

Advanced Concepts in Leadership

Leading in Complexity

J'non Griffin, RN MHA, HCS-D, HCS-C, HCS-H, HCS-O, COS-C
SVP SimiTree

 **SimiTree**

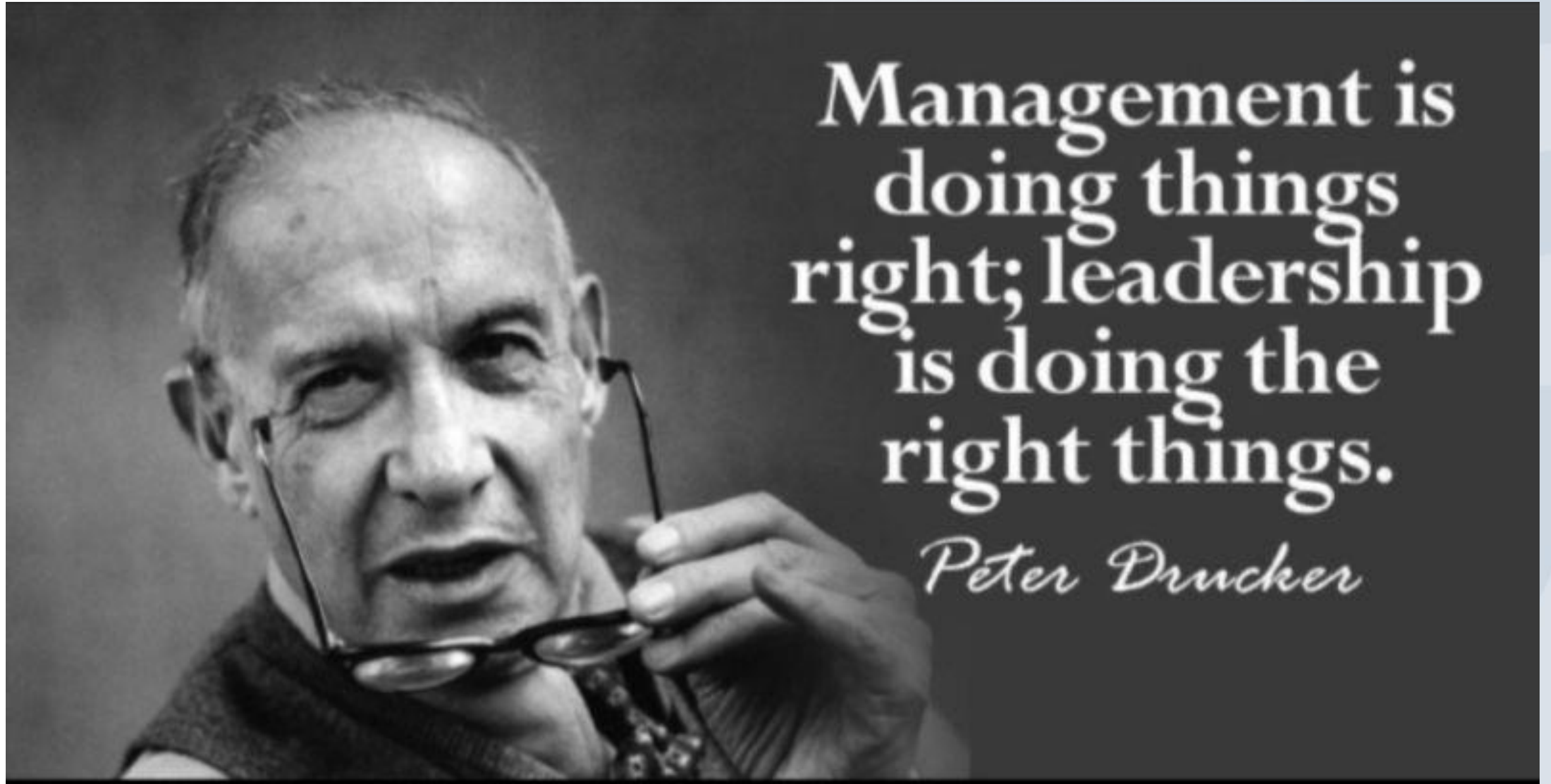
ILLINOIS
**HOMECARE
& HOSPICE**
COUNCIL



The Evolution of Leadership

- **From Command-and-Control to Empowerment**
- **The Shift from Industrial to Knowledge Economy**
- **Leadership as Influence, Not Authority**
- **The Rise of Distributed Leadership**



