

## CEO BEST PRACTICES

Bob Quam  
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Mental health facilities/institutions in 24 states have been identified as being investigated by DOJ based on substandard practices. The purpose of this paper is to present one administrator's view of basic core competencies to lead and manage a state civil or forensic hospital.

Two leaders in the mental health field, William A. Anthony, PhD., and Kevin Ann Huckshorn, RN, MSN have recently authored a book titled *Principled Leadership* setting forth eight core principles needed to make a transformational change in the mental health system and the leadership of these systems.

The views expressed by this writer are centered on these eight core principles.

### GUIDE: Principled Leadership

#### A. Leaders Communicate a Shared Vision:

The principle articulated is in my view to make a positive and sustainable connection between the leader and his/her staff on the vision of the organization embracing these key points.

1. Recovery is Real! We can Do it!
2. Competitiveness – Flexibility – Patience
3. Create a spirit of one team regardless of one's discipline or role in the organization
4. Produce a regular update on key goals to achieve the vision and distribute to all staff
5. Create a model of your vision and articulate to your staff through ongoing training, setting measurable objectives and report on the results and then train again and again.
6. Leadership Framework: Attachment #1

#### B. Leaders Centralize by Mission and Decentralize by Operations:

1. Unity of mission: Medical, clinical and security
2. Macro vs. micro management
3. Delegations of authority to act and be accountable
4. Centralized decision making over the operational processes is doomed to failure
5. Define key processes/procedures and develop a detailed road map/flow chart from start to finish
6. Construct a quality management plan to include structure, committee charters, process and communication flow charts, key indicators for each sub-set of the organization and a manageable set of Dash Board Indicators monitored by leadership weekly.

#### C. Leaders Create an organizational structure that identifies and tries to live by key values:

Our organization has five key values which is expressed to staff and incorporated into our plans and daily operations.

1. Continual Improvement/innovation
2. Respect
3. Integrity
4. Stewardship
5. Partnership

- D. Leaders Create an Organizational Structure and Culture that Empowers their employees and themselves:
1. Make every staff member a leader and grant them the authority to make decisions within their scope of responsibility and authority
  2. Drive decisions down to the lowest common denominator e.g., recovery teams and unit teams
  3. Instill in leadership the principle Leaders create Leaders!
  4. Bring me a solution not a problem
  5. Be open about your own frustrations
  6. Creating accountability at the executive, middle management and line staff levels is the most difficult challenge

- E. Leaders ensure that Staff are Trained in a Human Technology that can Translate Vision and Reality:

This principle sets forth the three key areas to train staff in.

1. Interpersonal skills
2. Teaching skills
3. Planning skills

Key areas following this principle we place emphasis on are:

1. Behavioral change to incorporate and instill our mission and vision
2. leadership competencies of monitoring and supervision
3. Focus on outcomes
4. Conflict Resolution Model - This model was created to place emphasis on the prevention and amelioration of aggressive and assaultive behaviors
5. Stress flexibility and patience
6. Recovery is Real

- F. Leaders Relate Constructively to Employees:

The most significant phrase in my mind in this chapter is "Leadership is not competitive but collaborative." As a leader I am very competitive as it relates to outperforming another hospital. I also believe it is healthy to have a competitive spirit within the organization. Collaboration within and outside the organization is also essential in creating a synergy with all elements of the mental health delivery system for us to effectively accomplish our respective missions.

A positive interpersonal relationship with the leaders and staff can be a model for staff in their relationship with other staff and persons served. Accountability can be sustained overtime with a positive and constructive relationship whereas a demanding, demeaning, critical and negative approach may bring short term results it can not in my opinion be sustained over times.

- G. Leaders Access and use Information to make change a constant ingredient of their organization: Continuous quality improvement is the art of utilizing data and information in a scientific approach to create change. For an organization to change from substandard or average to one of excellence it must assess its risk factors, contractual requirements and mission of recovery and then identify measurable targets, assess, interpret and make the necessary changes required to achieve the targets.

In a separate document are examples of key indicators to be monitored by leaders in the organization. (See Area 6)

- H. Leaders build their organization around exemplary performers:  
Exemplary performers must have an unsavory ability to stick to their convictions regardless of how up in the organization the Nay Sayers may be.

While it may not be important were an exemplary staff member is within the organization it is important to have exemplary performers at all levels to model other staff who have similar roles and responsibilities. The leader needs to make the exemplary performers known through various methods of recognition. Public recognition through spot awards or attaboy recognition is essential in modeling behavior and eventual change. It is also important to recognize exemplary "teams" within the organization to include quality management teams.

A "We can do it" attitude expressed in behavioral terms should be the mantra to move the organization in the direction we want it to go!

## LEADERSHIP FRAMEWORK TALKING POINTS (Bob Quam)

VISION: Future directed

MISSION: Person served/customer focused

VALUES:       Quality Driven  
                  Person Served Centered  
                  Cost Sensitive

PHILOSOPHY OF CARE: Recovery Model Based

Data Collection, Analysis, interpretation, action and responsibility (accountability)

Identification of Risk Factors:

- Person served
- Staff
- Facility
- Financial

Prevention Intervention:

- Safety
- Conflict Resolution Model
- NPSG
- Communicable Disease Prevention

Staff Supervision:

- Training
- Expectations
- Communication
- Reviewing job performance face to face

Daily Morning Meetings:

- Stand-up
- 24 hour nursing report
- Morning recovery team meeting
- Critical incident review with staff and person served

Department meetings - Monthly

Management Meetings - Monthly minimum

General Staff Meetings - Quarterly for all three shifts

Management by walking around - Know your staff and persons served and make sure they know you

Best Practices/Quality Management show case and rewards

Team and Individual awards and recognition

Bonus spot awards - Cash or gift certificates

Holding Staff Accountable:

- Performance
- Attendance
- Behavior

Unions:

- Open communication
- Follow through
- Have them at the table in management meetings
- Make them a part of the team
- Easier than state bureaucracy

Financial Issues:

- Management participation
- Department budgets – Development and accountability
- Staffing ratios based on person served acuity and bed/facility lay out
- Contract staff/consultants
- Medical staff, hospitalization and outside consults
- Pharmacy/ cost per person served
- Food/ cost per tray
- Housekeeping/laundry etc.
- Facility management/utilities
- Capital outlay projects
- Person served
  - Clothing
  - Commissary
  - Activities
  - Work Program
- Training
- Travel

Staff Training and Development:

- Training Director/Coordinator - This is a key position
- Required Training
- Identified training needs through quality management process
- Career Development; In-house and outside/college etc.
- Web based training

#### Retention:

- Have fun everyday
- Make positive difference or self **first** and then person served and fellow staff member
- Morale enhancers
  - CEO always positive and carry a smile and hello along with personal acknowledgement
  - Try to make job interesting and challenging (supervisors role)
  - Staff activities during work day and outside of work
  - Involve families when at all possible
  - Allow staff to show off work environment to family members and friends
  - Develop picture power point of special events and normal activities – Show in training room, lunch room and lobby of facility

#### Communication:

- Two way between leadership and staff
- Open door policy
- Walk around
- Regular staff meetings on each shift
- Administrative bulletins
- Newsletters
- Department meetings at least monthly
- CEO-COO pop-in to meetings and staff-person served activities
- Staff function committee
- Involve person served on facility committees
- Staff-person served joint activities especially outdoors when possible
- Be proud of being open and friendly