

# *Leading with Optimism In Challenging Times*



April 16, 2021

# THE NACHC MISSION

## America's Voice for Community Health Care

The National Association of Community Health Centers (NACHC) was founded in 1971 to promote efficient, high quality, comprehensive health care that is accessible, culturally and linguistically competent, community directed, and patient centered for all.



## Webinar Housekeeping:

- This session is being recorded and will be available in the Health Center Resource Clearinghouse:  
[www.healthcenterinfo.org](http://www.healthcenterinfo.org)
- Use the CHAT feature to engage with fellow participants throughout the event
- Use the Q&A if you have specific questions for the speakers
  - We will get to as many as we can during the session

## NACHC Core Competencies:

- Resiliency & Joy in Work
- Personnel Management & Teamwork

# During this webcast, you will learn:

- Why positivity training and interventions matter **and how** to successfully embed them in your organization.
- How to build a collective confidence so that staff teams take ownership over new mindsets, routines, and ways of working.
- The essential value of joy in work **and how** to mobilize optimism through supportive networks and team-based learning to accelerate recovery and help people come into psychological and emotional balance.



**Shawn Achor**

- Positive Psychology Researcher, considered one of the world's leading experts on the connection between happiness and success
- New York Times bestselling author of *The Happiness Advantage*, *Big Potential*, and *The Orange Frog*.



**Jordan Voigt**

- President, Genesis Medical Center-  
**Davenport, Iowa**
- 2020 Top 5 Small Health Systems  
**(Fortune/IBM Watson Health)**
- 2021 ATD Excellence in Proactive Award  
in the category of **Change Management**  
based upon systemwide implementation  
of *The Happiness Advantage | Orange  
Frog Workshop™*.

# Leading with Optimism In Challenging Times

*with Shawn Achor*

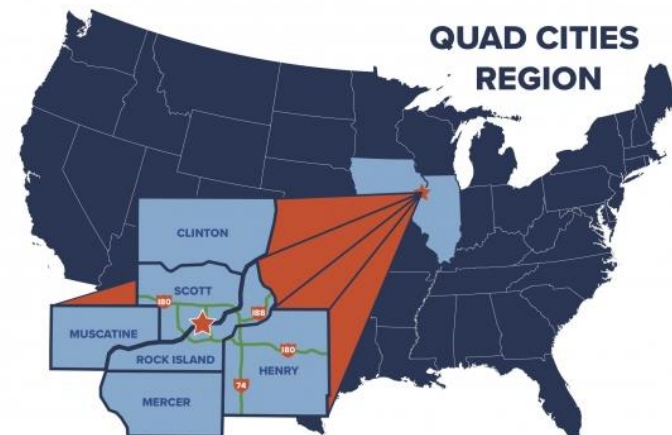
# Genesis Medical Center-Davenport Leading with Optimism

April 16, 2021

Jordan Voigt

# Genesis Medical Center-Davenport

- 502 Licensed Facility
  - East & West Campus
  - Regional Referral Center
- 450 Physicians
- 2,500 Staff
- 1,000 Volunteers
- Strong Collaboration with Community Health Care, Inc. (FQHC)



# Positive Psychology Evidence

- If Successful → Happier
- Raise A Person's Level of Positivity = Happiness Advantage
  - Positive Brain versus Neutral – 31% More Productive\*
    - Increased Creativity
    - More Secure
    - Improved Retention
    - More Resilient
    - Less Burnout
    - Less Turnover
- Long-Term Happiness\*\*
  - 10% - External
  - 90% - Perception



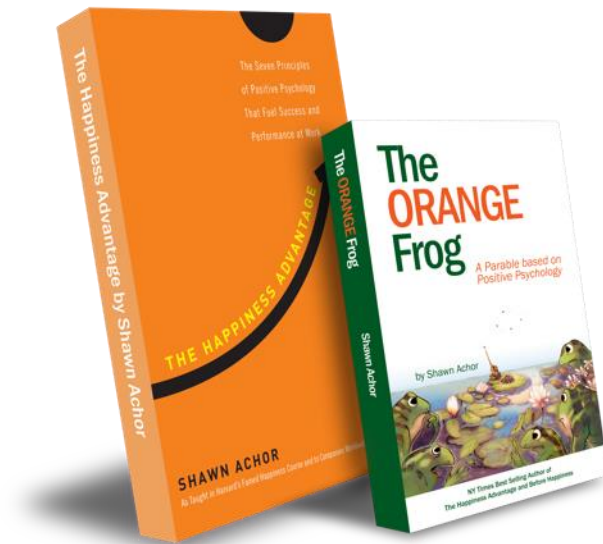


# Positive Psychology Evidence

- Cognitive Reframing
- Job Success Predicted By:
  - Intelligence Quotient (IQ) = 25%
  - Positive Psychology Attributes = 75%
    - Optimism Levels
    - Social Support
    - Reframe Stress

