

DRIVING **CHANGE 2023**

THE URGENT CARE CONVENTION

UCA URGENT CARE
ASSOCIATION®



COLLEGE OF
URGENT CARE
MEDICINE

Leadership Case Studies

Patrick Aguilar, MD, MBA

Chief Medical Officer

MedWise, LLC



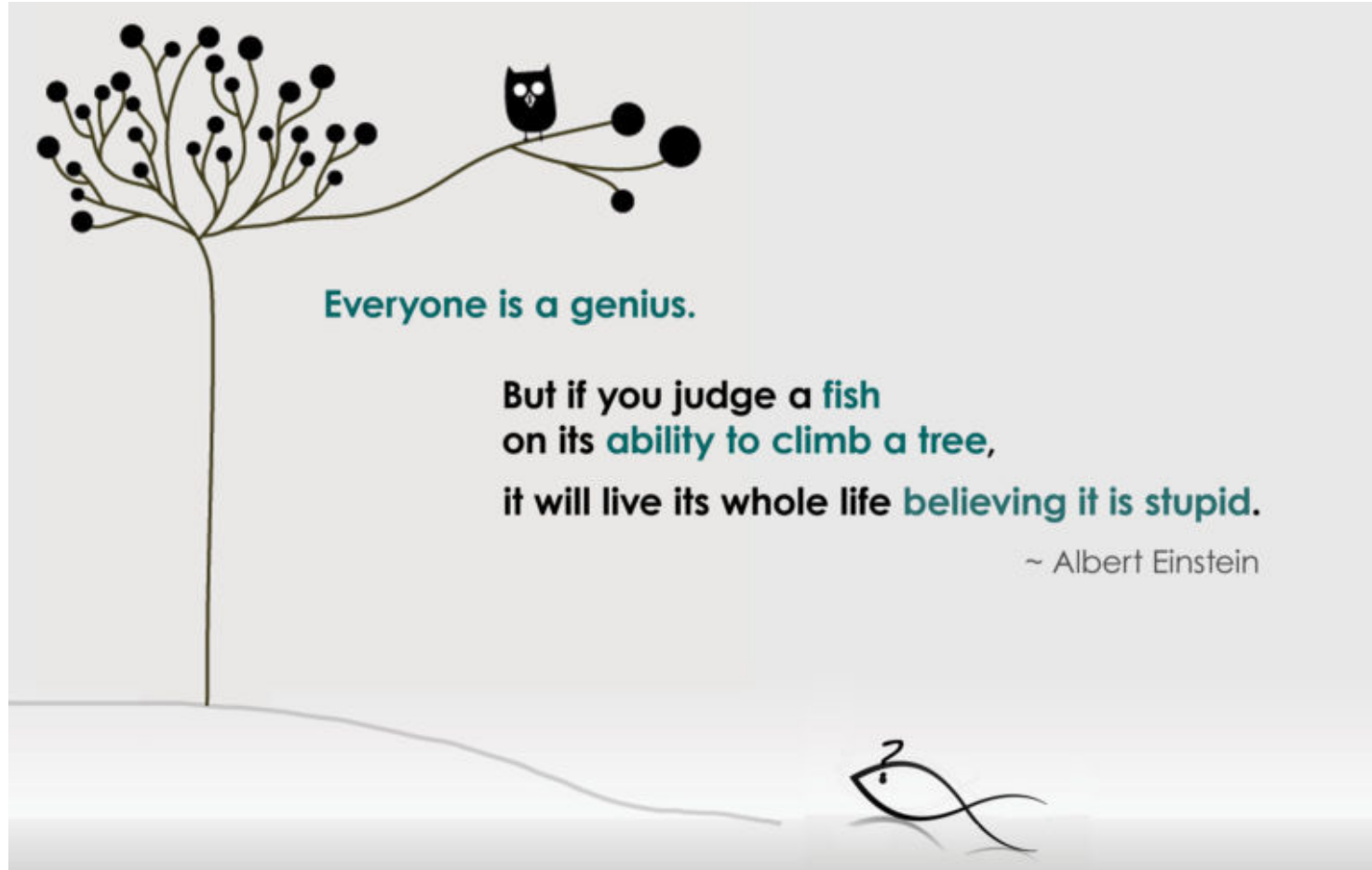
COLLEGE OF
URGENT CARE
MEDICINE

