability to influence teambuilding and leadership collaborating with a multi-disciplinary team
- ▶ Improved personal confidence transitioning into a leadership role in all critical areas of running a surgery center
- ▶ Additional bonus incentive for each leadership program track



rethink

LEADERSHIP

Program Tracks

What are some areas of leadership for surgery centers?

- Credentialing
- Compliance
- Scheduling
- Inventory
- Surgery – Clinic Liaison
- Education
- Sterile
- Infection control
- Quality
- Financial
- Pharmacy
- Life safety

Narrow your
leadership
program to the
areas that YOU
need

- COMPLIANCE
LEAD
- SCHEDULING LEAD
- SURGERY CLINIC
LIAISON
- INVENTORY LEAD
- CREDENTIALING
LEAD

Set CLEAR expectations

Who can apply?

Clinical staff who have been employed for 1 year

No disciplinary action within the previous year

Must submit letter to director and complete director and or HR interview process

How long will it last?

NOTHING IS SET IN STONE, but the intention is the initial leadership role will last 12 months, change and adaptability are to be expected

Monthly meetings?

Leadership team will meet monthly to evaluate program progress

Communication between leaders is key to program success

Feedback will be generated and program will be changed as needed

Set CLEAR expectations

Out of Staffing?

- ▶ Specify amount of time out of staffing (for example, inventory lead out of staffing 1 day per week, upon request or as needed)

Who covers leaders?

- ▶ Leadership team members will take responsibility to cover each other when they are on PTO
- ▶ This teaches leadership team members different areas of leadership, stimulating additional interest and knowledge to build on leadership skills

Core leadership guidelines:

- ▶ Implementation of policies and procedures
- ▶ Participate in facility surveys and inspections
- ▶ Communicate the facilities core values, ethics and goals
- ▶ Assist in maintenance of regulatory requirements
- ▶ Leads by investing in and building healthy relationships among colleagues
- ▶ Continue to perform ALL aspects of patient care optimizing patient safety and education
- ▶ Contribute to the process and development of the organization adopted performance improvement program
- ▶ Communicate to Director observations as necessary
- ▶ Perform miscellaneous job duties as required

Credentialing Lead

- Maintains credentialing files for internal and external physicians, anesthesiologist, and first assists, complying with state and accrediting body requirements
- Monitor and perform audits of credentialing files and online documentation
- Support in planning and coordination of the program and its activities
- Prepare paperwork, update spreadsheets, and create reports
- Work collaboratively with outside hospitals following credentialing guidelines

Scheduling Lead

- Support in planning and coordination of staff and their activities
- Manage and coordinate daily patient care activities to ensure coverage
- Monitor and maintain case numbers and utilization reports
- Monitor and oversee daily staffing assignments including call outs and schedule changes
- Create monthly staff schedule, oversee and make adjustments as required to maintain efficiency and overtime
- Coordinate with surgery schedulers to manage surgery schedule, first assists schedules, anesthesia changes, opening or closing operating rooms
- Oversee and maintain post procedure calls including documentation, communication and physician follow up

Compliance Lead

- ▶ Organize educational activities, drills, training, and staff meetings to meet state and federal guidelines
- ▶ Maintain and contribute to Quality Improvement Program, serve on committee, maintain compliance and establish plans based on surveillance
- ▶ Work collaboratively with Director to maintain Emergency Operations Plan and drills
- ▶ Monitor grievance program and aid in identifying ways to improve patient care and performance standards
- ▶ Maintain drug and product recalls
- ▶ Ensure compliance in pharmacy program, DEA regulations and audit, PAR levels, maintain formulary and reverse distribution
- ▶ Track and perform audits for incidents and complications
- ▶ Monitor environmental, infection control and surveillance logs, environmental rounds, OR humidity/temperature logs, HVAC, generator and lighting logs to ensure compliance with regulations

Compliance Lead (continued)

