

Addressing Health Care Practice and Organizational Factors in Cancer Care

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Conflicts of Interest

None.

Topics

1. Quality leadership
2. High performance teams
3. Work place culture
4. Mentorship

Fundamentals of leadership

- Unite around an exciting, aspirational vision
- Build a strategy for achieving the vision
- Attract and develop the best talent
- Relentlessly focus on results
- Create ongoing innovation to reinvent the vision and strategy
- Lead yourself

B Manville and R Ashkenas, The Harvard Business Review Leader's Handbook, 2018.

Additional fundamentals of leadership

- Communicate, communicate, communicate
- Intentionally develop work-place culture

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- 2. High performance teams**
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Definitions

- **Group**
 - A collection of individuals that generally function independently for some common purpose
- **Team**
 - A number of people who work together for a common goal, often with a defined set of rules and with specific roles
- **High performance team**
 - A cohesive team with a shared vision, commitment to shared processes and outcomes, interdependent, with complementary skills, strong lines of communication, mutual trust and respect, high emotional intelligence, and a shared leadership structure.

Characteristics of high performance teams

Shared purpose and goals

Shared leadership (empowerment)

Strong relationships and communication

Defined roles and responsibility, but with flexibility

High emotional intelligence

Mutual trust and respect

Benefits/outcomes of high performance teams

Highly productive

Highly rewarding for the individuals

Improve morale

Facilitate talent retention

Can be intentionally developed

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Work place culture

- The personality of an organization
- How the organization does things internally and externally
- A positive work place culture
 - Attracts and retains high performing individuals
 - Makes for a happy workforce
 - Related to likelihood of achieving success

Work place incivility

- Experienced by 62% of employees overall at least monthly
- Requires 13% of manager time and effort to manage
- Has negative impact on those experiencing
 - 80% lost work time worrying
 - 78% decreased commitment to organization
 - 66% had performance decline
 - 48% decreased work effort
 - 38% intentionally decreased work quality
 - 12% left their job as a result

Porath C and Pearson C. The Price of Incivility, HBR, Jan – Feb 2013.

Porath C. The hidden toll of workplace incivility, McKinsey Quarterly, Dec 2016.

What impacts work place culture?

- Leadership style
- Management style
- Workplace expectations
 - Work-life balance
 - Compensation
 - Internal promotion
 - Behavior
- Workplace environment
- Communication

Role of Core Values

- The “how” of what an organization does
- Explicit, shared vision
- Everyone is held accountable

NCCN Core values

- Excellence
- Collaboration
- Respect
- Integrity
- Passion
- Innovation

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4. **Mentorship**

Mentor-Mentee relationship

A developmental, empowering and nurturing relationship extending over time in which mutual sharing, learning, and growth occur . . . it is a two-way process with learning for both parties. Thus it is acknowledged that mentoring is likely to be reciprocal in that wisdom is not handed down in a one-way transaction, rather both mentor and mentee share knowledge, insight and skills.

Fielden SL, Davidson MJ, Sutherland VJ. Health Services Management Research, 22: 92-99, 2009.

Value of mentorship to the mentee

More successful

More productive

Higher retention rates

Improved career satisfaction

Cho CS, Ramanan RA, Feldman MD. Amer J Med 124: 453-8, 2011.

Attributes of outstanding mentors

Admirable personal qualities

Act as a career guide for the individual

Strong time commitment

Support work/life balance

Leave a legacy of mentoring

Cho CS, Ramanan RA, Feldman MD. Amer J Med 124: 453-8, 2011.

Summary

1. Effective models and characteristics of leadership are available.
2. High performance teams can be developed intentionally and that improve performance, outcomes, and team member job satisfaction.
3. Identification of organizational core values can align expectations of behavior and facilitate a strong, positive organizational culture.
4. Formal mentoring programs accelerate the development of new talent and the evolution of established talent.
5. All of these are essential to rapidly evolving contemporary and future oncology care to respond to workforce demands created by innovation, the increasing complexity of cancer care, and workforce demands.