The 5 Most Important Lessons I Have Learned as a Leader

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Disclosure

1. Basic Science Support
   a. NIH

2. Consultant: Zimmer-Biomet

3. Royalties: None

4. Editor in Chief – JAAOS
Recognition

- Mike Gagnon
- Est. 2005
- >80 departments
- ~275 members
- AOC – no charges
- AOC – annual reports
The Panel

AOC 2017 – Top 5 Lessons of Leadership

Mount Sinai Names Leesa Galatz System Chair of Orthopaedics

Renowned surgeon Leesa Galatz, MD, has been named System Chair of the Department of Orthopaedics at the Icahn School of Medicine at Mount Sinai. She will assume her new role in October 2015.

NEW YORK – June 8, 2015 /Press Release/ —

Dr. Galatz is an expert in surgery for traumatic and degenerative disorders of the shoulder and elbow, including rotator cuff repair, arthroscopic surgery, and minimally invasive fracture repair. Beyond her clinical work, Dr. Galatz is a leading researcher in tendon healing and tissue engineering as part of major projects funded by the National Institutes of Health.

“We are thrilled to have a surgeon and researcher of Dr. Galatz’s stature join Mount Sinai, and believe her collaboration with orthopaedic physicians across the Mount Sinai Health System will yield tremendous results,” said Kenneth L. Davis, MD, President and Chief Executive Officer, Mount Sinai Health System. “Given Dr. Galatz’s years of clinical care and research, we have no doubt the department will thrive under her leadership.”

“As a leading researcher in shoulder and elbow surgery, Dr. Galatz has unique expertise and experience that will be a great asset to our school of medicine and institution,” said Cynthia & Charlie C. Shaw, MD, Associate Chair for Education, Department of Orthopaedic Surgery.
Leadership

• Google search – “Leadership”

Develop the Leader Within You with John Maxwell

Leadership and Self-Deception: Getting Out of the Box
Top Quotes on Leadership

• “Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others” – Jack Welch
Top Quotes on Leadership

• “A great leader’s courage to fulfill his (or her) vision comes from passion, not position” – John Maxwell
Leadership 101

• “If I could be Chair a 3\textsuperscript{rd} time I think I’d get it right!”

Tom Thornhill, MD
Chairman, Orthopedic Surgery
Brigham and Women’s
Leadership is Hard/Lonely

• “The price of leadership is loneliness... I think it is inescapable.”

Gordon B. Hinckley

Feb 10, 1961
“Followship”

• Servant leaders
• Only 42 hits on AmazonPrime
• True leadership needs to lead, serve and follow
One Book on Leadership

- "Team of Teams"
- General Stanley McChrystal – Head of JSOC (Joint Special Operations Command)
- Al Qaeda – new challenge
- Combined centralized communication ("shared consciousness") with decentralized authority ("empowered execution")
- Vertical vs horizontal leadership

AOC 2017 – Top 5 Lessons of Leadership
Top 5 Lessons Learned

1. Share mission/vision with the organization
2. Have a terrific partner as your DA/CFO
3. Drive Change
4. Team building
5. Don’t be afraid to get your feet wet!
Understand Your Leaders

NYP

CUMC

Columbia University

Columbia Orthopedics
Understand Your Leaders

Columbia University

NYP

CUMC

Columbia Orthopedics
Understand Your Leaders

- NYP
- CUMC
- Columbia
- Columbia University
- Columbia Orthopedics
Understand Your Leaders

NYP

Columbia University

CUMC

Columbia Orthopedics
Take Advantage of Momentum

- “In leadership, most everything is situational and contingent ... what works in one context, at one time, won't necessarily work in a different context or even in the same context at a different time.”
5-Year Business/Mission Plan

• Accomplished most of the plan in 2 ½ years
• Made sure that all promises/commitments were honored
• There are 18 other departments that all have "needs" – wanted to make sure they didn’t go anywhere else until we were on auto-pilot
Alignment of Vision

- Clear
- Concise
- Attainable “wins”
- Aspirational
Communication

- Straight-shooter
- Understand the hospital needs
- Understand the constraints
- Understand the other Chief’s needs
Communication

• Share the mission with everyone
• Engagement and buy-in
• People work harder and enjoy it more when they feel they are making a difference
Mission Statement

• Defines the organization’s business, its objectives and its approach to reach those objectives
Columbia Ortho Mission Statement

• Provide the highest quality patient-centered care for all patients with musculoskeletal problems
Vision

• Desired future position of organization
Vision

• Best Orthopedic program in the country
• Goal
  – Everybody in the organization knows the mission and vision
  – All decisions are predicated on achieving the mission and vision
Top 5 Lessons Learned

1. Share mission/vision with the organization
2. Have a terrific partner as your DA/CFO
3. Drive Change
4. Team building
5. Understand your leadership style
DA/CFO

- Vision
- Strategy
- Know-how
- Understands the intricacies of your organization
  - Doesn’t have to be insider but helps
- Ambassador
• Bonnie – tour of the country
• Called programs to coordinate road trip
  – Boston Children’s
  – Rothman
  – Stanford
  – UCSF
  – U Pennsylvania
  – Wash U, St. Louis
DA/CFO

- 1\textsuperscript{st} order of business
  - Had to establish a new compensation plan
  - Nothing more contentious and potentially disruptive
DA/CFO