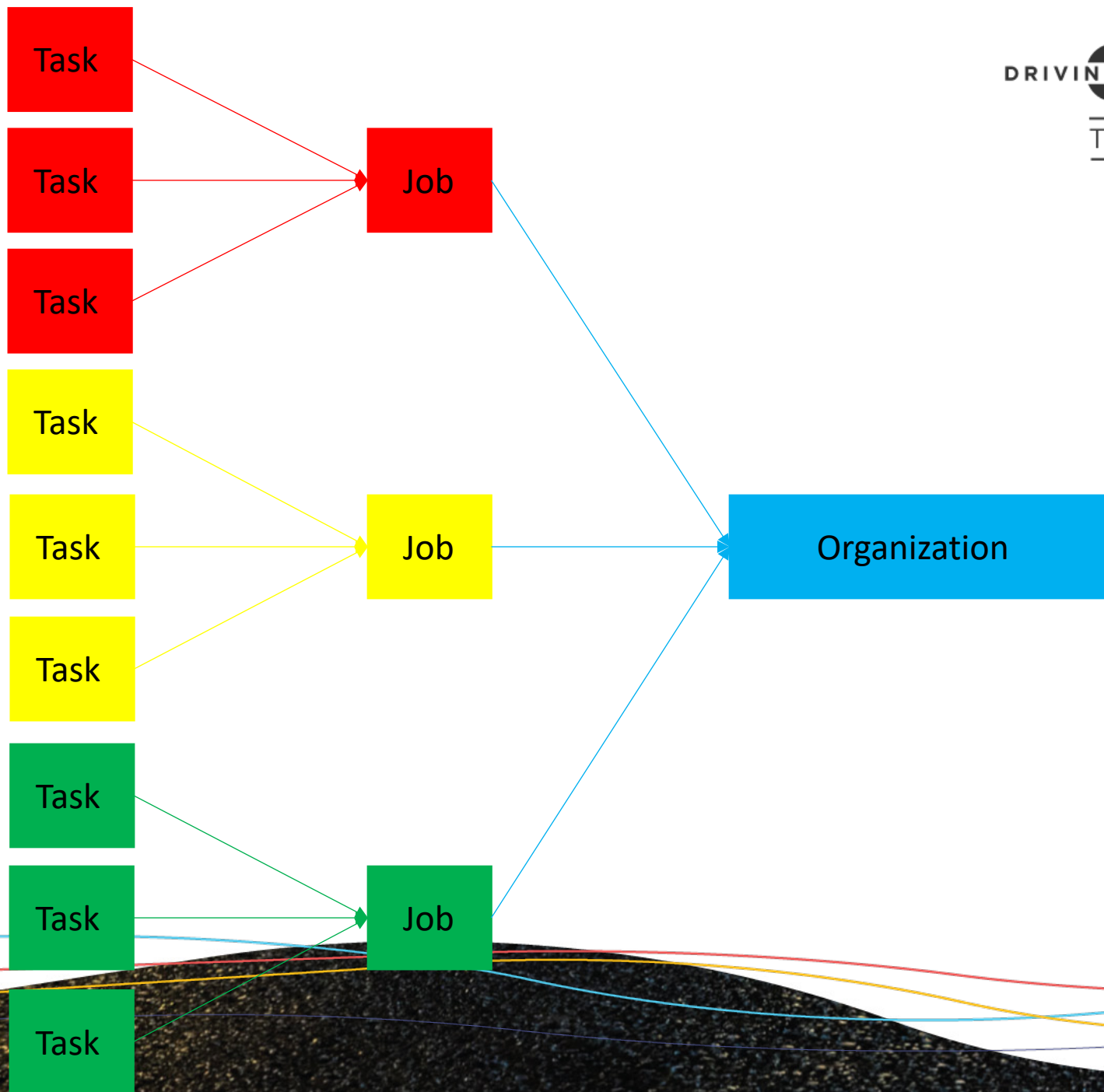
Outline

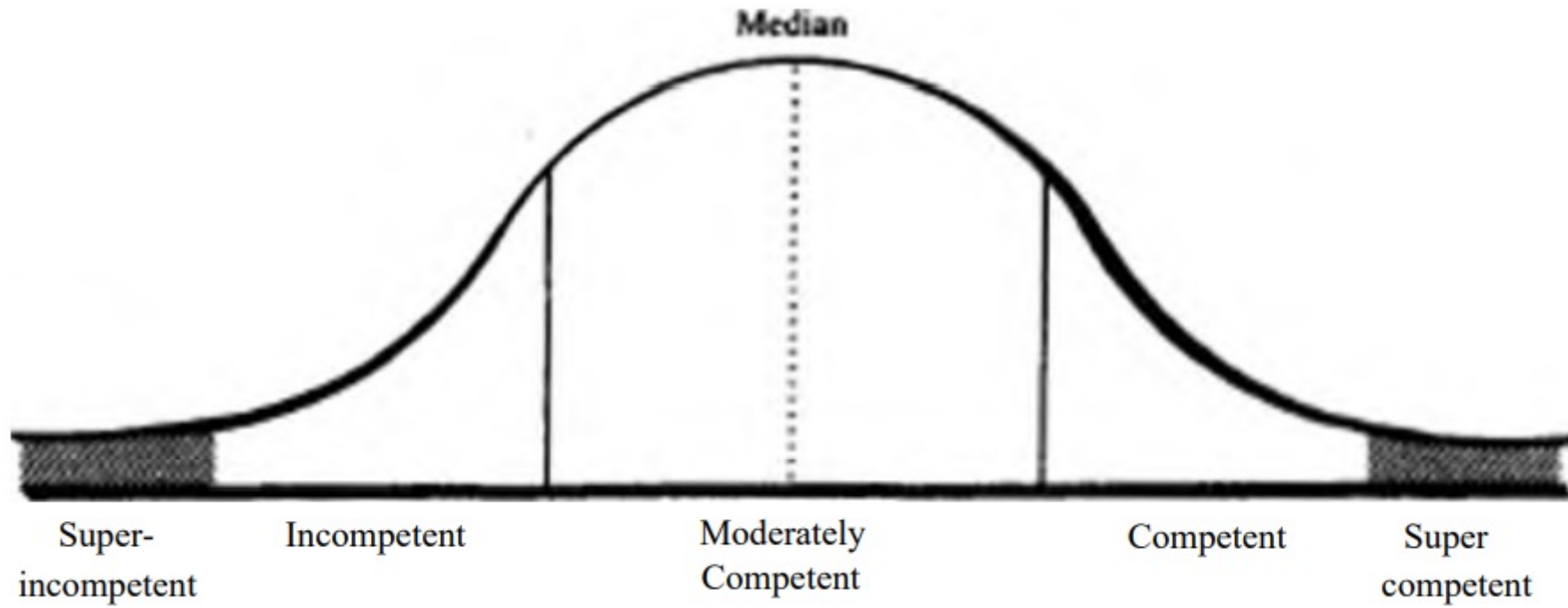
- Leadership case studies
 - Who should be a manager?
 - MA to Clinic Manager
 - APP to Lead and Community Physician to Organizational Leader
- Objectives discussed at the conclusion to avoid influencing the discussion