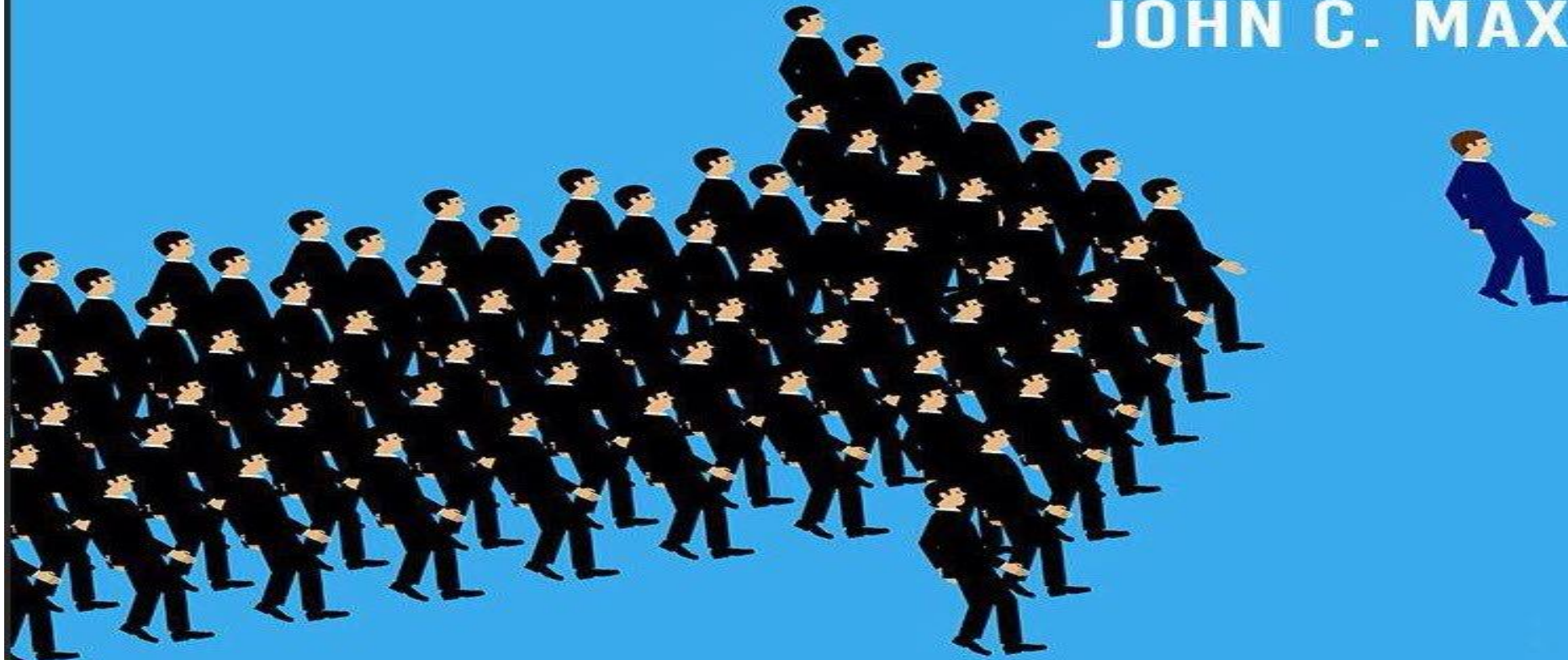


Management is
doing things
right; leadership
is doing the
right things.

Peter Drucker

**A LEADER IS ONE WHO
KNOWS THE WAY,
GOES THE WAY,
AND SHOWS THE WAY.**

JOHN C. MAXWELL

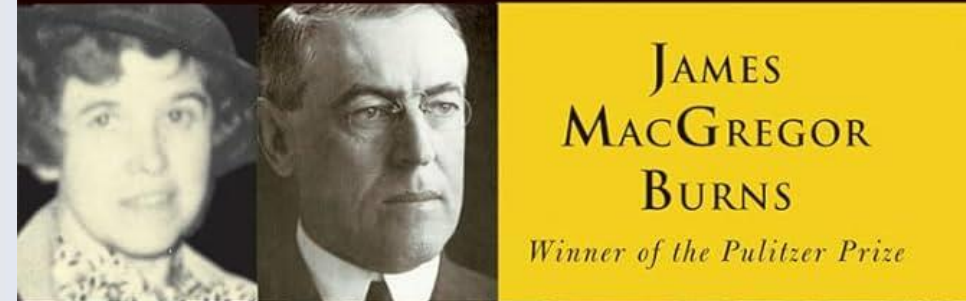


Transformational Leadership

- Inspiring Vision and Purpose
- Intellectual Stimulation
- Individual Consideration
- Idealized Influence (Role Modeling)



