



Radical Ripples: Inspiring Engagement via Contextual Leadership

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Introductions

- ❖ BHCs for over a decade (underserved)
- ❖ Directors – Core & Education at Community Health of Central Washington in Washington State (FQHC)
- ❖ Speakers, consultants, and trainers
- ❖ Will likely challenge traditional thinking!
 - ❖ Even with the pictures in our slides 😊
- ❖ Follow us for FREE content! @pcbhlife
 - Beachybauman.com



Today...

- Going to have a lot of fun 😊
 - So much to celebrate, particularly the moment you all are having today...
- We love stories... and, to date, this is one of our favorites to tell...
- The idea of functional contextualism will transcend...
 - Reverse engineering...
- Be kind... Be compassion... and, above all, be love...
 - Towards each other...





Question for you all...

- Who plans on going into leadership in some fashion?
 - For those that are interested...
 - Why?
 - What values does this desire include?



~~PCBH~~ LEADERSHIP CAN FEEL LIKE...

Anyone that says ~~PCBH~~ leadership is
easy...

...probably hasn't done it...



A final prelude

- Know your context!
 - (Our context) PCBH and Primary Care are thoroughly understood by the leader...¹⁻²
 - Know the mission and “ins and outs” of your context! This presentation won’t be about EXPERTISE in your context – that’s been assumed!
 - If consulting, this is paramount...



PCBH AND THE FOUR C'S

Great special edition on PCBH from the Journal of Clinical Psychology in Medical Settings¹

- If you haven't read, please do!

G – Generalist

A – Accessible

T – Team oriented

H – Highly productive

E – Educator

R – Routine

*Remember... **GATHER** → *Four C's*²

- *First Contact*
- *Continuity of care*
- *Comprehensive care*
- *Coordinate care when needed*



CONNECTING TO YOUR WHY...

- Talked about more and more, especially in healthcare
- Alignment w/core values helps w/**resiliency**
- Take a couple minutes and write out:
 - ❖ What you love about your career?
 - ❖ What difference are you able to make?
 - ❖ What helps you to “show up”?
- Please share!!!



THE IDEA OF FUNCTIONAL CONTEXTUALISM

Two easy ways to remember functional contextualism...

- Truth is only defined by a behavior's ability to accomplish a context-dependent goal
- Based off of this, everything that someone does is serving a function and *makes sense*...

How this philosophy relates to Trauma-Informed Care:

- **Core principles of TIC**
 - Safety
 - Trustworthiness/transparency
 - Peer support
 - Collaboration
 - Empowerment
 - Humility + Responsiveness
- Coming from FC perspective, one begins to promote a context of TIC...basically – it must be engineered!



A photograph of three people sitting at a wooden table in a beer garden. The person on the left is a man with a beard and glasses, wearing a grey beanie and a dark jacket. The person in the middle is a woman with blonde hair, wearing a brown beanie and a light-colored jacket. The person on the right is a man with dark hair, wearing a dark beanie and a dark jacket. They are all smiling and looking towards the camera. In front of them are several glasses of beer. The background is a brick wall with a blue banner that reads "BIERGARTEN" and "MÜNCHEN". There are also some decorations and signs on the wall.

Connecting to the moment...

