The Impact of Emotional Intelligence and Resiliency on Health Care Performance

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Larry McEvoy, MD, a seasoned health care executive and experienced emergency physician, has the unique capacity to integrate different strategic and professional perspectives through leadership, facilitation, coaching and presentation. Larry’s experience as both a CEO and a clinician deepens his skill in facilitating dynamic shifts in mindset, culture and performance. Whether he is working as a titular leader, consultant, facilitator or storyteller, Larry is particularly effective at creating strategic alignment, inclusive leadership and energetic collaboration. Dr. McEvoy is a Board-certified fellow, American College of Emergency Physicians and a faculty member of the American College of Physician Executives. He completed his residency and internship at Hennepin County Medical Center, received his MD from Stanford Medical School.

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Tracy Duberman, PhD, is an executive coach, organizational development consultant, business owner, frequent keynote speaker, Board member of the Physician Coaching Institute, and a Fellow of the American College of Healthcare Executives. With a background combining business experience with innovative research on healthcare/physician leadership effectiveness, Tracy founded The Leadership Development Group, Inc. a firm devoted to developing healthcare leaders and physician executives. TLD Group works with leaders to align talent to execute strategy and improve performance through educational workshops, tailored on-site leadership development programs, and tailored individual coaching for physician and healthcare leaders. Tracy received her Ph.D. from New York University.
Our Stories
Learning Objectives

• Learn how to define emotional intelligence as a personal, organizational, and strategic advantage in healthcare.

• Understand the relationship between EI and resiliency, clinician performance, the patient experience, and organizational performance.

• Learn strategies for mobilizing emotional intelligence to capacitate resilience at the individual, team, and organizational levels.
Agenda

1. What is EI and why do we care?
2. What do we know about the impact of EI & resiliency on health system performance?
3. How do individuals, team, and organizations develop EI?
4. What advantage can you create?
1. What is EI and why do we care?
Healthcare – A VUCA World
We’re Getting Exhausted...
How Does This Impact Us?
Why Do We Care – For the Individual

Musculoskeletal disorders

Depression

Obesity

Insomnia

Alcohol/Drug Abuse

Relationship Issues
Why Do We Care – For the Organization

Absenteism

Turnover

Increase in Healthcare Costs

Decrease in Quality of Care
What Can We Do?

Grow our capacity through emotional intelligence and resiliency

Compassion
Resilience
Empathy
If your emotional abilities aren't in hand, if you don't have self-awareness, if you are not able to manage your distressing emotions, if you can't have empathy and have effective relationships, then no matter how smart you are, you are not going to get very far.

(Daniel Goleman)
# 5 Domains of Emotional Intelligence

<table>
<thead>
<tr>
<th>Definition</th>
<th>Hallmarks</th>
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<tbody>
<tr>
<td><strong>Self-Awareness</strong></td>
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<tr>
<td>The ability to recognize and understand your moods, emotions, and drives,</td>
<td>Self-confidence</td>
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<tr>
<td>as well as their effect on others</td>
<td>Realistic self-assessment</td>
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<td>Self-deprecating sense of humor</td>
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<td><strong>Self-Regulation</strong></td>
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<tr>
<td>The ability to control or redirect impulses and moods</td>
<td>Trustworthiness and integrity</td>
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<td>The propensity to suspend judgment – to think before acting</td>
<td>Comfort with ambiguity</td>
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<td></td>
<td>Openness to change</td>
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<td><strong>Motivation</strong></td>
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<tr>
<td>A passion to work for reasons that go beyond money or status</td>
<td>Strong drive to achieve</td>
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<td>A propensity to pursue goals with energy and persistence</td>
<td>Optimism, even in the face of failure</td>
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<td>Organizational commitment</td>
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<td><strong>Empathy</strong></td>
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<tr>
<td>The ability to understand the emotional makeup of other people</td>
<td>Expertise in building and retaining talent</td>
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<td>Skill in treating people according to their emotional reactions</td>
<td>Cross-cultural sensitivity</td>
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<td>Service to clients and customers</td>
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<td><strong>Social Skill</strong></td>
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<tr>
<td>Proficiency in managing relationships and building networks</td>
<td>Effectiveness in leading change</td>
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<tr>
<td>An ability to find common ground and build rapport</td>
<td>Persuasiveness</td>
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<td></td>
<td>Expertise in building and leading teams</td>
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What do emotionally intelligent organizations do differently?

“What if we don’t change at all ... and something magical just happens?”
2. What do we know about the impact of EI and resiliency on health system performance?
• 15%
• 22k
• 1 pt = 40%
• 54%
DefiningTerms

<table>
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<tr>
<th>Resilience</th>
<th>Recovery</th>
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<tr>
<td>The ability to absorb the bad moment, learn from it and accept it, and then mobilize it forward into positive emotional, behavioral, and process effect while in the environment</td>
<td>Leaving the environment the taxing effects of too many negative stresses to recharge OUTSIDE the taxing environment</td>
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**Burnout**

• A psychological syndrome that involves a prolonged response to chronic interpersonal stressors on the job

• Dimensions:
  • Overwhelming exhaustion
  • Feelings of cynicism and detachment from the job
  • A sense of ineffectiveness and lack of accomplishment

Reilly, 2016
Heard This Month From a Physician CEO

“We have all this stuff to do, and all the mechanics around getting it done, but what’s really hard is getting enough people to think and act adaptively, try new things, move quickly, and not get worn out...”
# Foundational Skills in Health Care...

