



**Mindful Leadership:  
Leading with Heart and Mind for Healthcare Leaders**



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**ACHENJ**  
American College of Healthcare Executives

# Objectives

- Make the case for the importance of bringing mindful practices into healthcare organizations.
- Develop leaders' cognitive abilities to be more effective and compassionate.
- Provide suggestions for how to implement these practices in an organization.

# Agenda

Objective	Speaker/Moderator
Introductions	Tracy Duberman
What is Mindfulness?	Home Nguyen
Atlantic Health System Case Study	Sharon Kelly
Hackensack Meridian Health Case Study	Chrisie Scott
Overall Q&A	Tracy Duberman



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# Panelist Profiles



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## Home Nguyen

Executive Coach & Leadership Consultant, Founding CEO  
MindKind Institute

- Home is an educator, executive coach, and leadership consultant with experience working in diverse cultures and settings. He is the founding CEO of MindKind Institute, providing coaching and leadership development for high-achieving leaders who are ready to create purposeful and lasting change. He works as a trusted adviser to his clients, helping them to lead with a powerful vision and sense of purpose, with a focus on cultivating mindfulness and practical wisdom that results in extraordinary impact and influence.
- As an certified executive and career coach with over 15 years experience, Home has worked with a wide range of leaders and their teams, from CEOs of privately owned companies to managers of large corporations, helping them develop strategic insights, social and emotional intelligence and mental and physical resiliency. As adjunct professor at Teachers College, Columbia University, he teaches courses on Self-Awareness Training, Mindfulness and Contemplative Practices for educators, therapists and leaders. conducts mindfulness seminars for Executives and MBA students at Columbia Business School, and teaches with the Summer Principals Academy at Teacher's College.
- Home received his B.A. from the California Institute of Integral Studies, and is a doctoral candidate in adult learning and organizational leadership at Columbia University. His research focuses on the development of wisdom and mindfulness in physician leadership.



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**Sharon Kelly, LCSW**  
Counselor and Account Manager  
Atlantic Health System

- Ms. Kelly is a counselor and account manager at Atlantic Health System, in Morristown, NJ. Ms. Kelly has been in the field of Employee Assistance and social work for over 18 years. She received a Bachelor's degree from Douglass College at Rutgers University, New Brunswick, NJ and a Master's degree in social work from Fordham University, New York, NY. She is a certified Yoga instructor and is enrolled in The Engaged Mindfulness Institute teacher training certification program. In addition to her work with employees and business leadership in the employee assistance field, Ms. Kelly is specifically skilled as a clinician in critical incident response and trauma work, cognitive behavioral therapy, coaching, public speaking and corporate training. She is especially interested in employee and leadership stress and in bringing mindfulness and contemplative skills to the workplace and to the clinical experience.
- Ms. Kelly attended the first Mindfulness Leadership Summit in Washington, DC and designed her own Mindful Leadership training that was offered to local leaders in Morris County, NJ. She wrote and regularly presents "DeskTop Yoga" and "Mindfulness at Work" for general staff at many companies and for Atlantic Health System employees and leaders.
- Currently she is hosting one of the mindfulness drop-in program at Atlantic Health System and is on the committee to bring mindfulness to the employees. She has been a yoga and meditation practitioner for over 40 years. She also has a private practice in Long Valley, New Jersey.

## Chrisie Scott

### Senior Vice President, Chief Marketing Officer Hackensack Meridian Health

- Chrisie Scott is the first chief marketing officer for newly merged Hackensack Meridian Health, the second largest health network in New Jersey with 28,000 team members, 6,000 physicians, 13 hospitals and hundreds of community-based locations. Prior, she served as vice president of marketing and corporate communications for Meridian Health in New Jersey.
- Chrisie's strengths are in creating engaging, integrated marketing strategies, building emotionally intelligent brands, encouraging a storytelling culture, using data and analytics to drive decisions, and reimaging the customer experience. She currently serves on the Executive Experience Council for her organization and participates in the Experience Innovation Network with 50 organizations in the country.
- Earlier in 2016, Chrisie was voted into the Healthcare Executive Forum, a peer-based organization that fosters professional education and networking in health care strategy. She holds an MBA in marketing from Fairleigh Dickinson University and a bachelor's degree in communications from Rowan University.



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**Tracy Duberman**  
President & Founder  
The Leadership Development Group

- The Leadership Development Group is a global talent development firm that works with healthcare leaders to inspire change and execute business strategies. The firm partners with healthcare organizations, including providers, payers, and pharmaceutical companies, to provide talent development programs.
- TLD Group is comprised of a team of over 200 leading-edge academicians, talent management consultants, executive and physician coaches, and facilitators who design meaningful solutions to enable leaders, teams and organizations to reach their goals.
- Tracy earned her PhD from New York University. Her doctoral dissertation, *Assessing the Critical Behavioral Competencies of Managed Care Physicians*, was used as a guide for physician selection for one of the largest managed care organizations. Tracy holds an MPH from the University of Medicine and Dentistry of New Jersey, and a BA in Public Health from the University of Rochester. Tracy is a Certified Physician Executive Coach as well as a Board member of the Physician Coaching Institute, a Professional Certified Coach through the International Coaching Federation, a Fellow of the American College of Healthcare Executives, a Board Chair for the Education Committee for ACHE-NJ, and a member of the American College of Physician Executives.



