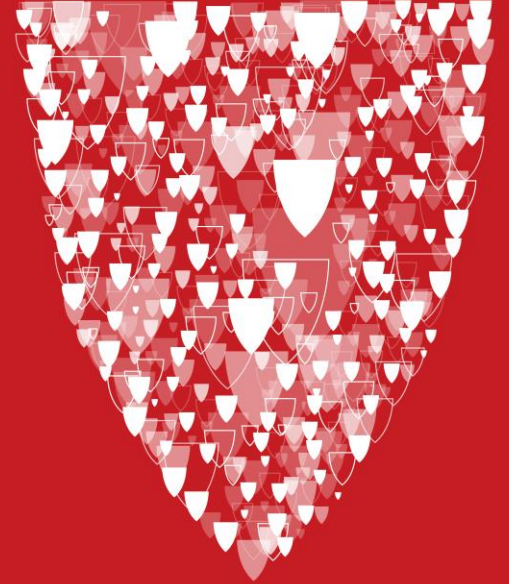


# ***One Mission, Many Voices: Uniting Operations, Medicine, and Nursing for Better Outcomes***

Ashley Carlucci DNP, MHA, RN, CEN, CENP

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James Hill MD, MBA, CPE, FASA, FACHE



# Agenda

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Introduction

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Understanding The Triad Leadership Model

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Cultivating Effective Clinical and Administrative Leader Relationships

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Emotional Intelligence in Leadership

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Common Challenges and Pitfalls

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Discussion

# Which Roles in Healthcare Do You Find Most Difficult to Relate To?



Physician Leaders?



Nurse Leaders?



Human Resource Leaders?



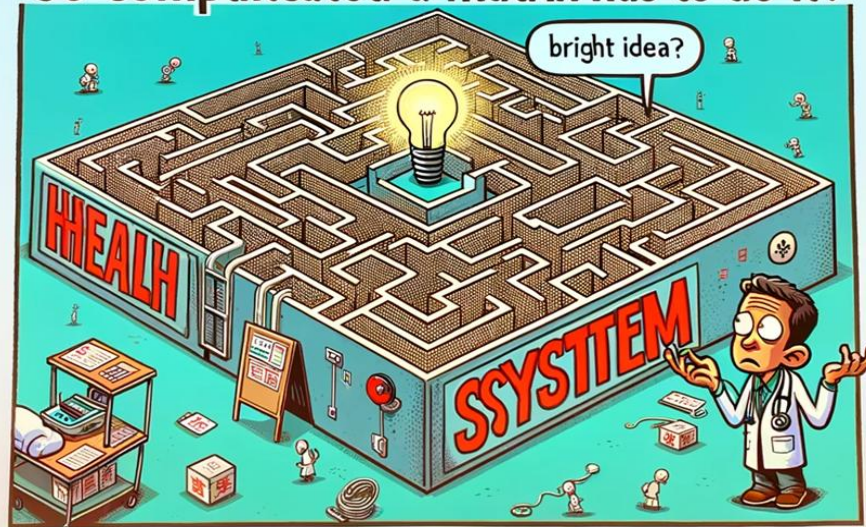
Operational Leaders?



Finance Leaders?