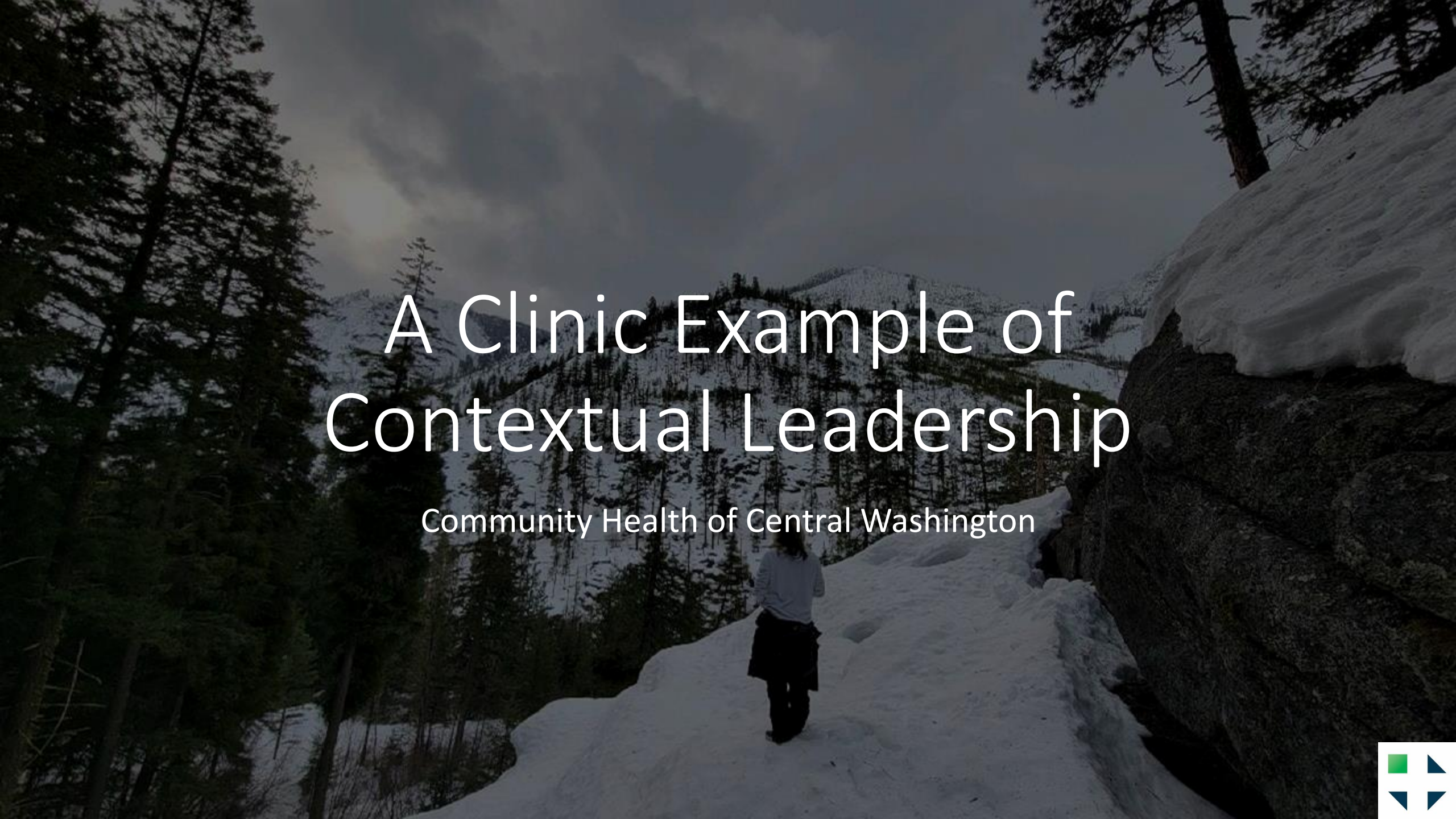
- What if...
- ... we assumed every employees' behavior reflects the context?
 - Being engaged and/or disengaged, being burned-out and/or well, etc., etc.
 - What if... that was our assumption... keep that present throughout this...



Connecting to the moment...

- Can you picture a “day in the life?” of your employee or your colleague?
- What’s working well? Investigate this with as much scrutiny as what doesn’t work
- What systemic stones are in their shoes? Where’s the breakdown? Assuming curious approach
- What individual factors are holding your employees back?



A person is seen from behind, walking along a snow-covered mountain trail. The path is flanked by dark evergreen trees on the left and a rocky, snow-covered slope on the right. In the distance, more snow-covered mountain peaks are visible under a heavy, grey, overcast sky. The overall scene is quiet and somewhat somber due to the muted colors and lighting.

