Leading Health: Deeper Dive

"Bringing your Whole Self into Collaborative Leadership"

**Marissa J. Levine MD, MPH
Professor**

Coalition Definition

a group of people, groups, or countries who have joined together for a common purpose.

Britannica Dictionary definition of COALITION

Miami Dade Healthcare Preparedness Coalition

Mission: To protect the health and well-being of the people of Miami-Dade County's population through a continuous cycle of planning, preparedness and mitigation to effectively facilitate an improved response to all-hazards events.

- **Purpose**
  The purpose of the Coalition is to provide coordinated effort in dealing with healthcare emergency preparedness and response capabilities of hospitals and community stakeholders in Miami-Dade County.

- **Goals**
  To provide a forum for the healthcare community to interact with one another on a county level to:
  - Promote emergency preparedness in healthcare settings
  - Coordinate and improve the delivery of healthcare emergency response services
  - Cultivate communication between county level organizations and community-wide emergency planning and response

Leadership Defined

- *"Leadership is a process by which an individual influences a group of individuals to achieve a common goal."*
  - Northouse, P. **Leadership: theory and practice**. Ninth Edition Sage

- The American Public Health Association (APHA) defines public health leadership*…"as the creation of conditions, especially in the face of uncertainty, to improve health through a population-level-focused and community-centered public health approach."*
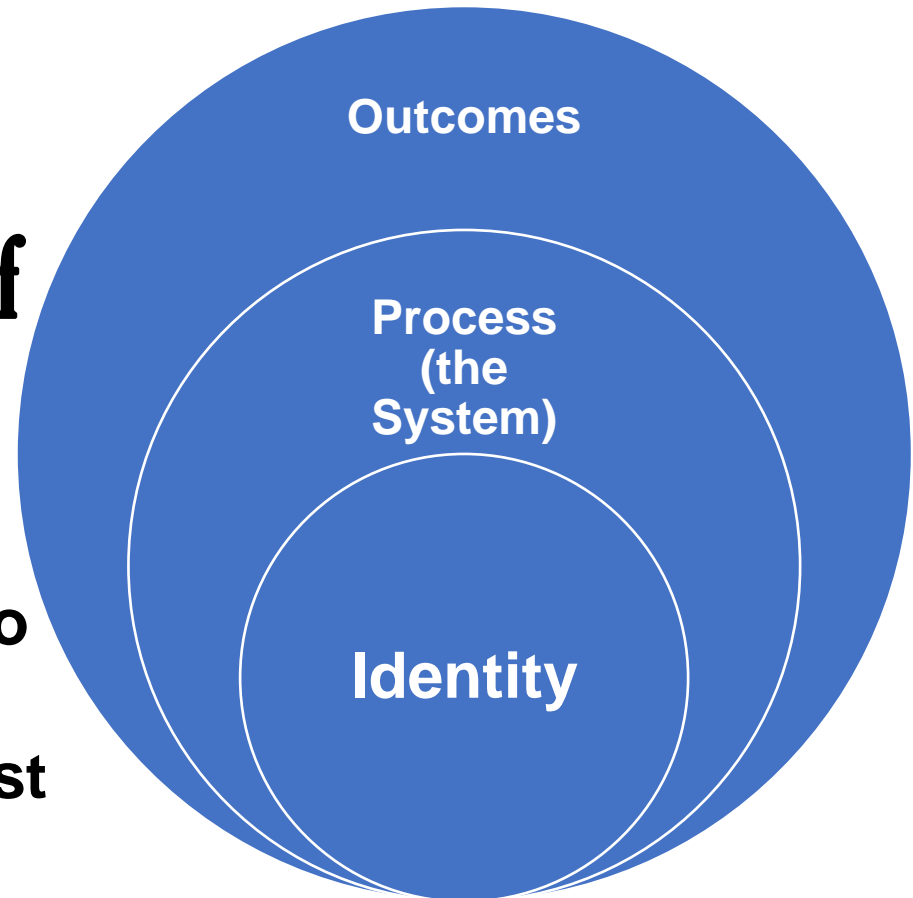 - [APHA website](#) accessed 01 02 2024

Question for You…

- **How many of you identify as a leader?**

- **How many of you identify as a crisis leader?**

ATOMIC HABITS
by James Clear

"Your current behaviors are simply a reflection of your current identity."

Therefore, if you want to practice leadership behaviors, you must first identify as a leader!

Outcomes

Process (the System)

Identity

Core Competencies for Public Health Professionals – Domain 8

Leadership and Systems Thinking Skills

- "Leadership and Systems Thinking Skills focus on understanding and ==engaging with cross-sector partners== and inter-related systems; ==creating opportunities for collaboration== among public health, healthcare, and other organizations to improve the health of communities; ==building confidence and trust== with staff, partners, and the public; ==identifying emerging needs==; and ==developing a shared vision== to engage with politicians, policymakers, and public health to advocate for the role of governmental public health."

Core Competencies for Public Health Professionals Revisions
Adopted: October 2021

Core Competency Tiers

- Tier 1: Front Line and Program Support Responsibilities.

- Tier 2: Program Management and Supervisory Responsibilities.

- Tier 3: Senior Management and Executive Leadership Responsibilities.

Core Competencies for Public Health Professionals Revisions
Adopted: October 2021

Management versus Leadership

- **Managers do things right**

- **Leaders do the right things**

- **If everything is fine and there is no need to change, we don't need leaders, we just need managers**

Former Dean Donna Petersen
adapted from Peter Drucker

"…leaders manage words rather than managing people…"

Plowman The Leadership Quarterly 18 (2007) 341

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The Job of the Leader…

"To Produce Change and Movement"

How Does a Leader Accomplish That?

- ***Establishing Direction*** – Setting the vision [Growth/Strategic Mindset]
- ***Aligning People*** – Seeking Commitment [Measurable Outcomes]
- ***Motivating and Inspiring*** – Empowering [Safety/Trust]

Northouse, P. (2019). ***Leadership: Theory and Practice.*** Eighth Edition. Los Angeles: Sage Publishing.

Living in a VUCA world…

Volatility

Uncertainty

Complexity

Ambiguity

Requires?

Leadership in a Post(?) COVID World Demands that We are Able to…

Lead with our Whole Self – Actualize self-awareness [*Challenge our Thinking and Connecting with our Feelings*]

Lead with Others – Actualize connection awareness [*Relating from a place of mutual respect*]

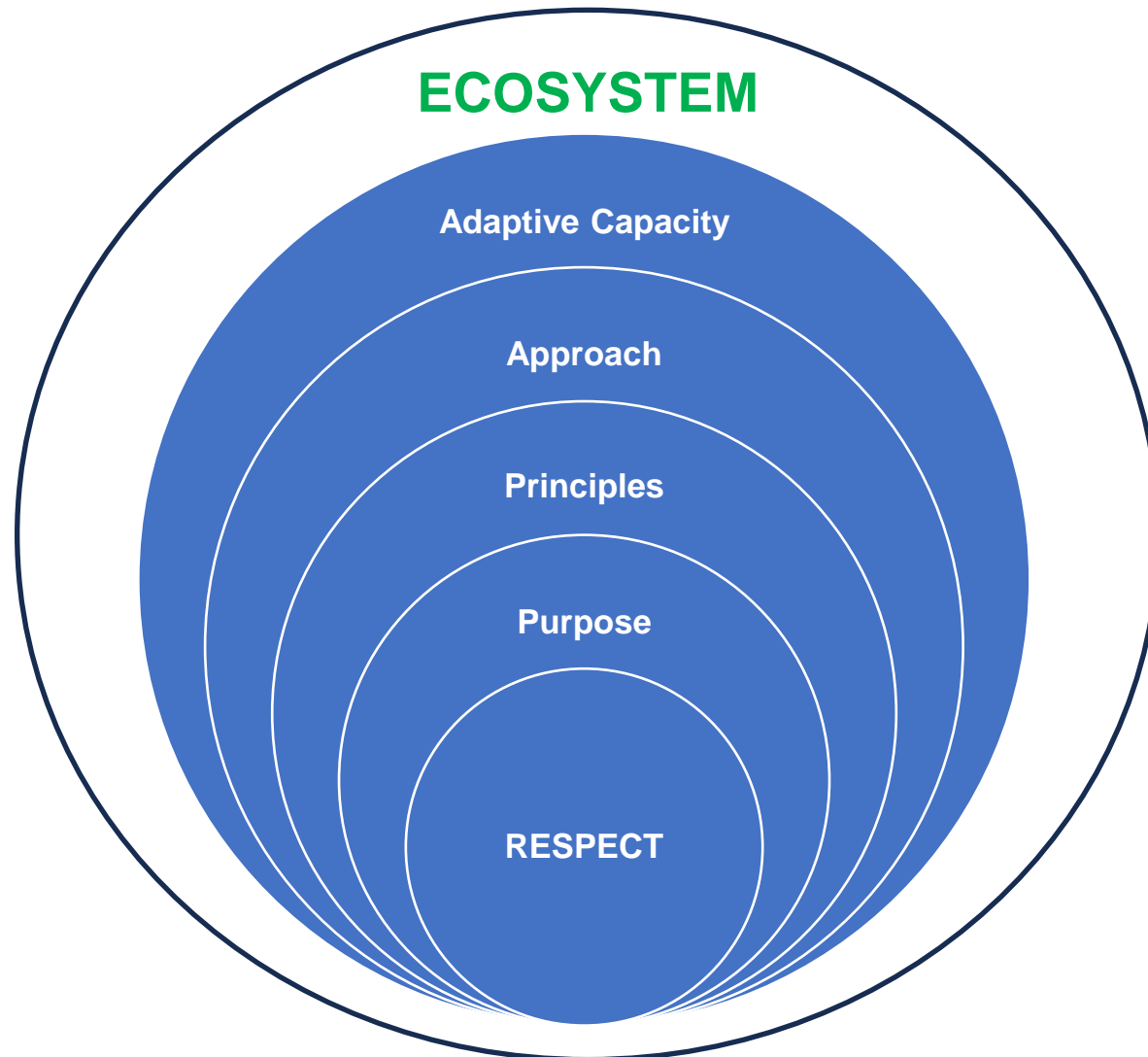**Lead in Context-** Actualize System Awareness [*Enhancing and acting on our Sensing*]

[Adapted from Hutchins, G. (2022) Leading by Nature. Wordzworth. UK.]

Indigenous Wisdom –
"Being in Right Relation" and "Healing Self and Systems"
Melanie Goodchild

The Regenerative Collaboration Process

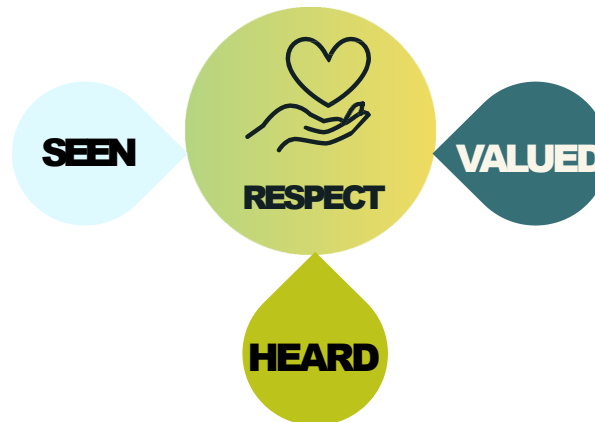# RESPECT TO CONNECT MODEL

Employees connect when they feel Respected (Seen, Heard, and Valued).