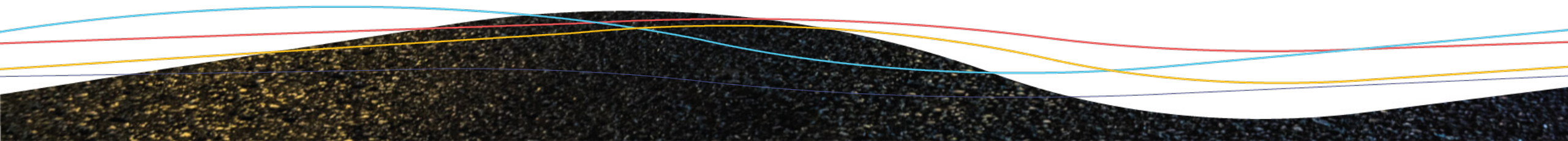
✦ A Good Manager ✦

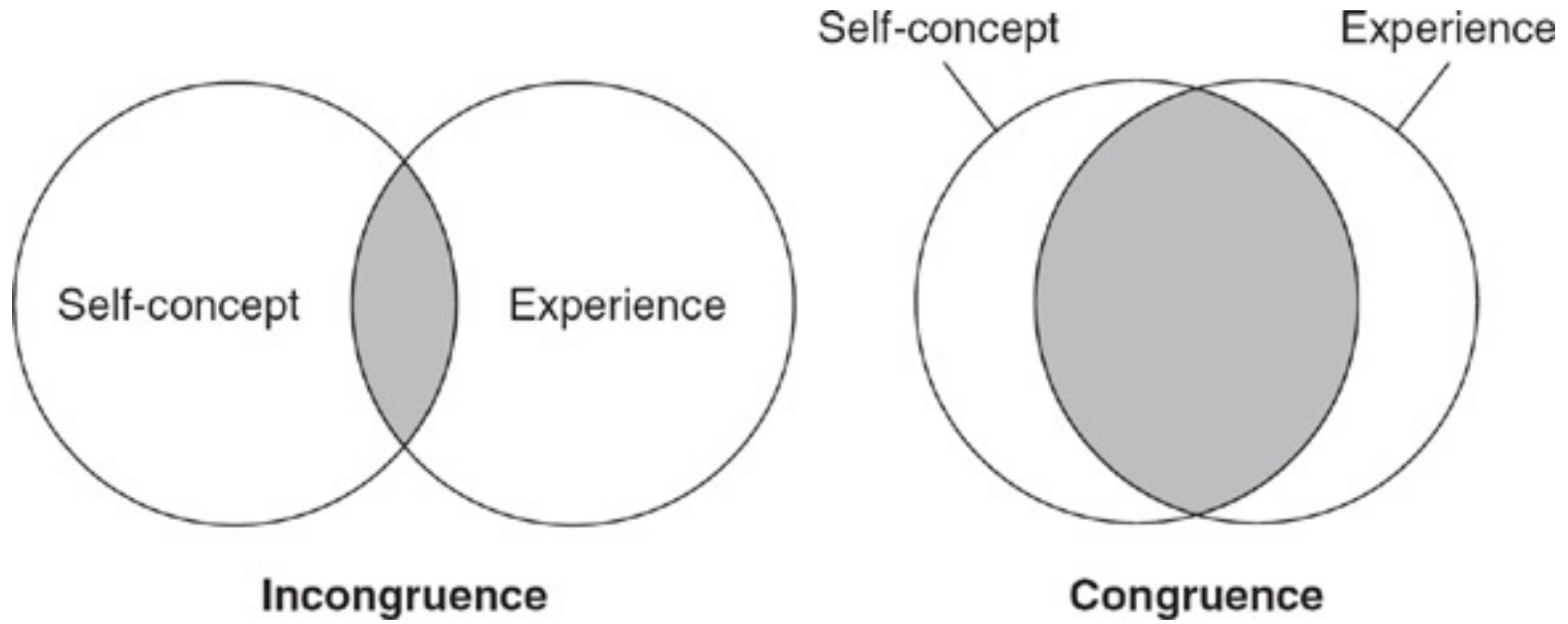












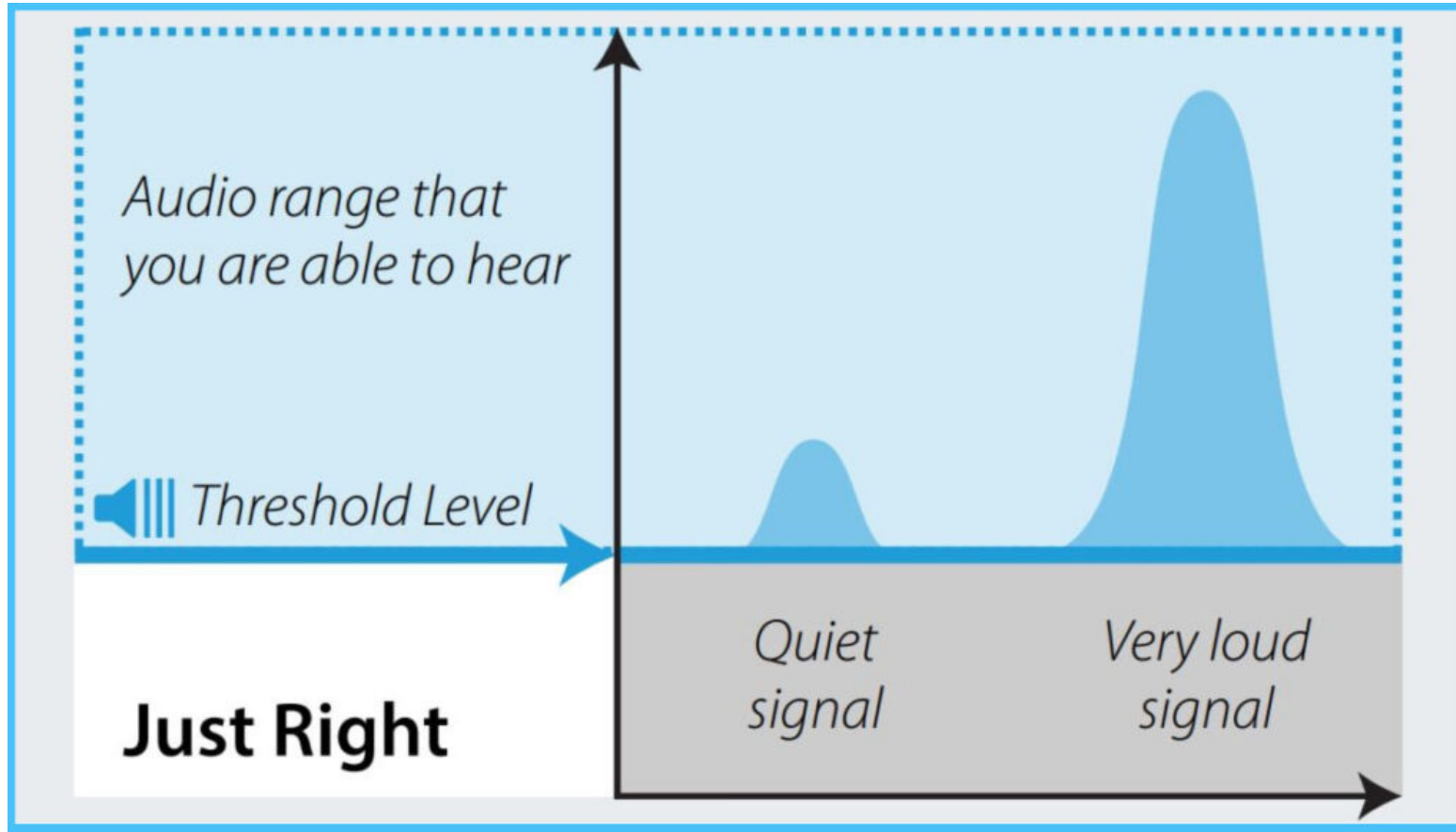
Employee-Role Alignment

- Select for the skills the job requires
- Have a development plan
- Clarify roles, discuss mutual expectations, and provide timely feedback



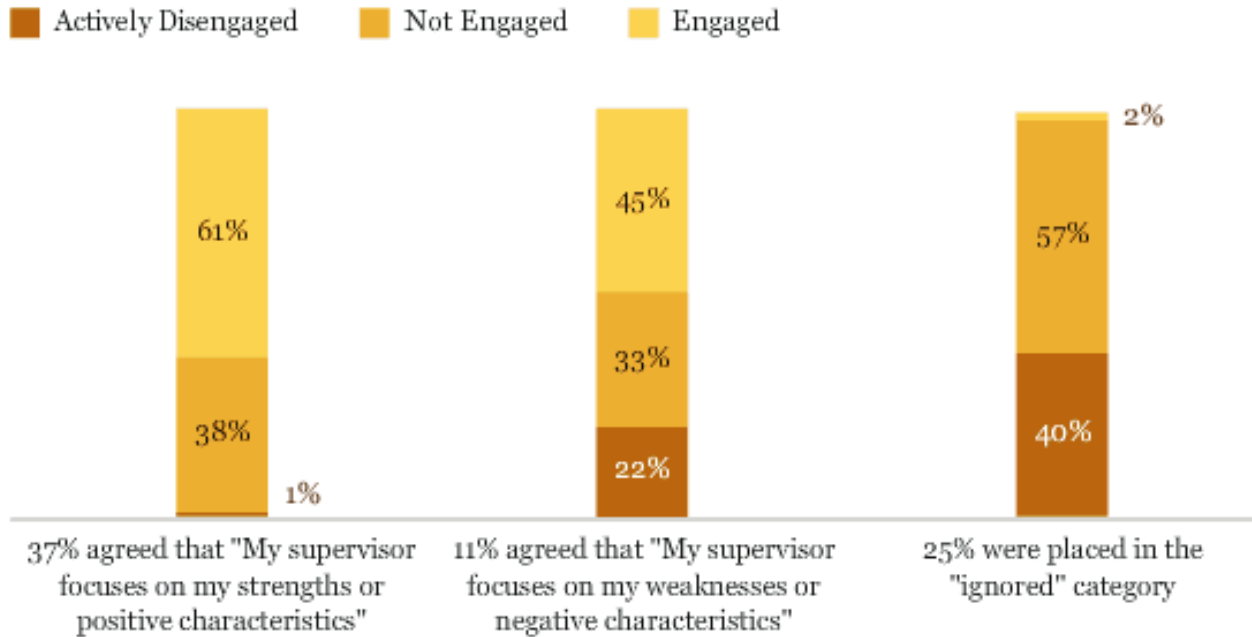






Reducing Disengagement

Gallup research has found that if your supervisor focuses on your strengths, your chances of being actively disengaged at work are only 1 in 100. But being overlooked may be more harmful to your engagement than if your supervisor focuses on the negative: If your supervisor ignores you, you are about twice as likely to be actively disengaged than if he or she focuses on your weaknesses.