A Clinic Example of Contextual Leadership

Community Health of Central Washington

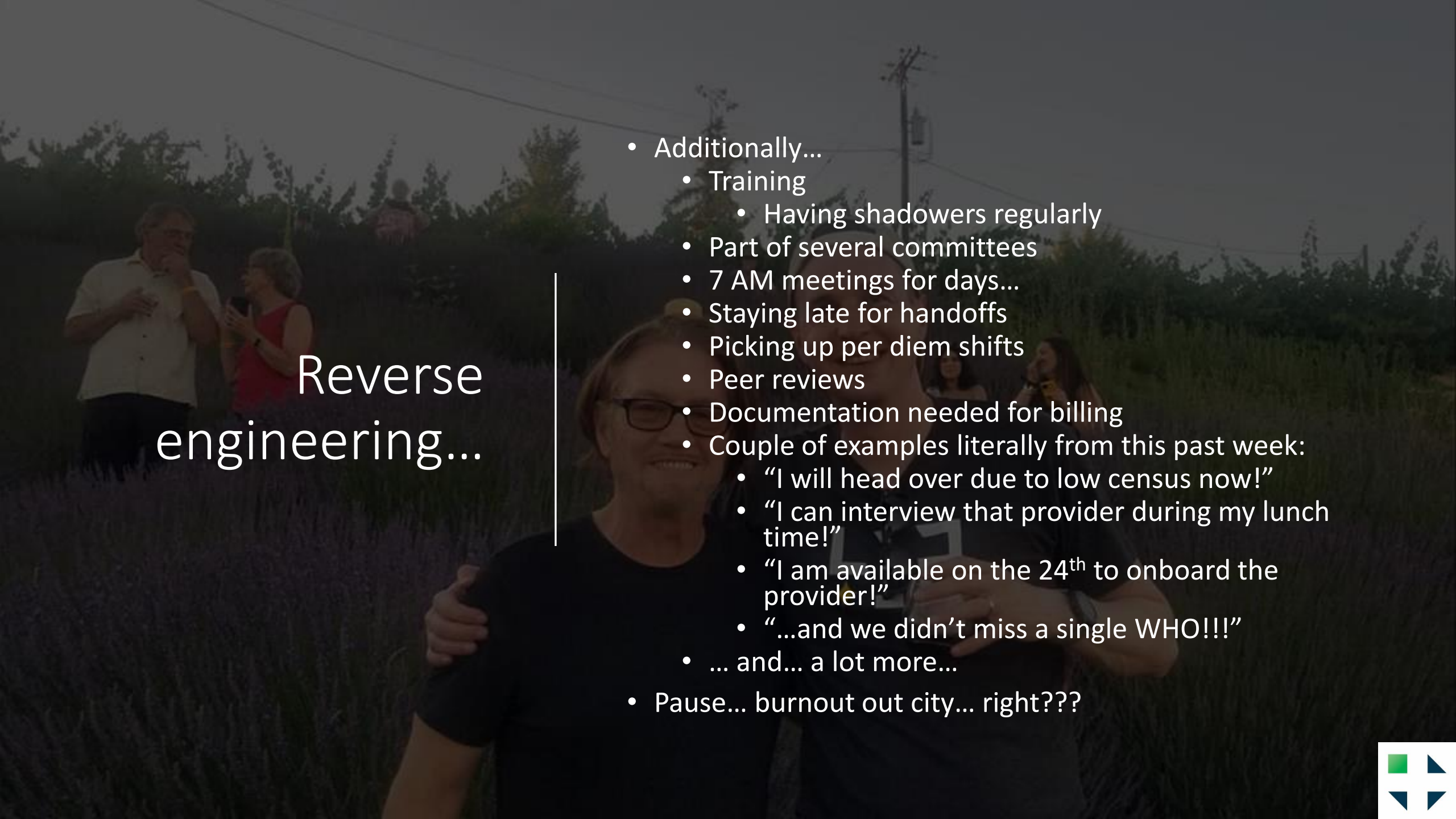


Reverse engineering...