Noticed & acknowledged ... for simply being human.

SEEN

"I'm glad you're here."

RESPECT

VALUED

Recognized & rewarded for contributions.

"I see what you did there, and I will show you and everyone else that I appreciate you."

HEARD

Have space to express opinions, ideas, & needs that are acted upon.

"I love hearing your opinions and what's going on with you."

Gena Cox PhD

To become a leader, one must first become a human being.

Confucius

Some Key Components of our Humanity

- Being present
- Relationships matter – the essence of our social being
  - Positive relationships are critical to our well-being
- "I think therefore I am?"
  - What we think *and feel* matters

- Building a solid foundation of strength upon which we adapt to our changing context
- Realizing that we are all people with our own unique stories
  -Withholding judgement

8 types of self care

PHYSICAL
nutrition
exercise
sleep

MENTAL
mindfulness
self-talk
therapy

EMOTIONAL
gratitude
triggers
journal

SPIRITUAL
meditate
nature
yoga

INTELLECTUAL
read
learn
hobbies

ENVIRONMENT
clean
safety

SOCIAL
boundaries
connection

FINANCIAL
budget
save

Purpose

Question to Ponder:

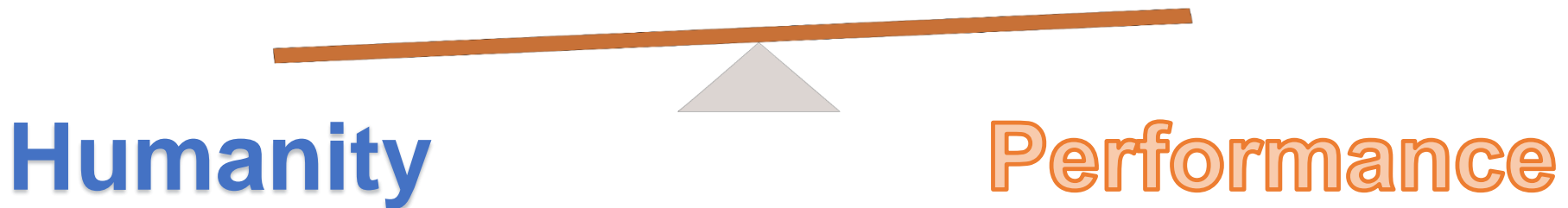## What is your leadership purpose?

Good Boss, Bad Boss – Robert Sutton

Consider two key areas of focus: ***Performance and Humanity***

I would call those

1. competency (focus on getting the outcomes that matter) and
2. doing it in a way that promotes well-being (caring, ethics, human rights and equity)

The Good Boss seeks balance:

Humanity   Performance

Sutton, R.I. (2010). *Good boss, Bad Boss.* New York, NY. Grand Central Publishing.

Does your purpose include creating the conditions in which people can thrive?

Figure 2a. *The Vital Conditions for Health and Well-Being Framework*

Federal Plan for Equitable Long-Term Recovery and Resilience.

Available at https://health.gov/our-work/national-health-initiatives/equitable-long-term-recovery-and-resilience

Well-Being: The Cantril Self-Anchoring Scale

Developed by pioneering social researcher Dr. Hadley Cantril, consists of the following:

- *Please imagine a ladder with steps numbered from 1 at the bottom to 10 at the top.*

- *The top of the ladder represents the best possible life for you and the bottom of the ladder represents the worst possible life for you.*

- *On which step of the ladder would you say you personally feel you stand at this time? (ladder-present)*

- *On which step do you think you will stand about five years from now? (ladder-future)*
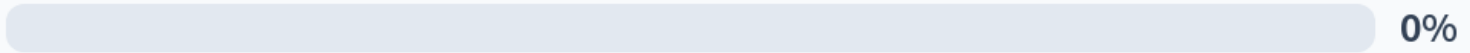
Cantril, H. (1965). *The pattern of human concerns.* New Brunswick, NJ: Rutgers University Press

On which step of the ladder would you say you personally feel you stand at this time? (ladder-present)

1

0%

2

0%

3

0%

4
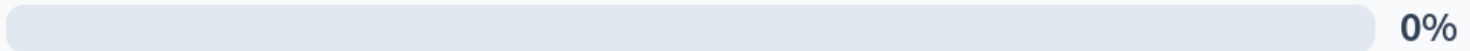
0%

5

0%

6

0%

7

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8

0%

9

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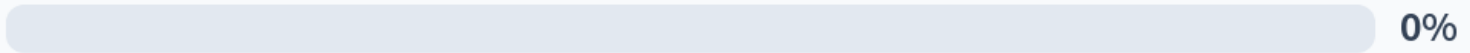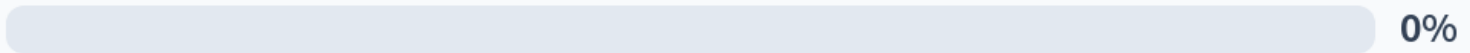
SEE MORE

On which step do you think you will stand about five years from now? (ladder-future)

1

    0%

2

    0%

3

    0%

4

    0%

5

    0%

6

    0%

7

    0%

8

    0%

9

    0%
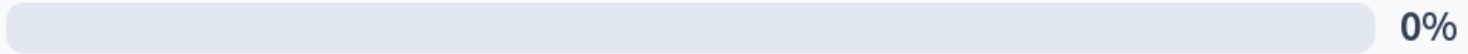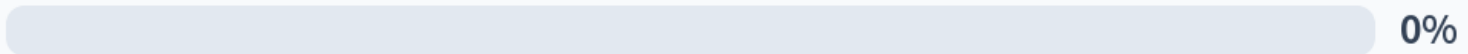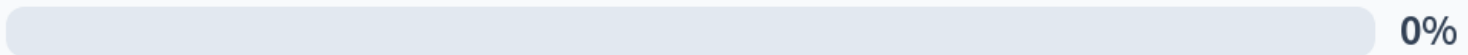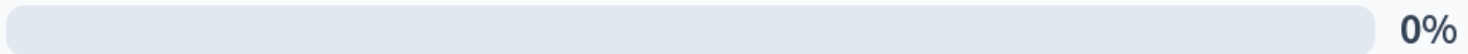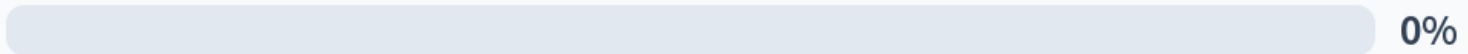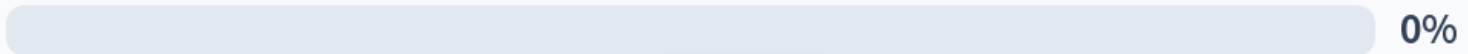
10

SEE MORE ⌄

Thriving as Measured by Gallup using Cantril's Ladder

Life Evaluations of U.S. Adults

— % Thriving

https://thriving.us/why-thriving/
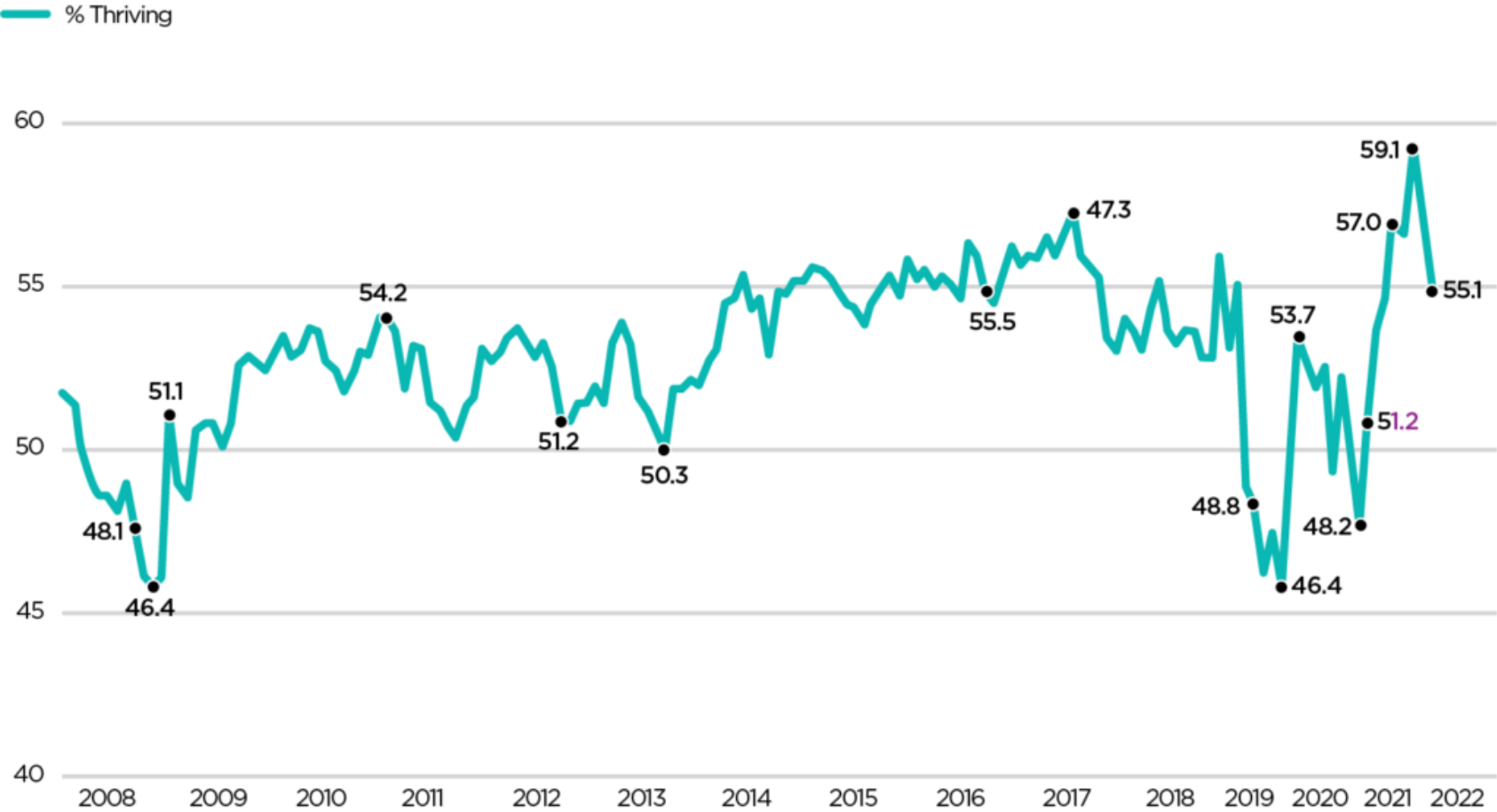
Thriving Together

Check out the following resources as you consider your coalition's leadership purpose:

- Thriving Together
  - https://thriving.us/why-thriving/

- Community Commons
  - The Science of Thriving Together
    - https://www.communitycommons.org/collections/The-Science-of-Thriving

