

# Can Changing the Value System and Re-aligning the Financial Structure of the Institution Prevent Clinician Burnout?

Darrell G. Kirch, MD  
President and CEO, AAMC

University of Texas System Beyond Resiliency  
Training

September 26, 2017

Houston, TX



Tomorrow's Doctors, Tomorrow's Cures®

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Learn

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Serve

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Lead



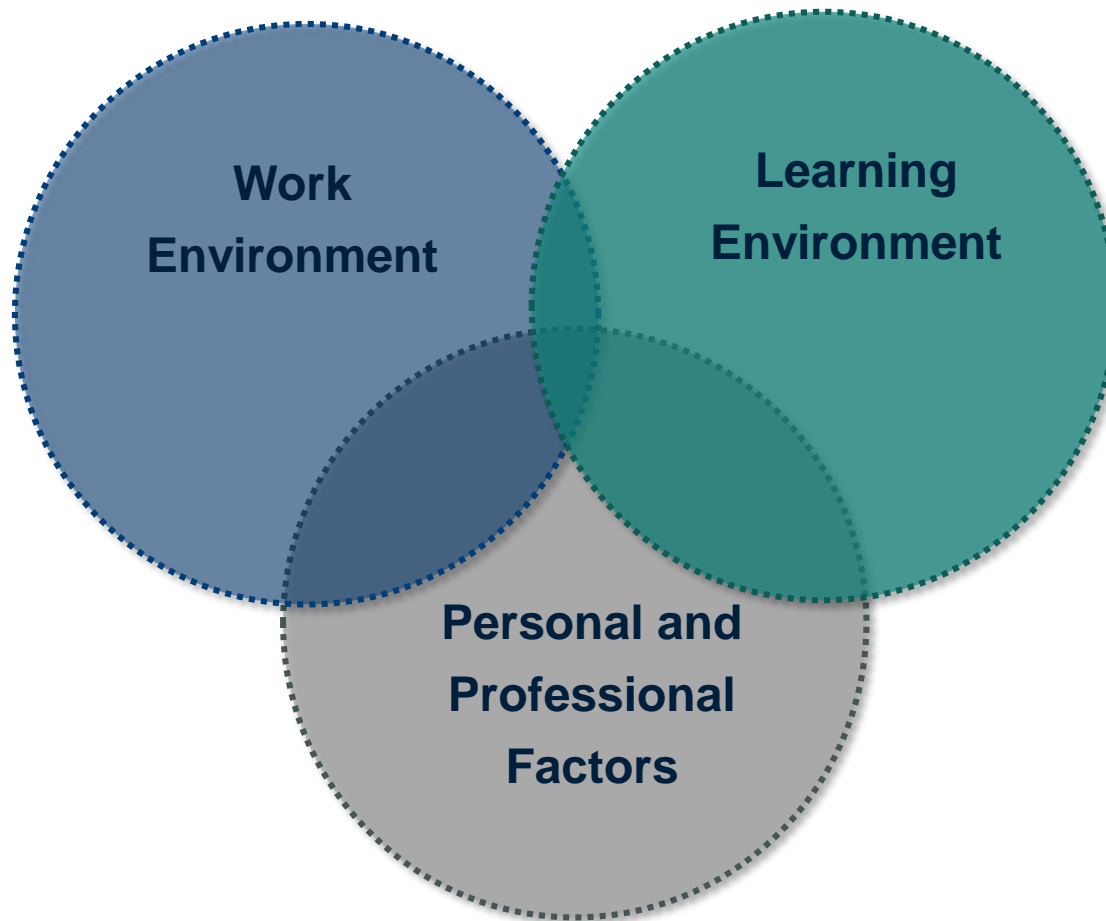
Association of  
American Medical Colleges

# The Great Challenges Facing Academic Health Centers

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# Great Challenge: Burnout Among Health Professionals

## Domains Influencing Clinician Well-Being





# Great Challenge: An Era of Uncertainty in Health Care



**Affordable  
Care Act**



**Reimbursement  
Transformation**



**Insurance  
Mergers**



**New Clinical  
Partnerships**

# Great Challenge: Science in a “Post-Truth” Era



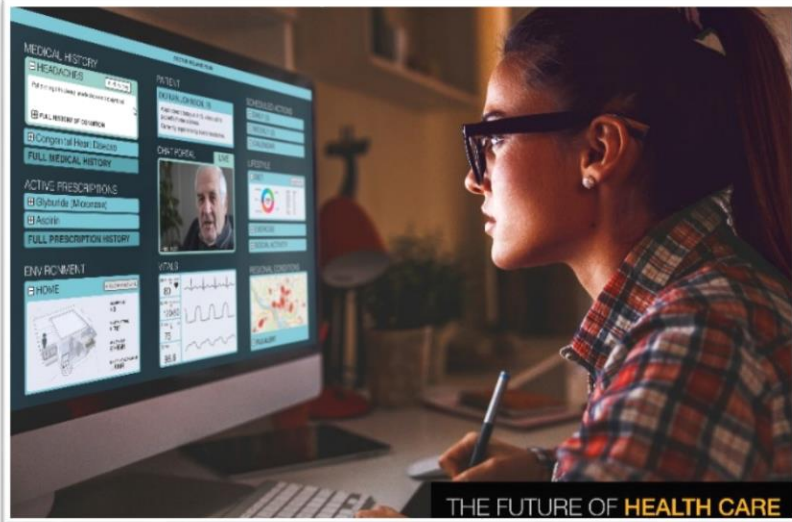
**NIH Unit deletes references to climate ‘change’**

—Washington Post, August 23, 2017

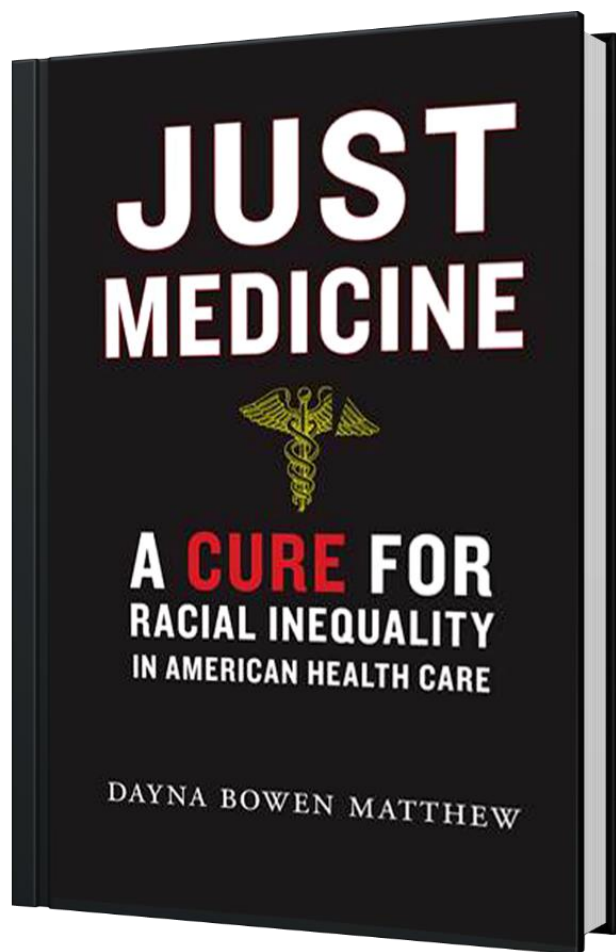




# Great Challenge: The New Realities of Learning and Assessment



# Great Challenge: Inequity, Division, and Injustice



“The most tragic proof that racial and ethnic injustice is alive and well is the phenomenon we politely call “health disparities.”