Gallup asked a random sample of 1,003 U.S. employees how much they agreed with these two statements: "My supervisor focuses on my strengths or positive characteristics" and "My supervisor focuses on my weaknesses or negative characteristics." Employees who did not agree with either statement were put into the "ignored" category.

GALLUP®

Copyright © 2009 Gallup, Inc. All rights reserved.

A strength is something you:



are **energised** by
(engagement)



are **good** at
(capability)



use regularly
(use)

York Strengths - What is a strength?

<https://www.york.ac.uk/students/work-volunteering-careers/skills/york-strengths/framework/>

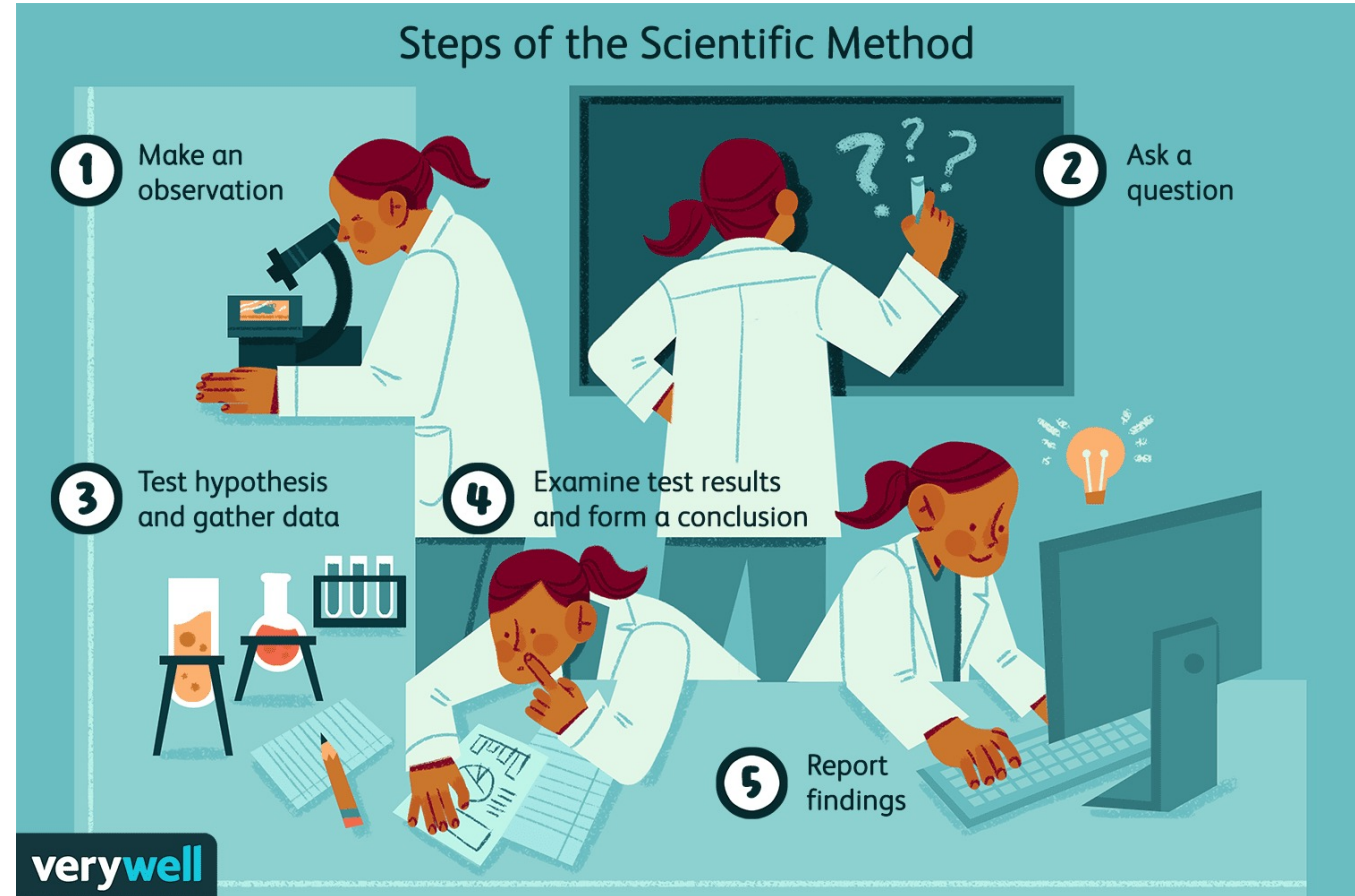