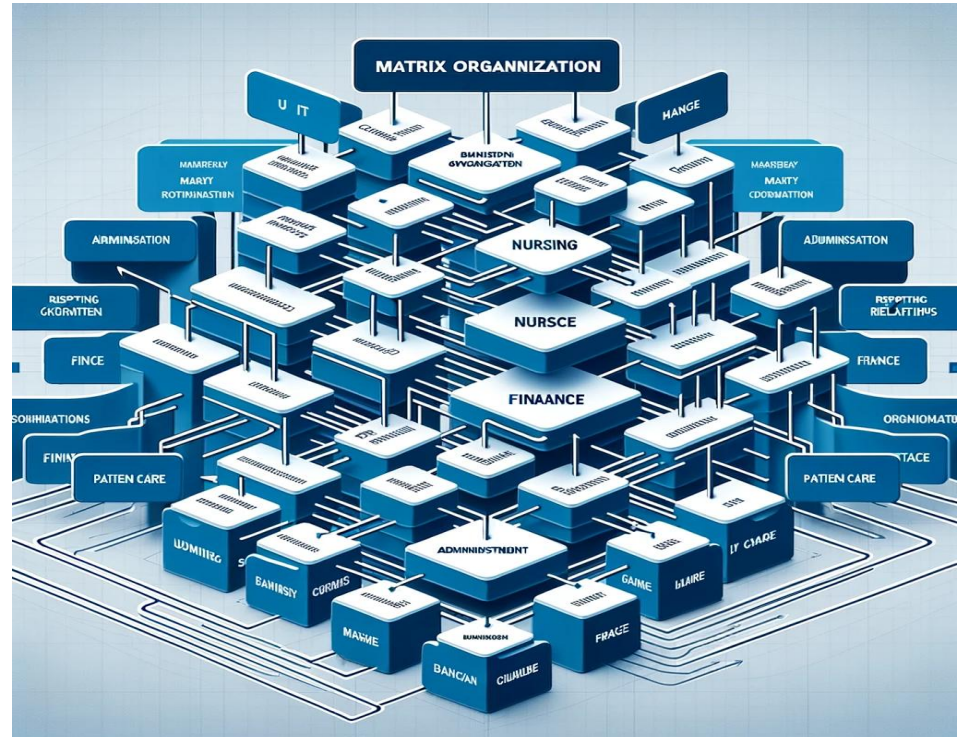
# Healthcare...

So complicated a matrix has to do it?



# What is a Matrix Organization?

- In this structure, professionals report to more than one manager or leader, often combining functional and project-based responsibilities.
- This complexity requires leaders who are skilled in multiple disciplines.....





# Challenges of the Matrix Structure of Healthcare

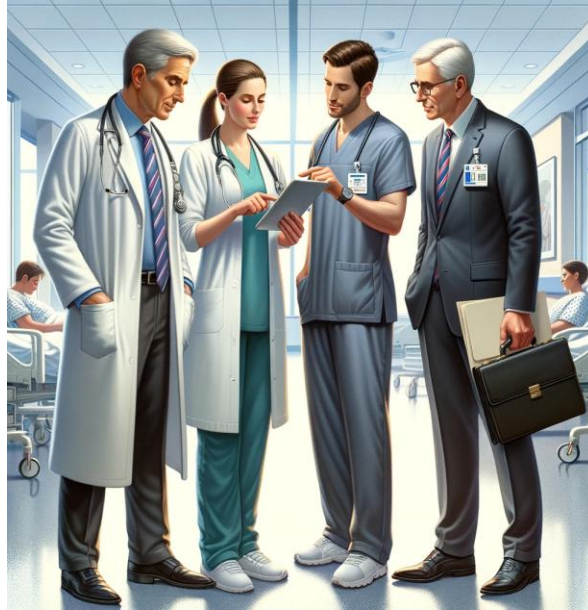
- Complex Reporting Lines
- Increased Potential for Conflict
- Communication Challenges
- Decision-Making Delays
- Resource Allocation Conflicts
- Higher Management Overhead
- Employee Stress and Burnout
- Cultural Challenges
- Leadership Skills Requirement





# How Do We Bridge the Gaps in Modern Healthcare?

# Triad Leadership



Offers a solution for the challenges posed by the matrixed reporting structure of healthcare

## Shared Vision and Goals

- The triad team should work towards the “North Star” of the Organization
- Aligning departmental objectives with the overall mission of the healthcare facility.
- Mayo Clinic and other high performing healthcare organizations have embraced triad leadership with the shared vision that “The Needs of the Patient Come First.”



# Who is Your Most Trusted Colleague Today?

Another Physician?

