

Choosing to LEAD

DENNIS WAGNER

TOM EVANS, MD

Thank You

- ▶ For your caring, steadfast service during a highly disruptive time in US healthcare.
- ▶ For your leadership and teaming in your organizations and your communities.
- ▶ For shared work with Compass and with one another that has generated tremendous results in Iowa -- and nationally.

These Are Challenging Times for Healthcare Providers

- Provider shortages
- Staff burnout
- Inflation and increasing costs
- Potential dramatic reductions in Medicaid funding
- Challenges with Payers
- Healthcare misinformation and disinformation
- Growing distrust in vaccines
- Increasing chronic disease
 - Hypertension
 - Diabetes
 - COPD
- More obesity/Poor diets
- Crises in rural healthcare
- Dramatic reductions in healthcare research funding

Bold Aims and Transformational Leadership Isn't Easy

***“We choose to go to the moon. We choose to go to the moon in this decade and do the other things, not because they are easy, but because they are hard...
...because that goal will serve to organize and measure the best of our energies and skills, because that challenge is one that we are willing to accept...”***



--- President John F. Kennedy,
Delivered at Rice University
September 12, 1962

Request: Listen today with a troublesome work or personal situation in mind.

Ask:

How might I use the mindsets, methods and examples presented to address my challenging issue?

...we will come back to this question at the end to conclude our work together

CHOICE

The Foundation of Leadership

*Between stimulus and
response there is a space.
In that space is our power to
choose our response.
In our response lies our
growth and our freedom.*

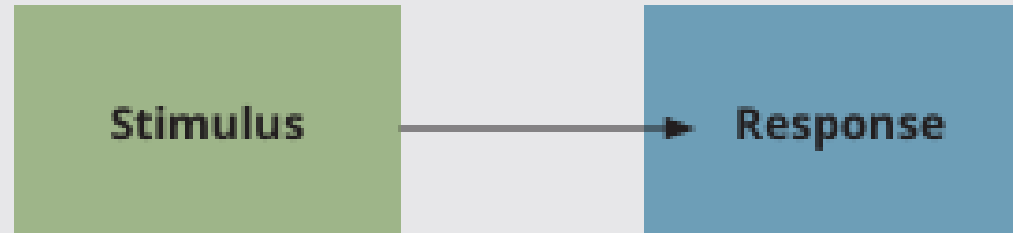
VIKTOR E. FRANKL



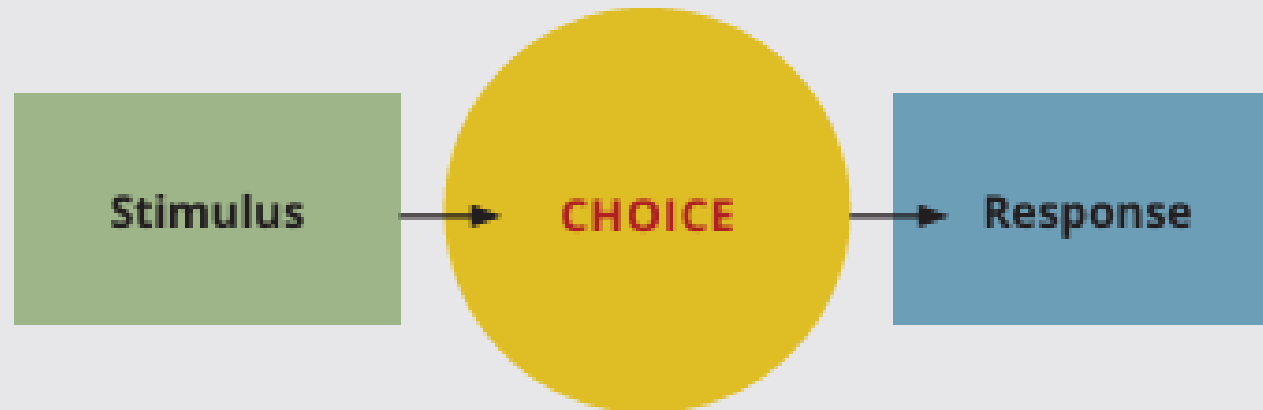
Neurologist
Psychologist
Holocaust Survivor

Our Choices Define Us

Respond by
Default



Respond with
Purpose



Both strategic life Choices and tactical, in-the-moment Choices define our leadership

INTENT

The Compelling Vision we stand for;
the aims we choose to pursue.

BEING

The energy that we choose to project and call for;
the Resilience we practice.

LANGUAGE

The Speech Acts we choose to use and those we avoid;
the stories we choose to tell.

ROLES

The Roles we choose to call for and put in place;
the way we use events to secure commitments.

Leadership Choices We Make About “Being” – Often not Consciously

Negative Energy

- ▶ Frustrated with problems
- ▶ What we can't do
- ▶ What we don't have
- ▶ What we don't like
- ▶ What others should do

Positive Energy

- Expecting to solve problems
- What we can do
- What we do have
- What we do like
- What I can do

Leadership starts with leading ourselves.