How to Identify Strengths

- Observe

- Work
- Outcomes

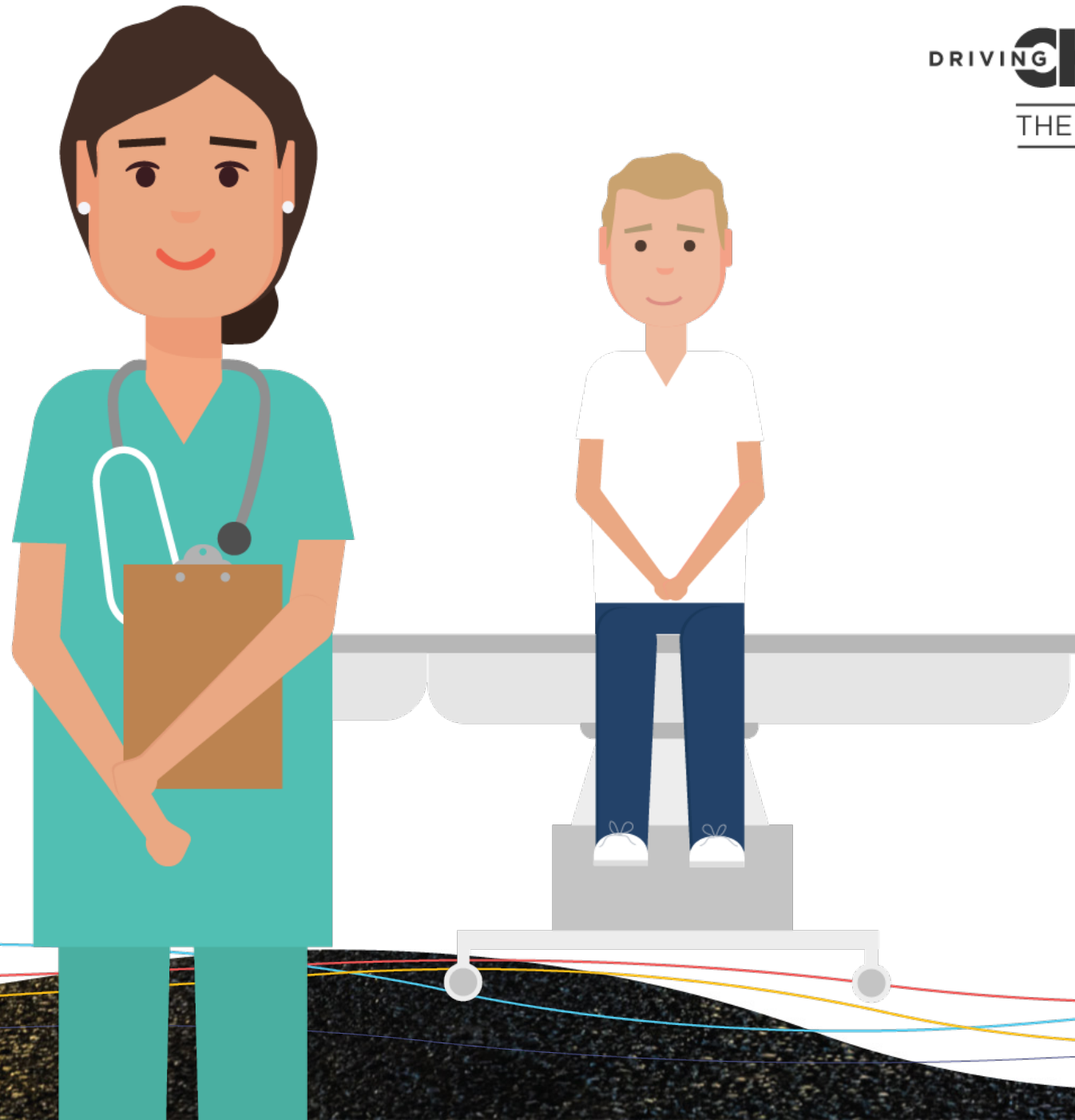
- Ask

- Individual
- Others



How to Improve Strengths

- Provide opportunities to exercise
- Explain specific expectations
- Evaluate outcomes
- Deliver specific and measurable feedback
 - Competence satisfaction orientation



ANTECEDENTS & OUTCOMES

PSYCHOLOGICAL SAFETY



*Antecedents and outcomes that had a large effect size at both the individual and group level of analysis.

Source: Frazier, M. L., Fainshmidt, S., Klinger, R. L., Pezeshkan, A., & Vracheva, V. (2017). Psychological safety: A meta-analytic review and extension. *Personnel Psychology*, 70(1), 113-165.