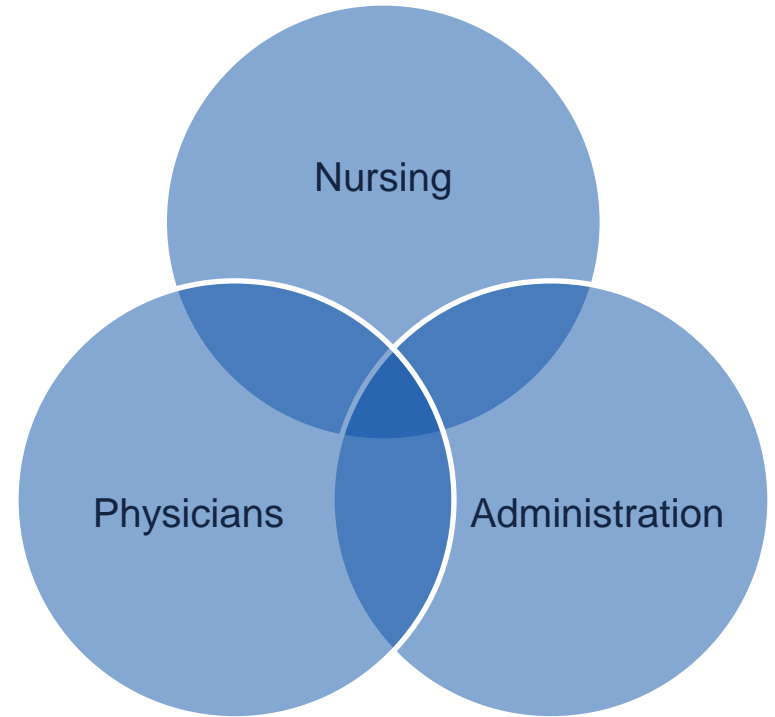
Colleague From Different Training Background?

Triad of Leadership

Trust No One...

# Triad Leadership Models

- Historical leadership models in healthcare focused primarily on either administrative or clinical leadership.
- The evolving healthcare challenges necessitated a more integrated approach.
- Triad leadership emerged as a solution to bridge gaps between different healthcare disciplines.



# Collaborative Decision Making

- Decision-making in triad leadership is a collective process.
- Each leader brings their unique perspective, ensuring comprehensive evaluation of decisions.



American Journal of Infection Control

journal homepage: [www.ajicjournal.org](http://www.ajicjournal.org)



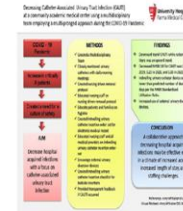
Practice forum

Decreasing Catheter-Associated Urinary Tract Infection (CAUTI) at a community academic medical center using a multidisciplinary team employing a multi-pronged approach during the COVID-19 pandemic



Amy Whitaker DO, MS, MBA<sup>\*</sup>, Gail Colgrove BS, RN, CIC, Maria Scheutzow BSN, RN, CIC, Meghan Ramic MSN, RN, Kim Monaco BSN, RN, James L Hill Jr. MD, MBA

University Hospitals Parma, Parma, OH



# Balanced Perspectives



The physician leader ensures clinical excellence, the nursing leader focuses on patient care and advocacy, and the administrative leader brings operational and financial insight.



This balance ensures that patient care is efficient, effective, and patient-centered.

# Case Study: COVID Staffing Crisis

*Hospital X Faces a Severe Shortage of RNs. While recruiting contract labor, quality and communication become concerns for patients, medical staff, and other hospital staff.*

Triad Solution From a Balanced Perspective:

- Physician, Nursing, Hospital Administrative Staff came together to craft a solution. Place Nurse Practitioners on the hospital floors to serve as a resource for RNs, rounding partners for physicians, and educators for patients, during the day shift.
- Night shift was supported by clinical coordinators as part of the care team of tomorrow initiative, taking core staff and having them supervise contractors to guarantee quality, patient experience, and throughput.

# Interdisciplinary Communication

## Chat With Leadership

Twice a month Chief Operating Officer, Chief Medical Officer, Chief Nursing Officer meet with 12 employees and have approximately a 1 hour discussion session about the current state of healthcare (nationally and locally), and allow them to ask questions and enjoy a good discussion.



Effective communication is essential for aligning goals and strategies among the triad members.