- ▶ Ensure compliance and maintain Life Safety Code guidelines and logs
- ▶ Maintain Safety Data Sheets for building and pharmacy
- ▶ Assist in maintaining infection control program for clinical and nonclinical staff
- ▶ Coordinate and participate in facility benchmarking projects
- ▶ Ensure occupational safety through OSHA requirements and maintain documentation
- ▶ Ensure compliance with risk management program
- ▶ Monitor ancillary agreements and BA agreements
- ▶ Ensure compliance, remain current, and assist in maintenance of regulatory requirements, both state and federal, and professional accrediting body standards and licenses
- ▶ Participate in professional ASC associations and incorporate new concepts

Compliance
Lead – could be
broken into
several areas
(depending on size of your center)

- EDUCATION LEAD
- LIFE SAFETY LEAD
- QUALITY LEAD
- PHARMACY LEAD
- INFECTION
CONTROL LEAD

Inventory Lead

- ▶ Assist material manager in ordering and control of supplies, implants, sutures, general inventory while maintaining PAR levels to improve cost efficiency
- ▶ Maintain linen supplies and inventory
- ▶ Make recommendations for potential cost effective improvement and promote cost containment with efficient use of resources
- ▶ Monitor and ensure accuracy in OR cabinet/supply room outdates and inventory
- ▶ Receive incoming materials, supplies and equipment; compare packing slip and verify accuracy noting any correction, recording discrepancies or damages
- ▶ Rotate inventory in stock locations to minimize exposure to expired products
- ▶ Assist in collection and maintenance of central sterile, BioMed, and equipment inspections, logs and repairs
- ▶ Monitor and comply with state and accrediting body guidelines for hazardous/nonhazardous disposal

Surgery Clinic Liaison

- ▶ Train and assist in surgery and clinic orientation programs and development
- ▶ Key leader of implementation of P&P pertaining to training and education
- ▶ Assist in the collection and maintenance of employee files/records at the surgery center
- ▶ Collaborate to develop protocols to improve processes at the surgery center and within the clinic
- ▶ Organize educational activities, drill and training to meet state, federal, and accrediting body guidelines and continuing education programs
- ▶ Monitor patient satisfaction scores, audit surveys and communicate findings
- ▶ Implement surgery center and clinic thank you cards to increase survey response rate and patient experience



Present Leadership Program to Governing Body

Once you select program tracks, get buy in from the governing body

Focus on the importance of developing, maintaining and strengthening your leadership

Investing in your employees, showing employees value and adding value to the surgery center

Include key points of the program

- ▶ Promote from within to identify and develop key talent
- ▶ The program is flexible and can change at any time
- ▶ Decrease turnover rate and increase productivity
- ▶ Delegation will free up time for business development
- ▶ Redefining operational processes to grow the surgery center
- ▶ Shaping a new culture, finding ways to improve patient care, cut costs and maintain regulatory compliance
- ▶ Increase the value of employees in the organization
- ▶ Investing now can build a leadership team that will develop into successful managers
- ▶ Improve quality of life outside of work
- ▶ Quarterly bonus incentive

Governing
Board,
Physicians on
board.....now
what?



SELL
THE
PROGRAM
TO
STAFF

Present the Leadership Development Program to Staff

- ▶ Release the new program with **EXCITEMENT**
- ▶ Present at a staff meeting, post in staff areas, post on your door, and send an email
- ▶ Encourage staff to look at the different program tracks and select the program that interests them
- ▶ Display the \$\$ bonus incentive
- ▶ Set clear guidelines and deadlines
- ▶ Encourage opportunity for growth and advancement

Interviews &

FINAL
SELECTION

Evaluate &

RE-
EVALUATE

Evaluate the Program

Continuous evaluation throughout the year.....