*Dayna Bowen Matthew*



# Great Challenge: A Leadership Deficit



Adapted from James O'Toole, *Leading Change*. Source: Ensor J. *Christ's Entry into Brussels in 1889*. 1888. Oil on canvas. The J. Paul Getty Museum, Getty Center, Museum West Pavilion, Gallery W205.

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# What are the critical success factors for an organization in distress?

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# The Aftermath of a Failed Merger: Reflections from Penn State Milton S. Hershey Medical Center



1

**Make values explicit and use them in everyday decisions**

# The University of Texas System Ethos

- We build and sustain Texas' finest institutions of higher education and health care.
- Our priority is to the students and the patients in our care. We are unyielding in our drive to advance student success, innovation and the well-being of the citizens of Texas.
- We communicate in all directions and with the utmost transparency, so that the members of the System and those outside the organization see and understand all that we are doing.
- We build trust through our actions—personal and professional; our credibility is our greatest asset.
- Our actions are moral, legal and ethical and we hold ourselves accountable when we fail to achieve this standard.
- We will be known as the most innovative, responsive and dedicated public university system in the nation.





**Core Values and  
Core Purposes**

**Operating  
Procedures and  
Practices**



# Values in Action



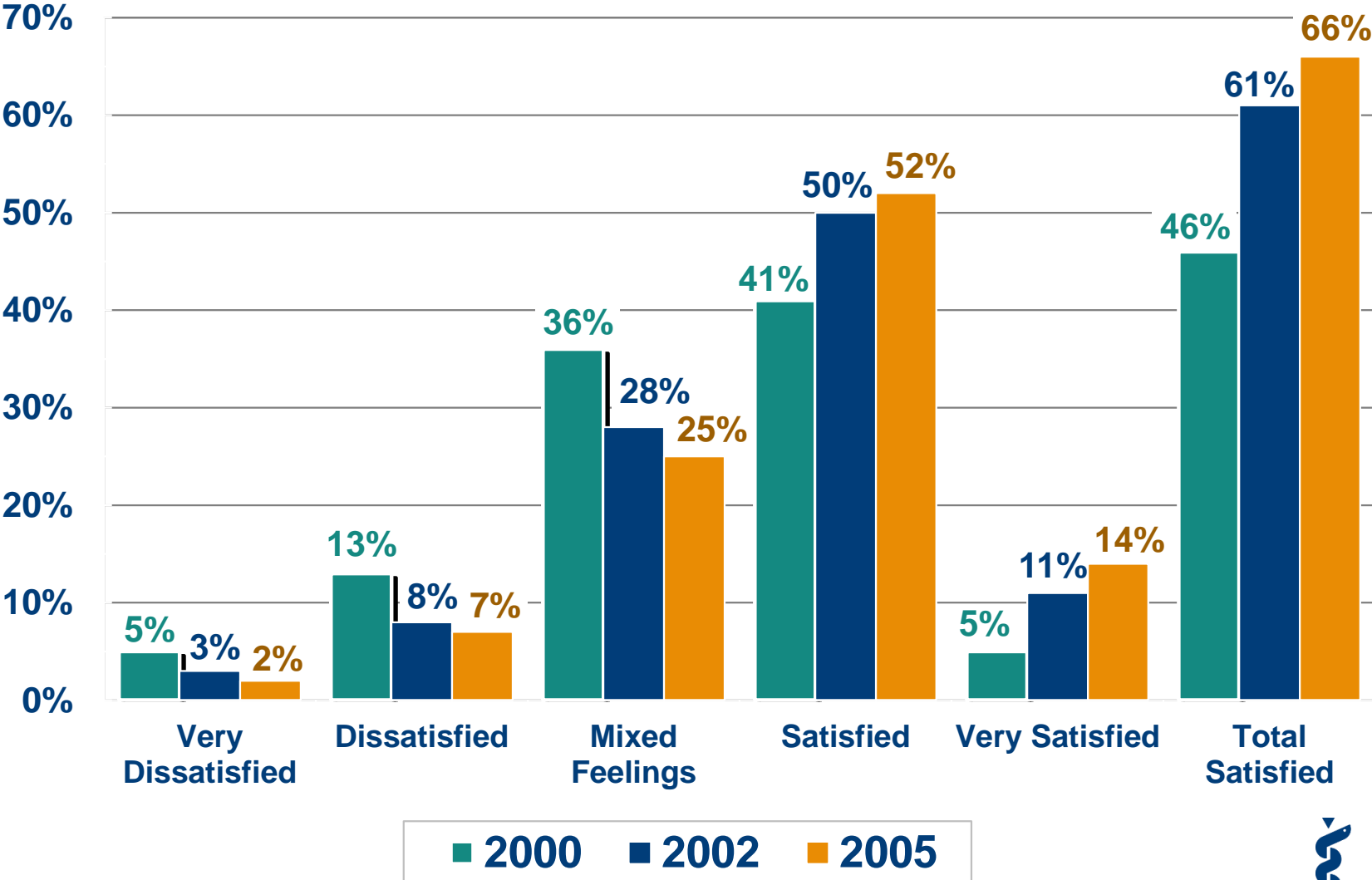
# 2

## Assess culture and act decisively on the results

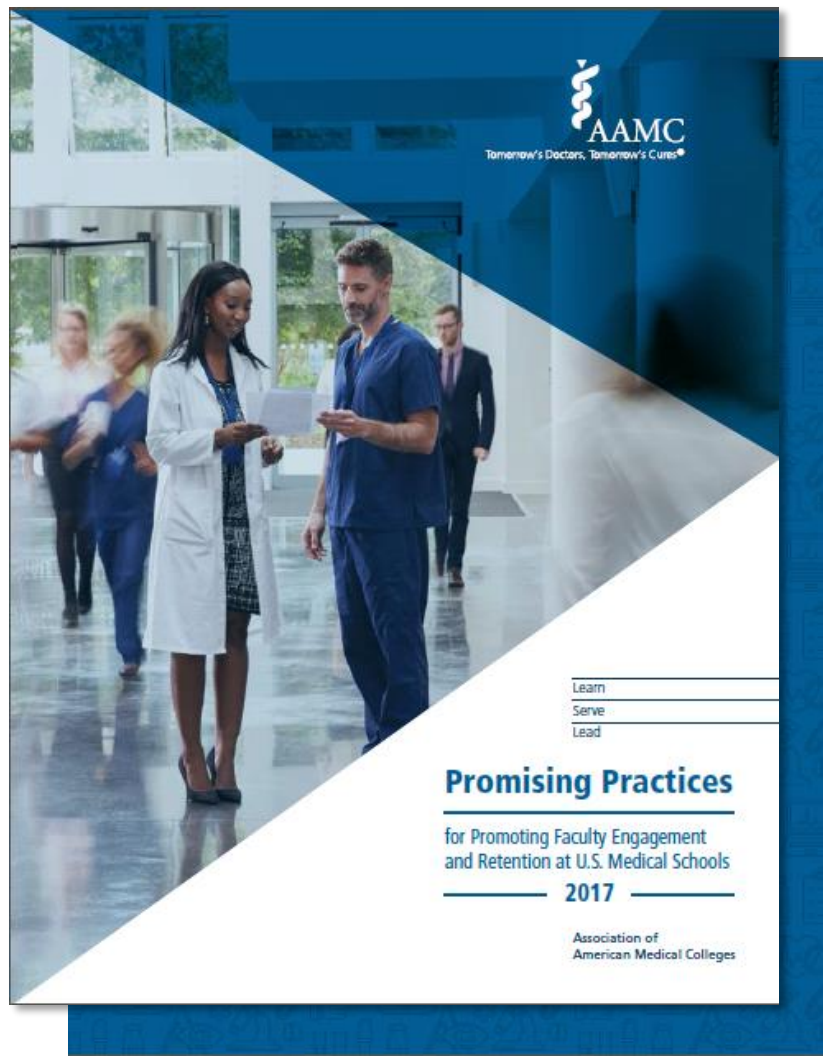
“**Culture** eats strategy for lunch every day.”