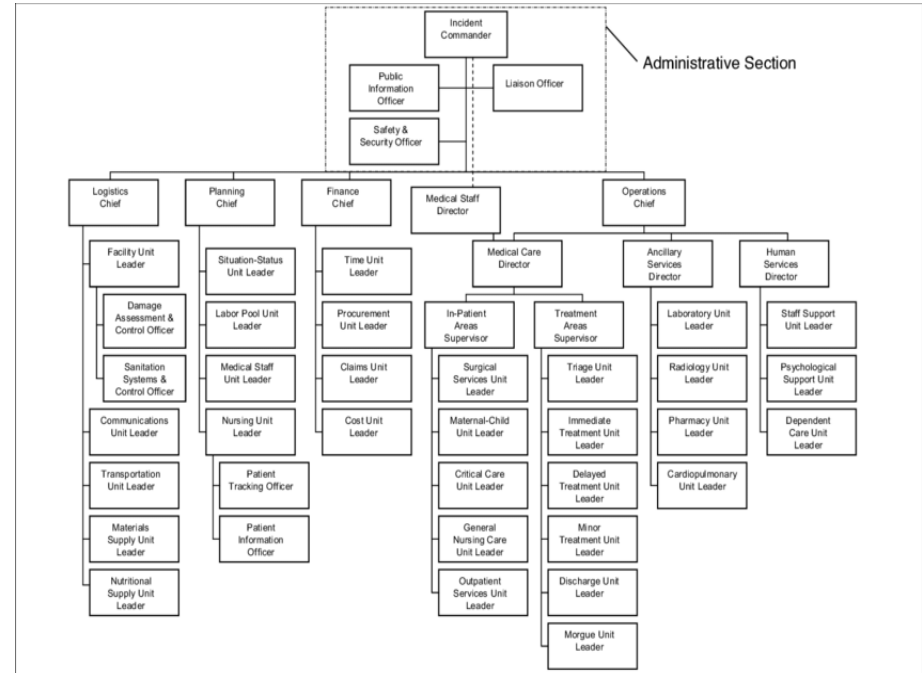
Strategies for effective communication, such as regular meetings, shared platforms, and clear protocols.



Importance of communication in resolving conflicts and ensuring a cohesive team approach.

# Flexibility and Adaptability

- Healthcare is a dynamic field; triad leadership allows for superior flexibility in the face of disruption
- Embracing innovations, regulatory changes, and evolving patient needs
- COVID-19 HICS Systems



# Challenges, Barriers, Opportunities



**Cultural Resistance**



**Resource Allocation**



**Consistency in Application**

# Where is Your Organization in Its' Leadership Journey

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Just a Bunch of Silos

---

A group of Kingdoms Occasionally at Peace, Occasionally at War

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A Complex Bureaucratic Matrix Organization

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A Highly Collaborative Triad Organization



# **Cultivating Effective Clinical & Administrative Leader Relationships**

# The CMO's Role in Fostering Clinical and Administrative Leadership

- The CMO as a bridge between clinical staff and administrative leadership
- Importance of alignment between clinical care and organizational objectives
- Clinical and administrative leaders working in tandem
- Public face of administration in the eyes of clinical staff



# Bridging the Gap: Understanding Clinical and Administrative Priorities

Clinical leaders focus on patient care, safety, and clinical outcomes

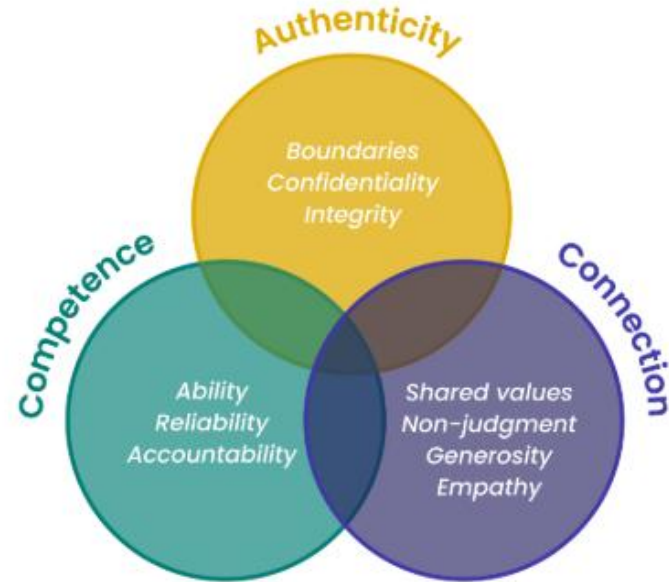
Administrative leaders focus on financial sustainability, efficiency, and operational strategies

Importance of aligning these priorities to achieve organizational success

Strategies for overcoming potential conflicts and misunderstandings

# Building Trust Between Clinical & Administrative Leaders

- Takes time
- Not implied because of title/position
- Requires regular deposits
- Transparency is key
- Mutual respect for each other's expertise and challenges
- Negative impact of frequent leadership turnover