• Outside the Box
• Business acumen
• Don’t do it the same way you’ve always done it
• Take the physicians’ clinical/research goals and implement business strategies to achieve them
Strategic Plan

- Get data
- Self-critical analysis
- Work with hospital partner
- Proactive as opposed to reactive
Best DA/CFO

• Challenge the status quo
• Not afraid to push envelope
• Not a “yes woman/man”!
• Help Chair execute strategic plan
Top 5 Lessons Learned

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Drive Change

• Transparency
• Metrics
• “Shine the light”
• Hawthorne effect
Hawthorne Works

- Cicero, ILL
- Measured worker productivity related to illumination
- Controversial to this day but consensus is that fact workers were being watched led to increased productivity
Quality

- Think outside the box
- Chief Quality Officer
- Quality Lieutenant
- Was NOT the norm at NYP
# Report Cards – Quality

## Surgical Site Infection Prophylaxis Compliance

<table>
<thead>
<tr>
<th></th>
<th>AOC 2017</th>
<th>Top 5 Lessons of Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correct Pre-op Timing (w/in 60 min prior to incision)</td>
<td>100%</td>
<td>96%</td>
</tr>
<tr>
<td>Correct Pre-Op Timing (w/in 15-60 prior to surgery)</td>
<td>93%</td>
<td>88%</td>
</tr>
<tr>
<td>Correct Pre-Op Dose</td>
<td>60%</td>
<td>77%</td>
</tr>
<tr>
<td>Intrawound Timing</td>
<td>86%</td>
<td>95%</td>
</tr>
<tr>
<td>Intrawound Dosing</td>
<td>93%</td>
<td>93%</td>
</tr>
<tr>
<td>Intrawound Vancomycin Use</td>
<td>65%</td>
<td>93%</td>
</tr>
<tr>
<td>Pre Op CHG Use</td>
<td>91%</td>
<td>94%</td>
</tr>
</tbody>
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## Patient Satisfaction (12 mo rolling average)

<table>
<thead>
<tr>
<th>CAHPS</th>
<th>AOC 2017</th>
<th>Top 5 Lessons of Leadership</th>
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</thead>
<tbody>
<tr>
<td>Physician Overall</td>
<td>66.7</td>
<td>86.8</td>
</tr>
<tr>
<td>Pain Management</td>
<td>58.1</td>
<td>77.5</td>
</tr>
</tbody>
</table>
Top 5 Lessons Learned

1. Share mission/vision with the organization
2. Have a terrific partner as your DA/CFO
3. Drive Change
4. Team building
5. Don’t be afraid to get your feet wet!
Team Building

• Effective leadership
  – Inspires synergistic performance

• Selection of Best people
  – Recruits
  – Retention

• Goal is to create best team, not best individual performances…
Team Building

• This may be the hardest part...
• Get surgeons (type A+ personalities) to not be tennis players but to be rugby team
• Have appointment scheduler recognize they are the 1\textsuperscript{st} ambassador of the organization
Getting the Right People on the Bus

The first job of the Leaders is to get:

‘the right people on the bus...

...the wrong people off the bus,

... and the right people in the right seats'

Jim Collins, Good To Great.
Getting the Right People on the Bus

• Its all about the people; Better to ‘run lean’ than ‘fill the spot’

• “Hire to fit” - what’s the job?
  – What sort of personality will fit best with the team?
Team Building

• Success of organization cannot be reliant on leader alone

• Need team to help
Lab Recruitment
LEAN Training

• Brought in Mike Spencer from Stanford
• 3-day boot camp for management/leadership team
• Tremendous opportunity
Resident Team
Top 5 Lessons Learned

1. Share mission/vision with the organization
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4. Team building
5. Don’t be afraid to get your feet wet!
Don’t Be Afraid to Get Feet Wet

FISHING

IF YOU ARE AFRAID TO WET YOUR FEET, YOU WILL NEVER CATCH FISH.
(ARMENIAN PROVERB)
Transformational Innovation

Competencies

Company > Market > World

Transformational

Breakthrough

Incremental

Value Creation

Company > Market > World

New York-Presbyterian
Spine Hospital – August 2015
Blueprint

- Shared the vision
- Communication with ALL parties (including Neurosurgery)
- Hospital/school buy-in
- Desire to do something transformational
- Was NOT just about recruiting 3 spine surgeons
110 People Hired...

- Intensivists
- Neurologist
- Physiatrists
- Nurses
- NPs
- PAs

- Spinal cord monitoring
- ICU-level nursing
- Physical therapists
- Occupational therapist
- Patient navigators
- Hospitality/concierge
Don’t Be Afraid to Get Feet Wet

• Tremendous opportunity
• Lot of challenges
• Building culture, trust, shared vision
Overview – Lessons Learned

• Have a vision and share it
• Hire the best DA/CFO in the country
• Be forward-thinking (“outside the box”)
• Lead by example (Zuckerman)
• Lead by hard work (Galatz)
• Don’t be afraid to fail (listen to Todd’s talk – he hasn’t failed much in his life!)
What Kind of Leader Are You?

strategic  example
pacesetter  caring
democratic  direct
authoritarian
dictatorial  last
personal  coaching
effective  cat
leaders  inactive
tireless  dominating
honest  passive
interactive
engaged  passive-aggressive
collaborative

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