Role

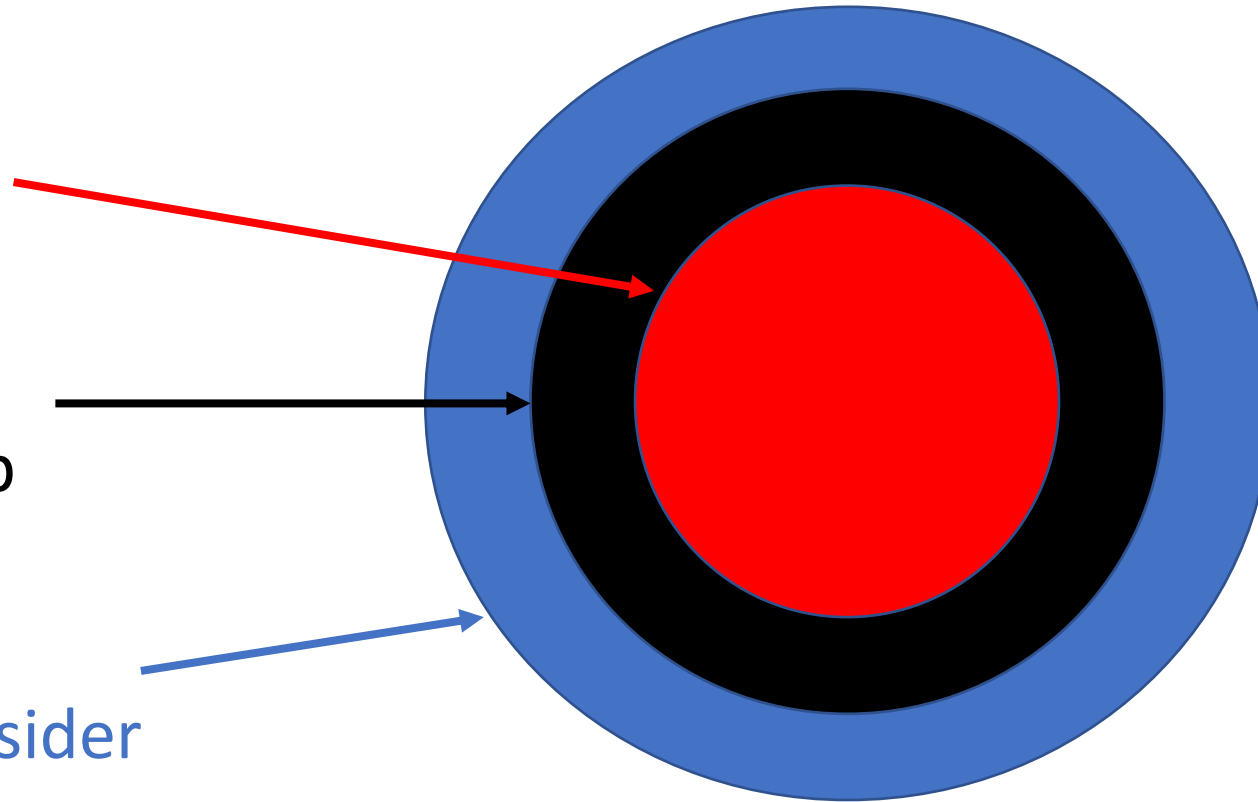
Yours to do

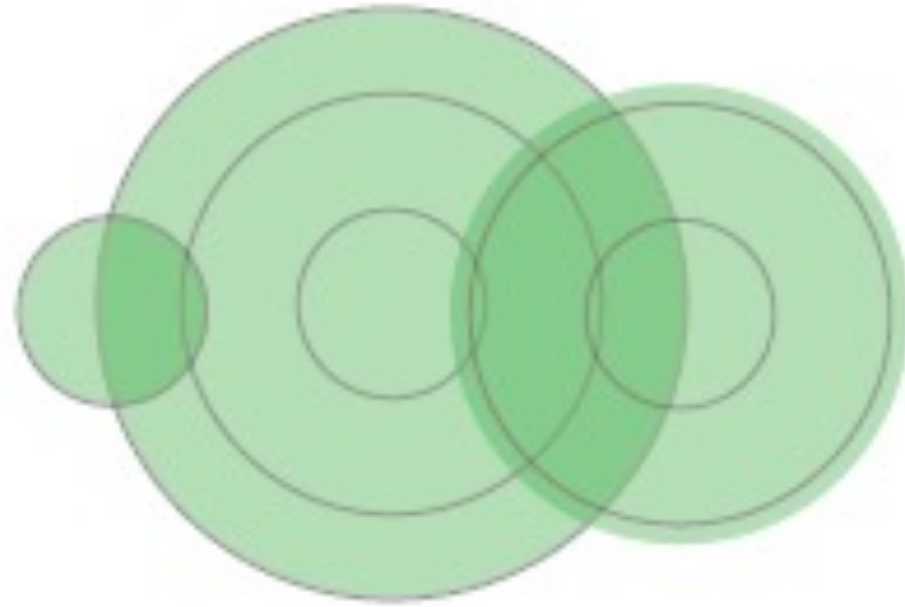
Role Adjacent

Yours to help

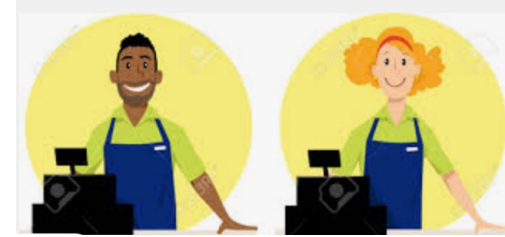
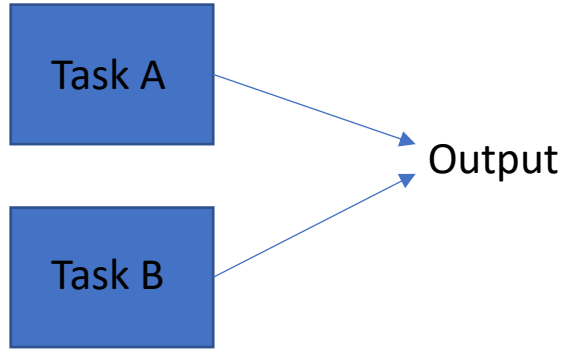
In Scope

Yours to consider

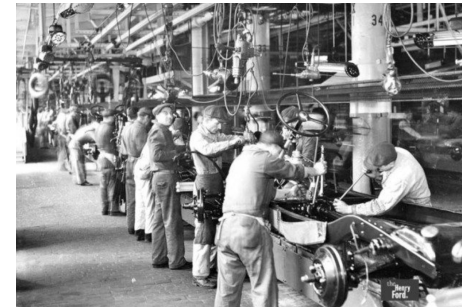
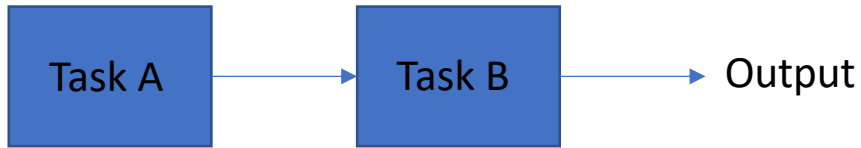