Framework for Understanding Human Well Being

<u>Levels:</u> Individual/Community/Civic

<u>Objective</u>

Uses administrative and survey-based data to quantify and describe assets and occurrences at each level

- Based on predetermined criteria
- Independent of subjective awareness

<u>Subjective</u>

Collected at individual level and describe satisfaction with or perception of features, behaviors and events at all levels

- <u>Evaluative</u> – life satisfaction assessment
- <u>Eudaimonic</u> – meaning and purpose
- <u>Hedonic</u> – pleasure or pain
- <u>Flourishing</u> – outcome of well being

Well-Being: Expanding the Definition of Progress, 2020. Oxford University Press

Leadership is about creating and maintaining the conditions for health and well being…
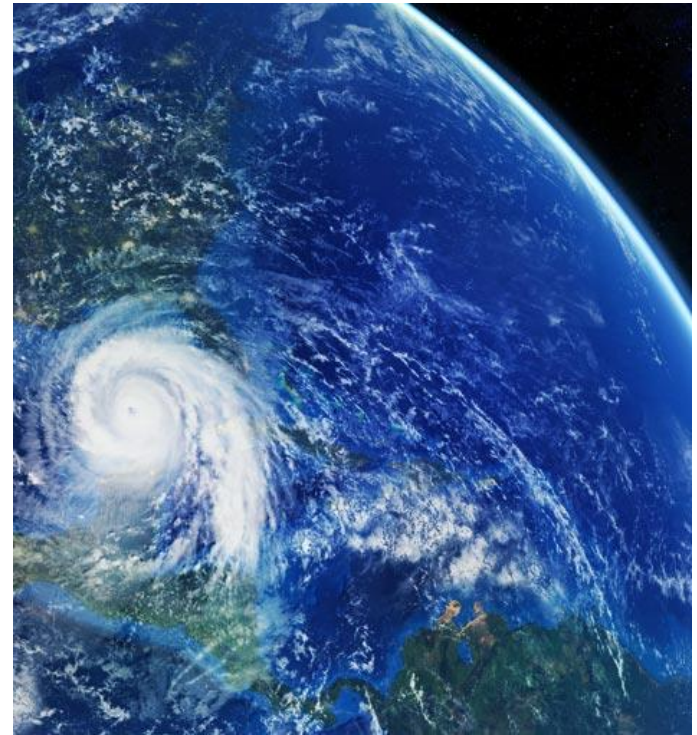
…over a constantly shifting landscape…

Principles

Ethical Leadership
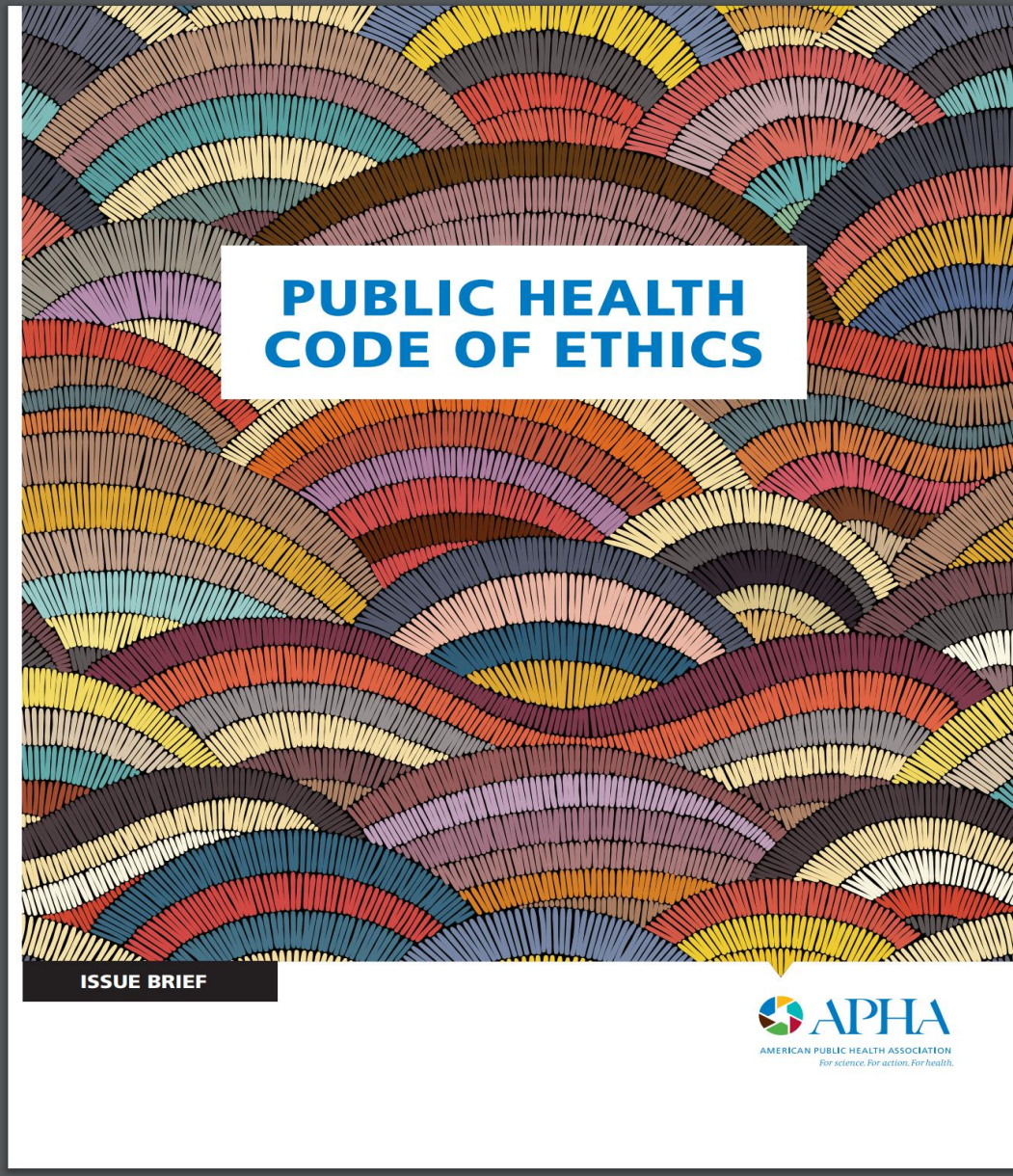
PUBLIC HEALTH CODE OF ETHICS

ISSUE BRIEF

APHA
AMERICAN PUBLIC HEALTH ASSOCIATION
For science. For action. For health.

