

Transforming Healthcare: What We Need Most

Charles W. Sorenson, MD, FACS

President and CEO Emeritus

Founding Director, Intermountain Leadership Institute

Intermountain Healthcare

Salt Lake City, Utah USA



Intermountain[®]
Healthcare Leadership Institute
Developing Trusted Leaders

slido



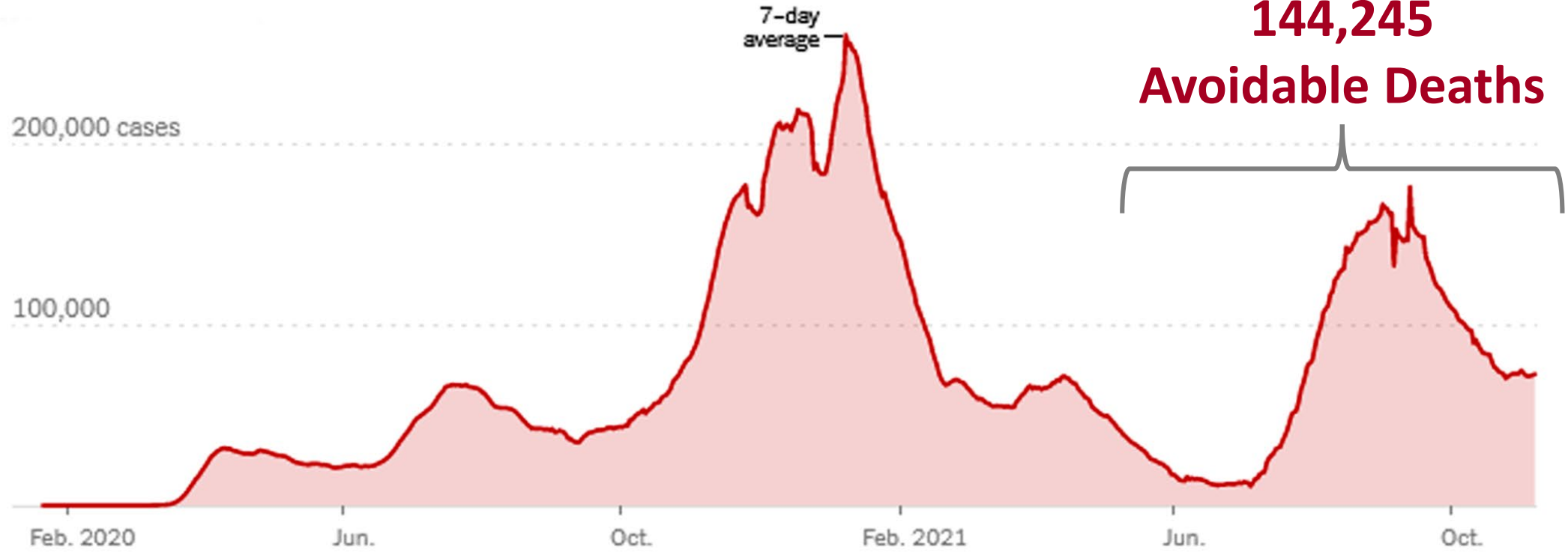
**Join at slido.com
#212244**

ⓘ Start presenting to display the joining instructions on this slide.