*Richard Clark  
Former CEO of Merck*

# Question #87: My Overall Level Of Satisfaction Is -



# Promising Practices for Faculty Engagement and Retention



# Why Faculty Choose to Work in Academic Medicine

1.

Educating the next generation of physicians and scientist



2.

Conducting research linked to improving patient care and addressing community needs



3.

Providing high-quality patient care, especially in local communities



## Work Values

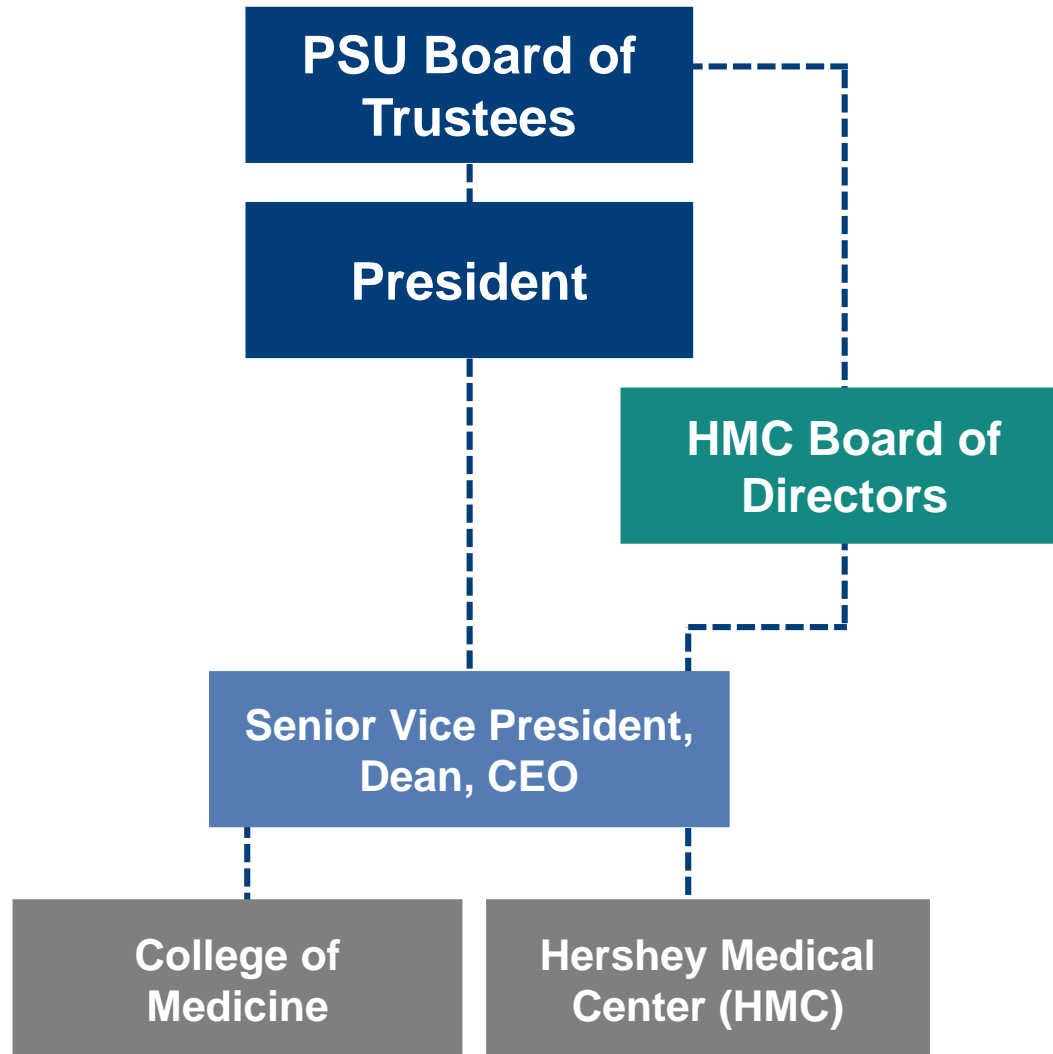
- **Variety**
- **Intellectual Stimulation**
- **Service**
- **Fulfilling Relationships**



# 3

## Align governance and organizational leadership

# Penn State Organization



# “Tone at the Top”

The screenshot shows a web browser displaying the Harvard Business Review article. The browser's address bar shows the URL: <https://hbr.org/2012/07/how-language-shapes-your-organization>. The page features a navigation menu with options like 'Subscribe', 'Sign In', and 'Register'. The article title is 'How Language Shapes Your Organization' by Kevin Allen, published on July 24, 2012. Below the title, there are icons for 'SAVE', 'SHARE', 'COMMENT', 'TEXT SIZE', and 'PRINT'. The main text begins with: 'Cultural permission is the tone, attitude and language that emanates from the executive suite. It is a mantra, expressed in oft-used catch phrases and philosophies that move like waves through the organization. They get adopted and interpreted as actions to be followed. They become part of everyday lexicon and cultural idioms that people hear coming from the highest levels, and form a platform for what the organization believes and expects of its people. “Get it done!” “We will not be denied.” “Take no prisoners!” These are just a few of the things I heard coming up in the business world, and from my perspective, no good came from any of them.'

WHAT TO READ NEXT

**What Is Organizational Culture? And Why Should We Care?**

INTRODUCING OUR NEW GLOBAL FLOOD MAP.

WHEN YOU'RE RESILIENT, YOU'RE IN BUSINESS.®

1/3 FREE ARTICLES LEFT > REGISTER FOR MORE | SUBSCRIBE + SAVE!

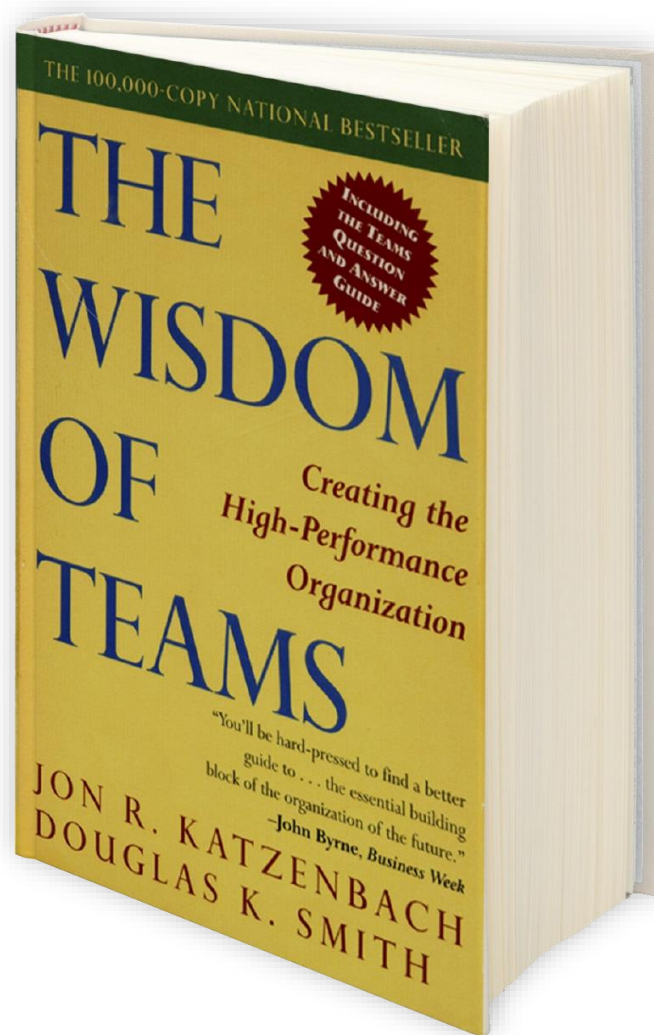
# 4

**Create a functional  
decision making process  
based on effective teams**

“Every system is perfectly designed to achieve the exact outcomes it produces.”