Principles of Ethical Leadership
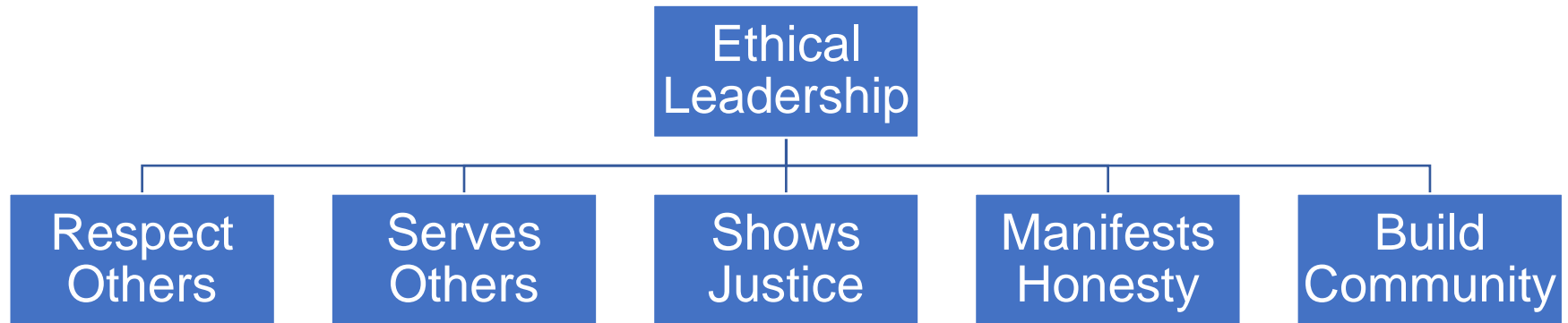
```
                    ┌──────────────┐
                    │   Ethical    │
                    │  Leadership  │
                    └──────────────┘
        ┌──────────┬──────────┼──────────┬──────────┐
 ┌──────────┐ ┌──────────┐ ┌──────────┐ ┌──────────┐ ┌──────────┐
 │ Respect  │ │  Serves  │ │  Shows   │ │ Manifests│ │  Build   │
 │  Others  │ │  Others  │ │ Justice  │ │ Honesty  │ │Community │
 └──────────┘ └──────────┘ └──────────┘ └──────────┘ └──────────┘
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Northouse, P. (2019). *Leadership: Theory and Practice.* Eighth Edition. Los Angeles: Sage Publishing.

Six Bases of Power

- Referent
- Expert
- Legitimate
- Reward
- Coercive
- Information

Northouse, P. (2019). *Leadership: Theory and Practice.* Eighth Edition. Los Angeles: Sage Publishing.

The FIVE
DYSFUNCTIONS
of a TEAM

A LEADERSHIP FABLE

PATRICK LENCIONI

AUTHOR OF THE NATIONAL BEST-SELLER *THE ADVANTAGE*

RESULTS

ACCOUNTABILITY

COMMITMENT

CONFLICT

TRUST

The Five Dysfunctions of a Team

- **Absence of Trust (foundational)** - Vulnerability based
  - You can't trust leaders who don't know who they are

- **Fear of Conflict**
  - Great relationships are build on the ability to disagree

- **Lack of Commitment**
  - When people don't weigh in they don't buy in

- **Avoidance of Accountability** – behavioral accountability
  - Without trust, conflict or commitment, no courage to hold each other accountable

- **Inattention to Results**
  - Without holding people accountable to results, they will think results don't matter. Will focus on other things (self, budget etc) and not the true work of the team

Lencioni, The Five Dysfunctions of a Team

Trust is a function of two things:
Character & Competence

Trust flows from the inside out

Beginning with the self and ripples out in 5 waves.

- Self Trust
- Relationship Trust
- Organizational Trust
- Market Trust
- Societal Trust

Actions that Inspire Trust

- Act with Integrity
  - ***Make & keep commitments to self***

- Actions re: intent
  - Examine your motives – ask the 5 whys to get to your real intent – Am I motivated only by self–interest or by interest of all?

- Actions re: capabilities
  - Run with strengths – feed your strengths and starve your weaknesses. Team with others who are strong in your area of weakness.

- Actions re: results
  - Take responsibility for results – Results mind set asks: "Will what I'm doing now lead to the results I want?"

BRAVING Trust – Brene ́ Brown

- **B**oundaries (respect for)

- **R**eliability (reproducible, clear on limitations)

- **A**ccountability (willing to own mistakes)

- **V**ault (able to hold what is shared in confidence)

- **I**ntegrity (acting from a place of integrity = choosing courage over comfort, choosing what is right over easy and practicing your values)

- **N**on-judgement (not thinking less of self or others for asking for help)

- **G**enerosity (can assume the most generous thing about words and/or behavior)

A Leadership Approach to Enhance Adaptive Capcity

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When Things Change Inside You, Things Change Around You

Anonymous
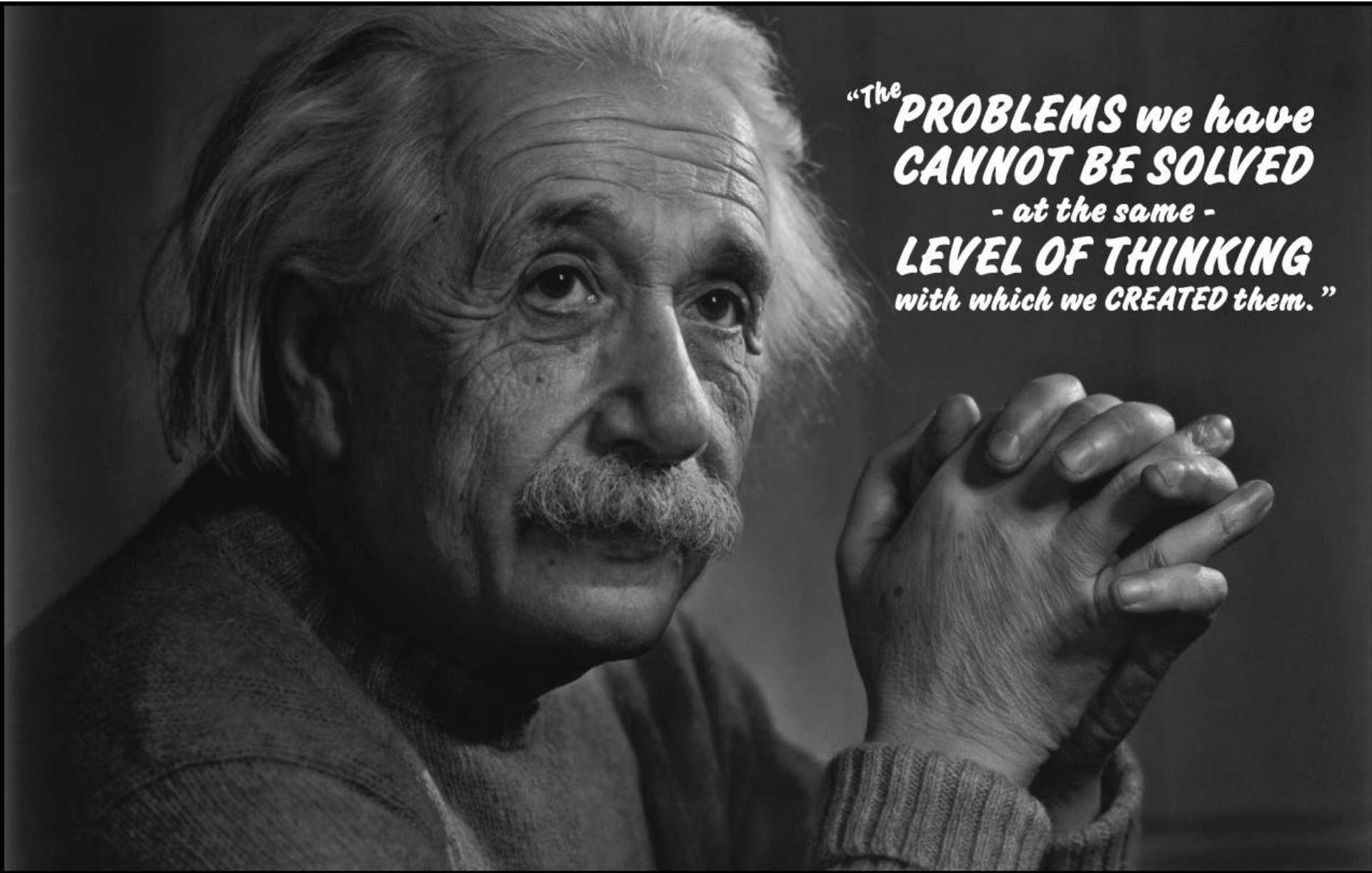
"The **PROBLEMS we have CANNOT BE SOLVED** - at the same - **LEVEL OF THINKING** with which we **CREATED** them."

If it doesn't challenge you, it doesn't change you.
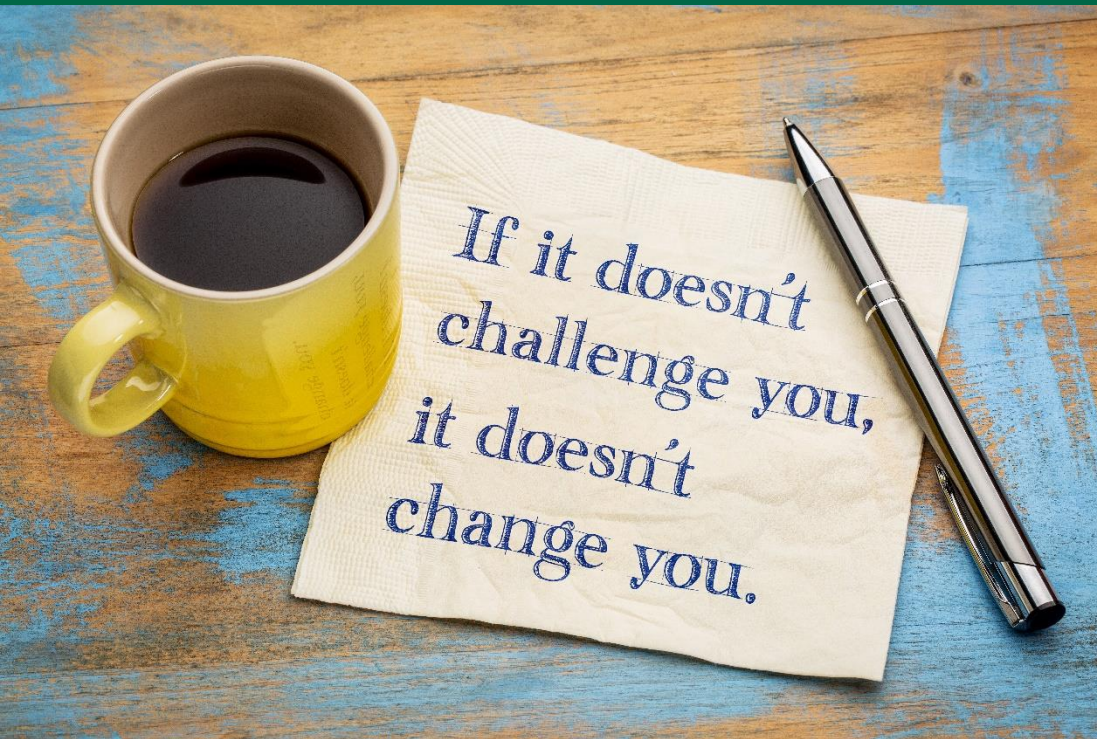
