Mindful Leadership:
Leading with Heart and Mind for Healthcare Leaders

Advanced Emergency and Acute Care Medicine Conference
Objectives

- Make the case for the importance of bringing mindful practices into healthcare organizations.
- Develop leaders’ cognitive abilities to be more effective and compassionate.
- Provide suggestions for how to implement these practices in an organization.
## Agenda

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Panelist Profiles
Home Nguyen
Executive Coach & Leadership Consultant, Founding CEO
MindKind Institute

- Home is an educator, executive coach, and leadership consultant with experience working in diverse cultures and settings. He is the founding CEO of MindKind Institute, providing coaching and leadership development for high-achieving leaders who are ready to create purposeful and lasting change. He works as a trusted adviser to his clients, helping them to lead with a powerful vision and sense of purpose, with a focus on cultivating mindfulness and practical wisdom that results in extraordinary impact and influence.

- As an certified executive and career coach with over 15 years experience, Home has worked with a wide range of leaders and their teams, from CEOs of privately owned companies to managers of large corporations, helping them develop strategic insights, social and emotional intelligence and mental and physical resiliency. As adjunct professor at Teachers College, Columbia University, he teaches courses on Self-Awareness Training, Mindfulness and Contemplative Practices for educators, therapists and leaders. conducts mindfulness seminars for Executives and MBA students at Columbia Business School, and teaches with the Summer Principals Academy at Teacher’s College.

- Home received his B.A. from the California Institute of Integral Studies, and is a doctoral candidate in adult learning and organizational leadership at Columbia University. His research focuses on the development of wisdom and mindfulness in physician leadership.
Sharon Kelly, LCSW
Counselor and Account Manager
Atlantic Health System

- Ms. Kelly is a counselor and account manager at Atlantic Health System, in Morristown, NJ. Ms. Kelly has been in the field of Employee Assistance and social work for over 18 years. She received a Bachelor’s degree from Douglass College at Rutgers University, New Brunswick, NJ and a Master’s degree in social work from Fordham University, New York, NY. She is a certified Yoga instructor and is enrolled in The Engaged Mindfulness Institute teacher training certification program. In addition to her work with employees and business leadership in the employee assistance field, Ms. Kelly is specifically skilled as a clinician in critical incident response and trauma work, cognitive behavioral therapy, coaching, public speaking and corporate training. She is especially interested in employee and leadership stress and in bringing mindfulness and contemplative skills to the workplace and to the clinical experience.

- Ms. Kelly attended the first Mindfulness Leadership Summit in Washington, DC and designed her own Mindful Leadership training that was offered to local leaders in Morris County, NJ. She wrote and regularly presents “DeskTop Yoga” and “Mindfulness at Work” for general staff at many companies and for Atlantic Health System employees and leaders.

- Currently she is hosting one of the mindfulness drop-in program at Atlantic Health System and is on the committee to bring mindfulness to the employees. She has been a yoga and meditation practitioner for over 40 years. She also has a private practice in Long Valley, New Jersey.
Chrisie Scott
Senior Vice President, Chief Marketing Officer
Hackensack Meridian Health

- Chrisie Scott is the first chief marketing officer for newly merged Hackensack Meridian Health, the second largest health network in New Jersey with 28,000 team members, 6,000 physicians, 13 hospitals and hundreds of community-based locations. Prior, she served as vice president of marketing and corporate communications for Meridian Health in New Jersey.
- Chrisie’s strengths are in creating engaging, integrated marketing strategies, building emotionally intelligent brands, encouraging a storytelling culture, using data and analytics to drive decisions, and reimagining the customer experience. She currently serves on the Executive Experience Council for her organization and participates in in the Experience Innovation Network with 50 organizations in the country.
- Earlier in 2016, Chrisie was voted into the Healthcare Executive Forum, a peer-based organization that fosters professional education and networking in health care strategy. She holds an MBA in marketing from Fairleigh Dickinson University and a bachelor’s degree in communications from Rowan University.
Tracy Duberman  
President & Founder  
The Leadership Development Group