--A Request --

Choose to “Be”
a Certain Way
During This
Event



Enjoying Yourself and “Taking It In”



Pragmatic About the Reality of
Challenges We’re Facing



Actively Choosing to Take on the
Tough Work...with Resilience & Joy



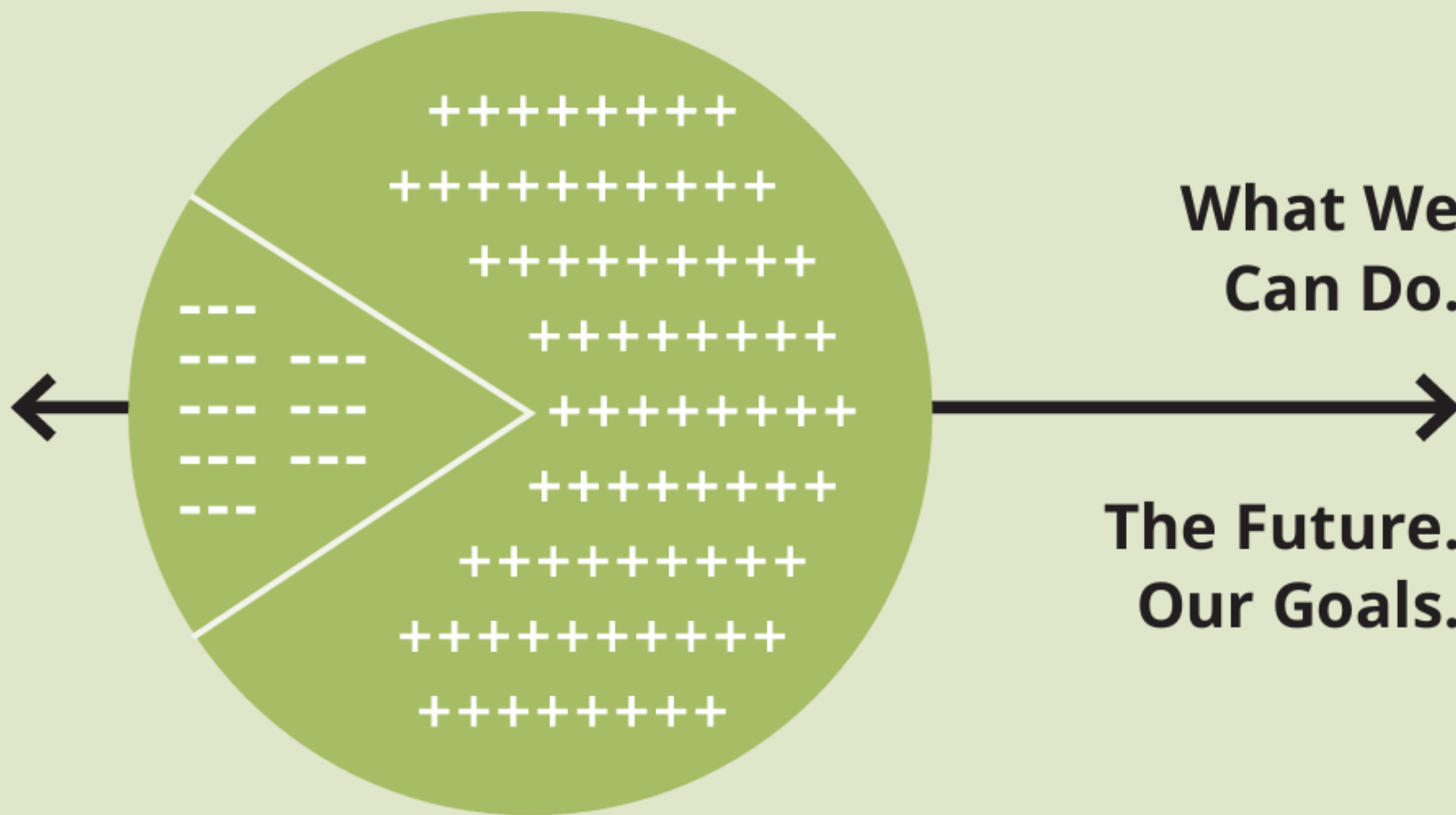
Active in Discussions, Open,
Upbeat, Forward Looking



Celebrating 20 Years of Progress
and Shared Results!

How do we surface joy in work and life?





**Net
Forward
Energy**

All Teach – All Learn

Discussion and Processing

How have I grown as a result of disruption, challenge, hardship?

What resonates with each of us about leading ourselves to more results, more joy?

It isn't about waiting for the storm to pass, it's about learning to dance in the rain.