## Personal
- Learning
- Collaboration
- Care design
- Adoption and diffusion of new ideas, technique
- Attract and sustain talent, including your own
- Ground work in purpose

## Systemic
- Improve value
- Decrease waste/cost
- Move to the front of the problem
- Manage populations and episodes
- Differentiate
- Become agile, adaptive, sustained, responsive
Doctors and honeybees

“I love being a doctor, but I hate coming to work.”
What's Going on Now in Health Care

Personal “burnout”

Doctors 54%

Medical students 1/3 alcoholic?!

Burnout = predictable risk of professional attrition

Systemic "sclerosis"

Bigger, more complicated, more prescriptive

Change in "pockets" - a diffusion rate problem

Lots of data, not lots of info
What’s Frying the Docs?

• Cognitive scarcity
• Rewards asymmetry
• Loss of autonomy

Disturbing Trends in Physician Burnout and Satisfaction With Work-Life Balance: Dealing With Malady Among the Nation’s Healers Dan Ariely, William L. Lanier

Published in issue: December 2015
Meanwhile Out Among the Flowers/Patients...

Opioids

Obesity

Lack of Trust
What Do Patients and Doctors Want?

Patients

- Kindness and Timeliness
- Hope and Certainty
- Continuity and Coordination
- Other Unreasonable Things!

Doctors

- Fulfillment
- Meaningful Work
- Connection to Colleagues and Patients
- Clear Positive and Negative Feedback
Newsflash:

What we want is what will work—for patients, business, and clinicians
Resilience = The Antidote

Personal
- Growth Mindset
- "Rewards Balance"
- Volition
- Cognitive and Emotional Abundance
- Skillset

Systemic
- Stability and Consistency
- Rapid Prototyping, Propagation, and Adoption of New Ideas
- Affirmation and Awareness
Personal, Systemic, Strategic

\[
\text{Resilience}_{\text{org}} = \text{Sum (Resilience/Burnout)}
\]

Resilience is “catalytic”

“Burnout” or “Anti-Resilience” is friction and drag.
The Neuroscience of Resilience
Human interaction

**Reward response**
- Physiologically restful:
  - Attention
  - Analysis
  - Creativity
  - Insight
  - NEW behaviors

**Threat response**
- Physiologically taxing:
  - Distraction
  - Analysis
  - Creativity
  - Insight
  - OLD behaviors

Mindfulness-serenity

Neuroplasticity transformation

GO!

Transaction manipulation

STOP!
3. How to develop EI
Individually

• Be curious
• Take a look in the mirror
• Undergo a 360 evaluation
• Take time for face time
• Acknowledge your own limitations
Teams

Group EI

Trust, identity, efficacy

Participation, cooperation, collaboration

Better decisions, more creative solutions higher productivity
Teams

• Establish norms to use when confronting emotional challenges

• Create resources for working with emotions

• Foster an affirmative environment

• Encourage proactive problem-solving

Urch Druskat & Wolff, 2001
Organizations

- Leaders’ EI performance
- Workplace norms (high-performance culture)
- Organizational Performance
Developing EI

Manager
- Create meaningful dialogue
- Establish bigger picture
- Restore joy

Person
- Retrain the brain
- Support the body
- Create a new inner dialogue

Team
- Create meaning
- Affirm the work
- Establish team debriefs

Organization
- Understand pain points
- Remove roadblocks
- Innovate to reduce burnout

Reilly, 2016
4. How to create your strategic advantage
Mobilizing Emotional Intelligence to Resilience in Your Organization

Doing it yourself is necessary...and impossible!

Resilience, for humans, is a communal and individual practice, not a “state”

You’ll need an epidemic
What We Know About Networks and Nodes

- Nodes count and so do the connections (emotional intelligence)

- Dense connections drive fidelity and consistency and trust (a shared practice of resilience)

- Loose connections create new thinking and ideas
What We Know About Networks and Nodes

Both together are powerful multipliers of **emotional intelligence** (the “traffic” in the network) and **resilience** (no one connection defines the network’s stability)
The Good News Is...

Science is on your side!
Epidemics Need Three Things...

- **Context**, augur, or reservoir
- **Fundamentally infectious interactions** (easy uptake and shed)
- **Multiplication through high numbers of collisions**
What Can We Do?

- Simple
- Repetitive
- Effective
- Adaptive
- Fulfilling
- Exponentially Influential
New Math of the Quadruple Aim:

\[ \text{Exp}_C = \text{Exp}_{C I} + \text{Exp}_{P t} \]

And the network “stickiness,” the van der waal’s force, gravity, magnetic attraction is...

TRUST
New Math:

(ML)^n

M = Motivation

L = Learning

N = Your capacity to create highly attractive and beneficial collisions and “fields of collisions”
Qualities That Are Good for Clinicians and Patients and Necessary for Teams...Organizations, Society

- Stewardship
- Appreciation
- Gratitude
- Mindfulness
- Fun
- Rest
Here’s What You Can Do…

<table>
<thead>
<tr>
<th>Become a “smart network”:</th>
<th>Support dynamic “nodes”:</th>
<th>Get the right augur:</th>
<th>Create a positive epidemic:</th>
</tr>
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<tbody>
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<td>• Invest in emotional intelligence as a shared practice, tied to native and existing organizational work and processes</td>
<td>• Craft leadership and team development around EI</td>
<td>• Embed resilience practices in training, development, and practice</td>
<td>• Design an exponential diffusion strategy for both emotional intelligence and resilience</td>
</tr>
</tbody>
</table>
Have we seen this work?
What’s on your mind?
References


• Sims, K. (2016). *Inspiring Staff to Deliver Empathetic Care: A Living Experience*. [PDF document].

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Innovative Solutions. Impactful Results.

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