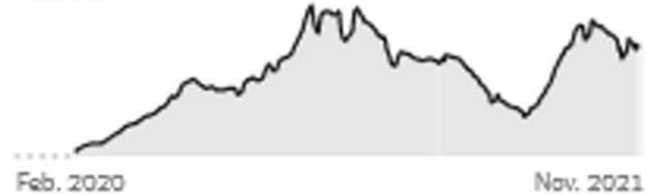
New reported cases

The New York Times

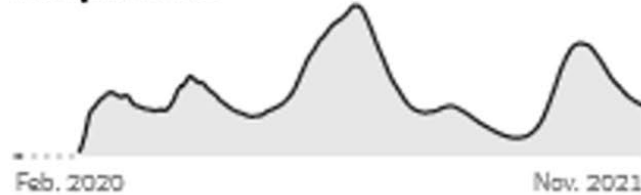
144,245
Avoidable Deaths



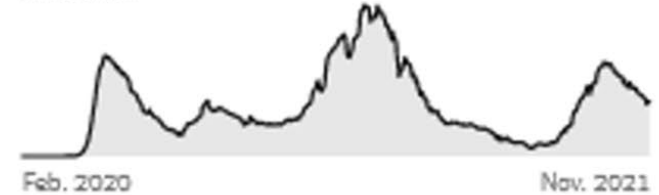
Tests



Hospitalized



Deaths



slido



What are the causes of this ongoing tragedy?

ⓘ Start presenting to display the poll results on this slide.

GALLUP® Confidence in Institutions (July 2021)

*“Now I am going to read you a list of institutions in American society. **Please tell me how much confidence you, yourself, have in each one: a great deal, quite a lot, some, or very little.**”*

The Most Trusted Institutions

	<u>2021</u>	<u>2020</u>	<u>2019</u>
Small Business	70%	75%	68%
The Military	69%	72%	73%
The Police	51%	48%	53%
Medical System	44%	51%	36%

Gallup Confidence in Institutions® 2021 <https://news.gallup.com/poll/1597/confidence-institutions.aspx>

slido



Why don't people trust us, as dedicated professionals, to give them good advice and provide best healthcare?

ⓘ Start presenting to display the poll results on this slide.

What are the components of Trust?



TRUST

=



COMPETENCE

+



CHARACTER



POSITIVE CHANGE

Can character be defined and reliably measured?

Is there a relationship between a leader's character and performance?