- ▶ What tracks are successful?
- ▶ What tracks are not working?
- ▶ Is Leadership Team communicating with each other?
- ▶ Are YOU mentoring, coaching and leading?
- ▶ Are monthly meetings productive?
- ▶ Has additional leadership training been implemented, outside of the center or through leadership books?
- ▶ Any feedback from physicians?
- ▶ Any feedback from staff?

Evaluate Individual Leadership Team Members

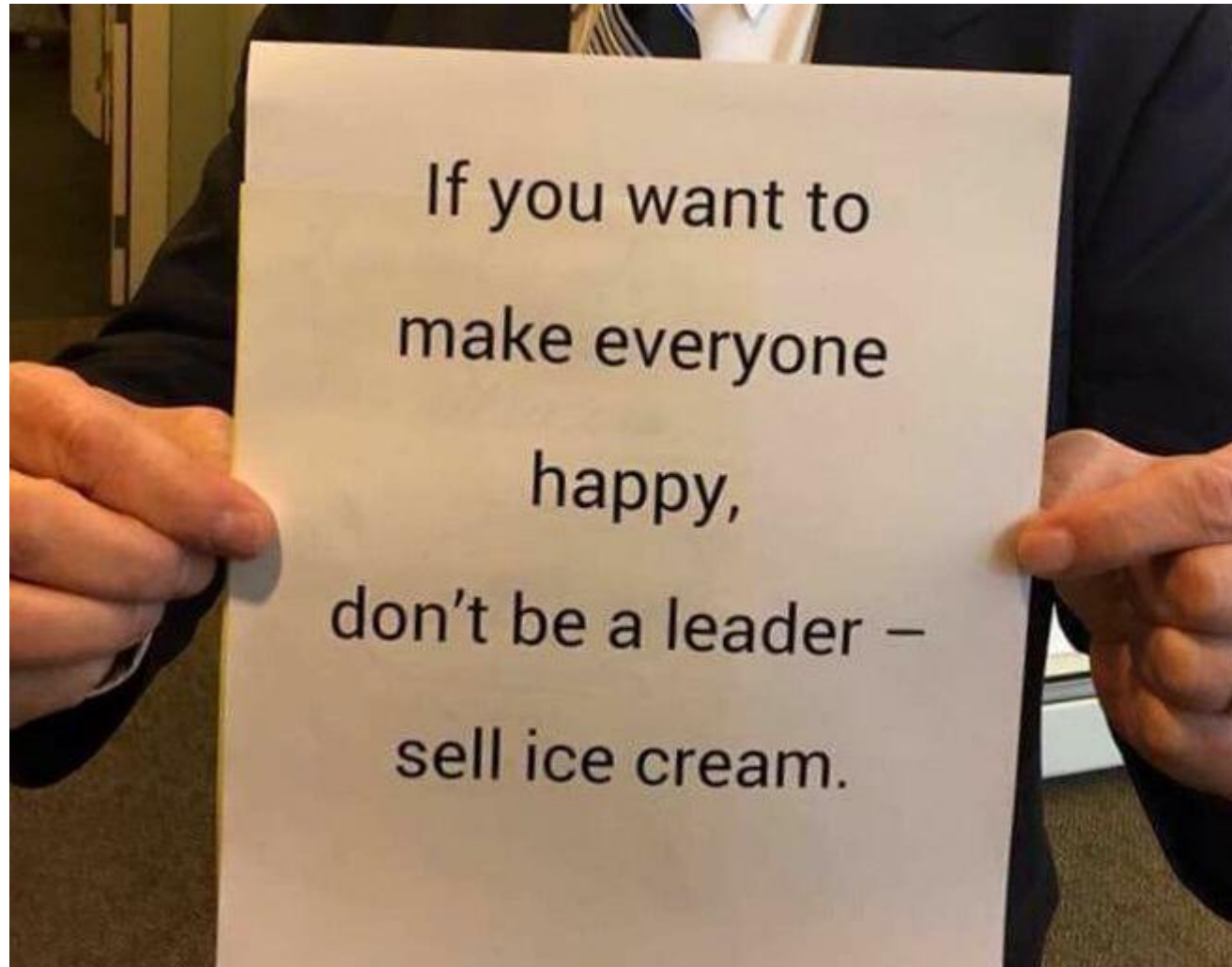
(Utilize an evaluation
tool for each lead)

