Values-Based Hospice Leadership
A Level I Module of the Hospice MDP

Leading Person-Centered Care

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Module Objectives

Define and describe the characteristics of managers and leaders

Identify core hospice values

Discuss "culture by design" concepts

Describe a values-based approach to management/leadership

Translate values-based leadership concepts into practice

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What is a Manager?

- Person responsible for
  - planning and directing the work of a group of individuals
  - monitoring their work
  - taking corrective action when needed

- Management is "the 'art' of getting things done through people"

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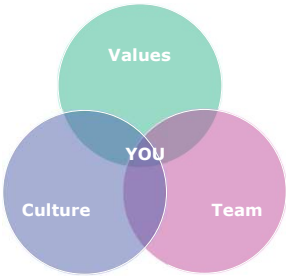
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Manager Job Functions

- Planning
- Organizing
- Leading
- Coordinating
- Controlling
- Developing Others

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Values

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Values Start Personal

| Principles | Standards | Qualities |

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What are My Values?

| List out personal values. |
| What are your personal values? | Where did each value originate? |

Partner with someone near you and discuss your self reflections.

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Defining Your Values in a Career

- When I think about my life, what is important to me?
- When I think about my passions, what is important to me?
- When I consider current events in the world, what type of emotion is peeked?
- If I could change one thing in the world, what would it be?

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Defining Your Values in Your Organization

- What are my core values?
- What are my agency's core values?
- How do they align?

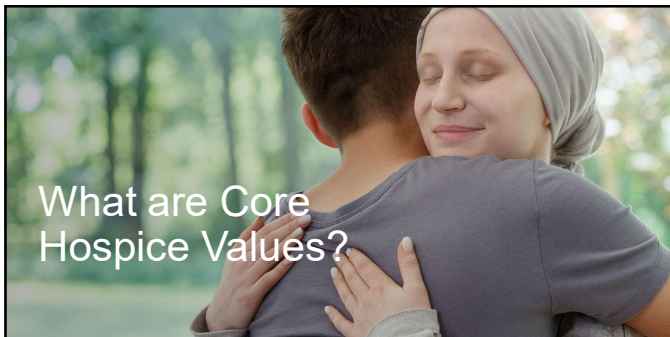Leading Person-Centered Care · NHPCO

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Core Values

The organizations' essential and enduring tenets,
not to be compromised for financial gain or
short-term expediency.

Jim Collins, *Built to Last*

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What are Core Hospice Values?

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Core Hospice Values

- Patient and family centered care
- Holistic relief of suffering
- Interdisciplinary process
- Ethical behavior
- Service excellence

Source: NHPCO Survey

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Patient/ Family Centered Care

- Autonomy
- Inclusiveness
- Focus on patient & family values & goals
- Emphasis on strengths vs. deficits
- Nonjudgmental
- Facilitative vs. directive

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Holistic Relief of Suffering

- Care for the whole person/family
- Based on patient and family values/goals
- Pain and symptom management
- Complementary therapies
- Psychosocial and spiritual suffering addressed
- Team approach

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Interdisciplinary Process

- Integrated throughout the organization
- Recognizes unique skills, knowledge and perspectives
- No one discipline, department or person dominates
- Decision-making includes all stakeholders

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Ethical Behavior

- Integrity
- Stewardship
- Accountability
- Inclusion
- Doing the "right" thing
- Compliance

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Service Excellence

- Exceed expectations
- Respond to community needs
- Improve continuously
- Learn continuously
- Empower staff to create excellent experiences

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Values-Based Leader

Three leadership values
- Transparency
- Sustainability
- Responsibility

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Values-Based Leadership Practices

- Turn your values into value
- Walk toward the talk
- Communicate with care
- Facilitate personal growth
- Collaborate for greater impact

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Culture

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Culture

- "By design, not default"
- Well-defined, clear to all and values-based
- Create an experience

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Keys to Culture

- Good news/bad news
- Meetings
- Pulse of organization
- Cultural competencies
- Is it by *design* or *default*?