- The Leadership Development Group is a global talent development firm that works with healthcare leaders to inspire change and execute business strategies. The firm partners with healthcare organizations, including providers, payers, and pharmaceutical companies, to provide talent development programs.
- TLD Group is comprised of a team of over 200 leading-edge academicians, talent management consultants, executive and physician coaches, and facilitators who design meaningful solutions to enable leaders, teams and organizations to reach their goals.
- Tracy earned her PhD from New York University. Her doctoral dissertation, Assessing the Critical Behavioral Competencies of Managed Care Physicians, was used as a guide for physician selection for one of the largest managed care organizations. Tracy holds an MPH from the University of Medicine and Dentistry of New Jersey, and a BA in Public Health from the University of Rochester. Tracy is a Certified Physician Executive Coach as well as a Board member of the Physician Coaching Institute, a Professional Certified Coach through the International Coaching Federation, a Fellow of the American College of Healthcare Executives, a Board Chair for the Education Committee for ACHE-NJ, and a member of the American College of Physician Executives.
What is Mindfulness?
What is Mindfulness?

Mindfulness means paying attention in a particular way; On purpose, in the present moment, and nonjudgmentally.”

Jon Kabat-Zinn

Awareness = Intention + Attention + Acceptance
Between stimulus and response there is a space. In this space there is our power to choose our response. In our response lies our growth and our freedom.”

Victor E. Frankl
WHY Mindfulness?

Essential for Modern Life
Research highlights the benefits:

• Repaired immune systems
• Improved concentration
• Heightened emotional intelligence
• Reduced anxiety and depression
• Sustained joy and satisfaction
• Deepen empathy and compassion
• Enhanced Creativity
• Better Memory

For reviews, please see Bishop et al, (2004)
What is Mindfulness?

- The use of mindful practices like meditation, introspection, and journaling have been shown to contribute to the success of leading organizations.
- Mindful practices support personal and professional growth by enabling leaders to gain focus, clarity, creativity, and compassion – qualities which allow leaders to face the myriad demands and struggles of everyday work life.
Mindfulness in Healthcare

• Healthcare leaders, in particular, deal with challenges and pressures that are unique to the healthcare climate.
• Practicing mindfulness can help healthcare executives more effectively deal with these challenges by teaching them how to approach each situation with focus and clarity to make important decisions, how to be creative and innovative in their approach to healthcare leadership, and how to be compassionate with others in times of turmoil.
Atlantic Health System Case Study
In the beginning...

Mindfulness Based Stress Reduction Training

Behavioral Health

Integrative Medicine

Focus on clinical programming not on staff
How it started

• Caregivers
• Patients
  – Parkinson and Alzheimer’s
  – Stroke survivors
  – Behavioral Heath
  – pain
• Townships, YMCAs, Adult Education
• CONCERN companies
Then it started to catch on

- Mindfulness/Narrative Writing for internal medicine residents
  - Collaboration with Training Director
  - Initial hesitancy became requests for more time

- Mindfulness for Human Resources Managers
  - Can we push MBSR through the system

- Staff meetings

...but not exactly
Self-care vs. Patient Care

- Minimized impact of self-care
  - Not enough time
  - Value

- Stressed need to be more present
  - Notice subtle changes in patients
  - Connection with patients

...we need more
Even good ideas need buy-in

Local Champions - Nurse managers

- Experiential
- Enhanced performance
- Improved concentration
- Strengthened problem-solving abilities
- Decreased stress-related illness and improved morale
Who’s going to do this?

Mindfulness Expert

- Trained clinicians
- Additional mentorship
- Fidelity to the modality
- Consistent practice
What did we propose?

Mindfulness on the Go

- Unit based training
- Must self identify
  - Code Lavender boxes
  - Wellness Champion
Challenges

- Assuring staff this was endorsed
- Staff disbelief that mindfulness works
- Bigger Rooms
- Someone to own administrative tasks
- More experts...non-hospital sites
- Demonstrate outcomes – need research
And at the same time...