# Importance of Informal Leaders



IMPACT  
ORGANIZATIONAL  
CULTURE



FACILITATION OF  
INNOVATION



CAN POSITIVELY  
INFLUENCE CHANGE

# Identifying Informal Medical Staff Leaders

- Peer recognition/long track record of clinical excellence
- Influence without formal authority
- Often past leadership roles



Deep understanding of organizational culture



Strong interpersonal communication skills



Collaborative spirit



Willingness to mentor

# Strategies for Developing Relationships with Informal Leaders



Genuine engagement



Regular 1:1 conversations



Create opportunities for to participate in decision-making processes

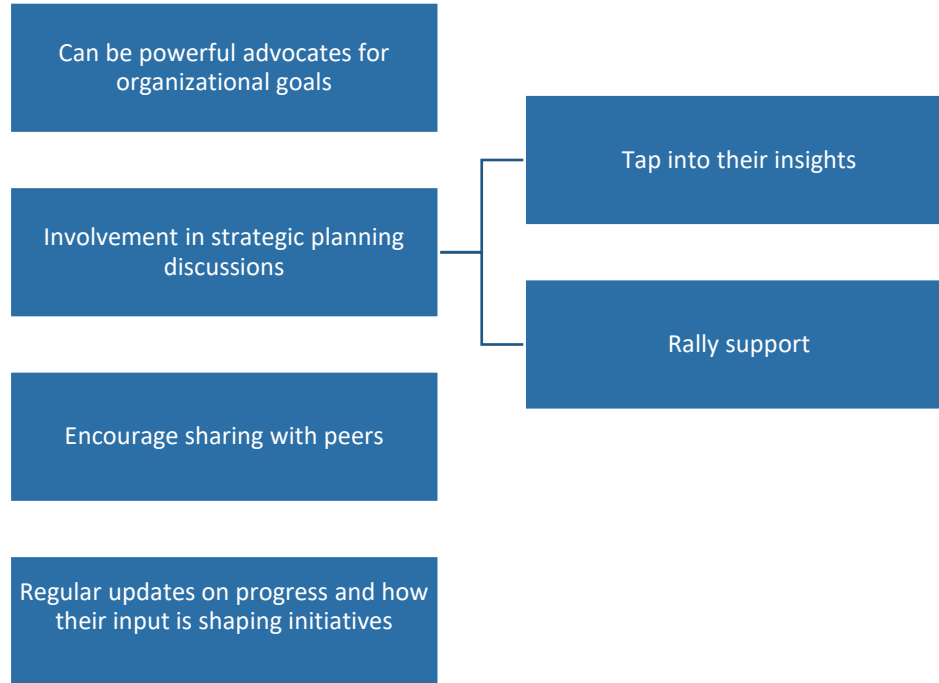


Recognize their contributions publicly



Solicit advice before bringing major issues public

# Leveraging Relationships with Informal Leaders



# Practical Examples to Cultivate Relationships Between Informal Leaders and Hospital Administration



CREATE A SAFE SPACE  
FOR VOICING OPINIONS



PRIORITIZE LISTENING  
OVER SPEAKING



STRUCTURED FORUMS:  
TRIAD ATTENDANCE AT  
DEPARTMENT  
MEETING/MEC



INFORMAL  
GATHERINGS



BE TRANSPARENT  
ABOUT CHALLENGES

# Sustaining Long-Term Effective Clinical/Administrative Leadership Relationships

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Regular, structured communication

---

Investing in leadership development (Identify emerging leaders)

---

Building cross-functional teams to work on hospital-wide initiatives

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Celebrating successes together and learning from challenges

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# Succession Planning in Healthcare Organizations