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Cultural Competency

- Cultural desire
- Cultural awareness
- Cultural knowledge
- Cultural skill
- Cultural collaboration
- Cultural encounter

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Disney

- Onstage/backstage
- Define the non-negotiables up front
- Not my issue, but my problem
- Create an experience

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Team

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Team

A small number of people with
complimentary skills who are committed to
a common purpose, performance goals,
and approach for which they hold
themselves mutually accountable.

The Wisdom of Teams, Katzenbach and Smith

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What Makes a Team Interdisciplinary?

Everyone…
- Has an equal voice
- Has a unique perspective
- Benefits from hearing other perspectives
- Participates in the entire process
- Feels valued
- Works collaboratively, in an integrated manner

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The Experience Model

- Patient and family focused
- What is important?
- What is helping or hindering?
- How do we support the patient and family in reaching *their* goals?

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Manager's Responsibility to Teams

- Modeling interaction and behavior
- Setting the tone/agenda
- Ensuring inclusivity
- Ensuring participation
- Setting appropriate boundaries

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Manager's Team Responsibilities (con't)

Task Functions
- Initiating
- Seeking information/input
- Providing information
- Clarifying and elaborating
- Summarizing
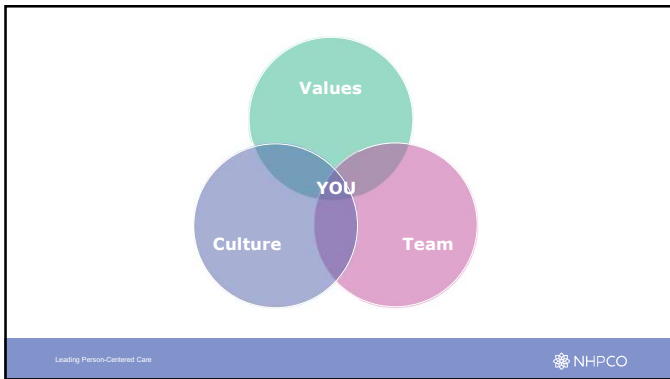- Coordinating and consensus testing

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Manager's Team Responsibilities (con't)

Maintenance Functions
- Encouraging
- Harmonizing
- Gatekeeping
- Compromising
- Standard setting and testing

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Living Our Values

- Ideal
- Roadblocks
- Tools and Solutions

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Roadblocks to Providing Patient/Family Centered Care

What gets in the way of
your ability to provide
patient/family centered care?

In the way of…

- Honoring autonomy
- Providing inclusive care
- Focusing on patient and family values and goals
- Emphasizing strengths vs. deficits
- Being nonjudgmental
- Providing a facilitative vs. directive approach
- And…?

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What Can We Do About the Roadblocks?

- Values and mission
- Laws/regulations
- Policies/procedures
- Budget (fund raising)
- Ethics committee
- Training and skill development

- New models for quality improvement
- Other hospice professionals and programs
- National resources

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Roadblocks to Providing…

Holistic Relief of Suffering
Interdisciplinary Process
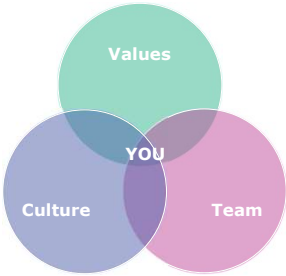Ethical Behavior
Service Excellence

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Current Events in Hospice and Palliative Care

Identify — Identify a current event that is facing your organization.

Identify — Identify a current event that is facing the end-of-life care industry.

Identify — Identify a current event that is facing you personally and impacting your work in end-of-life care.

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Values
YOU
Culture   Team

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Further Your Learning - Level II

- Emotional Intelligence
- Inclusion and Access
- Managing the Changing Organization

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Key Points

1.

2.

3.

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