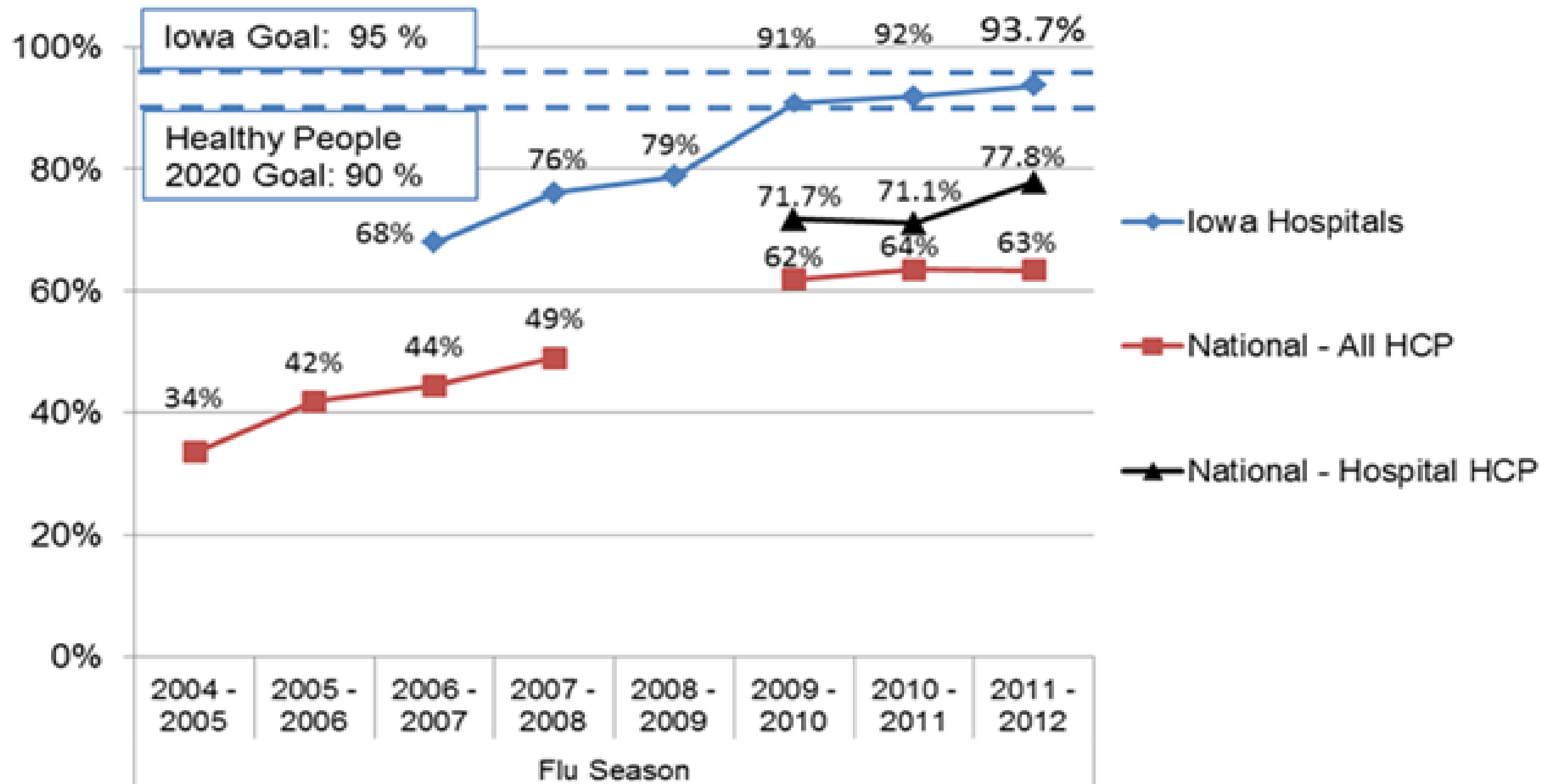


Tom Evans, MD
President and CEO
Iowa Healthcare Collaborative

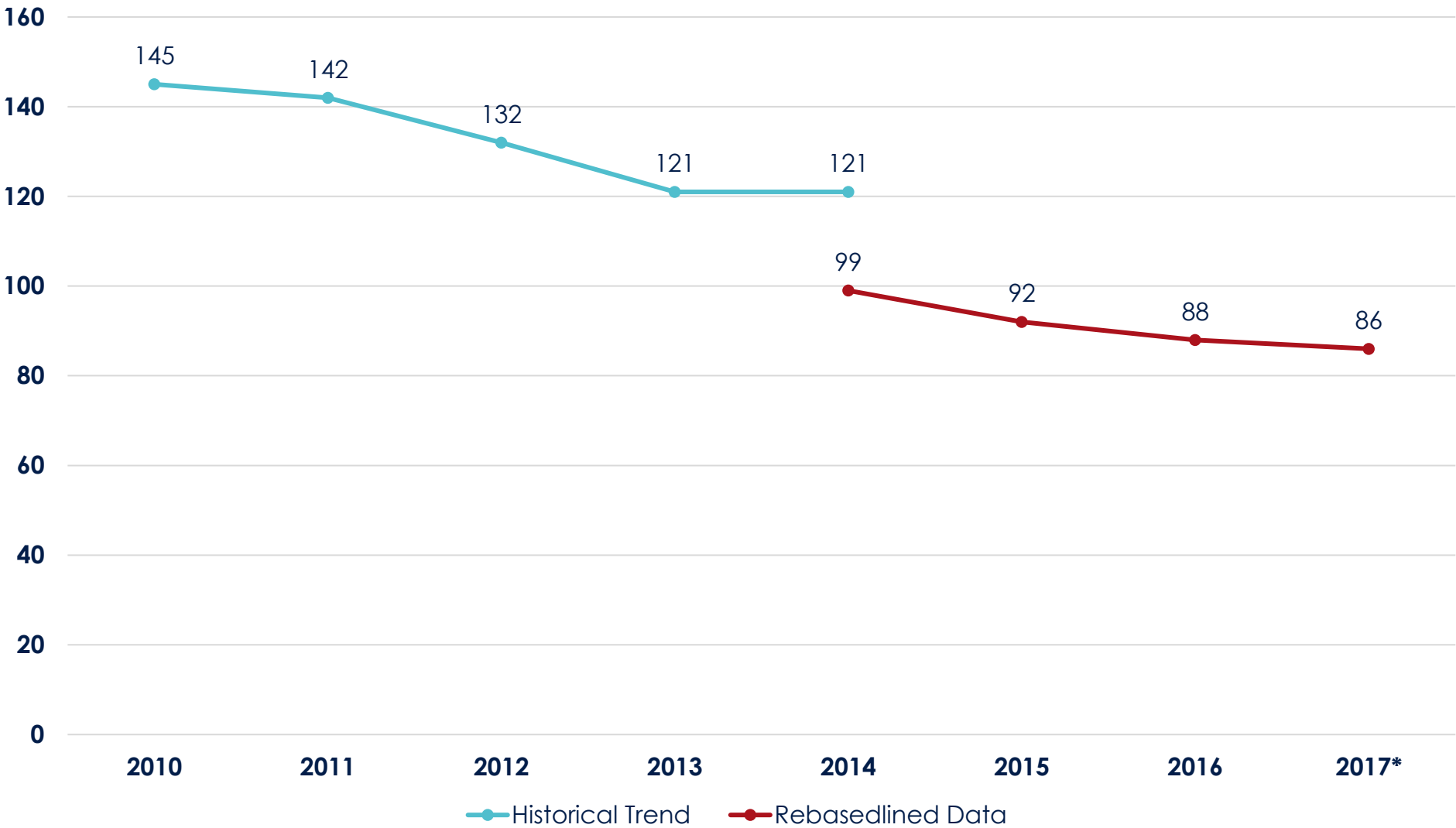
Our shared history of
working together has
given us much to
celebrate

