

Physician Leadership in the Coronavirus Era: Shifts in Mindset & Practice

Larry McEvoy MD ACEP
Founder
Epidemic Leadership

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Today...

*Crowdsourcing the physician leader
experience against the “coronavirus
effect” to surface key insights for
forward action.*



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Objectives:

- *Describe why coronavirus implies such a unique challenge to our current operations and culture in health care.*
- *Design forward approaches to practical operational responses.*
- *Define leadership mindsets which will allow for stable and vigorous function in and unstable future.*



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What are the risks the "covid era" has exposed?

Given what I've observed during the "Covid-19 era," my biggest concern from a leadership perspective is...

- a) Our supply chains are not reliable
- b) We will be unable to handle demand for services
- c) We don't have the operational capacity for unpredictable surge events
- d) The complexity of our environment has become untenable
- e) Our leadership mental model is not yet adapted to the demands at hand



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If you were to do it all over again...What are the opportunities?

- Given what I've observed in during the "Covid-19 era," the biggest opportunity I see is...
 - a) Creating virtual care to drive quality and sustainable financial performance
 - b) Innovation as a whole has become easier
 - c) The opportunity to become more adaptive and agile
 - d) The chance to invest in leadership tailored to complex and unstable conditions
 - e) The opportunity to influence a societal focus on the value of health



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Constrictive Bureaucracy, Adaptive System?

□ Bureaucracy

- Endless Tasks, Never done
- Exhaustive Analysis by a few
- Counting, Measuring>>Sensing, Responding
- Administration >> Action
- Too Many Metrics
- Projects and Initiatives
- Policy and Mandate
- Exhausting and Constricting at Scale

□ System

- Important priorities, unswerving focus
- Energetic participation by many
- Sensing, Responding>>Counting, Measuring
- Action>>Administration
- Dense, Formative Feedback
- Action and Reflection
- Purpose and Mobilization
- Energizing and Adaptive at Scale



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The Big Take Home

- Biology makes the rules we live by.
- Leadership requires a new operating system: adaptive capacity >> technical competency



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**Biology...
and...
Leadership
are about
scaling 3
things**

**P= performance (results,
metrics, impact)**

**... L= learning (adaptation,
innovation, adjustment)...**

**...V= vitality (metabolism,
energy, enthusiasm,
commitment, renewal)**



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Ergo...

- Leading is about shifting ecosystem patterns of how we think, act, and interact.
- Clinicians should have a profound contributory advantage and contribution.
- We won't unless we help people think about how to create
 - capacity
 - sustainability
 - a permeating ethic of health



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The key to system-ness...



"Simple, clear purpose and principles give rise to complex, intelligent behavior. Complex rules and regulations give rise to simple, stupid behavior."

Dee Hock,

Chairman Emeritus, VISA



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FOUR key leadership principles

- *Collective Intelligence*: Swarms trump (not a pun) and leverage experts.
- *Adaptive Action*: Knowing not as effective as learning, adapting, shifting in real time.
- *Feedback Reigns*: Dense Feedback trumps big data in real time. Build short, simple, rapid feedback loops, everywhere.
- *High Trust*: “Into the unknown” requires infinite leaps and recalibrations.



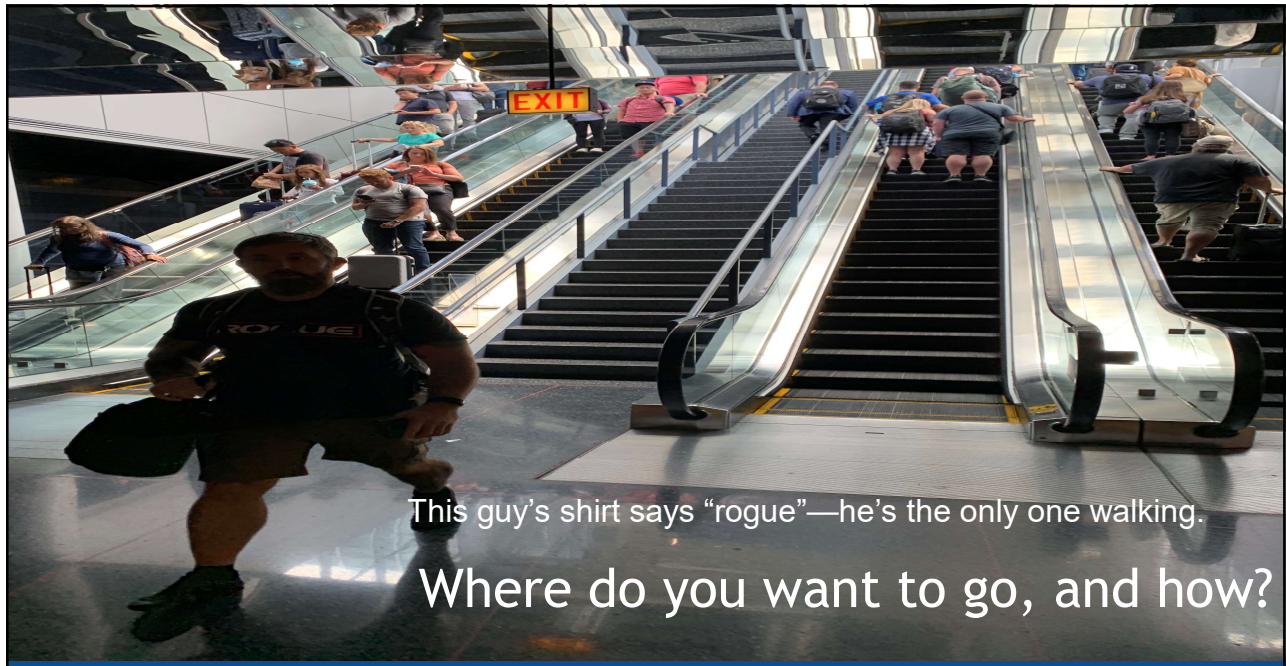
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What you can do...to meet exponential epidemic challenges...

- *Think about patterns*: Integrate Performance, Learning, Vitality at all levels and across all interactions (not just yours).
- *Learn and practice* these principles yourself—there’s an arc and a method.
- *Connect board, executives, docs* on “biology as capacity design” for surge-and-siege world so it flows to strategy, operations, culture (Edmondson).
- *Build all leadership selection, development, and evaluation* around adaptive capacity (beyond rote competency).



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This guy's shirt says "rogue"—he's the only one walking.

Where do you want to go, and how?



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Way too much for 45 minutes...

Happy to talk more with anyone who is interested in an epidemic approach to leadership.



Larry McEvoy

719-534-3258

Larry@epidemicleadership.com



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