TRUST

=



COMPETENCE

+



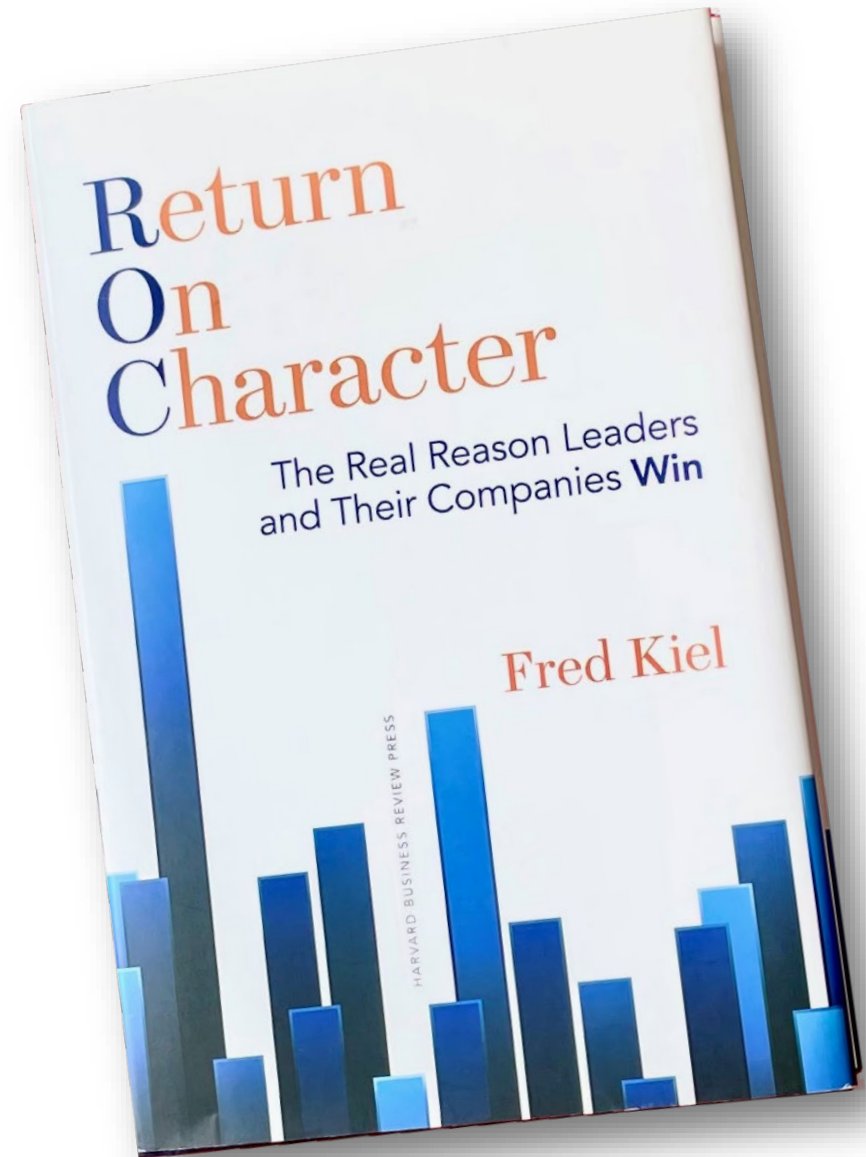
CHARACTER



POSITIVE CHANGE



Fred Kiel, PhD



Fred Kiel, PhD. *Return on Character*. Harvard Business Review Press, 2015

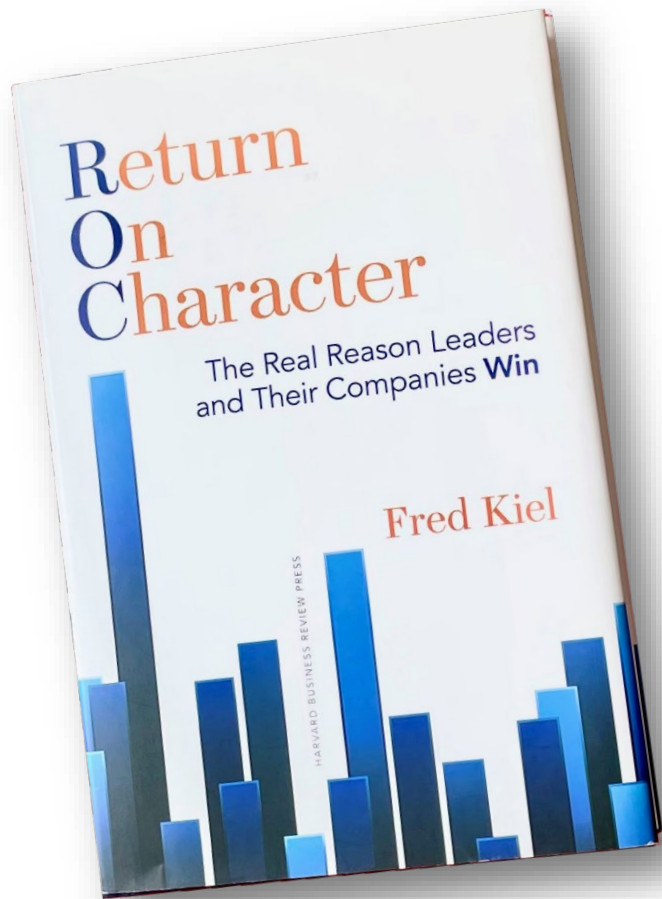
slido



What traits of a leader, if any, are highly correlated with a company's success? (Select 3)

ⓘ Start presenting to display the poll results on this slide.