Healthcare Worker Influenza Immunization

% Healthcare Workers Immunized



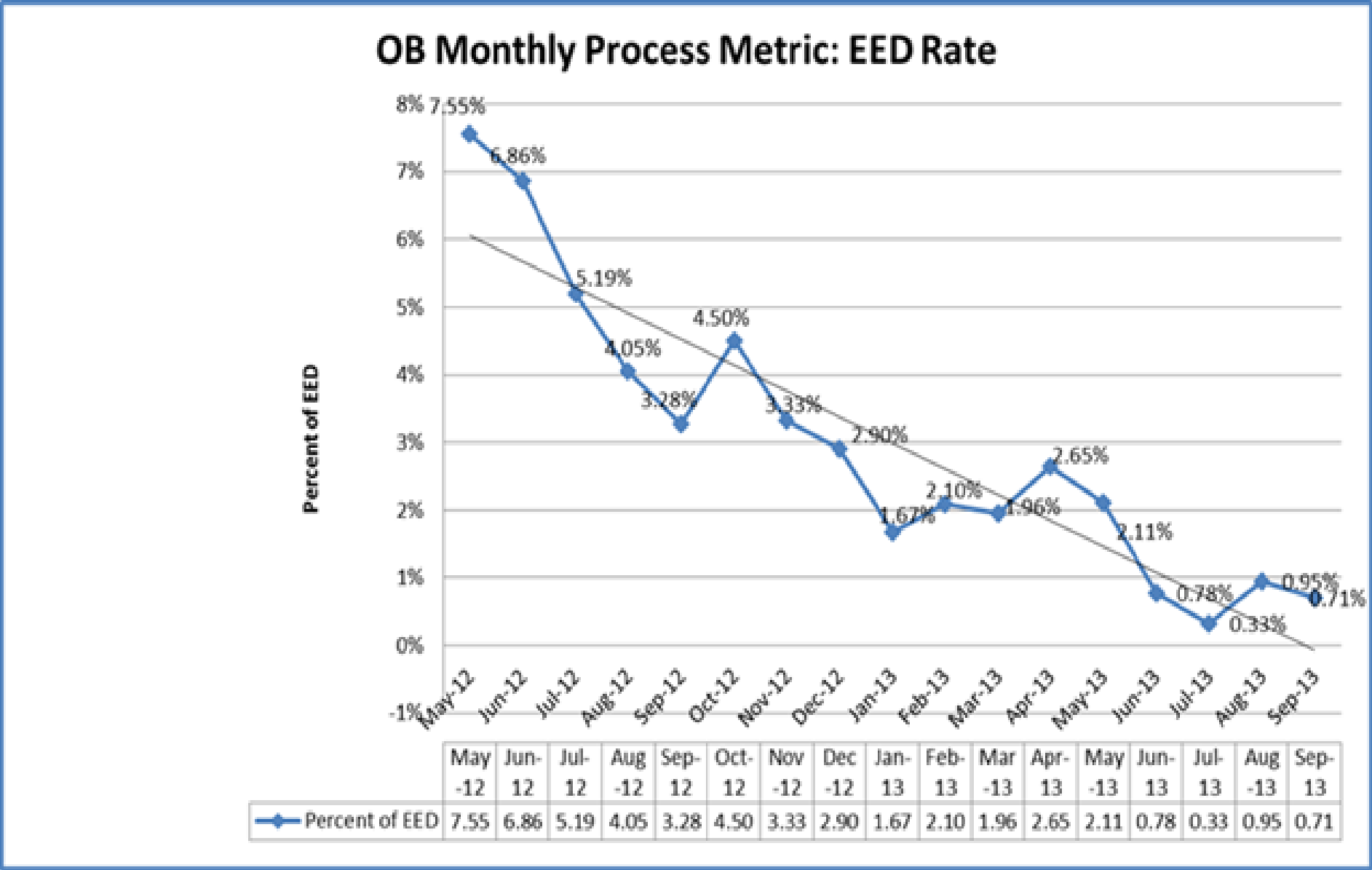
Hospital – Acquired Conditions (HACs) Rate Per 1,000 Hospital Discharges United States, 2010 – 2017