TRANSFORMING LEADERSHIP



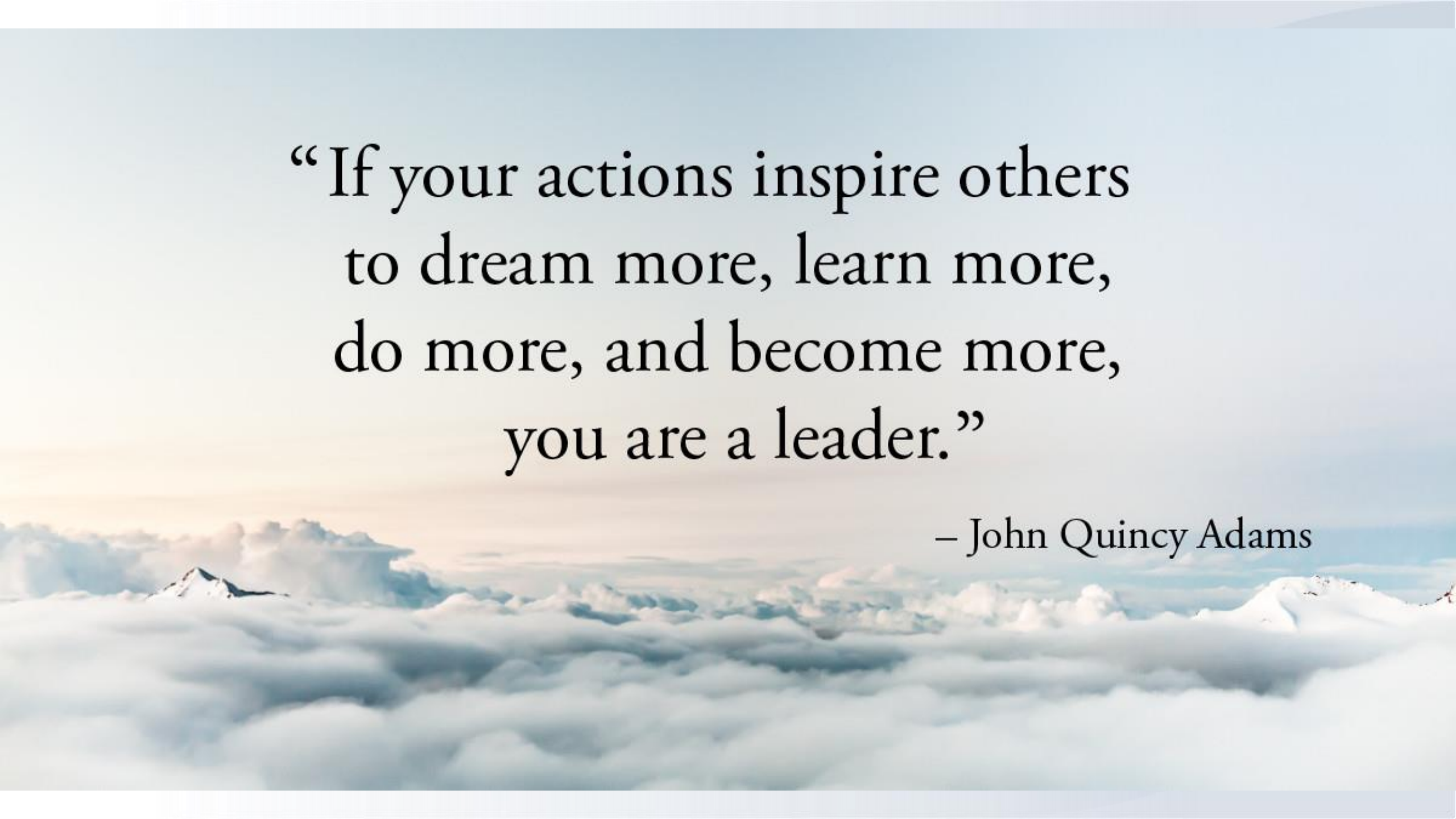
"A wonderful walkabout—a stroll with a brilliant, humane, and beloved old professor whose courses you took long ago . . . methodical, logically arranged, and easy to follow."—*THE WASHINGTON TIMES*

Transformational Leaders

- 1. Create and communicate a compelling vision that gives work meaning.**
- 2. They challenge people to think differently and innovate.**
- 3. They provide individualized consideration, recognizing that each person has unique needs and potential.**
- 4. They serve as role models, embodying the values they support.**

Leadership is not about being in charge. It's about taking care of those in your charge.