Kiel's Findings:



Four specific leadership behaviors were strongly correlated with corporate success and positive culture:

- **Integrity**
- **Responsibility**
- **Forgiveness**
- **Compassion**

Character: the consistent practices of these four behaviors

The Four Behaviors that Define Character

INTEGRITY

- Telling the truth
- Acting consistently with principles, values, and beliefs (walking the talk)
- Standing up for what is right
- Keeping Promises

RESPONSIBILITY

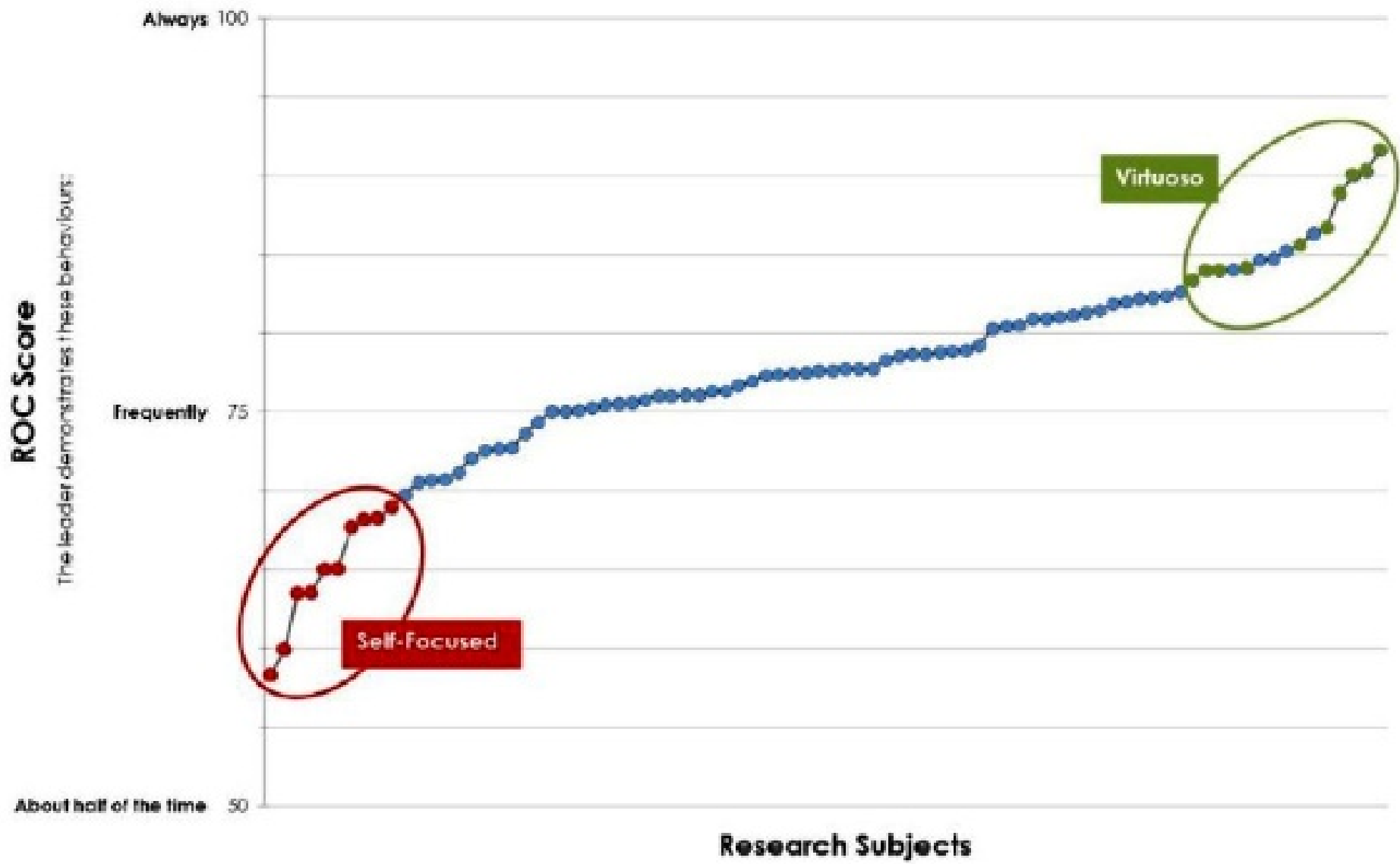
- Taking responsibility for personal choices
- Admitting mistakes and failures
- Embracing responsibility for serving others
- “Leave the world a better place”