IHC HEN Hospitals with EED Hard Stop Policy

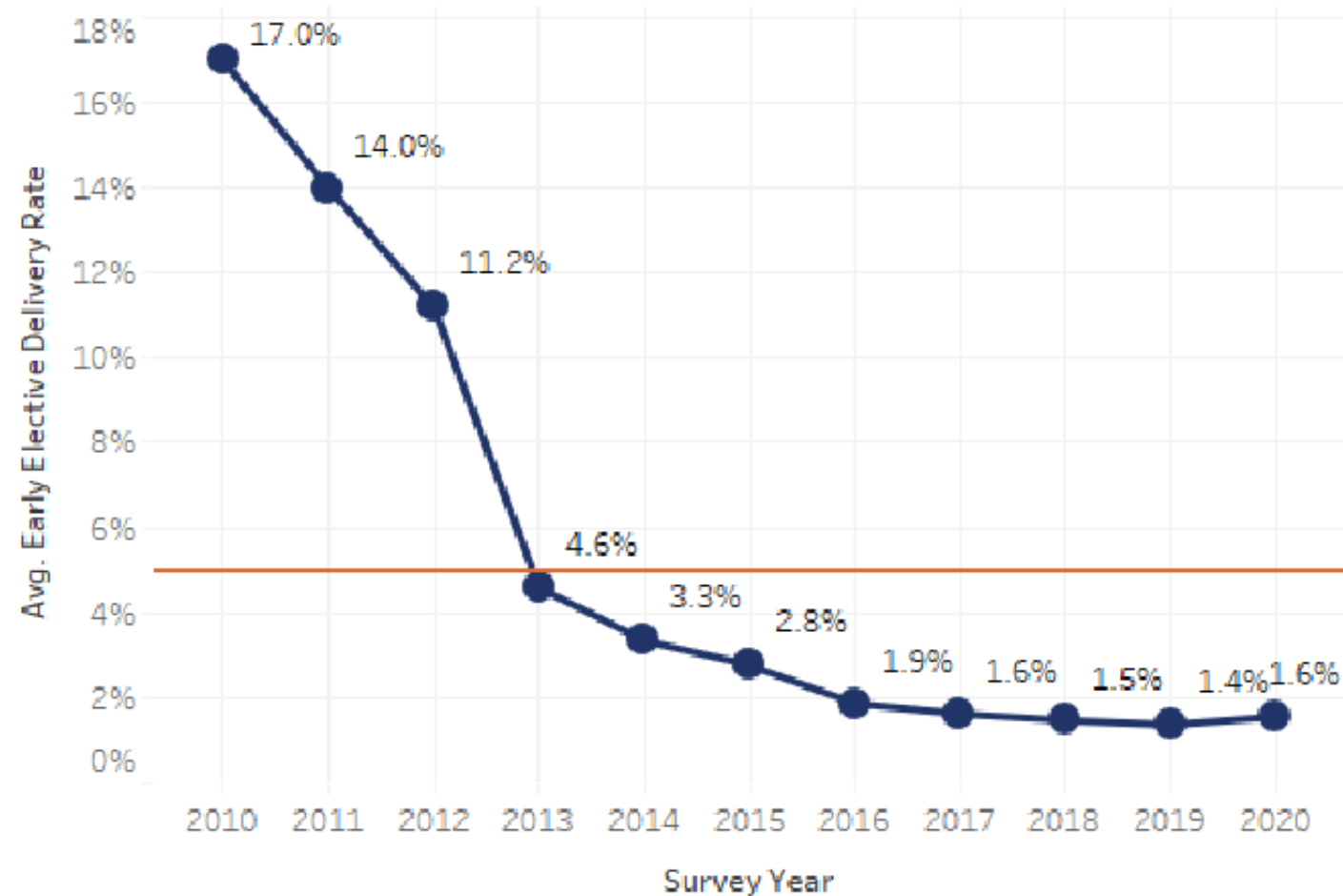


Iowa Hospitals Led the Nation in Reducing Early Elective Deliveries

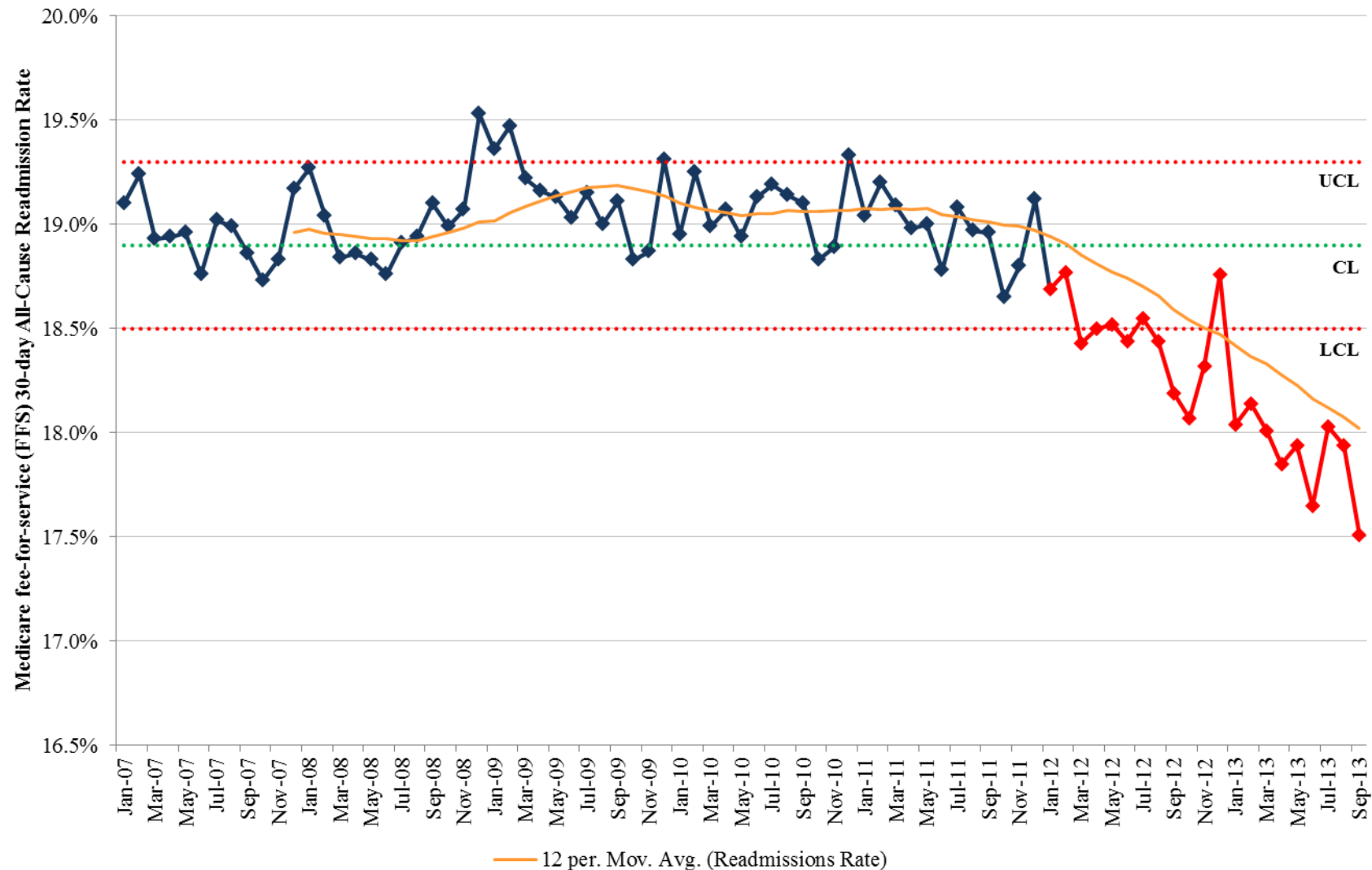


Rapid National Reductions in Early Elective Deliveries

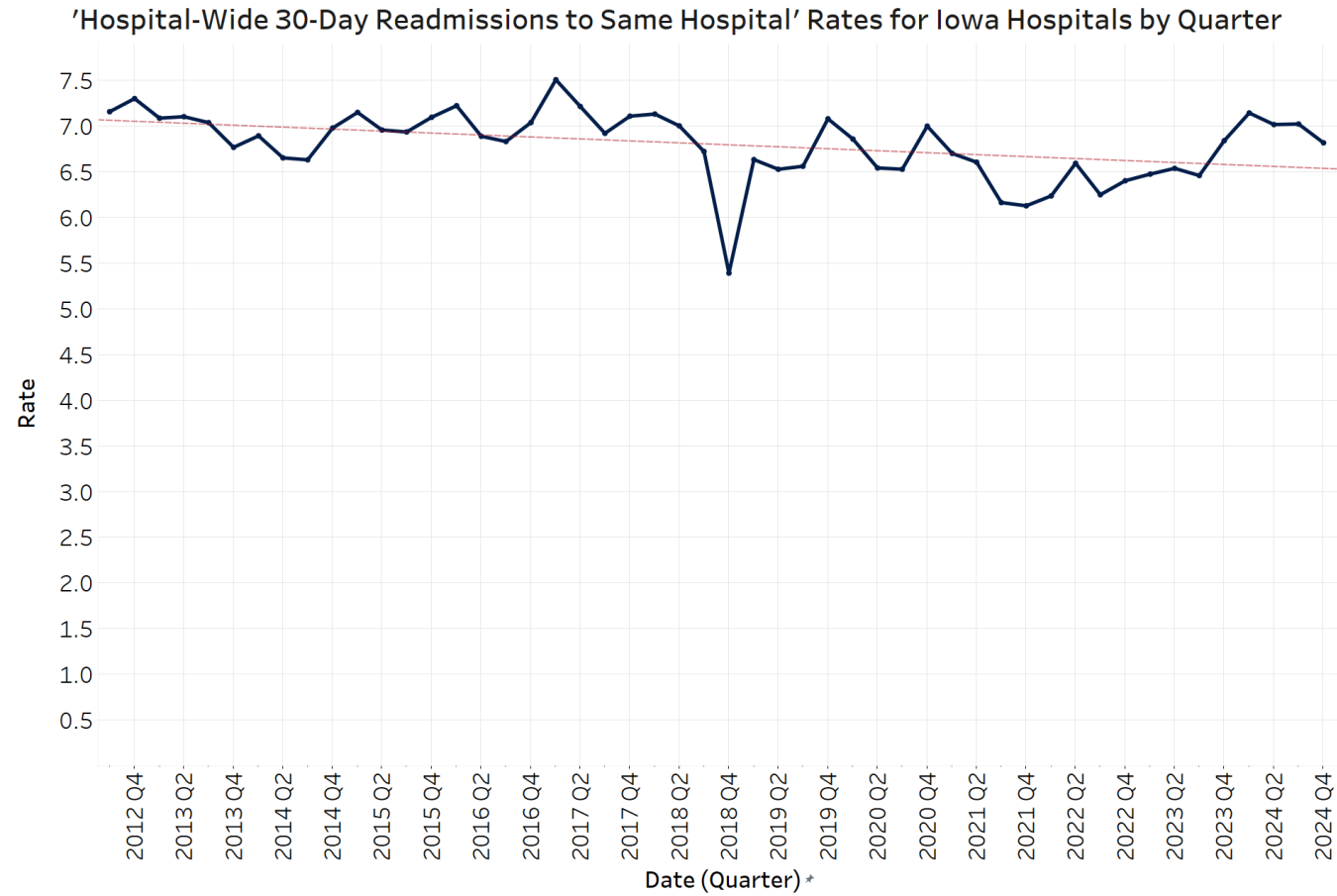
Figure 6: Average rate of Early Elective Deliveries over time



Unprecedented National Reductions in Medicare Fee-for-Service 30-day All-Cause Readmissions 2011-2013



Iowa HQIC 30-day Readmissions



Impact Summary: Cost Savings and Patient Outcomes Across All IHC/Compass Led Programs (2012 – 2024)

Cost Savings: \$989,639,750

Avoided Adverse Events: 306,179

Lives Saved: 1,047

Improvement in Patient Outcomes (2020 – 2024 only):

- Opioid prescribing in hospitals - 21%
- Opioid adverse events – 28%
