ROAR MASTER LEADERSHIP
FOR
CONFRONTING DISPARITIES & INEQUITY:
A NATIONAL CALL TO ACTION

Presented by
Emmett C. Murphy, PhD
MurphyLeadership.com
for
The Institute of Diversity
for Health Management

An Affiliate of the American Hospital Association
• ROAR MASTER LEADERSHIP: CONFRONTING DISPARITIES & INEQUITY by....

• Running Toward the Roar
  Lessons from the Serengeti

• The 4 Steps of the Run
  • Hear – Assess
  • Face – Diagnose
  • Own – Take Responsibility
  • Run - Act

• Practicum
Lessons from the Serengeti
THE 4-STEP RUN TOWARD THE ROAR PROCESS

Assess, Diagnose, Own & Act

Step 1
• Hear the Roar

Step 2
• Face the Roar

Step 3
• Own the Roar

Step 4
• Run Toward the Roar
4 LEADERS WHO RAN TOWARD THE ROAR
STEP I: HEAR THE ROAR – ASSESS: SITTING BULL

‘Hear the Roar for Your People’
HEAR THE HISTORIC DEMOGRAPHIC ROAR

FOR SOCIETY AS A WHOLE:

*The US is NOW a More COMPLETE World Culture*

‘Minorities’ NOW are the ‘Majority’ of Births.
A New Societal Majority arrives within 25 years.

FOR HEALTHCARE...The Most ‘People Centric and Complex System in Society’...
A New Patient Majority arrives within 25 years.

CREATING NEEDS for...

More Diverse Leadership...at the Board, CEO, C-Level, Senior, Middle and beyond and...
An EQUITABILITY/DIVERSITY PREPARED WORKFORCE
The greatest challenge does not lie in China or India, but in an American Hospital. There the two greatest global challenges of the 21st Century will converge most explicitly: Whether democratic pluralism will work as a societal model and whether technology will be used for good or ill.”

Peter Drucker, Texas Hospital Association, 1992

For all those serving in healthcare, but especially physicians and leaders, equitability and commitment are required foundation behaviors. They are the underlying psychological forces that set expectations. Unless your behavior aligns with them, you will not be able to center yourself on the patient nor trigger the ‘empathy and empowerment responses’ that drive quality.

Herbert Benson, MD, Professor of Cardiology, Director Emeritus, Harvard Med, 2005
STEP 2: FACE THE ROAR – DIAGNOSE:

MAHATMA GHANDI

‘Face the Roar Inside the System’

Everything must be subordinate to Safety & Quality. Don’t They Get It? Physician Participant at the Emerging Leadership Seminar, Chicago, May 22-23, 2012*

Actually, it doesn’t start with either...
“Culture defines the rules of behavior. If people don’t know and AGREE with those rules, they will not be secure, they will not cooperate. They will be less efficient, less productive, less precise, very much less customer focused. Lower quality and profitability result. Any leader who doesn’t get this, doesn’t get IT. Period.*

Jack Welch, Session with ECMurphy, VHA, LLC Clients, 2000/Fortune, April, 2012

**Yes. But, you need evidence and data in healthcare: In God we trust, all others must use data.
Partial Research History of E C Murphy/VHA, LLC & Murphy Leadership, Ltd.

- University of California, University of Medicine & Dentistry of NJ, State University of NY and University of Connecticut Health Systems, 1982-89
- HCA Management Company & Owned Facilities (430 Hospitals) Licensed, 1983-93
- EPIC Hospitals (43 Hospitals) Licensed 1990-95
- Letter of Merit from the JCAHO, 1992
- Yerger Award for Best Research, Healthcare Financial Management Association, 1995
- Archdioceses of NY & Boston Healthcare Systems, Licensed 1999
- Acquisition by VHA & Launch of Research, 1998-2009
- Research Database: 800+ Healthcare Organizations, 2011-Present
  1.35 million healthcare subjects in Patient Centered Assessment™Database;
  557,000 healthcare subjects from 423 healthcare organizations in Leadership IQ™ & Work Imaging™ Activities & Cost Database
Institute for Diversity June, 2012: Regression
Sample 103 for Hospital Profitability

For 143 Hospital Sample for 1,897 subject random sample by Patient Centeredness, Equitability and Other Self-Assessment Indicators where ....

Profitability = EBIDT averaged for three years
Compared to Patient Centered Self-Assessment Indicators for Centeredness, Quality (Safety), Equitability and Stewardship
Patient Self-Assessment Items for 143 Hospital Sample with values +.527-.816, where +.300 indicates significant information.

- Constructive feedback from my manager has helped me to improve my effectiveness.
- High performing employees are retained.
- Patients are treated equally regardless of their race, etc.
- Suggestions from patients lead to significant change.
- Employees are treated fairly regardless of their race, etc.
- Quality is the top concern in this organization.
- My role is clearly defined.
- My work priorities are clear.
- Employees provide managers with the information they need.
- Employees demonstrate respect for each other.
- Employees believe in the organization’s mission.
Where indicators of Quality, Patient Equitability, Employee Equitability, Recognition of Performance and Work Productivity (Stewardship) are high, profitability levels are significantly higher (minimum 4%) than for other organizations and remain sustainable for at least a three year period.
STEP 3: OWN THE ROAR – TAKE RESPONSIBILITY:

MOTHER THERESA

“To Be There & With”
OWNERSHIP IS:

- BEING COMMITTED & RESPONSIBLE
- BECOMING INVOLVED
- EVALUATING RIGHT from WRONG
THE RESPONSIBILITY LADDER

RESPONSIBILITY
EMPOWERMENT
OPTIMISM
COMMITMENT
INVOLVEMENT

--CONTACT--

AVOIDANCE
INDIFFERENCE
ANGER
HOSTILITY
CONTEMPT

Run Toward the Roar

MURPHY LEADERSHIP
Ownership = Personal RESPONSIBILITY... ‘Being There.’

“Just as every patient must have their OWN blood test......

SO MUST AN ORGANIZATION HAVE ITS OWN ‘BLOOD TEST’ ...TO ASSESS, DIAGNOSE AND PLAN TO IMPROVE PATIENT CENTEREDNESS, EQUITY, QUALITY & STEWARDSHIP.”

Tom Smith, frmr President & CEO
Voluntary Hospital Association
STEP 4: RUN TOWARDS THE ROAR – ACT:

MARTIN LUTHER KING
“To translate belief into action.”
“A BELIEF is the eternal condition of success.”

- Theodore T. Munger

*Faith without works is dead.*

- St. James
MAKE DIRECT ENGAGEMENT WORK

RUN TOWARD THE ROAR & BUILD EQUITY......

• HEAR ITS POTENTIAL
• FACE ITS POWER
• OWN IT &
• RUN TOWARD IT
Master the Run Toward the Roar & Take Control of Now, NOW!

*Run Toward the Roar*
book due out this summer!
RUN TOWARD THE ROAR

• Contact information to reach Emmett
  - Murphy Leadership: 800-720-3292 x 700
  - Office Direct: 202-449-9674
  - Mobile: 716-799-5057
  - Fax: 800-804-4983
  - Email: ecm@murphyleadership.com

• Murphy Leadership, LLC
  - 800-720-3292, 202-688-1956
  - www.murphyleadership.com
  - Client Services: cs@murphyleadership.com