SIMON SINEK

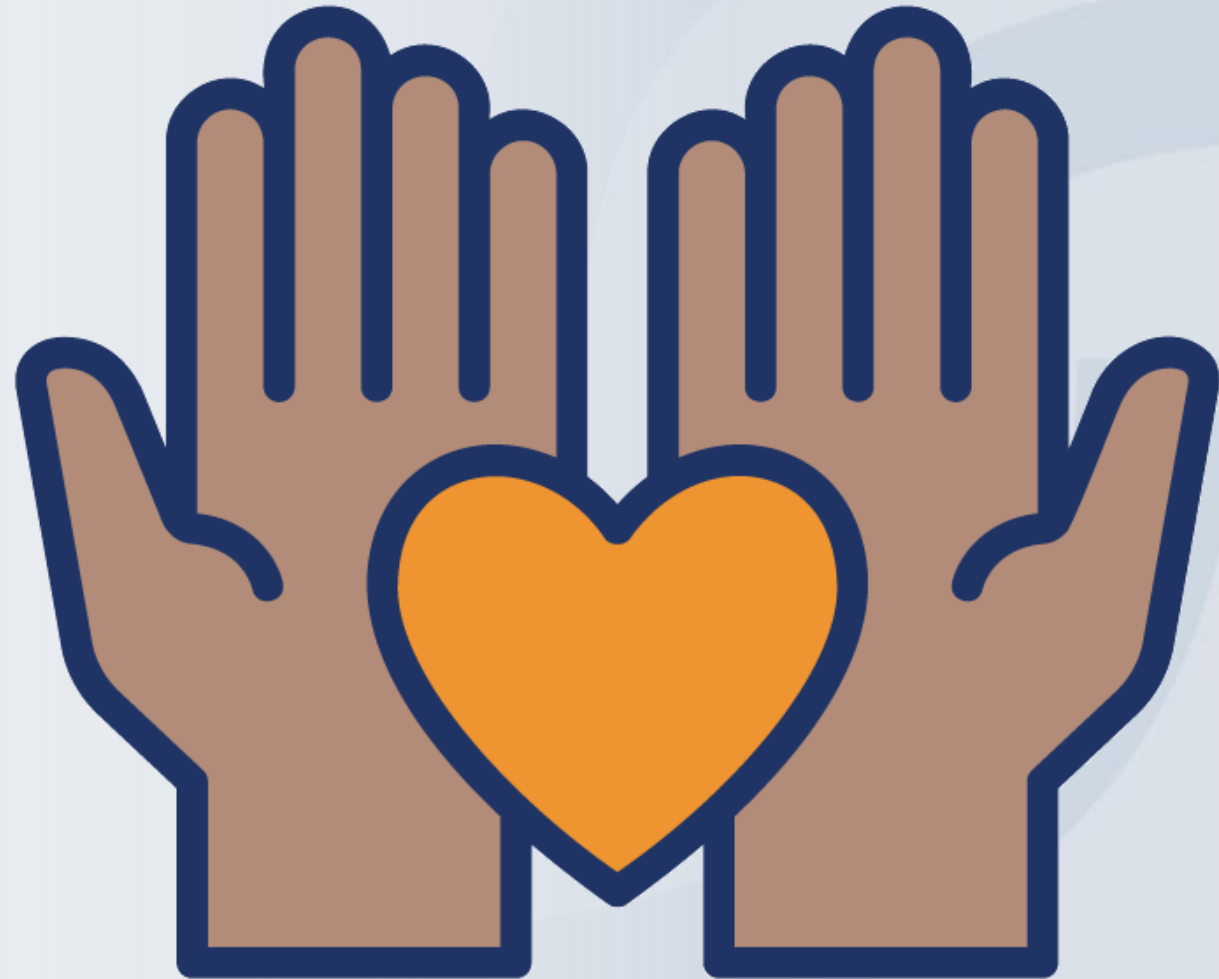


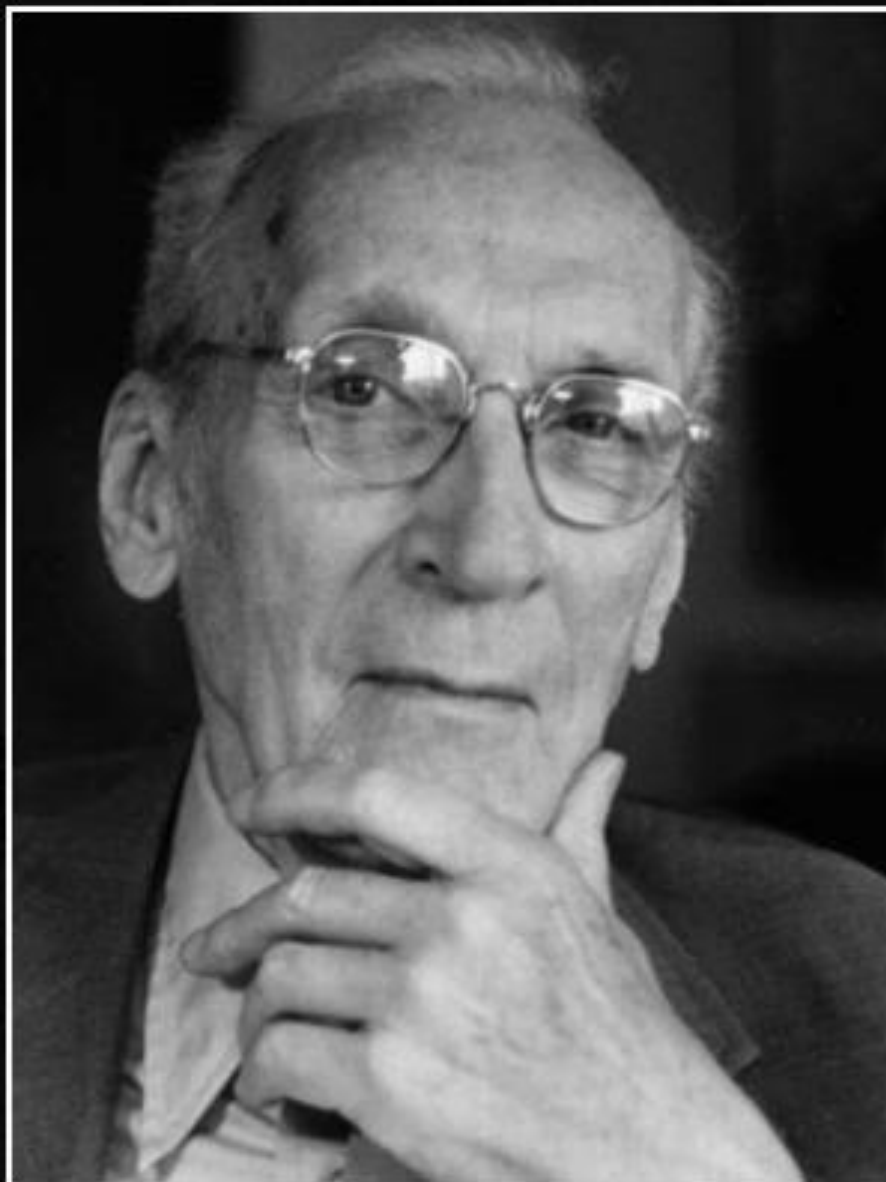
“If your actions inspire others
to dream more, learn more,
do more, and become more,
you are a leader.”