FORGIVENESS

- Letting go of one’s mistakes
- Letting go of others’ mistakes
- Focus on what’s right vs what’s wrong

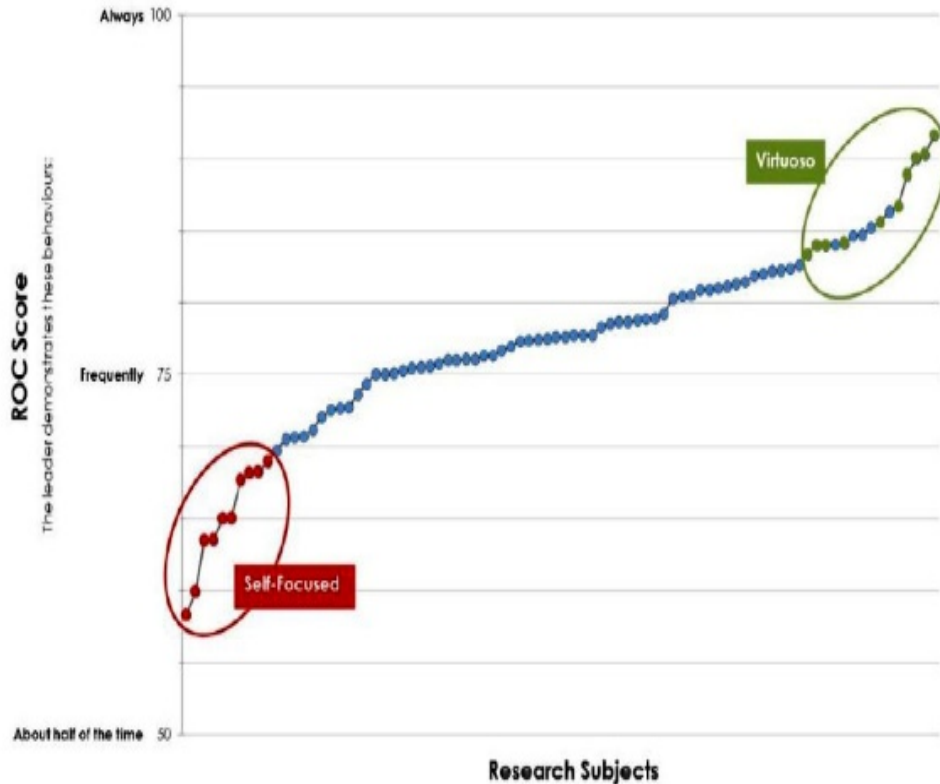
COMPASSION

- Empathizing with others
- Asking for help
- Empowering others
- Actively caring for others
- Commitment to the development of others



Fred Kiel, PhD. *Return on Character*. Harvard Business Review Press, 2015

Companies with higher character leaders had:



- Higher return on assets
- Higher workforce engagement
- Lower levels of risk
- Leaders perceived as more skilled

Fred Kiel, PhD. *Return on Character*. Harvard Business Review Press, 2015

Trusted Leaders Needed

To change the future of healthcare

1. Improving the individual experience of care
2. Improving the health of the population
3. Reducing the per capita cost of healthcare
4. Helping caregivers find joy and meaning in their work

Sikka R, Morath JM, Leape L. *The Quadruple Aim: care, health, cost and meaning in work. BMJ Qual Saf 2015;24:608-610*

slido



Questions and Discussion

ⓘ Start presenting to display the audience questions on this slide.



Intermountain[®]
Healthcare Leadership Institute
Developing Trusted Leaders[™]

Website: *IntermountainHLI.org*

Email: *Leadership.Institute@imail.org*