- Let's start with the end of the story...
- Our team does a lot:

Year	Total Visits	Visits/Day	WHO	WHO/Day	Unique Pts	CHCW Penetration Rate	CWFM Penetration Rate
2023	14,890	9.0	5,218	2.8	5,885	24.9%	29.5%
2022	13,484	8.6	4,790	2.8	5,515	23.5%	30.2%
2021	12,105	8.6	4,015	2.6	5,087	21.2%	25.1%
2020	12,004	8.8	3,517	2.2	4,762	20.5%	24.7%
2019	10,513	8.4	4,222	3.0	5,232	21.5%	24.9%
2018	10,021	8.4	4,034	3.0	4,935	20.0%	24.0%
2017	8,144	N/A	3,134	N/A	4,174	17.1%	21.5%
2016	4,143	N/A	1,458	N/A	3,436	13.5%	18.2%





Reverse engineering...

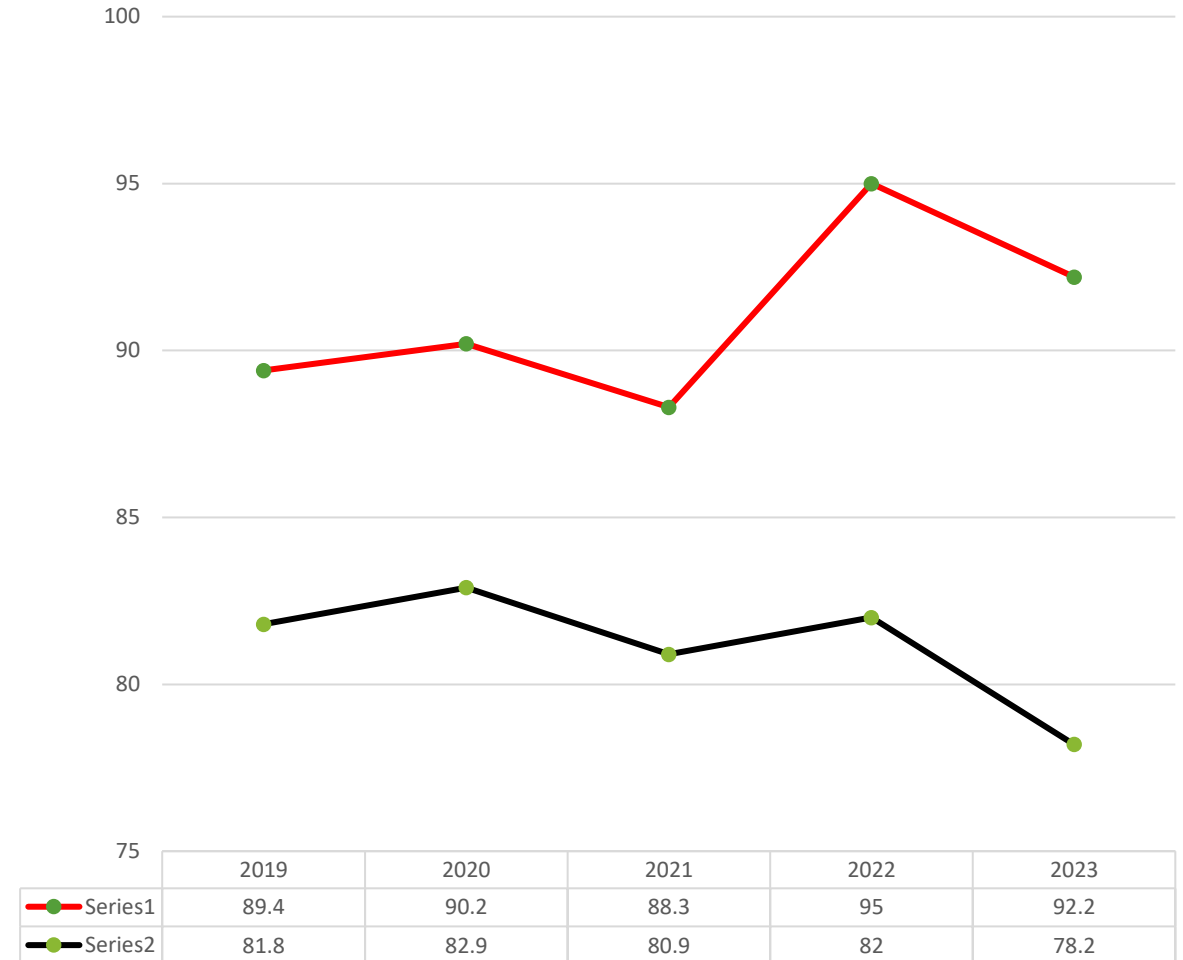
- Additionally...
 - Training
 - Having shadowers regularly
 - Part of several committees
 - 7 AM meetings for days...
 - Staying late for handoffs
 - Picking up per diem shifts
 - Peer reviews
 - Documentation needed for billing
 - Couple of examples literally from this past week:
 - “I will head over due to low census now!”
 - “I can interview that provider during my lunch time!”
 - “I am available on the 24th to onboard the provider!”
 - “...and we didn’t miss a single WHO!!!”
 - ... and... a lot more...
- Pause... burnout out city... right???