This is the time for us to reimagine the thinking needed for our desired future to emerge

Requires Humility:

Allows us to challenge our underlying beliefs and assumption and to learn

College of Public Health
our practice is our passion

Double Loop Learning: Argyris & Schön

Why?

Underlying Assumptions (Variable)

Goals, values, techniques (action strategy)

Results (Consequence)

Single Loop Learning

Double Loop Learning

Defensive Reasoning

Must get past

Humility

If you understand everything, you must be misinformed.

- Japanese proverb
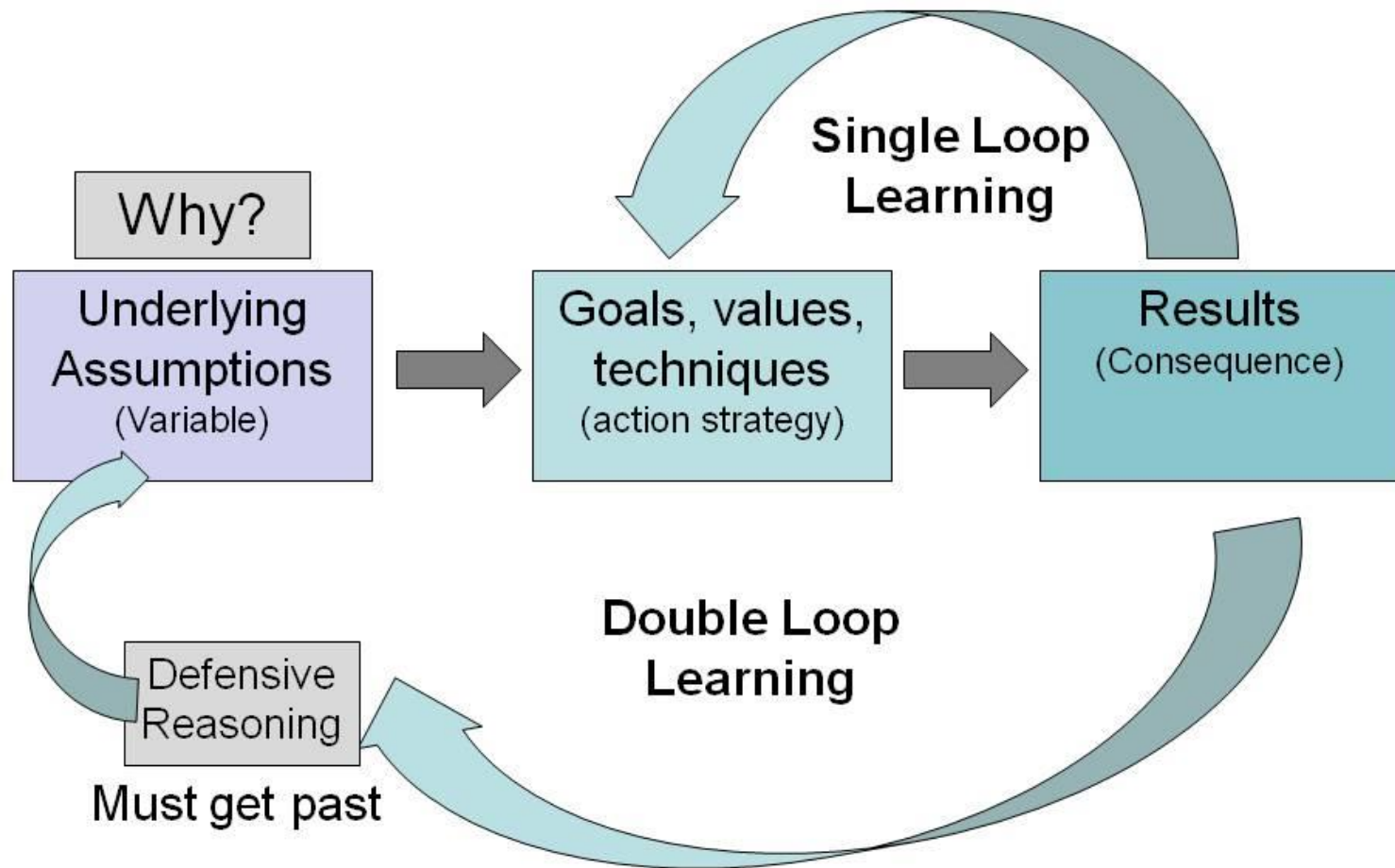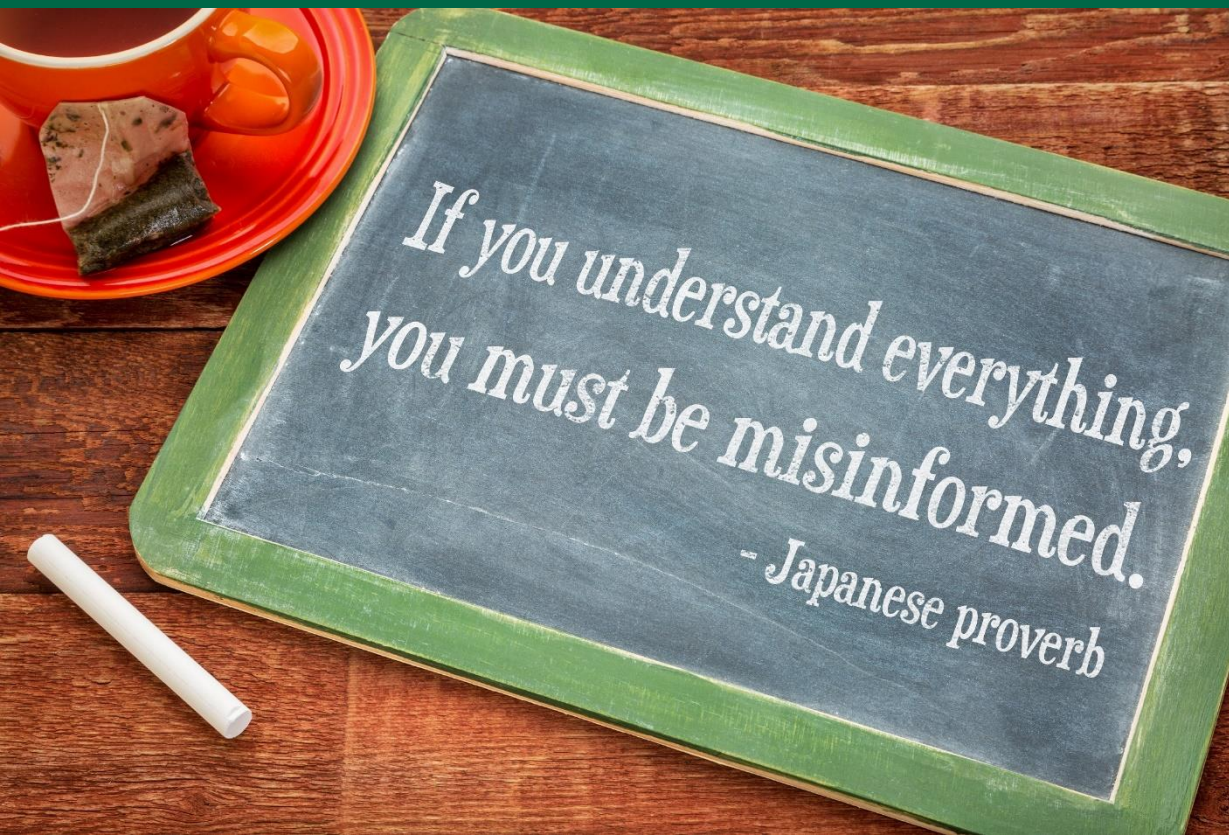
"**_Humility_ is openness to new learning combined with a balanced and accurate assessment of our contributions, including our strengths, imperfections, and opportunities for growth.**"

Bene Brown. Atlas of the Heart p 242

Analysis means taking something apart in order to understand it; *systems thinking* means putting it into the context of a larger whole.

Fritjof Capra

UNIVERSITY of SOUTH FLORIDA

Identity: I am Systems Thinking Leader

Emergent Layer

Canopy Layer

Understory Layer

Forest Floor
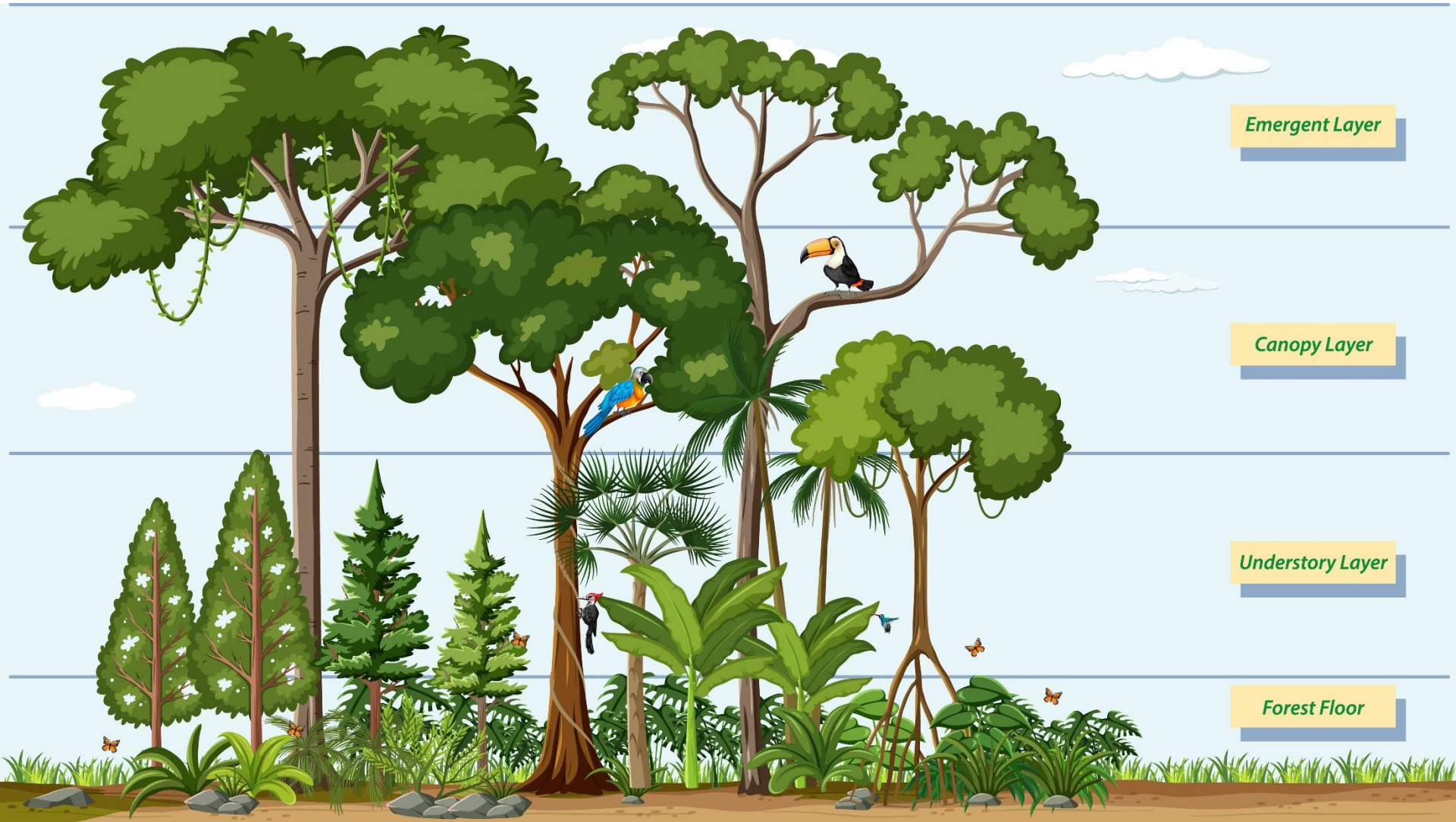
Seeks to understand the big picture

Observes how elements within systems change over time, generating patterns and trends
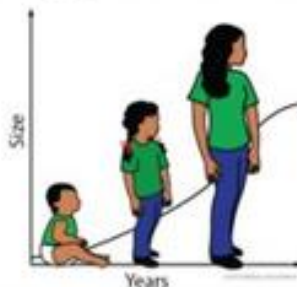
Recognizes that a system's structure generates its behavior

Identifies the circular nature of complex cause and effect relationships

Makes meaningful connections within and between systems

Changes perspectives to increase understanding

Surfaces and tests assumptions

Habits of a Systems Thinker

Considers an issue fully and resists the urge to come to a quick conclusion

Considers how mental models affect current reality and the future

Uses understanding of system structure to identify possible leverage actions

Considers short-term, long-term and unintended consequences of actions

BANK

Pays attention to accumulations and their rates of change

Recognizes the impact of time delays when exploring cause and effect relationships

Checks results and changes actions if needed: "successive approximation"

Increases the ℙ of match

distinctions (D) ①
systems (S) ②
relationships (R) ③
perspectives (P) ④

Structure ①
aka, self- organizing

Information ②
aka, data, details

Real world

Mental Models

① **structure**
aka, thinking, cognition, encoding, organizing

② **information**
aka, data, content, details

① making distinctions (D)
② organizing systems (S)
③ drawing relationships (R)
④ taking perspectives (P)

Real-world
(CAS systems)

Mental Models
(CAS Friendly)

SYSTEMS THINKING

Mulyono, Y., Sukhbaatar, U., Cabrera, L. and Cabrera, D. (2021). "Hard" and "Soft" Methods in Complex Adaptive Systems (CAS): Agent Based Modeling (ABM) and the Agent Based Approach (ABA).. In, Routledge Handbook of Systems Thinking, (Eds) Cabrera, D., Cabrera, L. and Midgley, G. Routledge. London, UK.

The DSRP Approach to Teaching Systems Thinking

- Making distinctions (D) between and among ideas.

- Organizing ideas into systems (S) of parts and holes.

- Identifying relationships (R) between ideas.

- Taking many perspectives (P) on an idea.

Cabrera Research Lab https://www.cabreraresearch.org/

DSRP Model – Cabrera Research Labs

Systems Thinking – What is it?

[NEW Systems Thinking: *A Little Film about a Big Idea*](#)

Please take notes on key points

The Power of DSRP

Patterns	Equals	Elements		
		Element$_1$	Coimplies	**Element$_2$**