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# What is Mindfulness?



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# What is Mindfulness?

Mindfulness means paying attention in a particular way;  
On purpose, in the present moment, and nonjudgmentally.”

Jon Kabat-Zinn

Awareness = Intention + Attention + Acceptance



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Between stimulus and response there is a space. In this space there is our power to choose our response. In our response lies our growth and our freedom."

Victor E. Frankl



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# WHY Mindfulness?

## Essential for Modern Life

Research highlights the benefits :

- Repaired immune systems
- Improved concentration
- Heightened emotional intelligence
- Reduced anxiety and depression
- Sustained joy and satisfaction
- Deepen empathy and compassion
- Enhanced Creativity
- Better Memory

For reviews, please see Bishop et al, (2004)  
Brown, Ryan, & Creswell (2007) and Baer (2003)



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# What is Mindfulness?

- The use of mindful practices like meditation, introspection, and journaling have been shown to contribute to the success of leading organizations.
- Mindful practices support personal and professional growth by enabling leaders to gain focus, clarity, creativity, and compassion – qualities which allow leaders to face the myriad demands and struggles of everyday work life.

# Mindfulness in Healthcare

- Healthcare leaders, in particular, deal with challenges and pressures that are unique to the healthcare climate.
- Practicing mindfulness can help healthcare executives more effectively deal with these challenges by teaching them how to approach each situation with focus and clarity to make important decisions, how to be creative and innovative in their approach to healthcare leadership, and how to be compassionate with others in times of turmoil.



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# Atlantic Health System Case Study



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# ***In the beginning...***

Mindfulness Based Stress Reduction Training

Behavioral Health  
Integrative Medicine

Focus on clinical programming not on staff



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# ***How it started***

- Caregivers
- Patients
  - Parkinson and Alzheimer's
  - Stroke survivors
  - Behavioral Health
  - pain
- Townships, YMCAs, Adult Education
- CONCERN companies



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# ***Then it started to catch on***

- Mindfulness/Narrative Writing for internal medicine residents
  - Collaboration with Training Director
  - Initial hesitancy became requests for more time
- Mindfulness for Human Resources Managers
  - Can we push MBSR through the system
- Staff meetings

***...but not exactly***



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# ***Self-care vs. Patient Care***

- Minimized impact of self-care
  - Not enough time
  - Value
- Stressed need to be more present
  - Notice subtle changes in patients
  - Connection with patients

***...we need more***



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# Even good ideas need buy-in

## Local Champions - Nurse managers

- Experiential
- Enhanced performance
- Improved concentration
- Strengthened problem-solving abilities
- Decreased stress-related illness and improved morale



# Who's going to do this?

## Mindfulness Expert

- Trained clinicians
- Additional mentorship
- Fidelity to the modality
- Consistent practice

# What did we propose?

## Mindfulness on the Go

- Unit based training
- Must self identify
  - Code Lavender boxes
  - Wellness Champion

# Challenges

- Assuring staff this was endorsed
- Staff disbelief that mindfulness works
- Bigger Rooms
- Someone to own administrative tasks
- More experts...non-hospital sites
- Demonstrate outcomes – need research

# And at the same time...

- Working on Breath Bell
  - 3x/day
  - Cleansing breath
- Again...need buy-in
  - Healing Culture Committee
  - CNOs
  - Pilot and research needed

# Let's pull it all together

- One champion per hospital campus
- Training curriculum

**S**top (what you're doing)

**T**ake a breath (deep)

**O**bserve what's happening sensations, thought, emotions

**P**roceed with what you were doing



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# Hackensack Meridian Health Case Study



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# A Great Story...