Reverse engineering...

For five straight years... the PCBH programs have the highest employee engagement out of any department...

Satisfaction Question	Overall 340	Bauman & Beachy (Combined) 1
Overall Satisfaction	76.8	88.3
Mission & Vision Inspires Me	81.5	93.3
Proud to Be an Employee	79.8	90.0
Good Reputation in Community	71.0	76.7
Daily Workload Manageable	72.7	88.3
Co-Workers Motivated to Work	72.8	90.0
Co-Workers Have Strong Work Ethic	79.2	100.0
Attract & Keep Diverse Workforce	72.4	83.3
New Employees Well-Trained	71.9	91.7
Self-Motivation to Work	76.2	86.7
I Feel Part of a Team	82.4	95.0
Input into Decisions Affecting Work	75.6	95.0
Learning & Growth Opportunities	77.7	98.3
Sufficient Job Training	75.9	95.0
Reward & Recognition Linked to Performance	72.4	95.0
I Go Above and Beyond	84.0	93.3
Job Expectations Clear & Defined	76.4	93.3
I Understand How Work Impacts Goals	83.1	96.7
Supervisor Available & Accessible	85.0	98.3
Supervisor Encourages Growth & Development	85.9	100.0
Supervisor Responsive to Concerns & Ideas	83.4	98.3
Supervisor Follows Through on Commitments	82.7	98.3
Supervisor Motivates & Inspires Employees	81.7	98.3
Supervisor Provides Performance Feedback	78.7	96.7
Supervisor Cares About Employees	87.3	100.0
Supervisor Cares About Patients	88.8	100.0
Supervisor Treats All with Respect & Dignity	86.5	98.3
Sr Leadership Accessible	71.1	80.0
Sr Leadership Communicates Changes	68.8	76.7
Sr Leadership Values Employees	72.3	83.9
Would Recommend for Health Care	76.2	81.7
Would Recommend for Work	76.0	86.7
Whole Group	78.2	92.1



Pause...

