HOW TO BECOME A HIGH-PERFORMING LEADER

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OSF HEALTHCARE

OSF HealthCare, owned and operated by The Sisters of the Third Order of St. Francis, Peoria, Illinois, includes OSF Healthcare System consisting of eleven acute care facilities and two colleges of nursing. It also has a primary care physician network consisting of over 600 primary care, specialist physicians, and advanced practice providers.

OSF HealthCare owns OSF Saint Francis, Inc., comprised of health care-related businesses, and OSF Healthcare Foundation, the philanthropic arm of OSF Healthcare System and OSF Home Care Services.

OSF HealthCare is a multi-state corporation, operating facilities in Illinois and Michigan, providing state-of-the-art, compassionate care to more than 2.5 million people in the communities we serve.
MISSION, VISION, VALUES

OSF HealthCare Mission
In the spirit of Christ and the example of Francis of Assisi, the Mission of OSF HealthCare is to serve persons with the greatest care and love in a community that celebrates the Gift of Life.

OSF HealthCare Vision
Embracing God’s great gift of life, we are One OSF ministry transforming health care to improve the lives of those we serve.

OSF HealthCare Values
Justice ♦ Compassion ♦ Integrity ♦ Teamwork ♦ Employee Well-Being ♦ Leadership ♦ Supportive Work Environment ♦ Trust

OSF HEALTHCARE
HOSPITALS & AMBULATORY SITES
- 108 locations, including hospitals
- 1 heart hospital
- 1 children’s hospital
- Over 75 OSF medical practice locations
- 13 OSF Prompt Care sites

MEDICAL STAFF & CO-WORKERS
- 16,168 Mission Partners
- 652 Physicians
- 288 Advanced Practitioners

UTILIZATION FY13
- 1,300 licensed beds
- 254,041 ED visits
- 1,321,782 outpatient visits
- 1,626,748 physician visits
- 57,890 Inpatient Admissions
OSF HOME CARE SERVICES

- **Home Health** - 189,725 annual visits in FY14
- **Hospice** - 2,582 patients served in FY14
- **Home Infusion Pharmacy**
- **Home Medical Equipment**
- **Diabetes Supplies**
- **Personal Response Systems**

OBJECTIVES

- Identify your leadership style
- Apply creative strategies to engage staff
- Prioritize leadership skills as a critical element of your role
WHY WOULD ANYONE WANT TO BE LED BY YOU?

Leadership
The ability to influence others
Inspired and motivated followers

"Learn from the mistakes of others; you can't live long enough if you make them all yourself."
-Anonymous

ARE LEADERS BORN OR MADE?

"Become the kind of leader that people would follow voluntarily; even if you had no title or position."
- Brian Tracy
LEADERSHIP STYLES

Autocratic
- Clear expectations for what needs to be done, how and why
- Focused on command by leader and control of followers
- Decision making does not involve others

Democratic
- Directed through suggestions and guidance
- Encourage group to participate but retain final say
- Followers feel they are an important part of the team

Laissez-faire
- Provide little to no guidance
- Group apathy and disinterest can occur

ARE YOU AN AGILE LEARNER?

“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.” - John Quincy Adams
**REAL COLORS® PERSONALITY INSTRUMENT**

In the Real Colors® fundamentals workshop, participants learn to:

- Identify their own—and other people’s—Real Colors and personal strengths
- Understand the different ways people process information
- Communicate with others in the most effective way possible—including hearing what they’re really saying
- Recognize and appreciate the strengths and viewpoints of others
- Apply Real Colors principles in all areas of their lives

**REPUTATION ASSESSMENT AND MANAGEMENT SURVEY**

- Am I trustworthy?
- Do I value the contributions of team members?
- Do I listen non-defensively?
- Am I perceived as a hard worker?
- To what extent do I trust others?
- Am I able to find the grain of truth embedded in a criticism?
- Am I visible and available when things are not going well?
- Do I tell people who need to know what I am thinking and why I am acting in a particular way?
- Do I practice what I preach?
- Am I dependable?

Porter-O’Grady, 2011
LEADERSHIP SKILLS

- Agent of change
- Help others thrive
- Value relationships
- Feedback
- Perspective of system
- Outcomes
- Competence

TIME MANAGEMENT

- Prioritize your leadership time

Plan and Prioritize | Complete high priority task; finish one | Reprioritize
RESULTS PYRAMID

Engaging employees
MISTAKES

Stop, center and apologize
Reaffirm your respect for others
Reaffirm your positive intentions
Learn from the situation

CULTURE

• C2 culture – ‘get results’
• Partners in Leadership – IC2it
• Safety culture; safe to talk about errors and near misses
• When an error occurs, do not react immediately

“When written in Chinese, the word ‘crisis’ is composed of two characters – one represents danger and the other represents opportunity.”
- John F. Kennedy
ARE YOU OPEN OR CLOSED TO FEEDBACK?

PERFORMANCE APPRAISALS

Time for review
TACTICS

- Culture
- Clearly define Key Results
- 90-day action plan
- Recognition – tie to metrics/Key Results
- Constructive feedback – tie to Key Results
- Value your leadership role!

ACHIEVING OUTCOMES

Leadership Style  Leadership Skills  Engage Employees

Organizational Outcomes
https://www.youtube.com/watch?v=0VZW54uJW4s

What makes a strong leader?

REFERENCES