# Hackensack Meridian Health



**Licensed Acute Beds**  
4,024



**Hospitals**  
2 Academic  
9 Community  
2 Children's



**Team Members**  
28,000



**Home Care**  
19,000+ visits



**Physicians**  
6,006



**Fitness Members**  
30,000



**Acute Admissions**  
153,185



**Medical Residents**  
503



**ER Visits**  
568,431



**Rehab**  
16 Facilities



**Net Revenue**  
\$4.1B



# Recognized Quality



John M. Eisenberg Award  
for Patient Safety and Quality



Governor's Award  
for Performance Excellence



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# When it Really Matters, we *Heartwire* it...

urban  
DICTIONARY

Browse ▾

Vote

Favorites

Store

## TOP DEFINITION



## heartwire

1) To connect an action with an emotion so that it is less mechanical and more heart-driven; 2) To implement an action or series of actions that are repeatedly driven by the desire to do the right thing with the right feeling; 3) To create steps or actions that are consistently meaningful

*The best nurses heartwire what matters to create a truly healing environment for their patients.*

*The organization's leader heartwired storytelling into every meeting.*

#heart #hardwire #healthcare #high reliability #culture #purpose #kina'ole

by [chrisivity](#) August 04, 2016



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# So, What Does a Mindful Leader Look Like?



present and connected to  
the team

top-performer

good behaviors have  
become habits

resilient

creates a stable  
environment

empathetic

communication is  
person-centered

empowered

conveys meaning in  
work

finds meaning in  
work



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# Our Commitment to Improve the Human Experience



**EXPERIENCE**  
Innovation Network  
PART OF VOCERA

Our vision goes beyond service excellence, with a focus on restoring the *human connection* to health care, improving clinical *outcomes*, increasing patient and staff *satisfaction*, driving physician *loyalty*, and creating market *differentiation*.



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# Mindfulness to Improve Safety, Quality, Empathy and Respect

**KINA'OLE**  
**Right Thing. Right Reason. Right Feeling.**  
H R O T R A N S F O R M A T I O N

"Doing the right thing  
in the right way  
at the right time  
in the right place  
with the right person  
for the right reason  
with the right feeling  
the first time."



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# High Reliability Organizations

Worse than desired situations



Better than expected outcomes



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# The Five Principles of HRO



# Our HRO Toolkit

- Unique HRO training curriculum and tools
- Training curriculum includes:
  - Trainers
  - Team Members
  - Leaders
  - Peer Coaches
  - Physicians



# Mindful Tool: S.T.A.R.

- **Stop**

- Pause to focus attention on the task at hand
- **Be mindful and breathe**

- **Think**

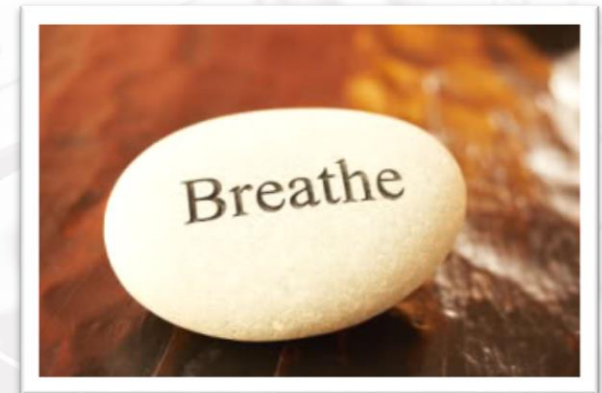
- Understand WHAT is to be done
- Plan your actions
- Decide what to do if the unexpected occurs

- **Act**

- Carry out the planned task

- **Review**

- Verify you get the expected/desired results



# Using S.T.A.R. in Everyday Life



D4



A young life cut short

Top: Edward Hynes grieves by the car seat of his 3½-month-old daughter McKenzie. He left her in a car in a parking lot in Inverness, Fla., Friday. Authorities said he forgot to drop her off at day care and accidentally left her in the car. The infant was pronounced dead at the scene. Left: Mother Melanie Hynes, sitting, weeps in the arms of an unidentified woman.

STEPHEN J. CODDINGTON PHOTOS ASSOCIATED PRESS



# Team-driven tools



## A Mindful Moment

Trust Your Intuition and Take a Breath.



Have you ever felt that something just wasn't right but you couldn't put your finger on it?

Maybe you have completed an assessment that shows no change but your patient says they "just don't feel right" or a family member says their loved one "doesn't seem right". In this moment you have a hunch that something is not right.

This is the perfect opportunity for a Mindful Moment. Give in to your hunch. Your reluctance to simplify the situation just may result in a different outcome for your patient.

When you stop to take a Mindful Moment and use the S.T.A.R. Method you are better prepared to act on behalf of your patient.

It is easy to feel consumed by daily assignments, competing priorities, and other distractions. But when you are distracted you can miss something very important.

In that moment your patient is your priority. Lean on your team and other resources for help when you need it. Remember you are not alone: You are part of a highly reliable organization focused on safety, quality, empathy and respect.

When something doesn't feel right or you have a hunch: Qualify it! Validate it! Verify it!