EVALUATION TOOL CONTENT

- ▶ Interest in Leadership Area
- ▶ Communication
- ▶ Productivity and Efficiency
- ▶ Initiative
- ▶ Courtesy
- ▶ Method of Performance Improvement
- ▶ Encourage suggested ways to improve the program and better facilitate leadership team

NEW YEAR NEW PROGRAM

- ▶ What changes can you make?
- ▶ Do you need new leadership tracks?
- ▶ Do you see a leader that is continuing to develop and can step into a management role?
- ▶ What is projected to happen at your center over the next year?
- ▶ Can you re-align leadership and management with the same budget?
- ▶ Utilize leadership team suggestions



If you want to
make everyone
happy,
don't be a leader –
sell ice cream.

Leadership Development and Management Team

Management Team

- ▶ Surgery Manager
- ▶ Scheduling Manager

Leadership Team

- ▶ Education Lead
- ▶ Inventory Lead
- ▶ Credentialing Lead

Re-set Clear Expectations

ALL teams:

- Follow pre set expectations in initial program
- Re-apply
- Re-interview
- If moving into management, must be selected

Leadership Team

- All leadership tracks are in addition patient care
- Assist in planning and coordinating leadership area and its activities
- Collaborate with management team

Management Team

- Continue patient care, but clearly stepping away to begin management
- Assist in employee discipline
- Perform annual performance evaluations

Start all over....

SELL IT
IMPLEMENT
EVALUATE
IDENTIFY
AND REPEAT!



Difference Between Boss & Leader



Drives employees

Depends on authority

Inspires fear

Says, "I"

Places blame for the breakdown

Knows how it is done

Uses people

Takes credit

Commands

Says, " Go "

... Coaches them

... On goodwill

... Generates enthusiasm

... Says, " We "

... Fixes the breakdown

... Shows how it is done

... Develops people

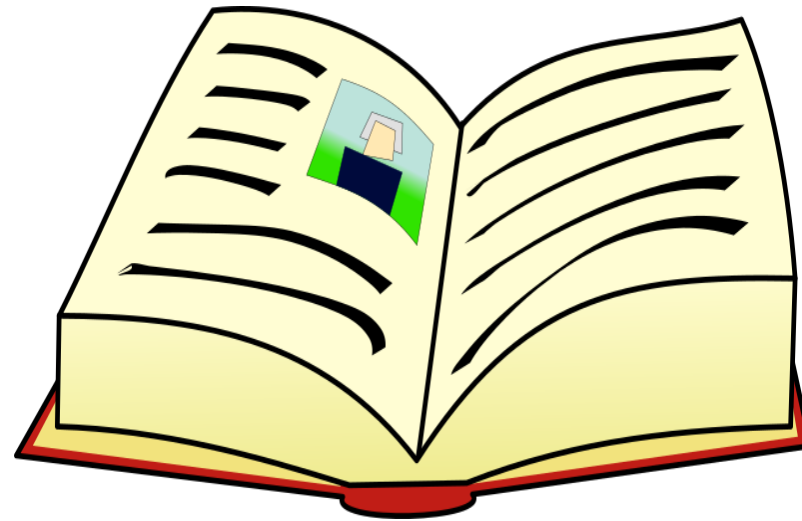
... Gives credit

... Asks

... Says, " Let's go "

Interesting Leadership Books

- ▶ The Ideal Team Player
- ▶ The Five Dysfunctions of a Team
- ▶ Lean In
- ▶ The Outward Mindset
- ▶ Leadership and Self Deception
- ▶ The Anatomy of Peace





Questions?

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