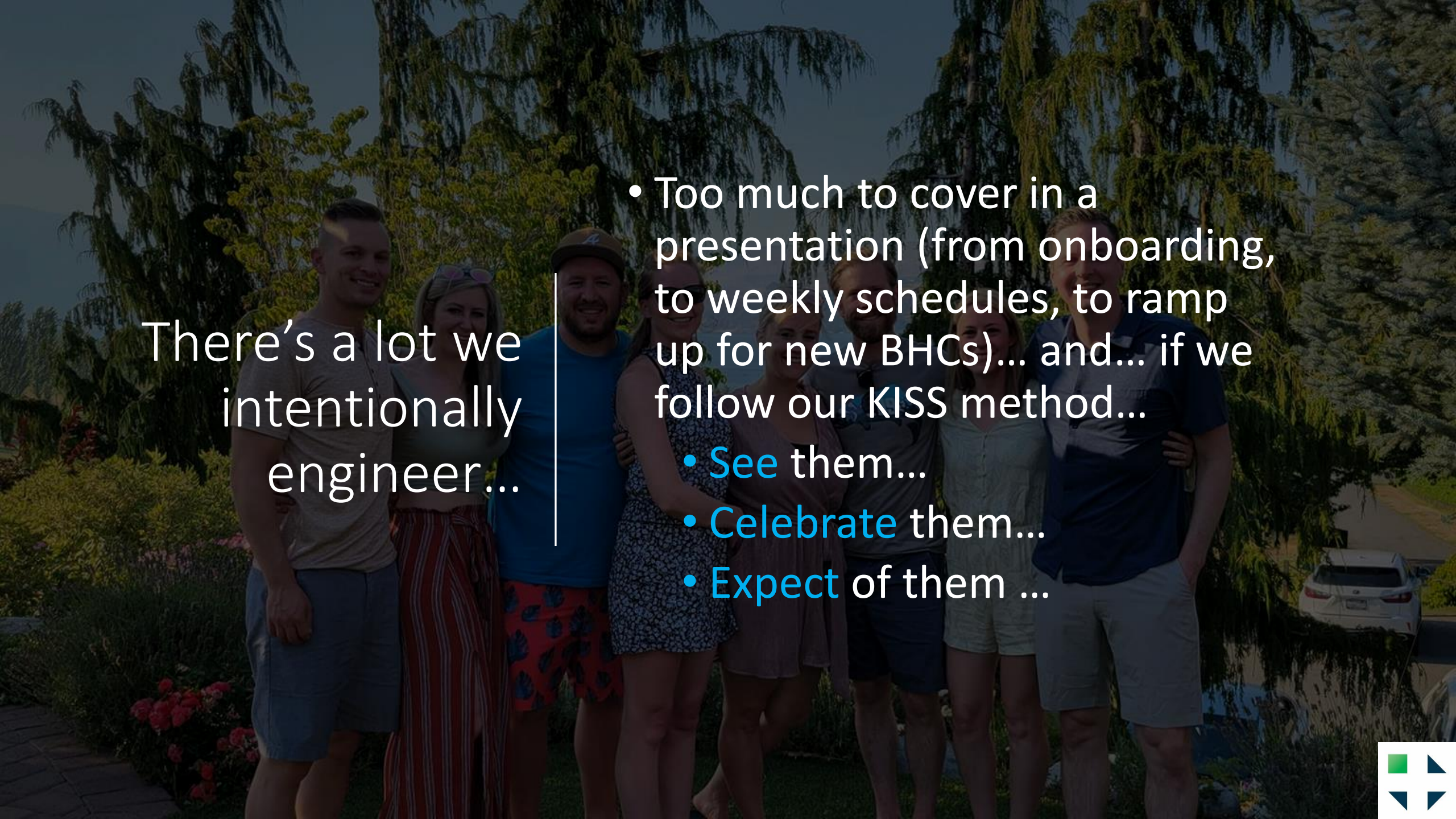
- Now... we say this with a great deal of humility...
 - We have an incredible team, made up of 19 BHCs (well, will be up to 23 by next year 😊)...
- And... there is a story here as well... (Matt Tenney, CEO)
 - Strong leadership (r/s w/your direct supervisor)
 - Caring organizational culture (valuing employees)
 - Meaningful work (sense of purpose)
 - Regular feedback & recognition
 - Professional growth opps
 - Autonomy (opposite of micromanaging)
 - Inclusive work environment (honesty & transparency)



Reverse Engineering...

- Two questions
 - When thinking about the behaviors you want your employees to do daily, what comes to mind?
 - What context would produce that?
- For us, the overarching theme, similar to patients, *is engaged employees produce the desired behaviors...*
 - The research behind this...
 - We will give a reading list at the end... and...
 - (The E-Factor: How Engaged Patients, Clinicians, Leaders, and Employees...)³
 - So, the question becomes... how to engineering a context of engagement...





There's a lot we
intentionally
engineer...

- Too much to cover in a presentation (from onboarding, to weekly schedules, to ramp up for new BHCs)... and... if we follow our KISS method...
- See them...
- Celebrate them...
- Expect of them ...



A background image showing two people walking away from the camera on a dirt path through a field of tall grass and shrubs. A black dog is walking between them. In the distance, there are rolling hills under a cloudy sky. The text 'See them...' is overlaid on the left side of the image.

See them...

