



Relationship- Based Leadership to Revitalize Primary Care

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I DO NOT have a financial interest/arrangement or affiliation with one or more organizations that could be perceived as a real or apparent conflict of interest in the context of the subject of this presentation.

**Disclosure
Statement
of Financial
Interest**



Mom

Who is PCP?

A nonprofit that brings together an **interprofessional community of change makers** to transform primary care.



we work with
**up-and-coming
leaders**

we give them
change-making tools
to improve primary care delivery and
revitalize the primary care community

our strategies include:

**Leadership
Development**

Interprofessional
Student
Hotspotting

**Community
Building**

**Spotlighting
Innovation**



Relationship-Based Leadership

Focus on...



What



How



Who

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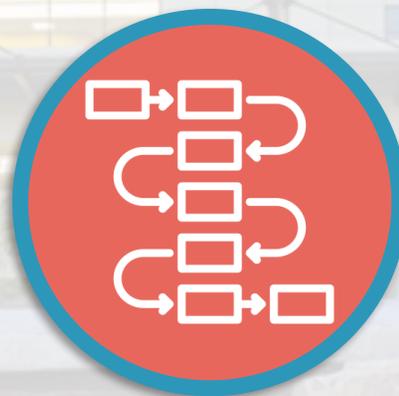
Typical Approach to Change

Structures

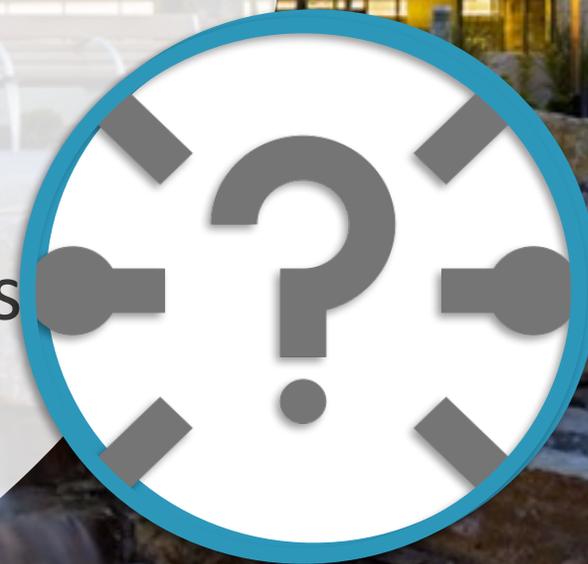
Processes



e.g. Policies



e.g. Workflows





How are the Relationships?

- Aligned purpose
- Understanding and respect
- Comfort giving feedback and asking for help