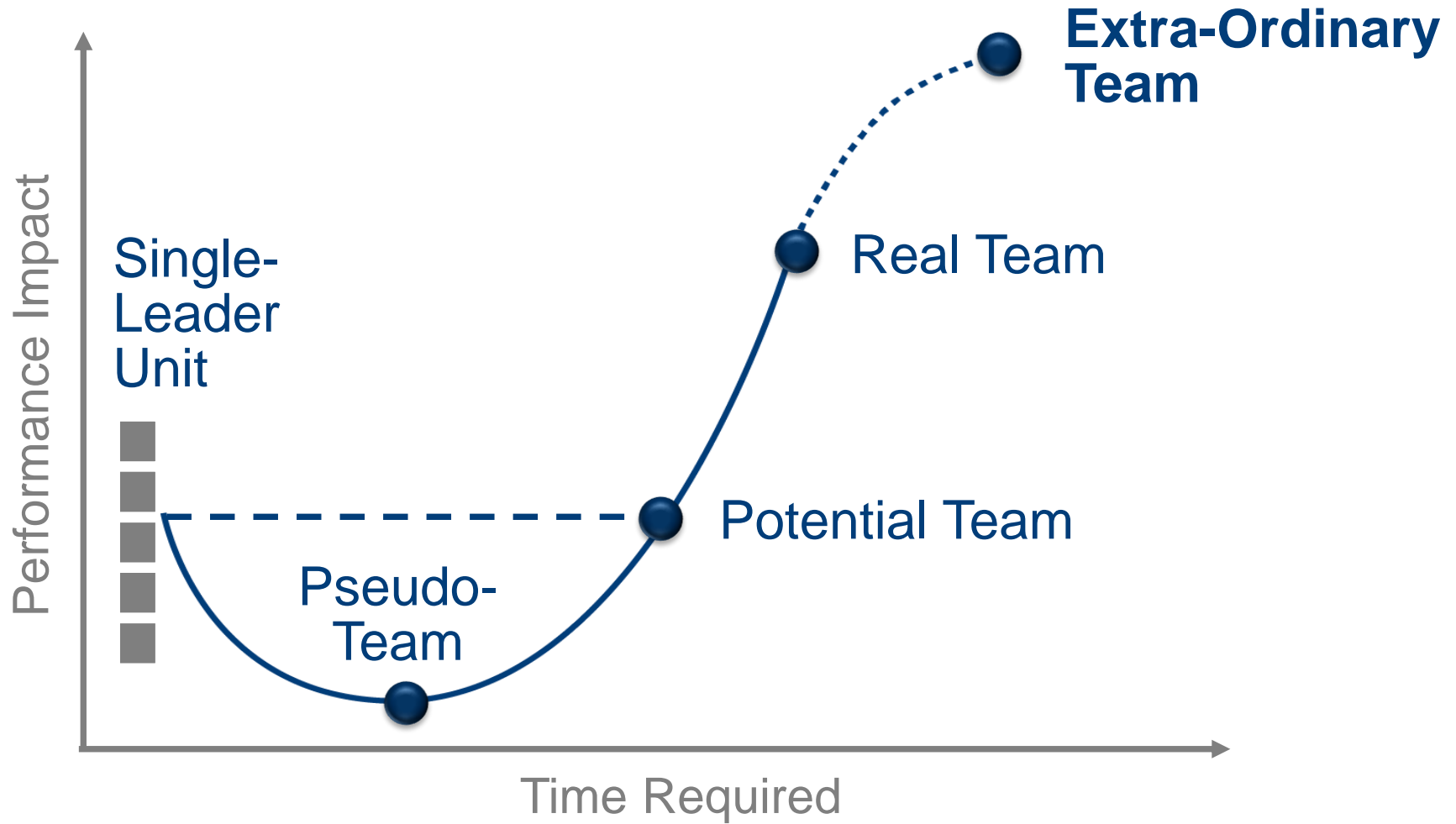
*Paul B. Batalden, MD  
Professor Emeritus  
Dartmouth Medical School*