Distinctions (D)		*identity (i)*		*other (o)*
Systems (S)	=	*part (p)*	⇄	*whole (w)*
Relationships (R)		*action (a)*		*reaction (r)*
Perspectives (P)		*point (þ)*		*view (v)*

Linear Systems:

- …characterized by what is called the ***superposition principles***. There are just two principles; the **additivity principle** and the **homogeneity principle**.

- **Additivity** states that when we put two or more components together, the resulting combined system will be nothing more than a simple addition of each component's properties in isolation.

- The principle of **homogeneity** states that the output to the system is always directly proportional to the input

Non-linear systems:

- **…**defined as those that defy the superposition principles. The **additivity principle breaks down** in nonlinear systems …The **homogeneity principle** implies that there is no feedback loop over time, that things exist in something of a vacuum. But in non-linear systems feedback loops are inevitable.

So...in non-linear systems (i.e all living systems) small changes in the right place and the right time can have large impacts

The "not so secret" secret

A Real World Complex Adaptive System

https://www.youtube.com/watch?v=dedVszDI9aE&t=1s

Characteristics of Complex Systems

A 'complex' system

Emergent behavior that cannot be simply inferred from the behavior of the components

Complex Systems

Involve:

Many Components

Dynamically Interacting

and giving rise to

A Number of Levels or Scales

which exhibit

Common Behaviors

Size Scale

Emergence

Hierarchies

Self-Organization

Control Structures

Composites
- Substructure
- Decomposability

A 'simple' system

Chaos
Fine Scales Influence Large Scale Behavior

347.8639576234567598835428374

Evolution

Time Scale

Trandisciplinary Concepts

Across Types of Systems, Across Scales, and thus Across Disciplines

New England Complex Systems Institute. Graphic created by Marshall Clemens

As you continue your collaborative work, consider your communities as complex adaptive systems

A Regenerative Perspective …

Life-Affirming

Ever-changing/Adaptive

Relational and Interconnected

Diverse

Cyclical and Seasonal

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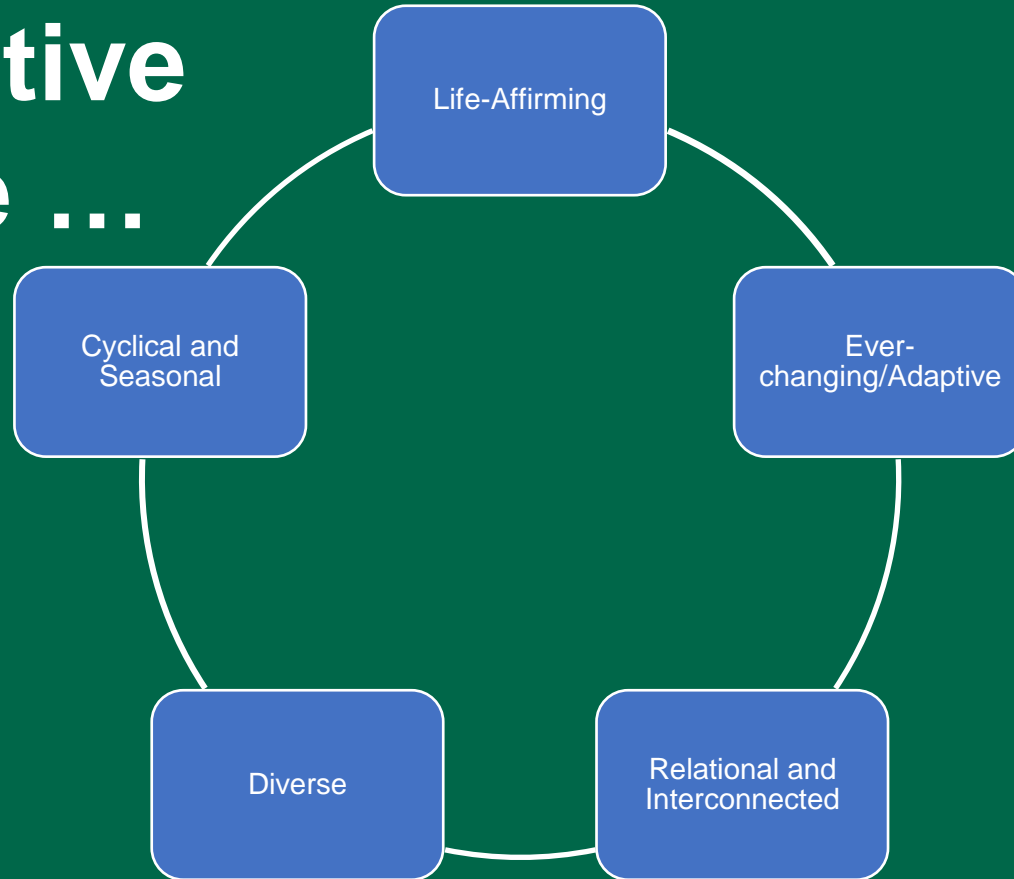
Regenerative Leadership Theory of Change
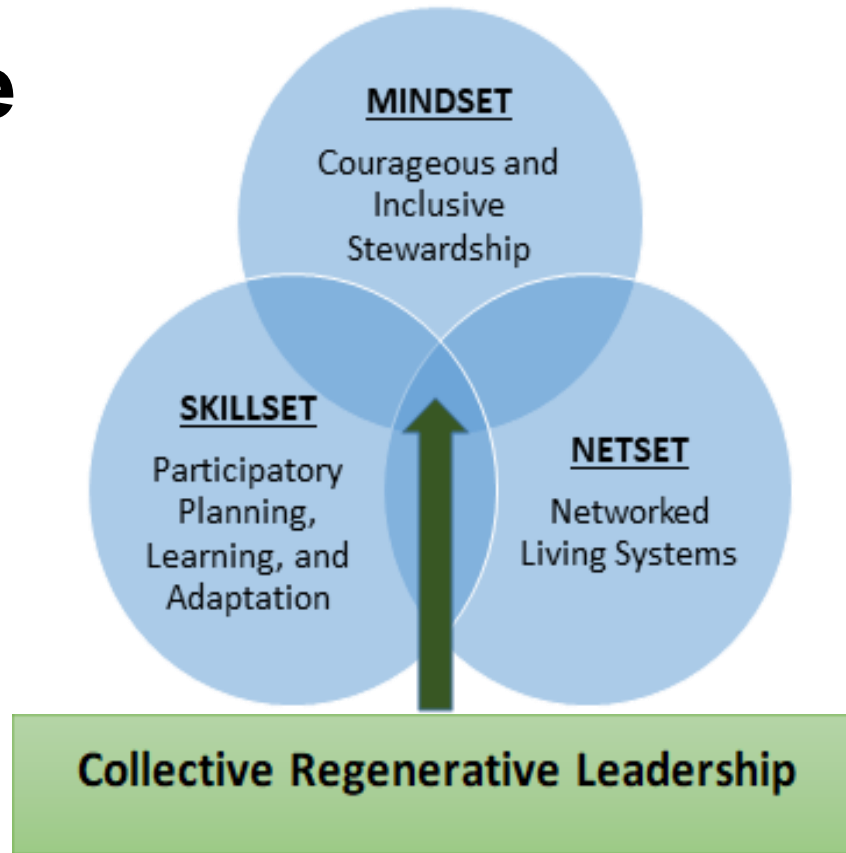
Crisis Leadership in the Current Public Health Context

Marissa J. Levine MD MPH

Leading through Covid-19: A Meta-Leadership Analysis

Cross-cutting trends from January 2019 through August 2021

N P L I
NATIONAL
PREPAREDNESS
LEADERSHIP
INITIATIVE

HARVARD T.H. CHAN
SCHOOL OF PUBLIC HEALTH

HARVARD Kennedy School
Center for Public
LEADERSHIP

The National Preparedness Leadership Initiative is a joint program of the Harvard TH Chan School of Public Health and the Harvard Kennedy School of Government, Center for Public Leadership

"Perhaps most significant is the evidence that the most resilient organizations are those that are committed to shifts in their mindset and double-loop learning"

Double Loop Learning: Argyris & Schön

Single Loop Learning

Double Loop Learning

Why?

Underlying Assumptions (Variable)

Goals, values, techniques (action strategy)

Results (Consequence)

Defensive Reasoning

Must get past
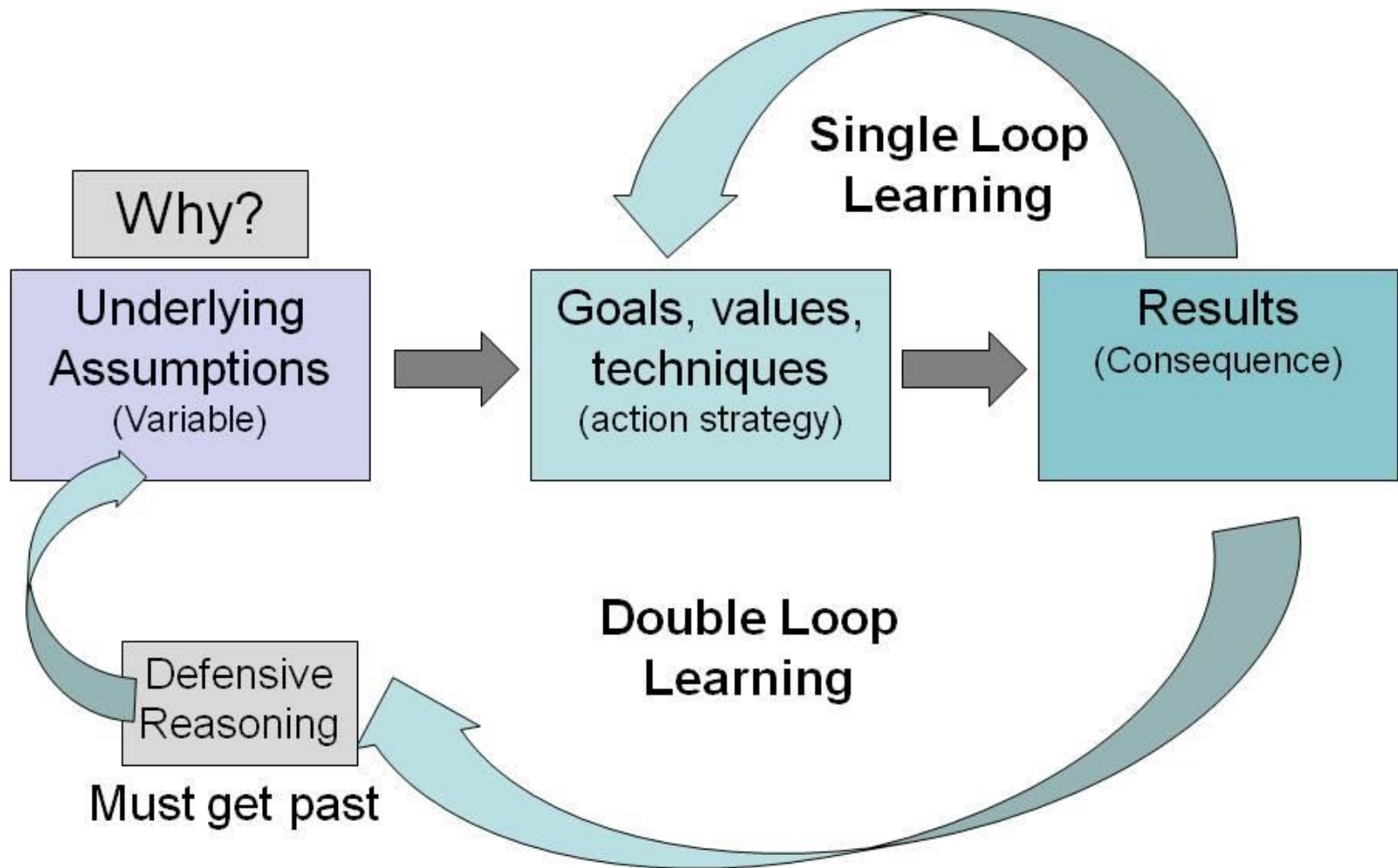
Understanding and managing cascading and systemic risks: lessons from COVID-19

Based on the research conducted in this study, key characteristics that determine the risks associated with COVID-19 have been identified:

(i) interdependence, interconnectedness and cascading effects,
(ii) non-linear relationships,
(iii) feedback loops,
(iv) tipping points,
(v) being unnoticed,
(vi) uncertainty, and
(vii) dynamic.

Combined, these characteristics confirm the systemic nature of risks associated with the disease. Understanding risks in the context of COVID-19 hence requires a *systems perspective.*

UNDRR & UNU-EHS (2022). Understanding and managing cascading and systemic risks: lessons from COVID-19. Geneva, UNDRR; Bonn, UNU-EHS

Lessons for Risk Management

- Considering the broad risk management categories:
  - (i) risk assessment,
  - (ii) risk interventions, and
  - (iii) monitoring and evaluation

- ***The UN report identifies the need for a greater emphasis on risk perceptions, risk communication, intervention dynamics and managing the interconnections of system elements and agents.***

UNDRR & UNU-EHS (2022). Understanding and managing cascading and systemic risks: lessons from COVID-19. Geneva, UNDRR; Bonn, UNU-EHS

Crisis Leadership During Pandemics
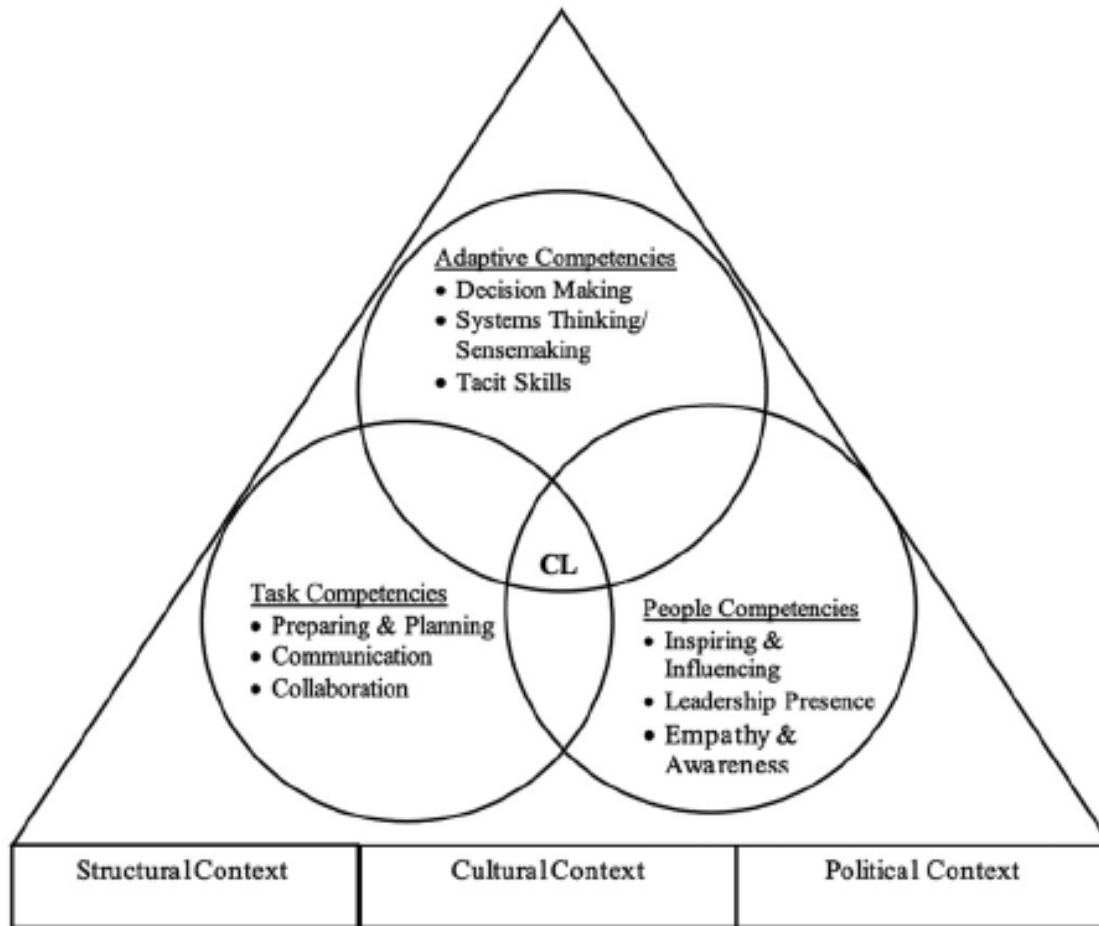
Figure 3. Framework for crisis leadership (CL) during pandemic: Competencies and contextual enablers/barrier.

Sriharan, A. et al (2022) Public Health and Health Sector Crisis Leadership During Pandemics: A Review of the Medical and Business Literature. Medical Care Research and Review. 79(4) 475– 486

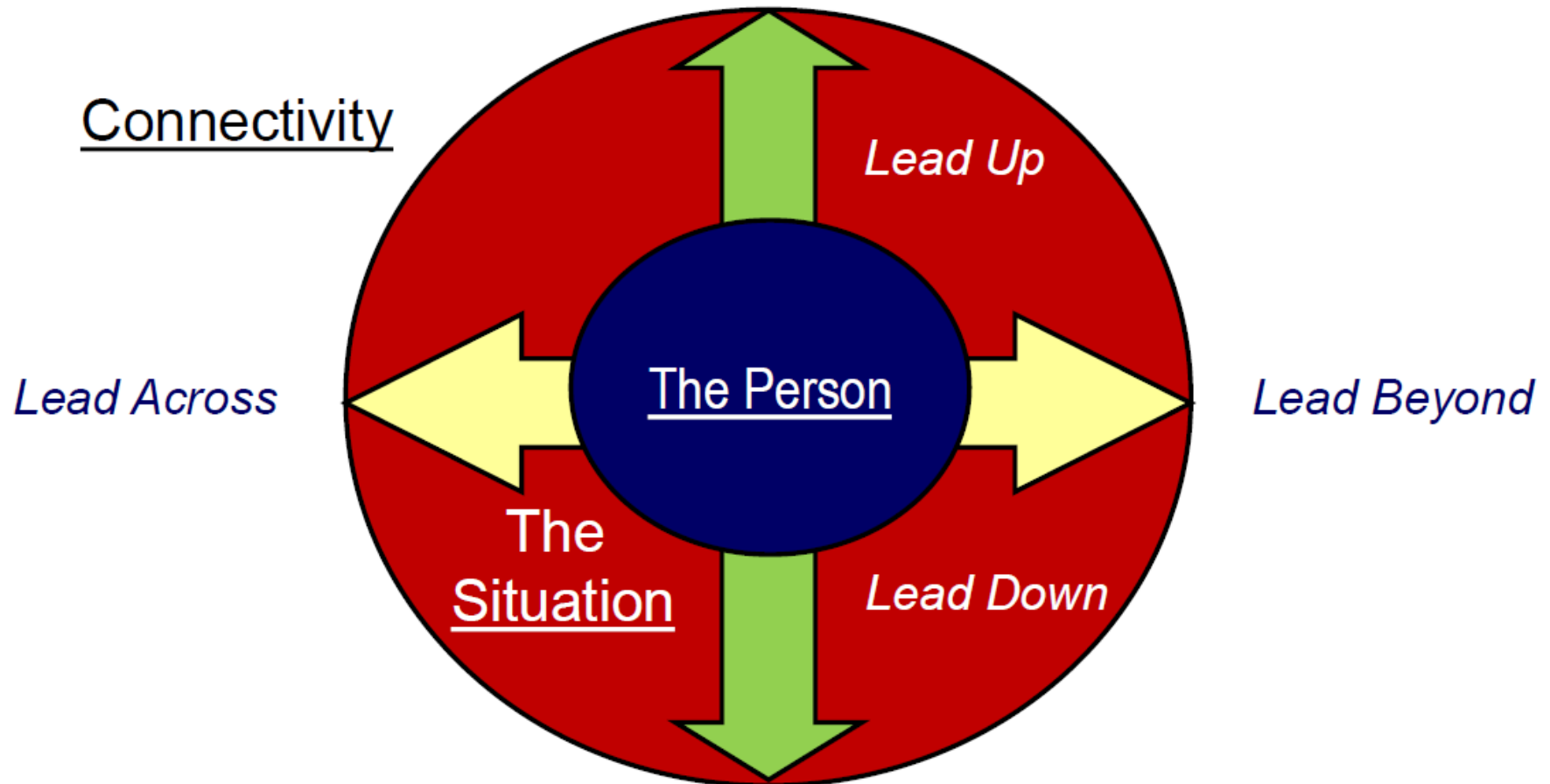Crises of the public's health are no longer limited to traditional PH emergencies…

…and decisions being made in other sectors will now be influenced by 'increasing risk contexts' adding to the complexity impacting leaders decisions

THE THINKING & PRACTICE OF META-LEADERSHIP

Connectivity

Lead Up

Lead Across

The Person

Lead Beyond

The Situation

Lead Down

"How can I help make you a success?"

Multi-sector Meta-Leadership Observations

Key Observations:

- People First
- **Shifting from a reactive survival model to an agile, adaptive mindset was significant**
- Finding and providing a single source of truth
  - "driving to the knowns"
  - Creating a clear response vision
  - Providing consistent messaging
- **Making the crisis an opportunity for learning**
  - Moving from single loop to double loop learning
    - Leads to core shift in thinking and doing.
- The power of preparation
  - Preparedness pays off – consider it as an investment

NPLI Leading Through COVID-19: A Meta-Leadership Analysis

Three Key Meta-Leadership Tools

Driving to the Known

Known	*Known Unknown* **Accessible →** **Assemble**	*Known Known* **Tangible → Use**
Unknown	**Unknown Unknown** Abstract → Imagine	*Unknown Known* Hidden → Seek
	Unknown	Known

What <u>Can Be</u> Known

What is Known

THE POP – DOC LOOP

Establishing Your Leadership Rhythm

Perceive

Decide

Orient

Operationalize

Predict

Communicate
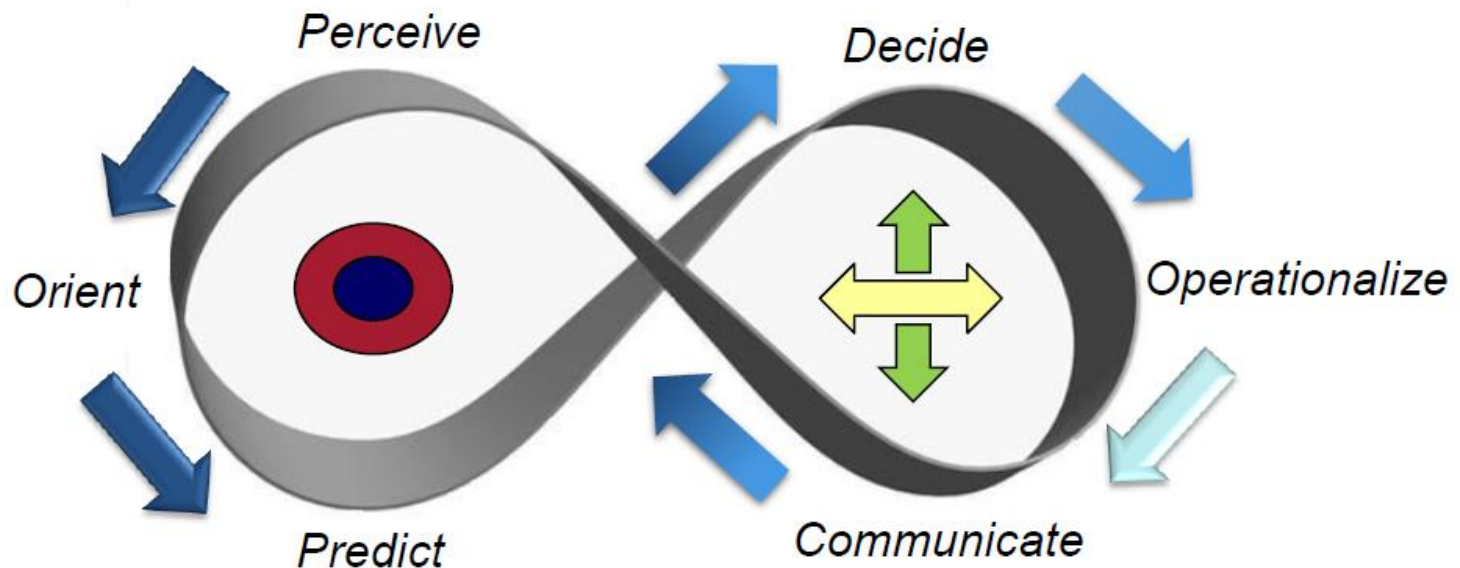
THINKING STEPS

SYSTEMATIC TRIAL & LEARN

ACTION STEPS

NPLI Leading Through COVID-19: A Meta-Leadership Analysis

THE ARCS OF A CRISIS
Leaders Guide & Shape Arcs INTENTIONALLY

WIDTH = DURATION OF THE RESPONSE TO THE THREAT

THREAT/CHALLENGE

NEEDED ACTIONS AND PACE OF PERFORMANCE

HEIGHT = MAXIMUM IMPACT

THE NUMBER OF ARCS

Start

End

TIME AND EFFORT

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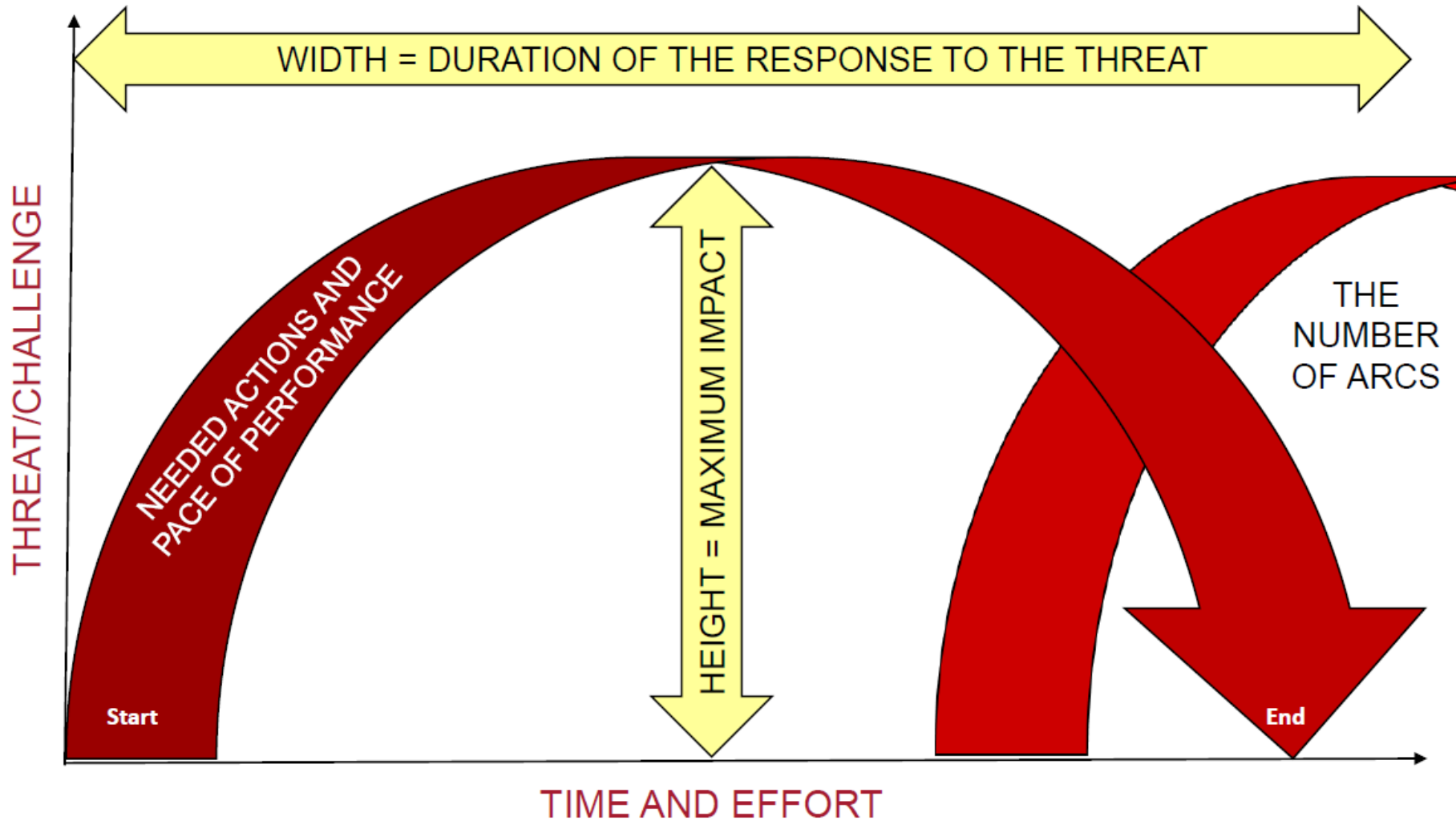
Scenario Planning

HYPOTHETICAL ARCS OF TIME COVID-19 — An IDEAL CASE Scenario

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HYPOTHETICAL ARCS OF TIME COVID-19