– John Quincy Adams

Servant Leadership

- **Leaders as Servants First**
- **Building Community and Trust**
- **Empowerment Over Control**
- **Stewardship and Accountability**





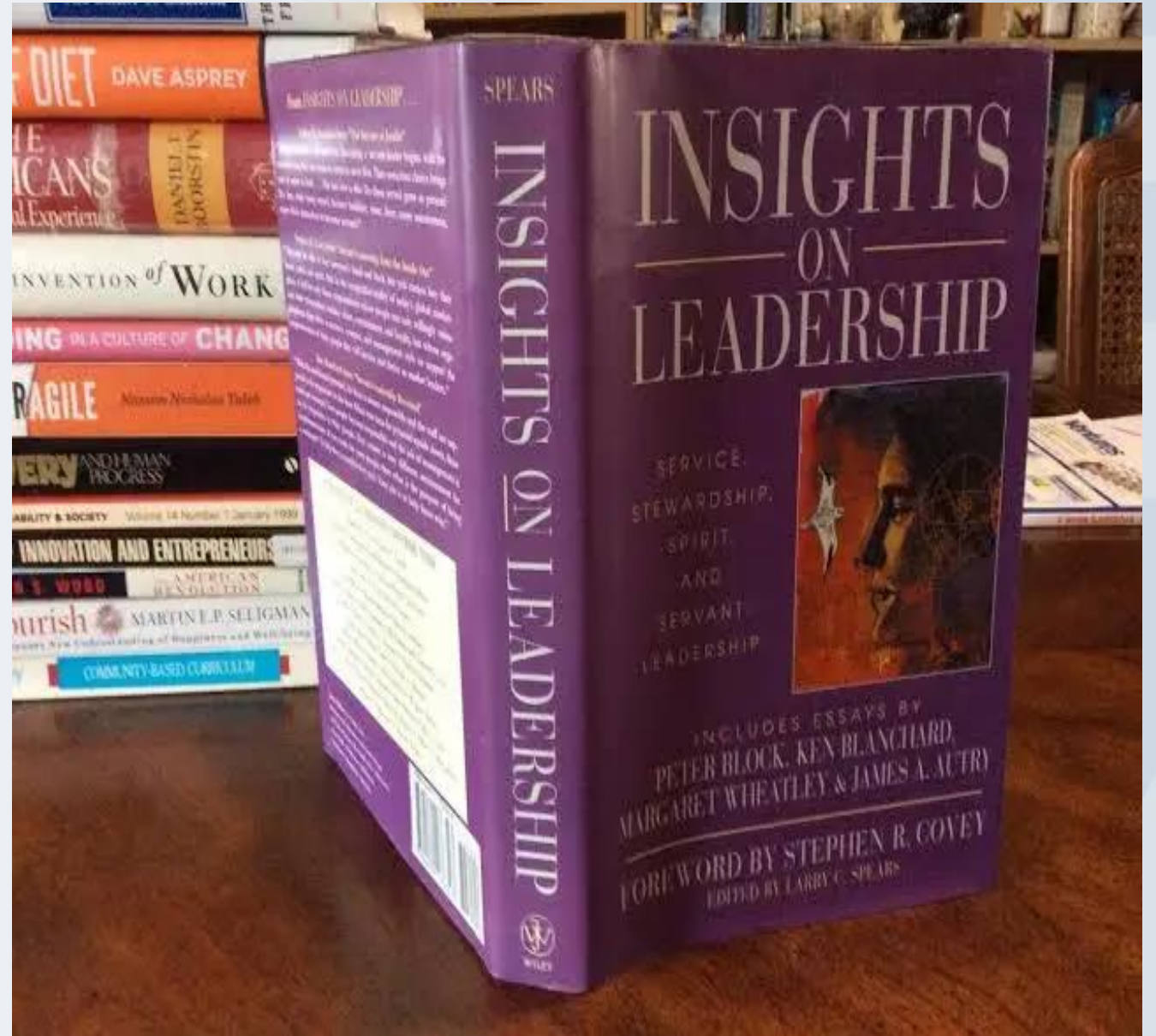
The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is leader first.