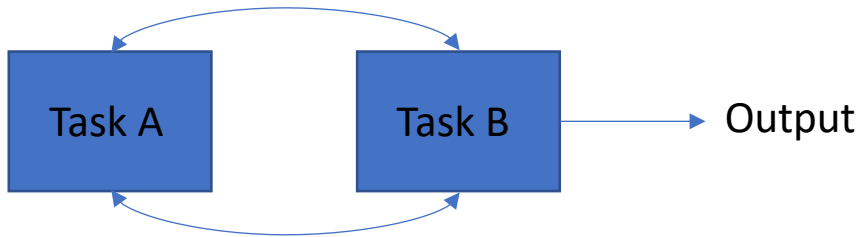
Pooled



Series



Reciprocal



BUILDING POSITIVE RELATIONSHIPS AND BETTER ORGANIZATIONS

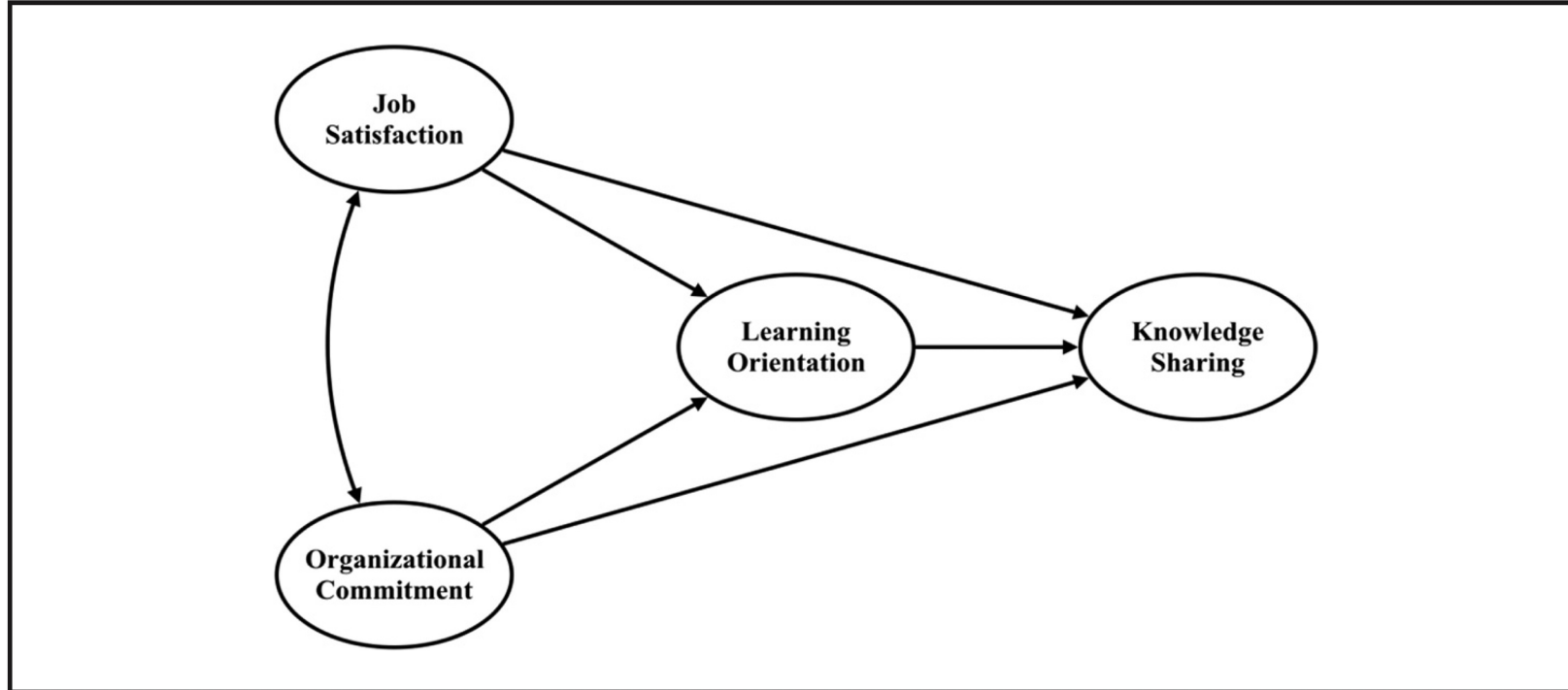
EDGAR H. SCHEIN

HUMBLE INQUIRY



THE GENTLE
ART OF ASKING
INSTEAD
OF TELLING

DRIVING **CHANGE**2023
THE URGENT CARE CONVENTION



Industrial and Commercial Training 2021; 53(1): 60-76.

Role Clarity and Peer Support

- Understand what each team member is expected to individually contribute
- Open the door for people to be attentive to things that impact their work
- Be attentive to the places where work overlaps
- Welcome respectful participation in making the organization better

Objectives

- Discuss the use of positive psychology principles to guide employees to success
- Describe the elements of a learning environment and link these elements to desirable employee outcomes
- Identify mechanisms to improve employee-role alignment

Key Takeaways

- Improve weaknesses to exceed threshold level of acceptability
- Focus on developing strengths
- Match people with jobs that suit their interests and skills
- Create a culture oriented towards learning and continual improvement

DRIVING **CHANGE2023**

Session Evaluation

- Your feedback is valuable, take a moment to complete the survey for this session.
- To claim CME, you must complete a separate survey available after the convention.

* How likely are you to recommend this **content** to a colleague?

Not likely at all Neutral Extremely likely

0 1 2 3 4 5 6 7 8 9 10

What did you find most valuable about this **content**?

What would have made this **content** better?