Relationship-Based Leadership to Effect Change

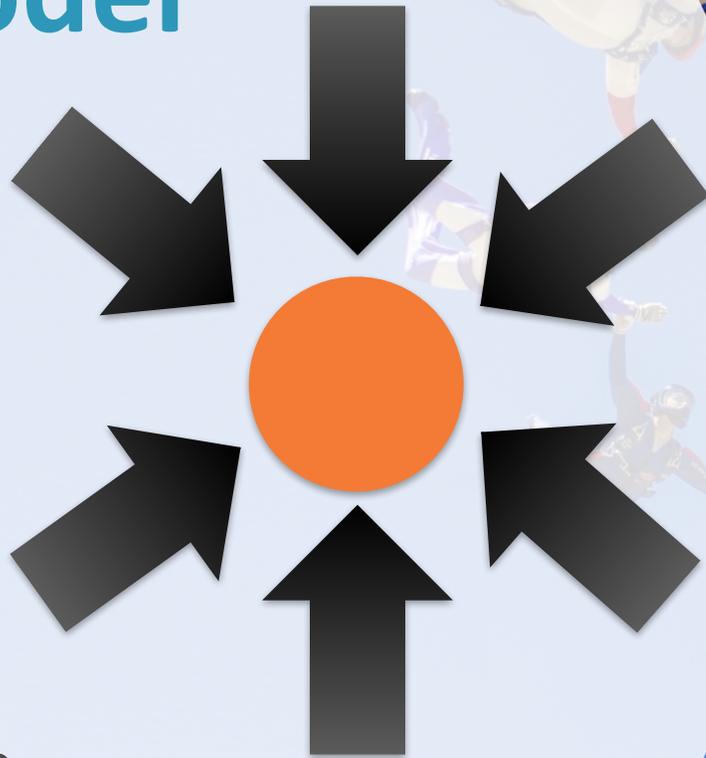
Story

Team

Change
Strategies

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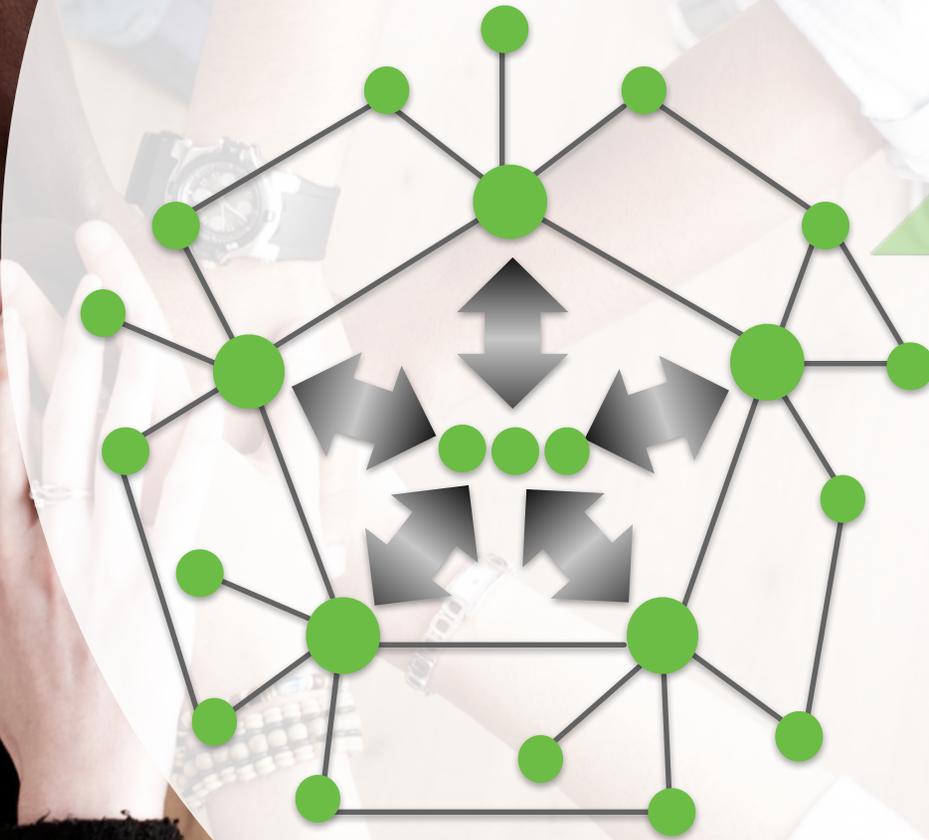
Current Team Model