- All-cause patient harm – 28%
- Adverse Drug Events – 33%
- All Cause Readmissions – 5%

Embodying our Mission Through Action

Accreditation with Commendation – Recognized for excellence and leadership in healthcare quality improvement.

Leadership Development – Nurtured a generation of healthcare leaders, driving innovation and sustainable transformation across Iowa.

Building a Culture of High Reliability – Fostered a culture of safety, reliability, and continuous improvement within healthcare systems.

Collaborative Impact – Strengthened partnerships with hospitals, clinics, and community organizations to improve patient outcomes.

Data-Driven Decision Making – Leveraged data to inform strategy, track progress, and achieve measurable results in patient safety and quality.

Bold Thinking & Innovative Solutions - Consistently delivering measurable, sustainable results by embracing innovation and evolving practices. **Examples: Innovations from the Field** - compasshcc.org/initiatives/hospital/innovations

All Teach – All Learn

Discussion and Processing

I want to celebrate _____!

My #1 insight about this material and our shared results is _____.

How do we Choose to Lead in the current environment?

How can we sustain our Resilience and help others on our team to sustain theirs?



What can we do to get more results and more joy?



We want to share “5 Pearls” with you..

Embrace Resilience

“Never worry alone.”

-- Don Berwick, MD



“Expect & embrace problems”



Pearl #1

-- John Scanlon

View Challenges Positively

Paul McGann, MD
CMS Deputy Chief Medical Officer



What is good about this seemingly bad situation?