# Resilient Organizations Embrace the Wisdom of Teams...



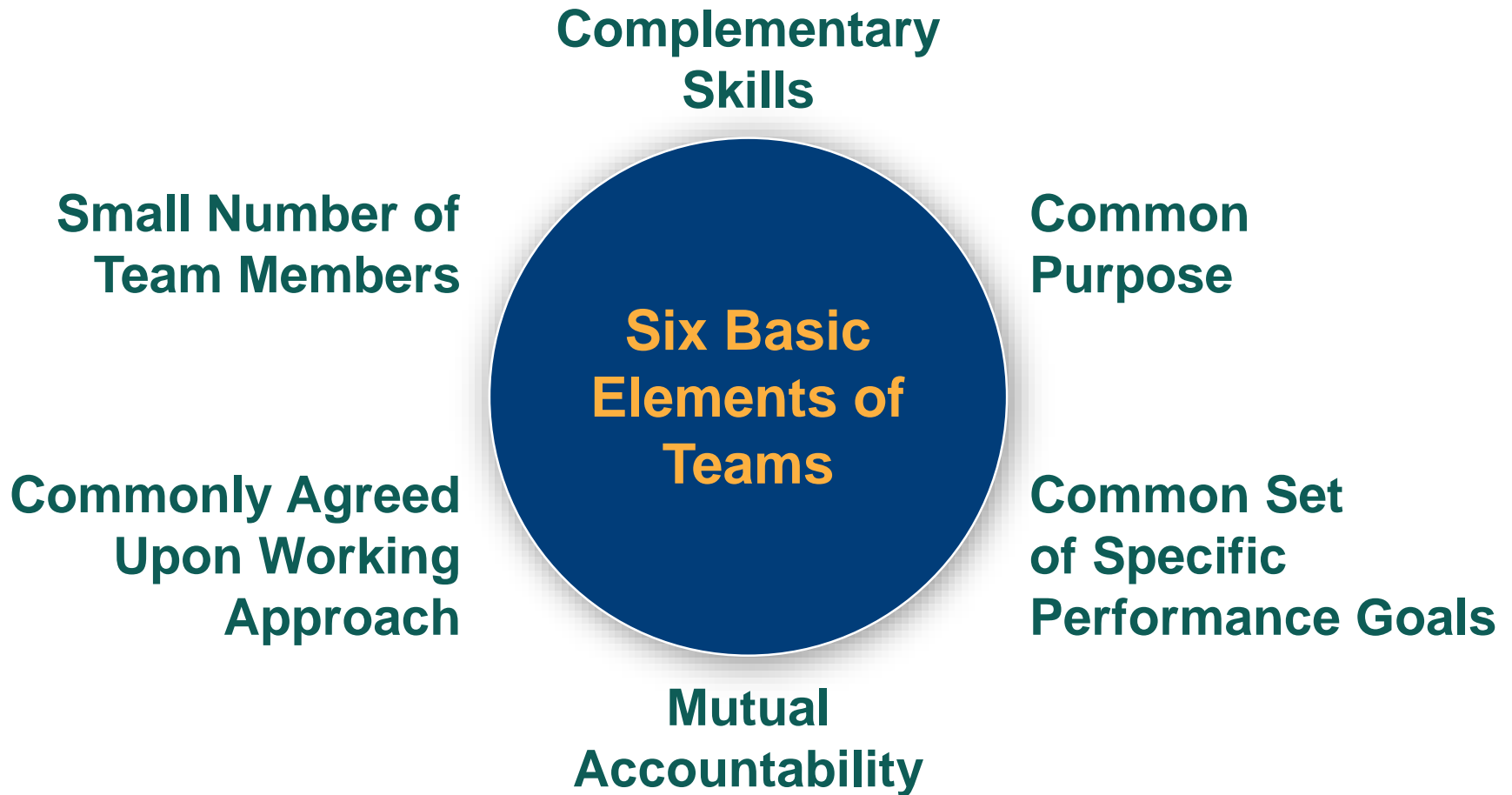


# ...And Harness the Power of Teams

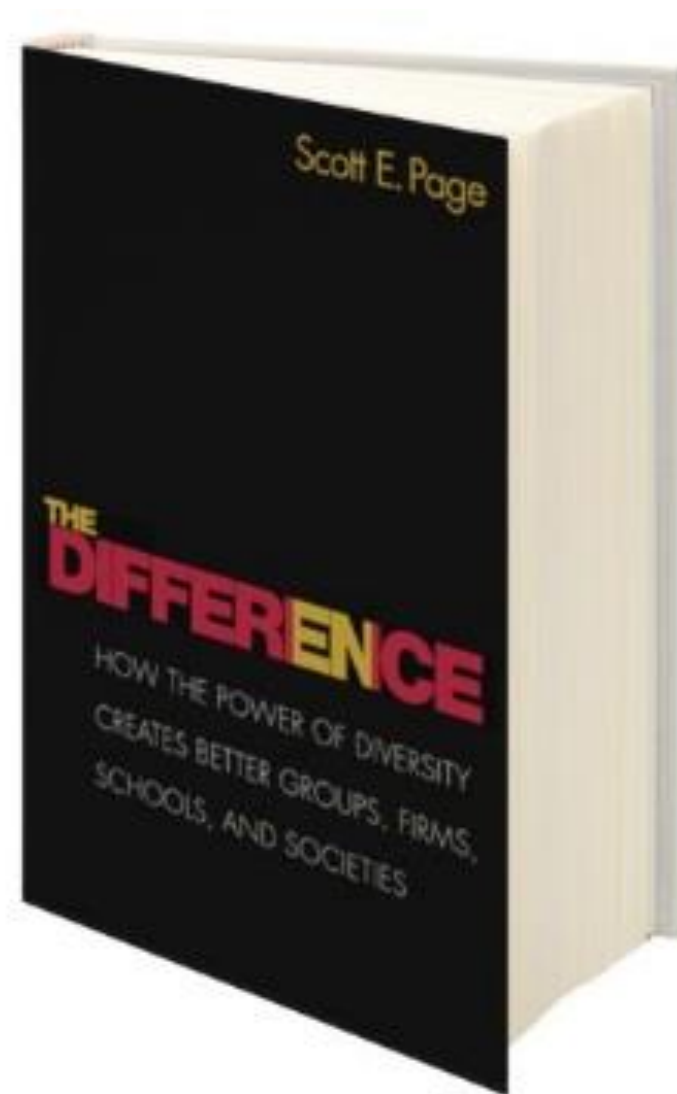


# Six Basic Elements of Teams

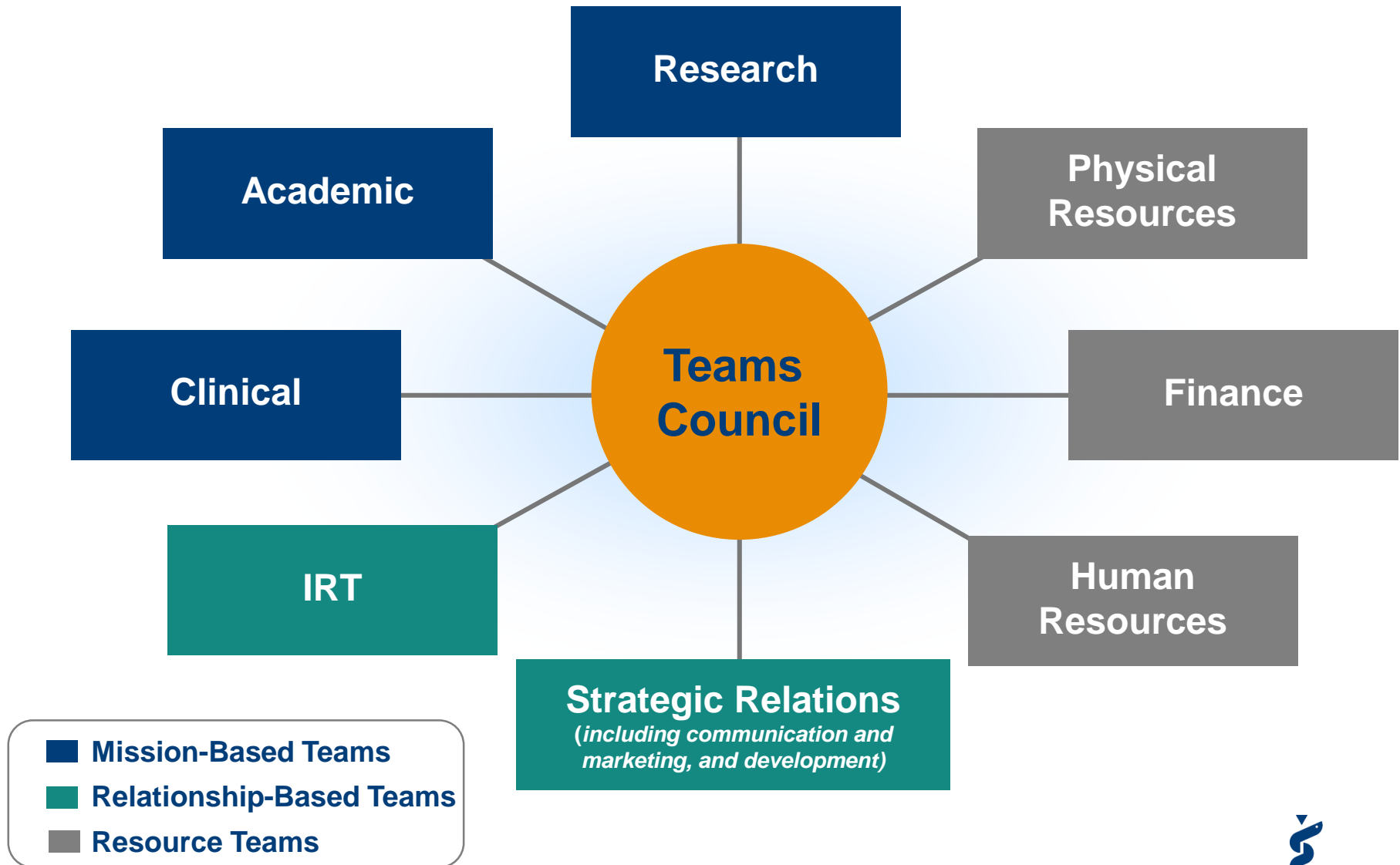
*According to Katzenbach and Smith*



# Leaders Embrace Diversity in Our Teams



# The Teams Approach




5

**Make strategic “planning”  
succinct, focused, and  
accountable**

# The Next Generation

## A Plan for Excellence



PENNSTATE  
 Milton S. Hershey Medical Center  
College of Medicine