“Dot”
in the
Middle



More Ideal Team Model



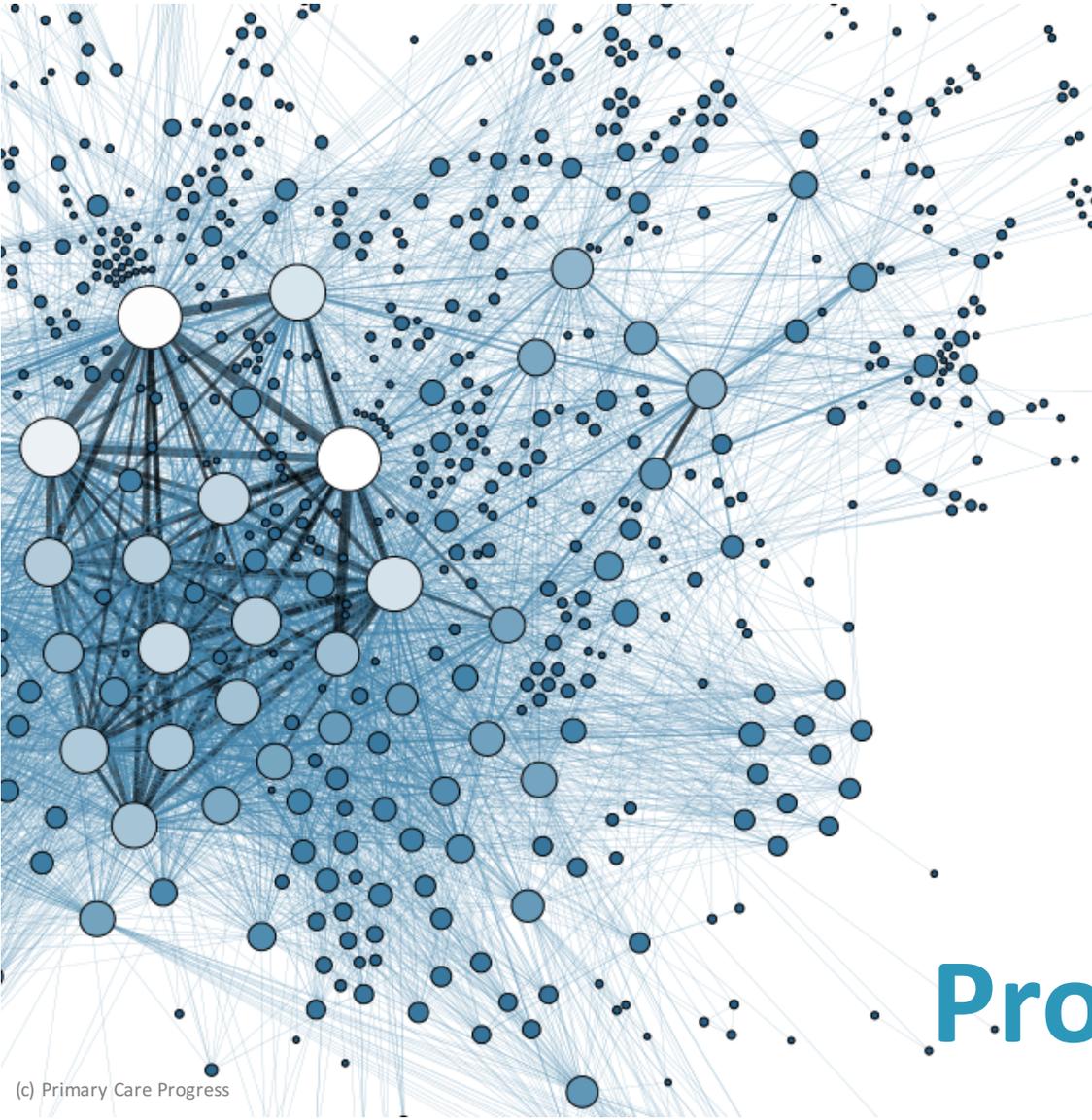
Interdependent
Group

Common Goal

Increased
Interconnection

Decentralized
Power

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*Effects of Primary Care
Team Social Networks
on Quality of Care and
Costs for Patients with
Cardiovascular Disease*

Marlon P. Mundt, Valerie J. Gilchrist, Michael F. Fleming, Larissa I. Zakletskaia, Wen-Jan Tuan & John W. Beasley. *Ann Fam Med* 2015;13:139-148

Promising Results...

