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.
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
Typical Approach to Change

Structures
- e.g. Policies

Processes
- 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

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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

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

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Percentage</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospital Days</td>
<td>▼ 38%</td>
<td></td>
</tr>
<tr>
<td>Urgent Care Visits</td>
<td>▼ 66%</td>
<td></td>
</tr>
<tr>
<td>ER Visits</td>
<td>▼ 73%</td>
<td></td>
</tr>
<tr>
<td>Costs</td>
<td>▼ $594/year</td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Percentage</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospital Days</td>
<td>▲ 47%</td>
<td></td>
</tr>
<tr>
<td>Urgent Care Visits</td>
<td>▲ 200%</td>
<td></td>
</tr>
<tr>
<td>ER Visits</td>
<td>▲ 70%</td>
<td></td>
</tr>
<tr>
<td>Costs</td>
<td>▲ $519/year</td>
<td></td>
</tr>
</tbody>
</table>

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Similar Results in Surgical Settings

Patient care: A coordination challenge
Relational coordination correlates with surgical performance

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

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

Gittell (2003, 2009) has identified organizational structures that support and promote relational coordination.
On-time Departures Require Teamwork

Flight departure process: A coordination challenge
Defining the Ingredients of Team Culture

Is your relational coordination strong?

Shared goals
Shared knowledge
Mutual respect

Frequent
Timely
Accurate
Problem-solving communication

Review of 67 studies from 15 countries.
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

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Dispersion of Leadership

Primary Care...

Working together for you.
OUR Patient

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