Pearl #2

Instead of:

Why is this happening to me?

Ask:

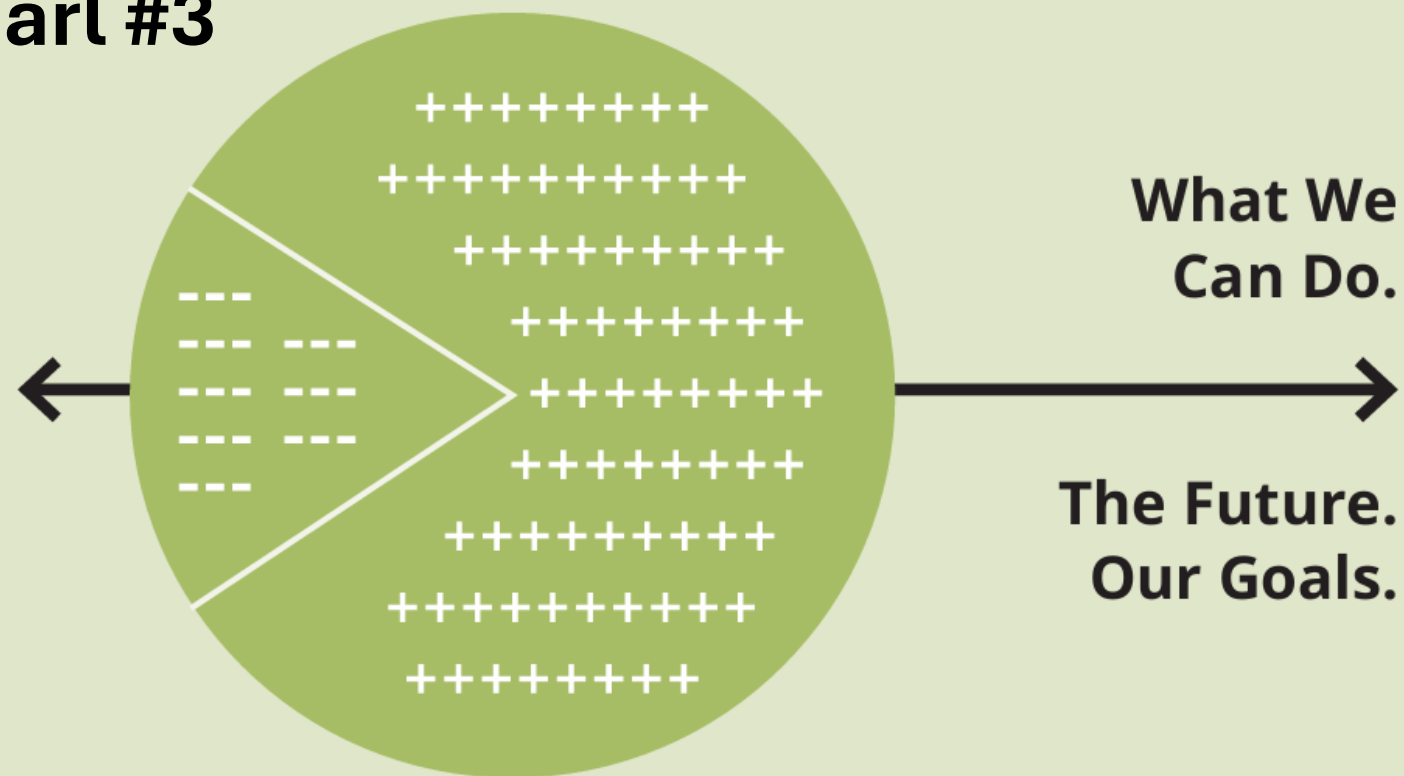
Why is this happening for me?



Congressman Elijah Cummings

Cultivate and Call for Net Forward Energy

Pearl #3



More Positives Than Negatives

Net
Forward
Energy

Find Joy in the Work

Decide what we want to see more of in the world;

Notice it when it shows up in our work and life;

Acknowledge it when we see it

Pearl #4

What do you want more of in your organization? In your life?

- Teamwork and Synergy?
- Initiative?
- Progress towards a goal?
- Kindness?
- More Net Forward Energy in my organization?
- Colleagues who are experiencing Joy in their work?
- What else?

Systematic use of the Acknowledgement Speech Act is an effective and joyous way to get more of what you want.

Use Leadership Language

Non-Leadership Language

- **Wishing**
- **Complaints**
- **Excuses**
- **Blame**
- **Gossip**

Leadership Speech Acts

- ▶ **Declarations**
- ▶ **Requests & Offers**
- ▶ **Commitments**
- ▶ **Acknowledgements**
- ▶ **Assertions**

We Use These Pearls to Address Our Challenging Times

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Generating More Results and More Joy in the Current Challenging Situation

**A Reasonable
Question:**

Can we do
these hard
things?

**A Better
Question:**

How can we
do these hard
things?

-- Back to Where We Began -- Practical Application:

What resonates with me the most about the content presented here?

How might I use the mindsets, methods and examples presented to address my challenging issue?