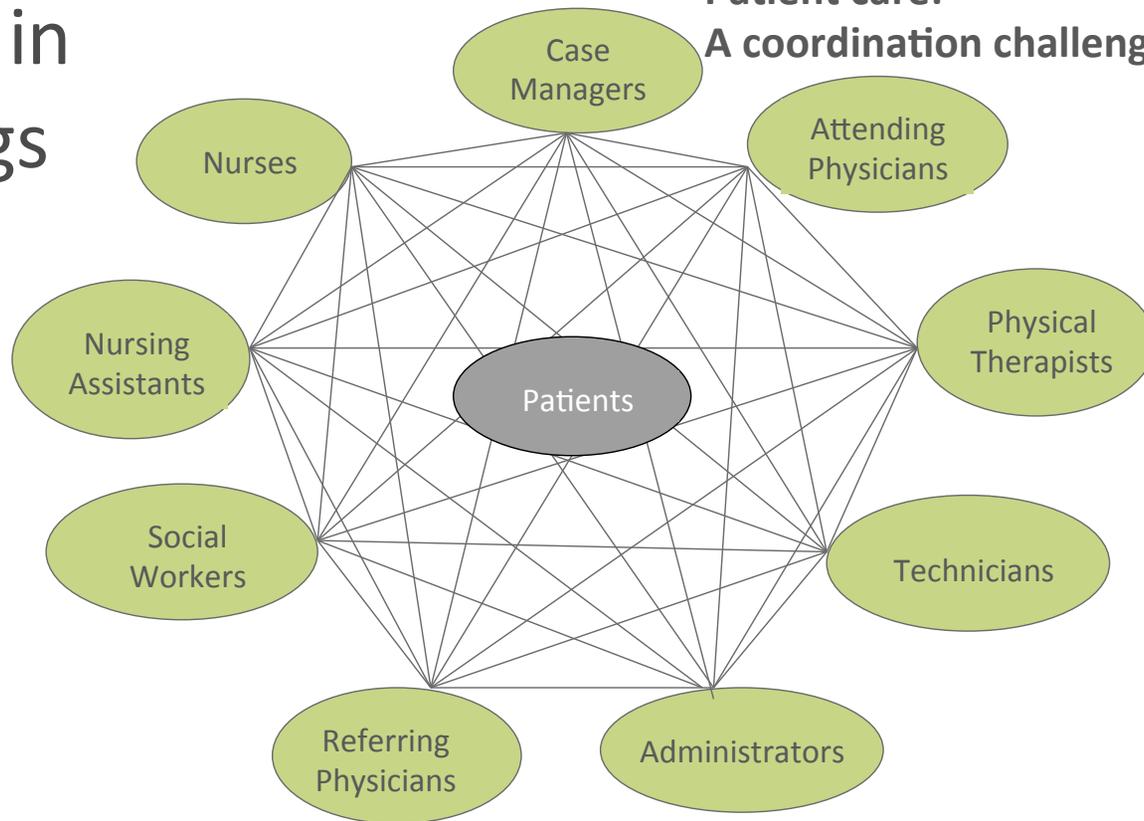
The more interconnected
the team, the **BETTER**
the outcomes:

The more power was
centralized, the **WORSE**
the outcomes:



Similar Results in Surgical Settings

**Patient care:
A coordination challenge**



RELATIONAL COORDINATION
RESEARCH COLLABORATIVE

Relational coordination correlates with surgical performance

	Length of stay	Patient satisfaction	Freedom from pain	Mobility
Relational coordination	-.33***	.26***	.08*	.06+
Patient age	.02	.00	.01	.04
Comorbidities	.09*	.07	.01	.04
Pre-op status	.03	.01	.20***	.28***
Surgical volume	.11**	.10*	.06+	.03
R Squared	.82	.63	.50	.22

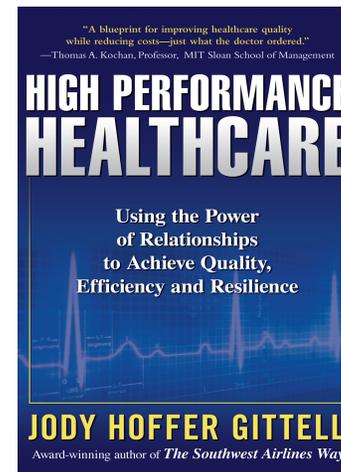
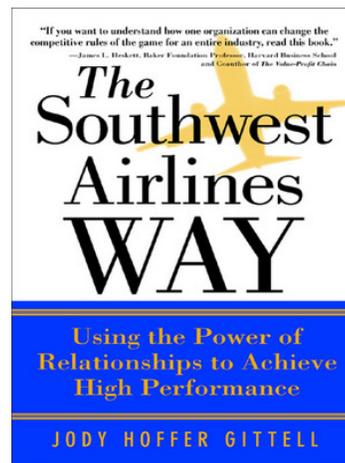
Observations are patients (n=878) in hospitals (n=9). Model also included gender, marital status, psychological well-being and race. Standardized coefficients are shown.