— *Robert K. Greenleaf* —

AZ QUOTES

10 Characteristics

1. **Listening**
2. **Empathy**
3. **Healing**
4. **Awareness**
5. **Persuasion**
6. **Conceptualization**
7. **Foresight**
8. **Stewardship**
9. **Commitment to Growth**
10. **Building Community**



Emotional Intelligence in Leadership

- **Self-Awareness and Self-Regulation**
- **Social Awareness and Empathy**
- **Relationship Management**
- **EQ as a Predictor of Leadership Success**



Adaptive Leadership

- **Distinguishing Technical vs. Adaptive Challenges**
- **Creating Productive Disequilibrium**
- **Giving the Work Back to the People**
- **Protecting Leadership Voices from Below**

“

Leadership is disappointing your own people at a rate they can absorb.

”

Ronald Heifetz and Marty Linsky,
in their book *Leadership on the Line*



Leading Through Change

- **Kotter's 8-Step Change Model**
- **Managing Resistance as Information**
- **The Change Curve and Emotional Journey**
- **Change Urgency While Managing Anxiety**



Leading Through Staffing Shortages



Retention as Primary Strategy (Cheaper than Recruitment)



Building Resilience in Your Current Team



Creative Staffing Models and Flexibility



Protecting Quality While Managing Capacity



Culture

Leadership capacity

- Lack of communication
- Lack of trust
- Treating people like people



Practical Applications:

- **Retention Practices:** Stay Interviews (don't wait for exit interviews), peer recognition programs, scheduling flexibilities, career pathways
- **Workload Management:** Use acuity-based scheduling, not just patient counts; protect staff from excessive after-hours calls by rotating on-call duties fairly or considering outsourcing triage
- **Recruitment Innovation:** Partner with community colleges; hire for attitude, train for skill; offer sign-on bonuses structured over time to encourage retention
- **Efficiency without cutting corners:** Batch visits geographically; use telehealth for appropriate follow-ups; leverage students and volunteers for non-clinical support.

Leading Through Payor Compression

- **From Volume to Value-Based Care**
- **Operational Excellence and Waste Reduction**
- **Strategic Positioning and Service Mix**
- **Financial Transparency and Staff Engagement**



Practical Applications

- **Value Based Strategies:** Focus on admission from hospital (better patients, better outcomes, better reimbursement); invest in nurse case managers who prevent crises; strong partnership with referring physicians.
- **Operational Improvements:**
 - Point of care documentation or ambient listening may be an option
 - Optimize visit frequency based on acuity, not protocol
 - Negotiate better rates with supplies; group purchasing organizations.
 - Reduce mileage through smart scheduling algorithms
 - Use LPN's and Aides appropriately
- **Revenue Optimization:** Ensure proper coding and documentation for maximum appropriate reimbursement; appeal denied claims systematically; diversify payor mix to reduce dependence on any single source.
- **Strategic decisions:** Consider specialization (wound care, cardiac, COPD) where you can demonstrate superior outcomes; evaluate whether to serve rural areas (high cost) or focus on dense populations.

Building High-Performing Teams



Psychological Safety as Foundation



Clarity of Purpose and Goals




Healthy Conflict and Trust



Collective Accountability





Not finance. Not strategy. Not
technology. It is teamwork that remains
the ultimate competitive advantage, both
because it is so powerful and so rare.

Patrick Lencioni

Strategic Thinking and Execution

- **Balancing Long-Term Vision with Short-Term Results**
- **The Hedgehog Concept**
- **From Strategy to Execution: Closing the Gap**
- **Leading with Strategic Intent**