# AAMC Strategy Map



# 6

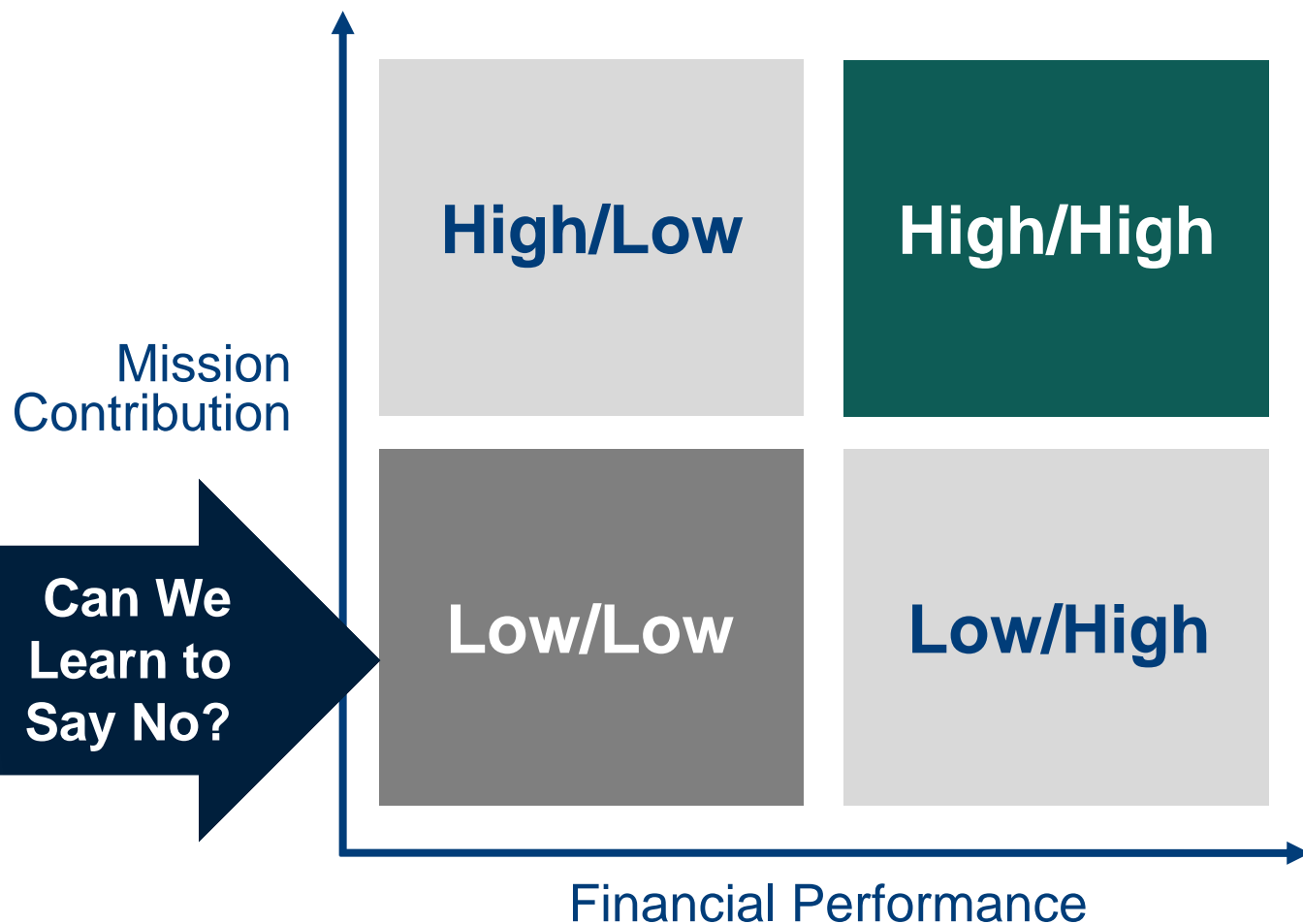
## Align resources with missions



# Folly is rewarding A, while hoping for B

*Steven Kerr, PhD  
Organizational Behavior Expert*

# Leaders Are Consistently Tough Minded, But Never Mean Spirited

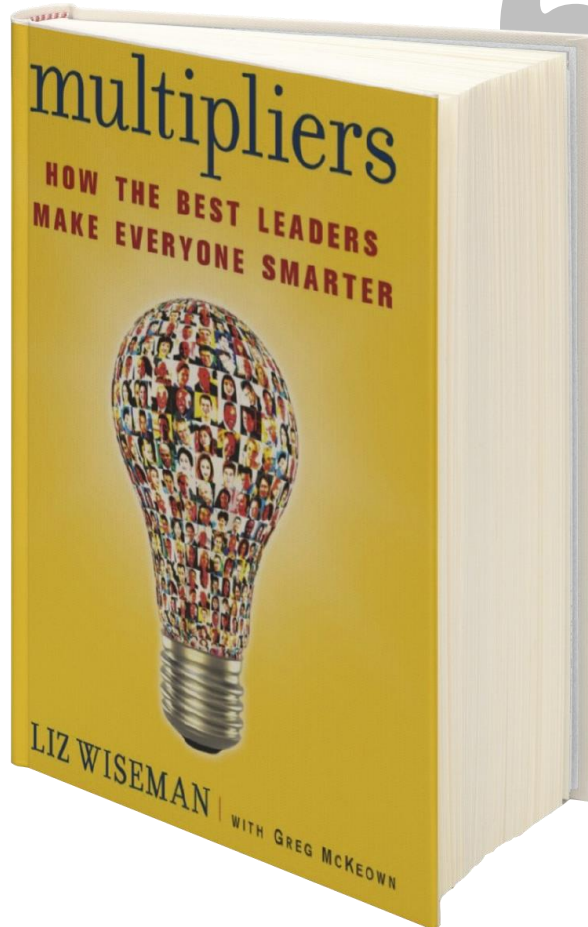


# 7

## Recruit and develop leaders for the future



# Leadership Needs “Multipliers”

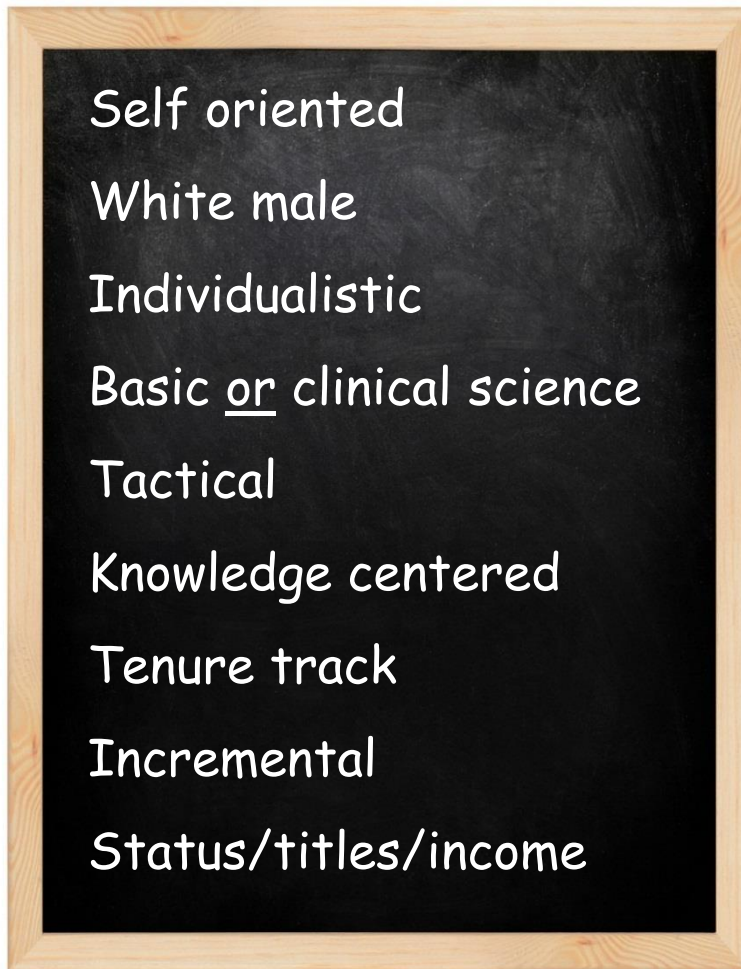


Multipliers are leaders who look beyond their own genius and focus their energy on extracting and extending the genius of others.