RELATIONAL COORDINATION
RESEARCH COLLABORATIVE

Honing in on Team Culture

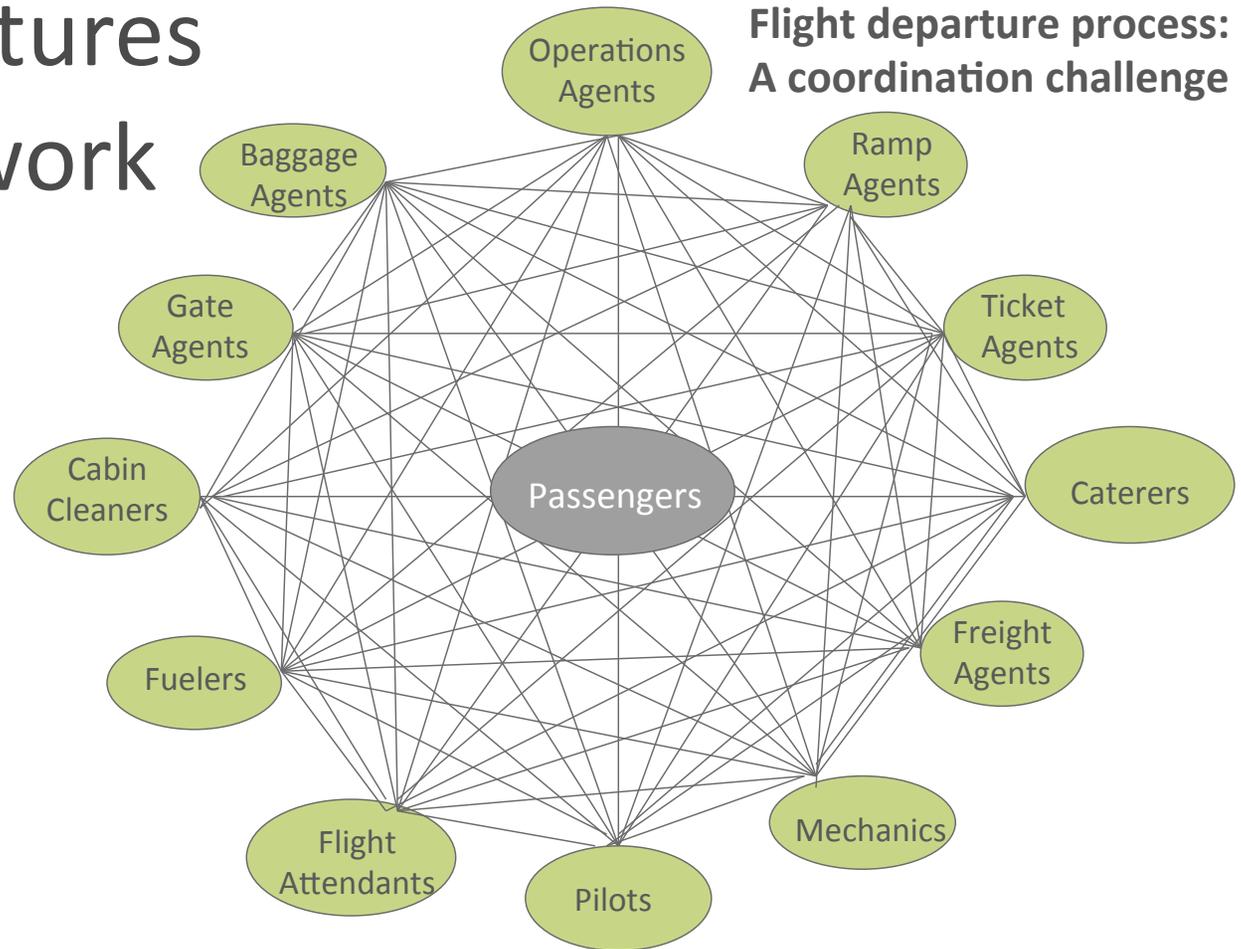
Gittell (2003, 2009) has identified organizational structures that support and promote relational coordination.