- Working on Breath Bell
  - 3x/day
  - Cleansing breath
- Again...need buy-in
  - Healing Culture Committee
  - CNOs
  - Pilot and research needed
Let’s pull it all together

• One champion per hospital campus
• Training curriculum
  S - Stop (what you're doing)
  T - Take a breath (deep)
  O - Observe what's happening sensations, thought, emotions
  P - Proceed with what you were doing
Hackensack Meridian Health Case Study
A Great Story...
Hackensack Meridian Health

**Licensed Acute Beds**: 4,024

**Hospitals**: 2 Academic, 9 Community, 2 Children’s

**Team Members**: 28,000

**Home Care**: 19,000+ visits

**Acute Admissions**: 153,185

**Net Revenue**: $4.1B

**Physicians**: 6,006

**Medical Residents**: 503

**ER Visits**: 568,431

**Fitness Members**: 30,000

**Rehab**: 16 Facilities

**Advanced Emergency and Acute Care Medicine Conference**

**ACHENJ**: American College of Healthcare Executives
Recognized Quality

John M. Eisenberg Award for Patient Safety and Quality

Governor’s Award for Performance Excellence

HealthCare’s most wired

Best Places to Work

NJ 2015

FORTUNE

Best Companies to Work For

FORTUNE 100

Best Places to Work

Advanced Emergency and Acute Care Medicine Conference
When it Really Matters, we *Heartwire it*...

**heartwire**

1) To connect an action with an emotion so that it is less mechanical and more heart-driven; 2) To implement an action or series of actions that are repeatedly driven by the desire to do the right thing with the right feeling; 3) To create steps or actions that are consistently meaningful.

The best nurses heartwire what matters to create a truly healing environment for their patients.  
The organization’s leader heartwired storytelling into every meeting.

#heart #hardwire #healthcare #high reliability #culture #purpose #kina’ole

by chrisivity August 04, 2016
So, What Does a Mindful Leader Look Like?
communicating is person-centered

good behaviors have become habits

creates a stable environment

present and connected to the team

top-performer

resilient

empathetic

empowered

finds meaning in work

conveys meaning in work

finds meaning in work
Our vision goes beyond service excellence, with a focus on restoring the human connection to health care, improving clinical outcomes, increasing patient and staff satisfaction, driving physician loyalty, and creating market differentiation.
Mindfulness to Improve Safety, Quality, Empathy and Respect

"Doing the right thing in the right way at the right time in the right place with the right person for the right reason with the right feeling the first time."
High Reliability Organizations

Worse than desired situations

Better than expected outcomes
The Five Principles of HRO

- Reluctance to simplify
- Focus on failure
- Sensitivity to operations
- Deference to expertise
- Commitment to resilience

Mindfulness → Capability to discover and manage unexpected events → Reliability

Advanced Emergency and Acute Care Medicine Conference
Our HRO Toolkit

- Unique HRO training curriculum and tools
- Training curriculum includes:
  - Trainers
  - Team Members
  - Leaders
  - Peer Coaches
  - Physicians
Mindful Tool: S.T.A.R.

- **Stop**
  - Pause to focus attention on the task at hand
  - Be mindful and breathe

- **Think**
  - Understand WHAT is to be done
  - Plan your actions
  - Decide what to do if the unexpected occurs

- **Act**
  - Carry out the planned task

- **Review**
  - Verify you get the expected/desired results
Using S.T.A.R. in Everyday Life
Team-driven tools

A Mindful Moment
Trust Your Intuition and Take a Breath.

S.T.A.R. Method:
A Safety Tool in Your HRO Toolbox

Stop: Take a breath. Pause to focus attention on the task at hand.

Think: Understand WHAT is to be done. Plan your actions. Decide what to do if the unexpected occurs.

Act: Carry out the planned task.

Review: Verify you get the expected/desired results.

High risk medication administration requires an independent double check by 2 RN’s

High risk medications include:
- Opiates: Fentanyl, Hydromorphone, Morphine
- Concentrated Electrolyte Solutions: Potassium (chloride and phosphate), Sodium Phosphate, Hypertonic Saline (concentration greater than 0.9%), Magnesium Sulfate, Calcium(gluconate and chloride)
- Anticoagulants: Heparin, Argatroban
- Thrombolytic Agents: Alteplase (except for clearance of occluded catheters, Tenecteplase
- All Chemotherapeutic agents: (for oral chemotherapy only 1st dose requires two nurse independent check)
- Neuromuscular blocking agents: Atracurium, Cisatracurium, Pancuronium, Rocuronium, Succinylcholine, Vecuronium
- Mirtamine
- Insulin Infusions
- Insulin SQ in pediatric patients
- Sound alike/look alike (Dobutamine, Dopamine)
- Parenteral Nutrition

A Highly Reliable Team
Celebrating Our Success
Wherever you are, be all there.

Jim Elliot
Q&A for Discussion