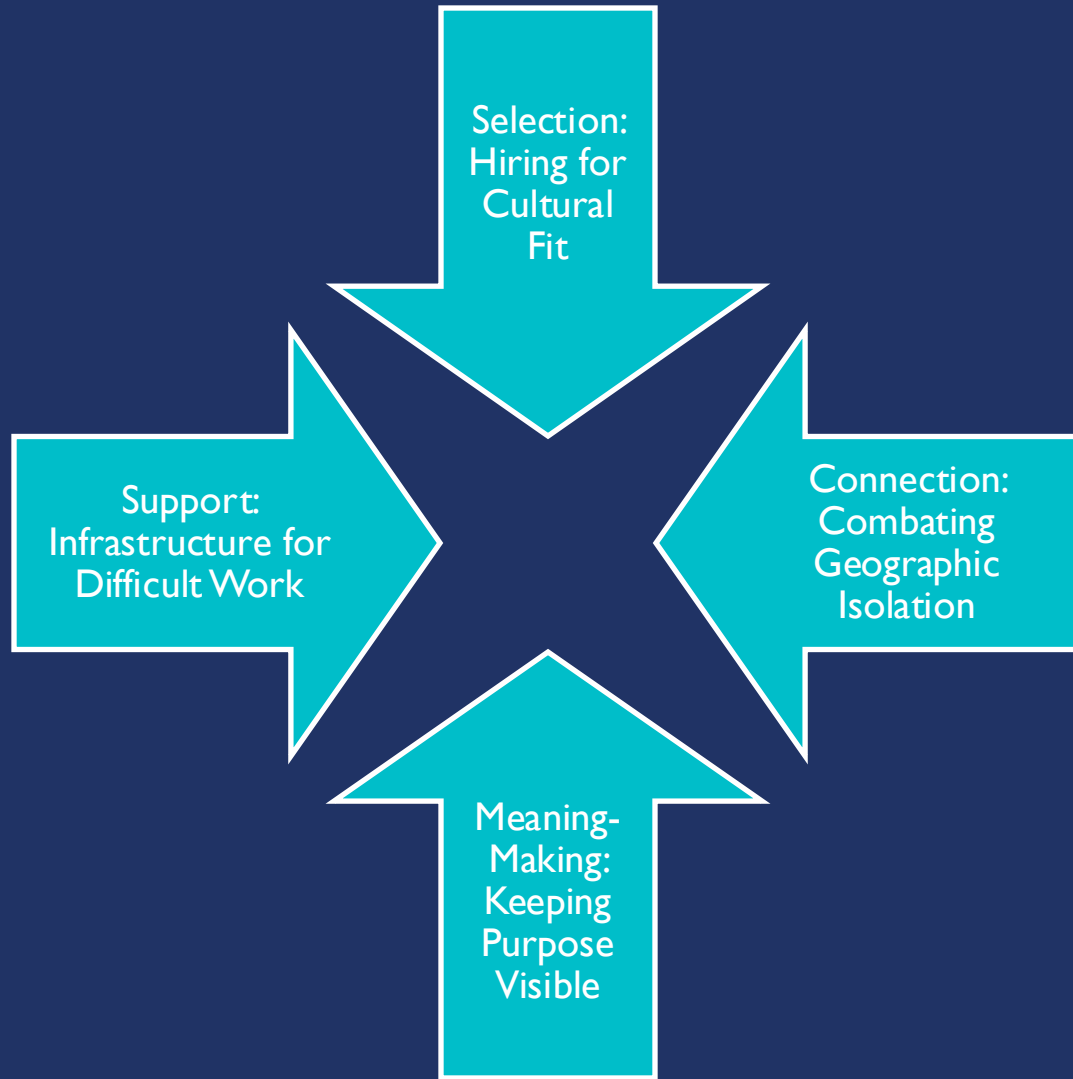
Ethical Leadership and Character

- **Values-Based Decision Making**
- **Leading with Integrity**
- **Moral Courage in Leadership**
- **Creating Ethical Cultures**

Understanding Organizational Culture

- **Culture as Competitive Advantage**
- **Schein's Three Levels: Artifacts, Values, Assumptions**
- **The Unique Cultural Challenges in Home Health and Hospice**
- **Why Culture Matters More During Crisis**

Building Culture in Dispersed Teams



Sustaining Culture Through Recognition and Accountability

01

**Recognize What
You Value (Beyond
Productivity)**

02

**Maintain
Standards Without
Micromanagement**

03

**Address Problems
Quickly and
Directly**

04

**Build Peer
Accountability
Systems**



Protecting Culture During Crisis

- **Transparent Communication About Reality**
- **Protect Core Values Under Pressure**
- **Shared Sacrifice and Staff Engagement**
- **Maintain Rituals Even When “Too Busy”**

Measuring and Monitoring Your Culture

- **Quantitative Indicators (Retention, Satisfaction, Safety)**
- **Qualitative Indicators (Stories, Body Language, Interactions)**
- **Stay Interviews and Pulse Surveys**
- **Culture Observation and Action Planning**

Leading in Complexity and Ambiguity

- **VUCA World: Volatility, Uncertainty, Complexity, Ambiguity**
- **Sense-Making in Uncertain Environments**
- **Comfortable with “Not Knowing”**
- **Agile Leadership Practices**



Developing Leaders at All Levels

- **Leadership as a Competency, Not a Position**
- **Creating Leadership Development Systems**
- **Coaching and Mentoring**
- **Succession Planning and Legacy**