*Strategic  
Talent  
Development*

*Risk  
Mitigation*

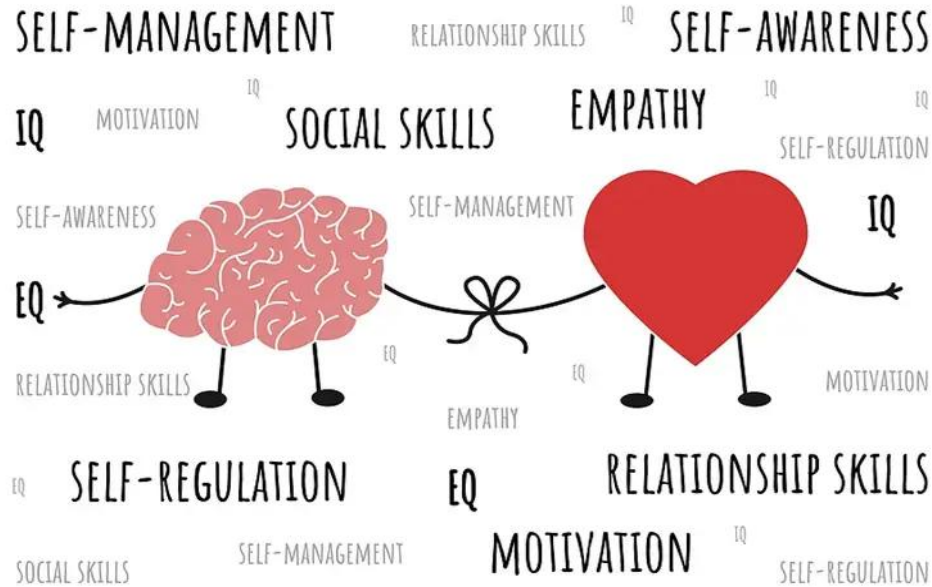
*Strengthening  
Leadership  
Teams*

*Cultivating  
Mentorship  
Opportunities*

# Traits of Effective Clinical Leaders

- Critical Thinking
- Interpersonal Skills
- Integrity and Professionalism
- Clinical Credibility
- Emotional Intelligence

# Emotional Intelligence in Leadership



“Life is ten percent of what happens to me and ninety percent of how I react to it” –Charles Swindoll

# Have You Completed a Self Assessment for EI Skills



YES



NO



WHAT'S EI?



Emotional Intelligence can be learned, developed and enhanced

Why improve??

**Definition:** Being aware of one's own emotions and emotions of others and how they correlate with each other

(Bru-Luna et al., 2021)



# Develop EI Competencies

- Self-Awareness:
  - 360 evaluations
  - Self-assessments to enhance self-awareness
  - Enlist a buddy coach
  - Journaling & mindfulness tech
  - Personality & EI Assessments

What are your  
**CORE VALUES?**



- Self-regulation skills:
  - Pause before reacting
  - Mental practice – cognitive reframing
  - Core values
  - Stress management strategies



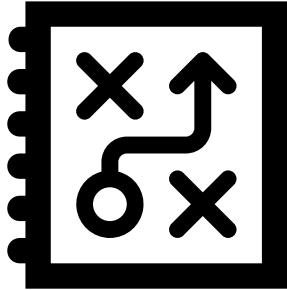
# Practice Implications



## Creating a Positive Work Environment

- Work environments can be improved through improving EI skills
  - mutual appreciation
  - recognizing emotions of others
  - building trust and respect
  - receptive to new ideas and opportunities
- Administrators = make programs available
- Clinical leaders = be aware of your level of EQ
  - Recognize strengths and weaknesses of self and team
  - Work to improve this skill as a leader

# Challenges of Implementing Triad Leadership Models in Healthcare



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Communication Barriers

---

Conflicting Goals

---

Resource Allocation

---

Resistance to Change

---

Accountability Hesitation

# Sustaining Triad Leadership Models in Healthcare



FOSTER A CULTURE  
OF COLLABORATION



INVEST IN  
LEADERSHIP  
DEVELOPMENT



MONITOR &  
MEASURE  
EFFECTIVENESS



ADAPTABILITY &  
INNOVATION

# Conclusion



Healthcare triad leadership emphasizes the importance of collaboration among three key roles: administrative, medical, and nursing leadership.



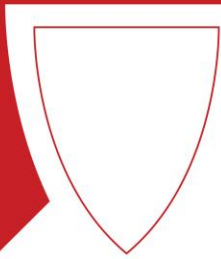
A core principle of this leadership model is the focus on patient-centered care. By combining the strengths and insights of administrative, clinical, and nursing leaders, healthcare organizations can deliver more effective, efficient, and empathetic patient care.



The triad leadership model promotes improved communication and coordination among different departments and levels of staff. This leads to more efficient operations, better resource management, and a more cohesive work environment.



One question for you.....?



**What is One Thing You Will Do  
Differently When You Leave  
Here?**