An WORST CASE Scenario

THREAT/CHALLENGE

ARC 1
Mitigation Recommendations Followed

CASES AND DEATHS PEAK AND BEGIN TO REDUCE

ARC 2
Mitigation Recommendations
Suspended Too Early
Protests Drive Actions

CASES RISING SUBSTANTIALLY STRAINING HOSPITALS

ARC 3
Civil Disobedience Erupts
Critical Systems Disrupted

HEALTHCARE SYSTEM COLLAPSING

ARC 4
Broken Supply Chains
Food and Medicine Shortages

CASES RISING & WIDESPREAD DEATH

ARC 5
Civil Institutions Fail
Chaos & Unrest Persist

STARVATION AND VIOLENCE INCREASING

TIME AND EFFORT TO SUCCEED

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Leading Organizations

The Role for Reflection

Marissa J Levine, MD MPH

Professor

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Is it important for leaders to reflect?

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Final Exercise for this Session

Personal Commitment and Accountability

- **Use whatever platform, materials that you would normally use to document a task or project for which you are accountable**

- **Write down 1 or 2 ideas from this session that you pledge to implement/try over the coming weeks.**
  - **"As a leader in this coalition, I pledge to……**

- **Share your pledge with others and seek support from them. Discuss a feedback process to define a timetable for follow-up with your colleagues.**

Complex Behaviors and Outcomes can arise from simple rules

Simple Rules for Leadership in our Times

- Build from a solid relationship with self *[Leading with your Whole Self]*

- Be open to and skilled at challenging your (and others) beliefs, assumptions and biases
[Double Loop Learning]

- Seek first to understand the system in which the complex issue or "wicked" problem has arisen *[Systems Thinking]*

And a few final thoughts to consider…

Building Systems that Work for People's Health & Well Being Also Requires Building Data Systems Designed for that Purpose

It is possible to create an "epidemic of health"

Jonas Salk

There is Hope

In the factory we make cosmetics…

…in the stores we sell hope!

Charles Revlon

Dr. Levine's Key "Leading with your Whole Self" Actions

1. First, become a human being
2. Be fully present
3. Define your purpose and principles
4. Find and develop your authentic, adaptive leader
5. Don't fear change, lead it
6. Know and embrace history
7. See the larger system(s).
8. Use a positive, strength-based, collaborative approach
9. Prepare, practice, learn, adapt and repeat
10. Inspire hope

Dr. Levine's 7+ "C's" of Leadership

- Caring
- Competent
- Communicative
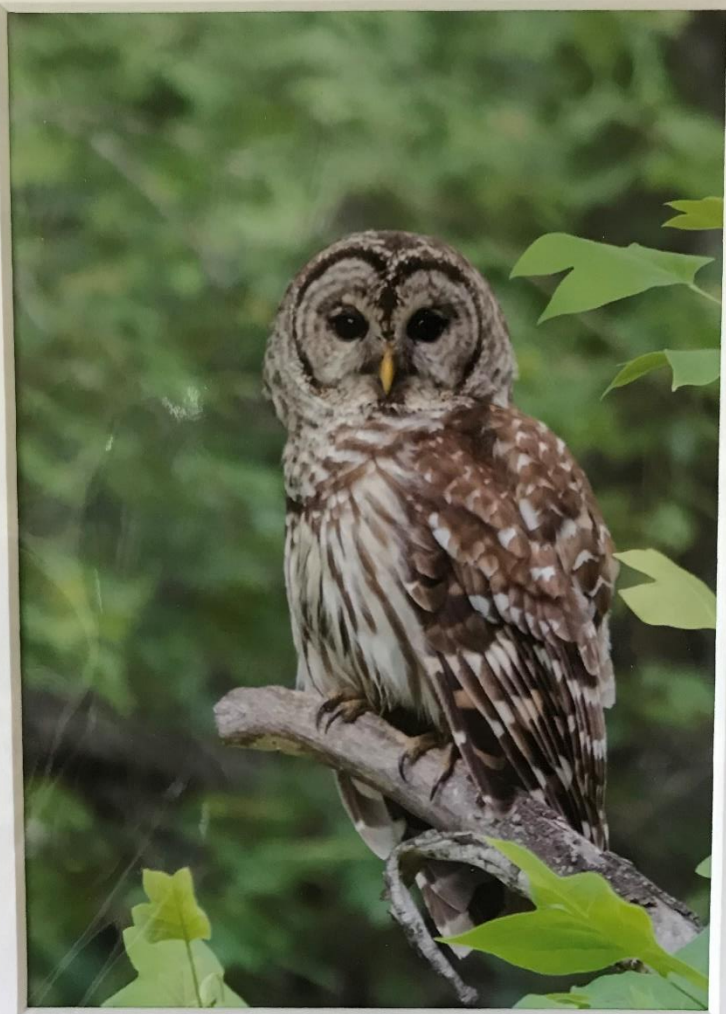- Credible
- Collaborative
- Creative
- Courageous

Contextual

Adaptability

Authenticity is Your Foundation

Outside dreams

One who looks

Inside awakens.

One who looks

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"*Never forget that you are one of a kind. Never forget that if there weren't any need for you in all your uniqueness to be on this earth, you wouldn't be here in the first place. And never forget, no matter how overwhelming life's challenges and problems seem to be, that one person can make a difference in the world. In fact, it is always because of one person that all the changes that matter in the world come about. So be that one person.*"

Buckminster Fuller

Admiral William McRaven

When all else fails

Summary, Comments and Questions?

Thank you and make the most of the rest of this meeting!

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