- Remember the Godfather?
 - “This is business, not personal, Sonny!”
 - Maybe for the mob, not for healthcare
- Embrace the relationship...
 - Before every meeting... “How’s your family...” (Trillion Dollar Coach)⁴
- Examples:
 - Welcome package (the Power of Moments)
 - Onboarding with intention
 - Friday Fun Thread
 - Beginning of PCBH Monthly Meeting
 - Email about our own vulnerability
 - PCBH Office space
 - “Where do you rep?”
 - The ripple... “We want you to bring your whole self to work.”
 - Snacks... “what’s your favorite we can keep available?”
 - Weekly schedules
 - Annual evals...



Annual reviews...

Below, please list your top
three why's/values related to
your role at CHCW



Being
Intentional In
2022-23

What are three professional goals you have for 2022-23?

- 1.
- 2.
- 3.

What are three personal goals you have for 2022-23?

- 1.
- 2.
- 3.

What can we (and CHCW) do to help you reach your goals?

What factors need to be present for you to stay at CHCW?





Monthly Rounding


- Studer concept
- Monthly
- Example questions:
 - What is going well?
 - Who can we thank and recognize for living our mission?
 - Do you have the tools, training, and equipment to do your job safely?
 - What “tough questions” can I address for you today?
 - What iterations do you see for our department?
 - What can I support with you now that will benefit your “5 years from today’s self?”
 - What can I as your supervisor – start, stop, or continue to do to improve your experience at CHCW?
 - Tell me about a meaningful connection you made with you patient, co-worker, or family member?
 - What are we not listening to enough?



Pause

- Where are people's minds going?
- Rumbling points?



A group of five people, three men and two women, are smiling and posing for a photo outdoors in a snowy or rocky environment. They are wearing winter clothing like hats, scarves, and jackets. The image is slightly darkened to make the text stand out.

Celebrate them...

- Yes... even adults need love and reinforcement...
- We are unapologetic about sharing wins/kudos
- Monthly Meetings
 - Kudos/Sharing Wins
 - How do people want to be recognized?
 - If you think you do this enough, think again...
 - Award show
 - Clubs and Awards...
 - ... and, NEW!!!!
- Celebrating records and personal milestones
 - Visits in a month
 - Surpassing the 100+ unique patient threshold
 - Starting a family, buying a house, having a birthday...
- Email leadership, the team, the organization...



CHCW BHC Monthly Awards

FEBRUARY 2023

What a way to start the year...

- ▶ Second most visits ever in Feb... and!!!
 - ▶ Why that is *really* impressive
 - ▶ Only 18 total days for the month
 - ▶ OCHIN Trainings
 - ▶ Averaged 59 visits per day (third all-time)
 - ▶ **1,065 total visits!**
 - ▶ Completed ~370 handoffs!!!
 - ▶ Second most single day average of all time (21 handoffs per day)
 - ▶ As a team, averaged 1.4 handoffs
- ▶ The team, including trainees, **4.0 visits per clinic!!!**
 - ▶ **Core, as a group, averaged 4.5**
 - ▶ **Without CJ (we don't expect full productivity for a year):**
 - ▶ **Core – 4.6 ☺ pretty cool**
 - ▶ **Trainees – 3.22 ☺ also, pretty cool**
- ▶ Special thanks/shout outs...
 - ▶ Ruth/Bridge/Amelia for managing this craziness of OCHIN
 - ▶ Emily/Heather/Britt for helping with OCHIN realities
 - ▶ Maria... for, of course, being Maria
 - ▶ Those father-bucking trainees
 - ▶ Gracie is back!!!
 - ▶ All of you for continuing to lean into this idea of PCBH
- ▶ While these numbers make us proud, they reflect our values:
 - ▶ **Serve our community**
 - ▶ **Be accessible**
 - ▶ **Population-based health**
 - ▶ **You were the beacon of CHCW**
- ▶ “Change will not come if we wait for some other person or some other time. We are the ones we’ve been waiting for. **We are the change that we seek.**” - Barack Obama

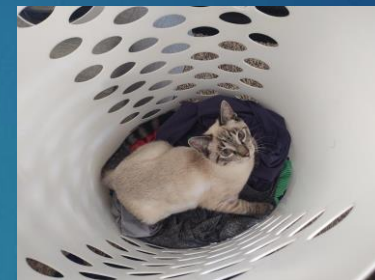
Clubs

- ▶ Benjamin Club
- ▶ All State Club
- ▶ Sharp Shooter Club
- ▶ Task Destroyer Club
- ▶ Be a Friend Club

Awards

- ▶ Producer Award
- ▶ All State Award
- ▶ Marathon Award
- ▶ New Heights Award
- ▶ Culture Shaper (quarterly)
- ▶ Shining Star Award (quarterly)
- ▶ BHC of the Month







Pause

- Where are people's minds going?
- Rumbling points?