RELATIONAL COORDINATION
RESEARCH COLLABORATIVE

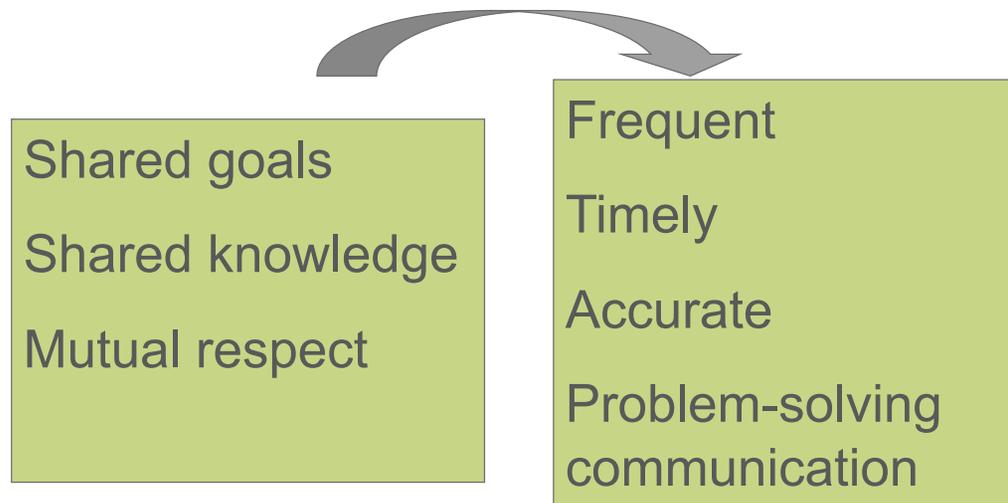
On-time Departures Require Teamwork

Flight departure process:
A coordination challenge



Defining the Ingredients of Team Culture

Is your relational coordination strong?



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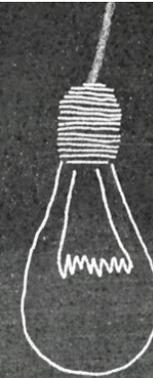
For a full review of the literature, see

Gittell and Logan (2014). *“The Impact of Relational Coordination on Performance and How Organizations Shape Its Development.”* Working Paper, Brandeis University.

Review of 67 studies from 15 countries.



RELATIONAL COORDINATION
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Co-location
Huddles
Warm Handoffs
Population Registries
Co-visits

Shared Knowledge
Shared Goals
Mutual Respect
Interconnection
Interdependence
Dispersion of leadership



Using stories to team

Let's Develop Our Leadership



@PCareProgress



Primary Care Progress



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The logo for Primary Care Progress features the word 'primary' in a dark grey, lowercase sans-serif font, followed by 'care' in a blue, lowercase sans-serif font. Below 'primary' is the word 'PROGRESS' in a blue, uppercase sans-serif font. To the right of 'PROGRESS' is a stylized black stethoscope with a blue circular accent on the chest piece.



Primary Care...
Working together
for you.



Dispersion of Leadership

A close-up photograph of a person's hands on a black leather steering wheel. The driver is looking forward through the windshield. The car's dashboard is visible, featuring several analog gauges including a speedometer and tachometer. The text "OUR Patient" is overlaid in the upper right quadrant of the image, with "OUR" in orange and "Patient" in black.

OUR Patient