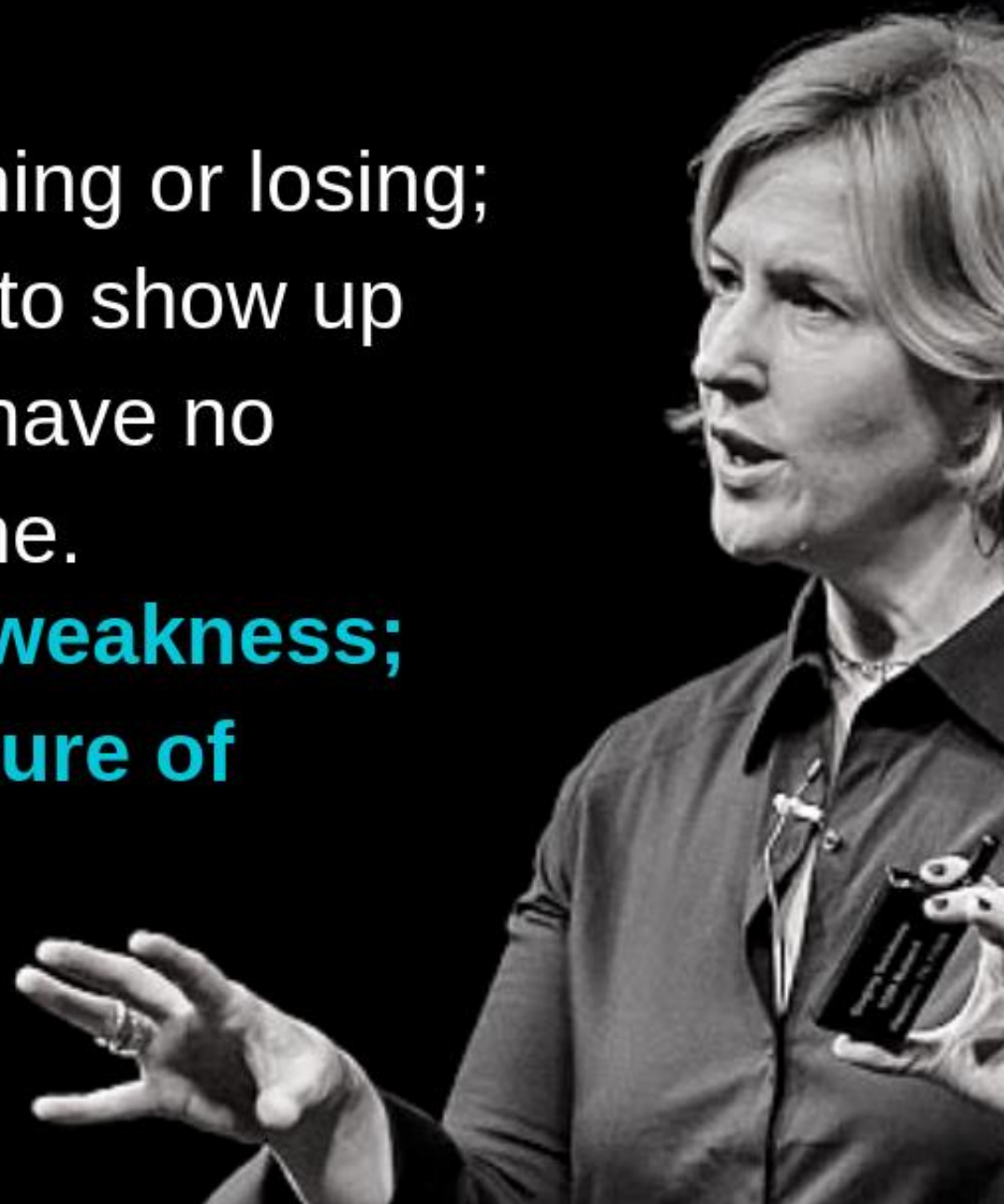
The Power of Vulnerability in Leadership

- **Dropping the Armor**
- **Vulnerability as Courage, Not Weakness**
- **Building Connection Through Authenticity**
- **The Paradox of Strength Through Openness**

Vulnerability is not winning or losing;
it's having the courage to show up
and be seen when we have no
control over the outcome.

**Vulnerability is not a weakness;
it's our greatest measure of
courage.**

Dr. Brené Brown, Rising Strong



Decision-Making Frameworks for Leaders

- **Balancing Speed and Quality**
- **Decision-Making in Uncertainty**
- **Avoiding Common Cognitive Biases**
- **When to Decide vs. When To Delay**

Leading With Purpose and Meaning

- **The Search for Meaning in Work**
- **Connecting Daily Tasks to Greater Purpose**
- **Purpose-Driven Organizations**
- **Legacy and Impact Beyond Metrics**

Self-Care and Sustainable Leadership

- **Leadership as Marathon, Not Sprint**
- **Managing Energy, Not Just Time**
- **The Danger of Leadership Burnout**
- **Modeling Healthy Boundaries**

Key Takeaways and Integration

Leadership is a Practice, Not a Destination

Culture is Your Competitive Advantage

Leading Yourself Before Leading Others

Your Leadership Legacy in Home Health and Hospice

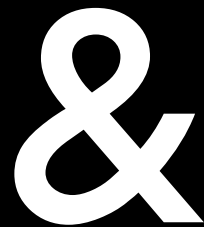




What leadership concept resonated most with you? Why?

A large white letter 'Q' is centered within an orange speech bubble pointing to the right. The background is a solid blue color with a faint, light blue circular pattern on the right side.

Q

A white ampersand symbol (&) is centered within a black speech bubble pointing to the right. It overlaps the orange bubble and the dark blue bubble.

&

A large white letter 'A' is centered within a dark blue speech bubble pointing to the right. The background is a solid blue color with a faint, light blue circular pattern on the right side.

A

Let's Stay Connected



800.949.0388



SimiTreeHC.com



ContactUs@SimiTreeHC.com

jgriffin@simitreehc.com