Expect of them...

- How to rumble... how to invite candor...
- Embody, model, and welcome it...
- Remember, this isn't about "just be nice and say yes to everything," almost the complete opposite...
- Clear is kind (**A Culture of High..., Dare to Lead, Radical Candor**)^{6, 11-12}
 - And... you can't just be an...
 - Clear and tough on expectations, kind towards the person
 - What can I do to help you get to 4.2 patients per clinic?
 - 3-minute rule in responding
 - 1.5 handoffs per clinic



Expect of them...

- Remember reading books about the meetings at Google and Apple...
- Need psychological safety to go both ways...
- Remember:
 - Task vs Relational (**Think Again**)⁷
 - Compassion for yourself (**The Wisdom of No Escape; When Things Fall Apart; Welcoming the Unwelcome**)⁸⁻¹⁰



Expect of them...

- Monthly Rounding (Studer)⁶
 - Two sets of questions we use
 - Set One:
 1. What is working well for you?
 2. Is there a care provider, colleague or physician I can recognize and thank for living our mission and going above and beyond?
 3. Do you have the tools, training and equipment needed to do your job safely and/or effectively?
 4. What “tough questions” can I address for you today? (click Yes to take notes on tough questions)
 5. What systems, processes or safety/quality concerns can be improved for our department/organization? What solutions do you propose for improving these processes?
 6. Tell me about a meaningful connection you made with a patient or family, or co-worker.
 7. What is at least one thing I can start doing and/or stop doing, that will improve your experience as an employee?
 - Set Two:
 - Keeps 2, 3, 4, and 6
 - 1. What can I support you with now that will benefit your “5 years from today’s self”?



Pause

- Where are people's minds going?
- Rumbling points?



Your turn...

- What is 1 thing you can institute w/your team which conjures up core principles of TIC?
 - Safety
 - Trustworthiness/transparency
 - Peer support
 - Collaboration
 - Empowerment
 - Humility + responsiveness
- See them, celebrate them, expect of them?



Book suggestions

- Anything from:
 - Studer Group (<https://publishing.studergroup.com/books/individual-books>), Brene Brown, Simon Sinek & Adam Grant, Greg McKeown
- Other books
 - Lead from the Outside by Stacey Abrams
 - Driven by Daniel H. Pink
 - Switch; The Power of Moments by Chip & Dan Heath
 - The Gap & the Gain by Dan Sullivan
 - Rest by Alex Soojung-Kim Pang
 - Peak by Robert Pool
 - Love + Work by Marcus Buckingham
- Bridget's Top Three:
 - Busy Leader's Handbook by Quint Studer
 - Radical Candor by Kim Scott
 - The Compound Effect by Darren Hardy
- Dave's Top Three:
 - The Power of Moments
 - The Infinite Game by Simon Sinek
 - Off Balance by Matthew Kelly
- For Self-Compassion:
 - Anything from Peme Chodron
 - Anything from Tara Brach
 - Think Like a Monk
- ...seek out books that *challenge* your assumptions...



As we begin to end...

- This is a story about an “and...”
 - Meaning, can have high fidelity PCBH *and* high employee engagement
- Approaching EE contextually...
- ... Create the context...
 - Reverse engineering
 - See them...
 - Celebrate them...
 - Expect of them...
- Be kind, be compassion, and be love...



QUESTIONS?



Thank you!

- For coming on this journey with us!
- We are so very grateful!
- Please give us feedback, so we can keep what works and improve what can be improved!



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YouTube: https://www.youtube.com/channel/UCR_hf_LGVtUOoLa_KFvqvtQ
& <https://www.youtube.com/user/commhealthcw/videos>



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