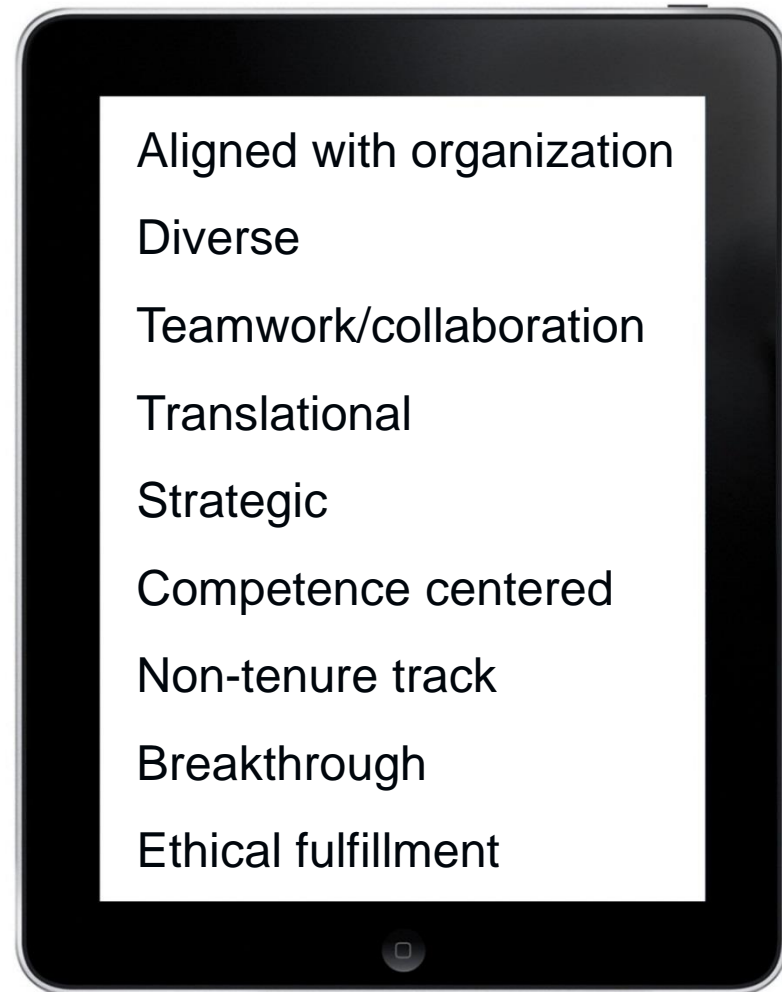
*Liz Wiseman*

# Transforming Health Care Requires Different Leadership Competencies

## Traditional



## Future-Oriented



# Leaders Dare to Redefine Excellence...

## “Old Excellence”

Rankings

Size, growth

Mean MCAT® exam scores

Number of full-time faculty

Research funding

Hospital volume

## “New Excellence”

Institutional mission

Serving the community

Students' attributes

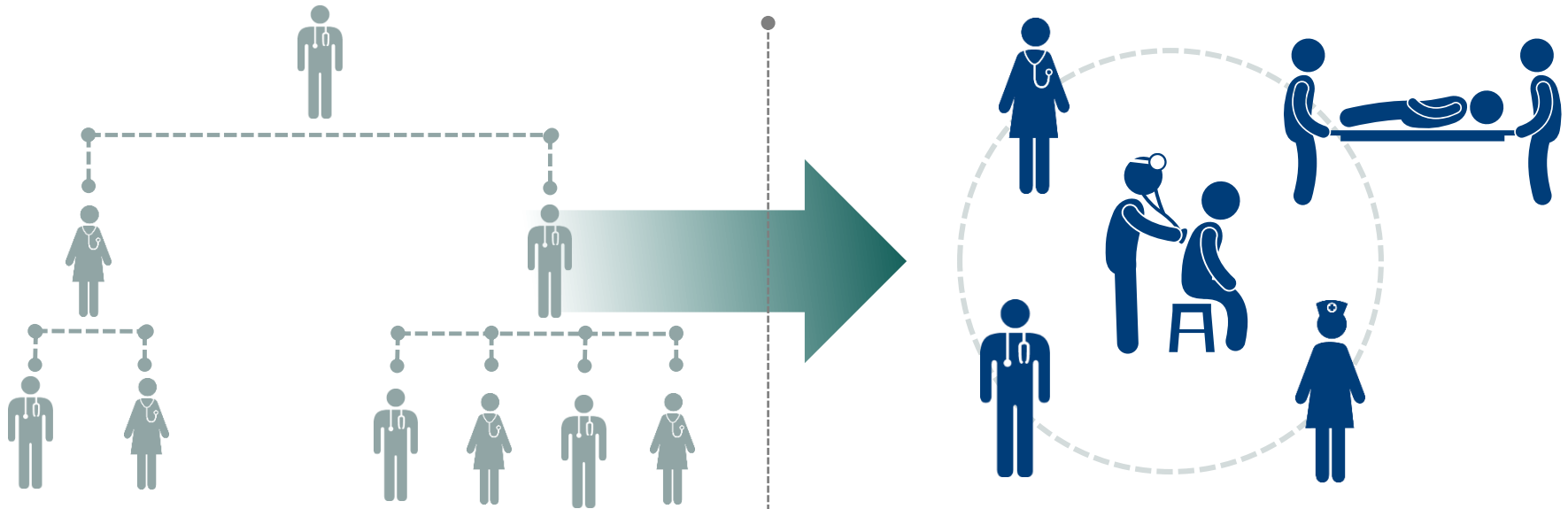
Educational quality

Research outcomes

Wellness and prevention



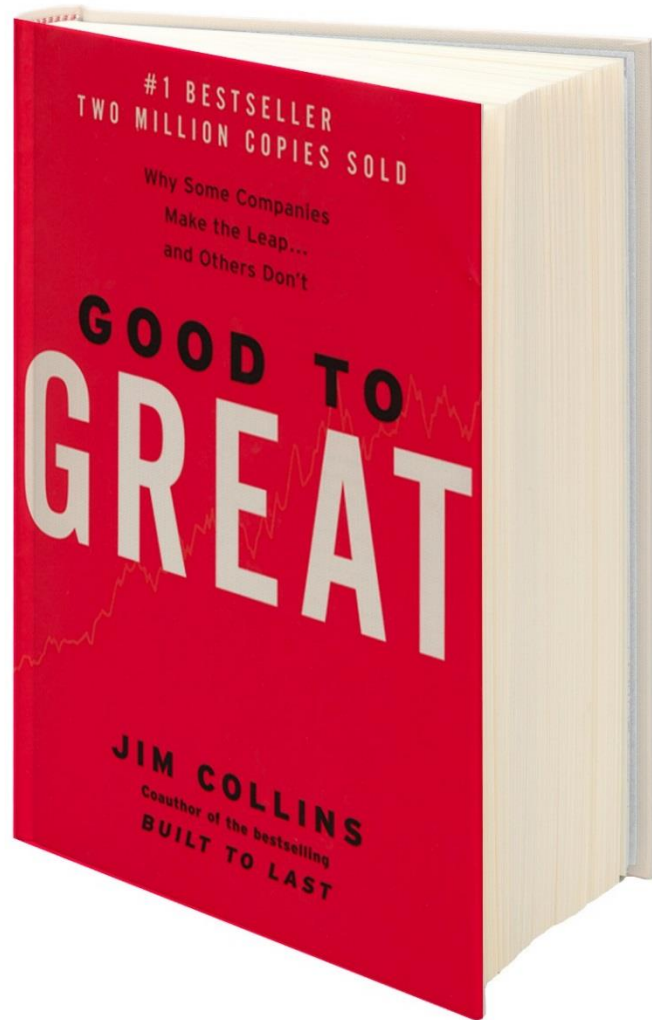
# ...And Focus On Creating the Desired Culture



Hierarchical  
Autonomous  
Competitive  
Individualistic  
Expert-centered

Collaborative  
Team-based  
Service-based  
Mutually Accountable  
Patient-centered

# The “Stockdale Paradox”



“Retain the faith that you will prevail in the end, regardless of the difficulties, and at the same time, confront the most brutal facts of your current reality, whatever they may be.”