### S.T.A.R. Method:

A Safety Tool in Your HRO Toolbox



**Stop:** Take a breath. Pause to focus attention on the task at hand.

**Think:** Understand WHAT is to be done. Plan your actions. Decide what to do if the unexpected occurs.

**Act:** Carry out the planned task.

**Review:** Verify you get the expected/desired results.



## A Mindful Moment Prevent a Medication Variance



High risk medication administration requires an independent double check by 2 RN's

High risk medications include:

- Opiates: Fentanyl, Hydromorphone, Morphine
- Concentrated Electrolyte Solutions: Potassium (chloride and phosphate), Sodium Phosphate, Hypertonic Saline (concentration greater than 0.9%), Magnesium Sulfate, Calcium (gluconate and chloride)
- Anticoagulants: Heparin, Argatroban
- Thrombolytic Agents: Alteplase (except for clearance of occluded catheters, Tenecteplase)
- All Chemotherapeutic agents: (for oral chemotherapy only 1<sup>st</sup> time dose requires two nurse independent check)
- Neuromuscular blocking agents: Atracurium, Cisatracurium, Pancuronium, Rocuronium, Succinylcholine, Vecuronium
- Milrinone
- Insulin Infusions
- Insulin SQ in pediatric patients
- Sound alike/look alike (Dobutamine, Dopamine)
- Parenteral Nutrition

Reference: High Risk Medication Policy: MH Pharmacy-Safety Policy & Procedure (4/5/16)

### S.T.A.R. Method:

A Safety Tool in Your HRO Toolbox



**Stop:** Pause to focus attention on the task at hand. Be mindful and breathe

**Think:** Understand WHAT is to be done. Plan your actions. Decide what to do if the unexpected occurs

**Act:** Carry out the planned task

**Review:** Verify you get the expected/desired results



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# A Highly Reliable Team



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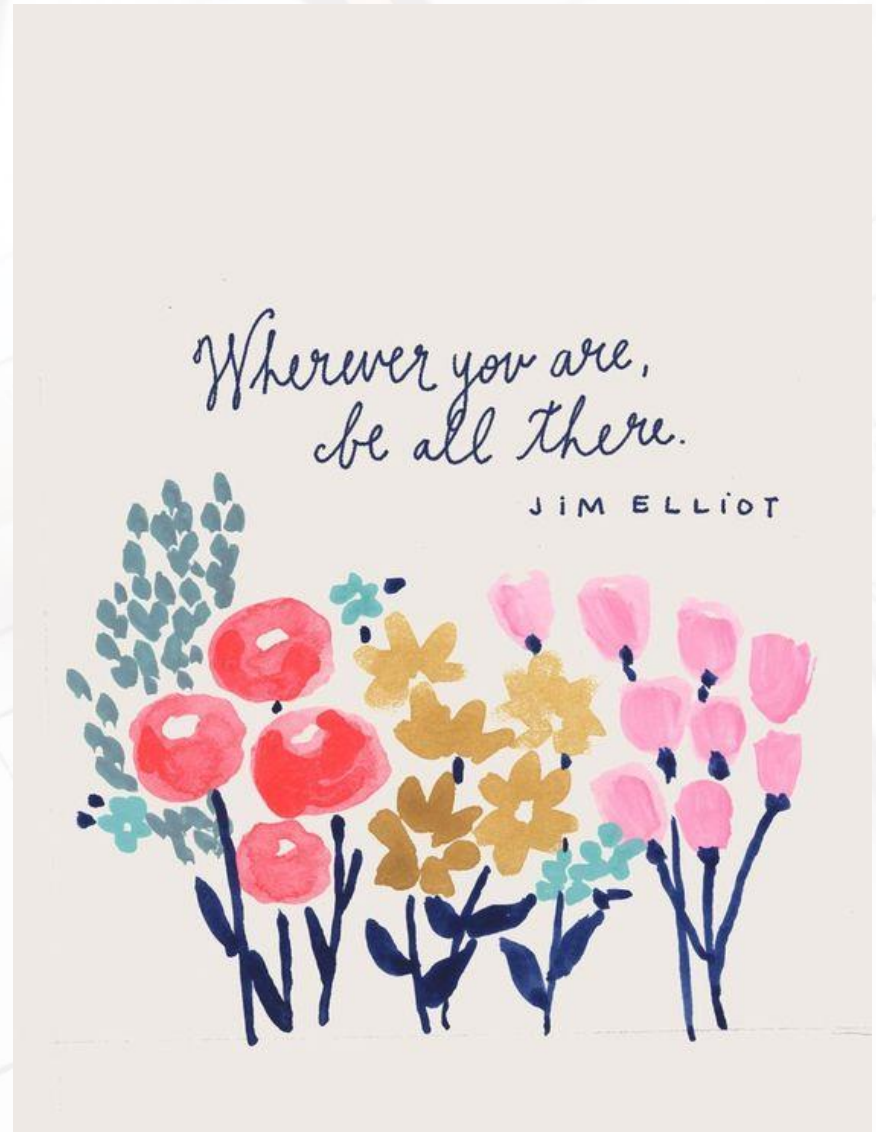
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# Celebrating Our Success





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# Q&A for Discussion



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