*Retired Admiral James B. Stockdale*

# Deploying Resources To “Grow Your Own” Leaders

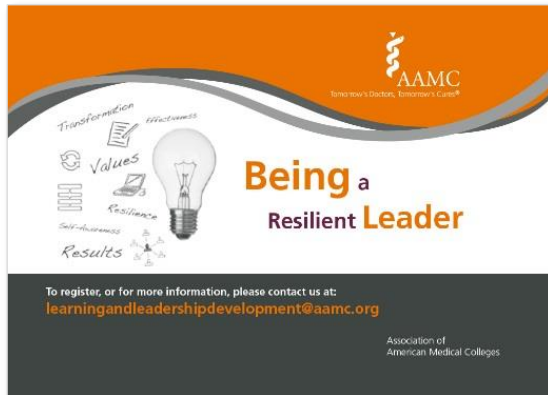


A screenshot of the UT Health San Antonio website. The header includes the UT Health logo and navigation links for Home, Calendar, and Maps. A search bar is present. A left sidebar lists various HR services like Home Page, About HR, Forms, Benefits, etc. The main content area features a banner image of a road through a green landscape with the text "Along the Leader's Path". Below the banner, there is a sub-header "Along the Leader's Path" and introductory text about a leadership training program.

A screenshot of the MD Anderson Cancer Center website. The top navigation bar includes categories like PATIENTS &amp; FAMILY, PREVENTION &amp; SCREENING, DONORS &amp; VOLUNTEERS, FOR PHYSICIANS, RESEARCH, and EDUCATION &amp; TRAINING. Below the navigation, there is a breadcrumb trail: "Education Resources &gt; Faculty and Academic Development &gt; Leadership Development". The main heading is "Leadership Development". Below the heading, there is a sub-heading "Faculty and Academic Development" and a list of items including "Leadership Development", "Professional &amp; Career Development", and "Faculty Educator of the Month". A photograph of a woman is visible at the bottom of the page, along with a definition of leadership.

...responsibilities and expectations of supervisor role  
...ly  
...top the skills, knowledge and abilities of direct reports  
...performance and holding direct reports accountable.

# AAMC Offers Resources Too!



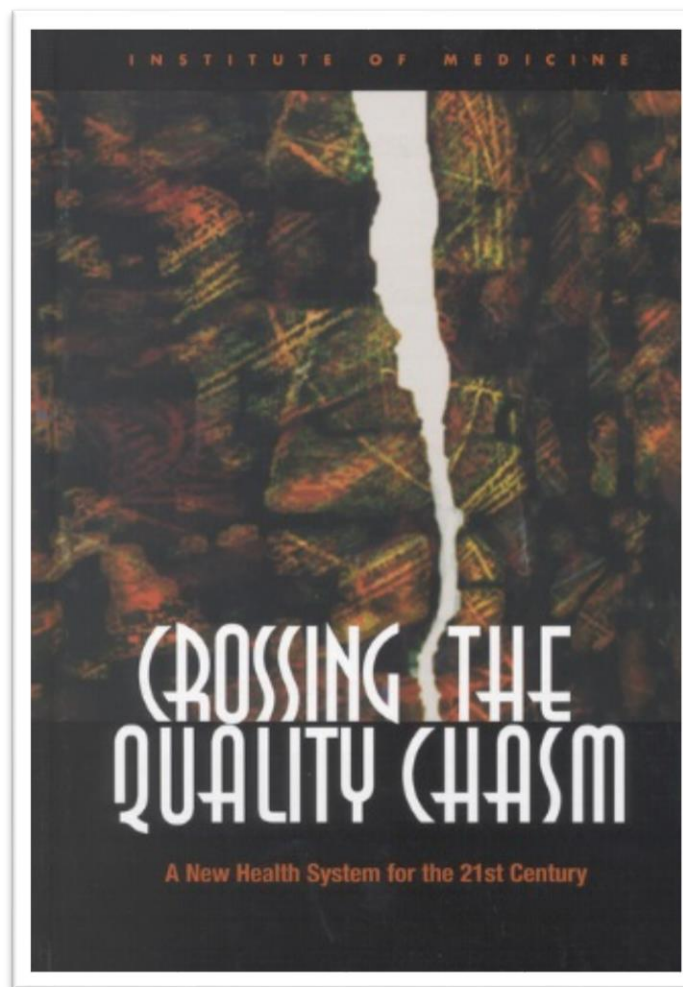
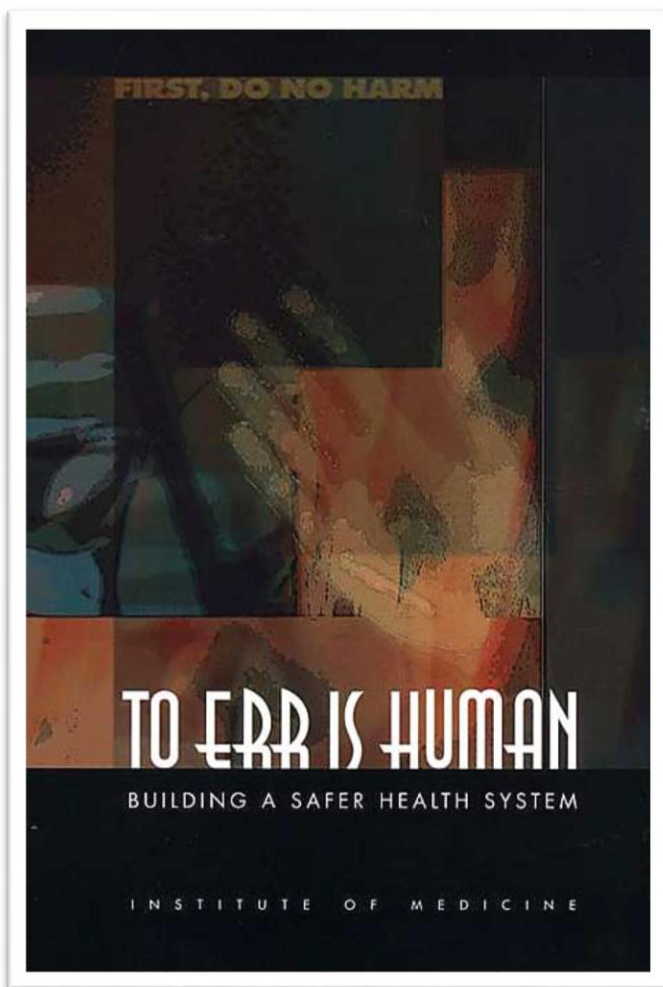
Visit [aamc.org/leadership](http://aamc.org/leadership)

# 8

**Understand that  
changing organizational  
culture is a journey**



# Our Quality and Safety Journey





Tomorrow's Doctors, Tomorrow's Cures®

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Learn

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Serve

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Lead

Association of  
American Medical Colleges