# Happiness Advantage/Orange Frog Background

- Happiness Advantage – Individual/Team/Organizational
  - Positive Outliers Must Be Embraced - Breaking Social Norms
  - Happiness/Engagement/Resilience
  - Create Space for Positive Emotions
- Orange Frog - Custom Workshop
- Common Language



# Genesis Medical Center-Davenport Journey

- Summer/Fall 2017
  - Administrative Council Book Read
- 2018
  - Training
  - Genesis Health System Foundation Board
    - \$300,000
  - Video
- 2019 – Present
  - Continuous Training
  - Community Collaboration



# Transformational Change



# Transformational Change



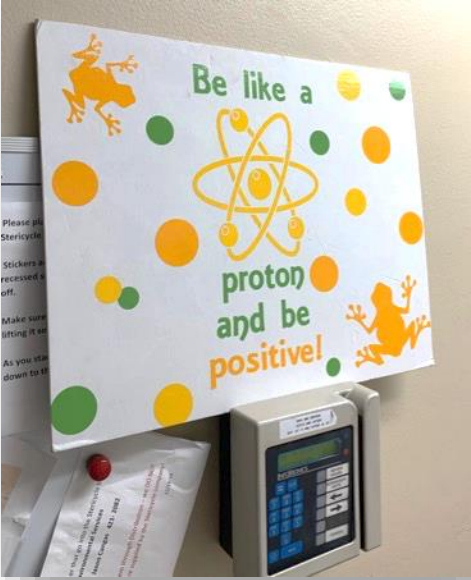
# Transformational Change

“What I learned from the book, *The Orange Frog*, is that it **takes just one simple act of kindness, a simple gesture, to change the course of someone’s day.** By changing the mood of someone else, you ultimately change your own mood. Being kind benefits you just as much as it benefits them. **Everyone wins.** Once you feel the benefits, and witness the positive change in others around you, **the desire to continue is strong.**”

*-Dawn Leon, RN*



# Transformational Change



# Transformational Change – Medical Staff





# Transformational Change – Medical Staff



## **Title: Medical Director of GMC-Davenport Surgical Services**

The Medical Director of Surgical Services serves as a dyad partner to the Nursing Director of Surgical Services in the provision of leadership to achieve the highest performance. Medical Director establishes and spearheads the culture for evidence-based, collaborative clinical care, and outcomes driven patient experiences.

The immediate areas include Pre-Admission Testing (PAT), Surgical Short Stay Unit, Operating Rooms (OR), Post Anesthesia Care Unit (PACU), Endo and Outpatient Care Center (OPCC). The Medical Director works with the surgeons, nurses, anesthesia providers and administration to develop team engagement, and set expectations for our patients' clinical experiences and effective care transitions. The Medical Director works with clinical leaders in the surgical specialties to develop and nurture high quality and safe care for our patients, using operational excellence as a framework.

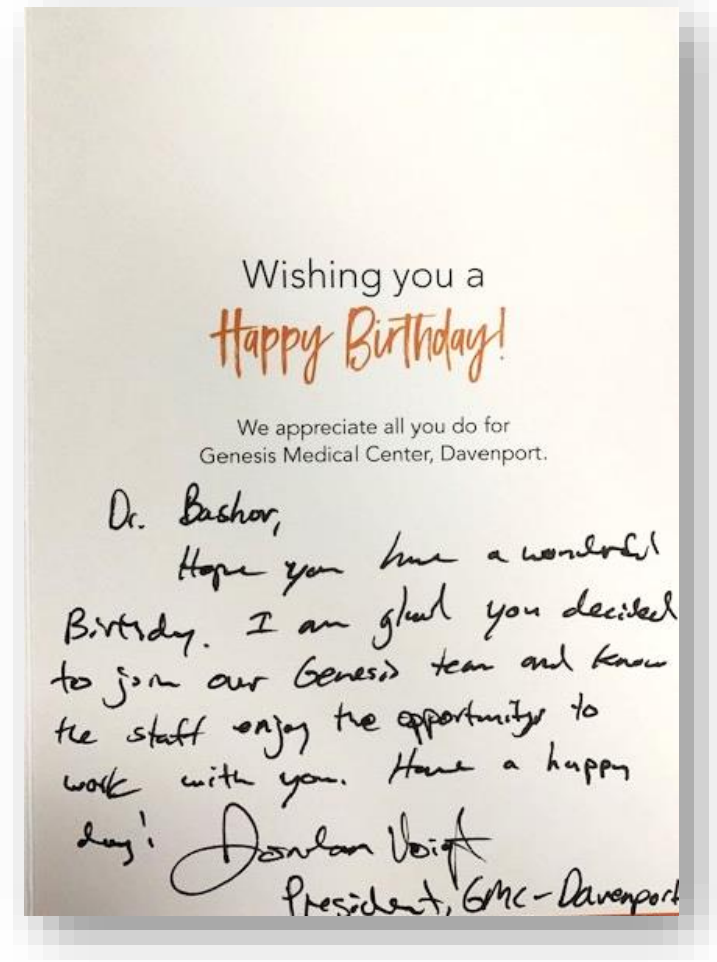
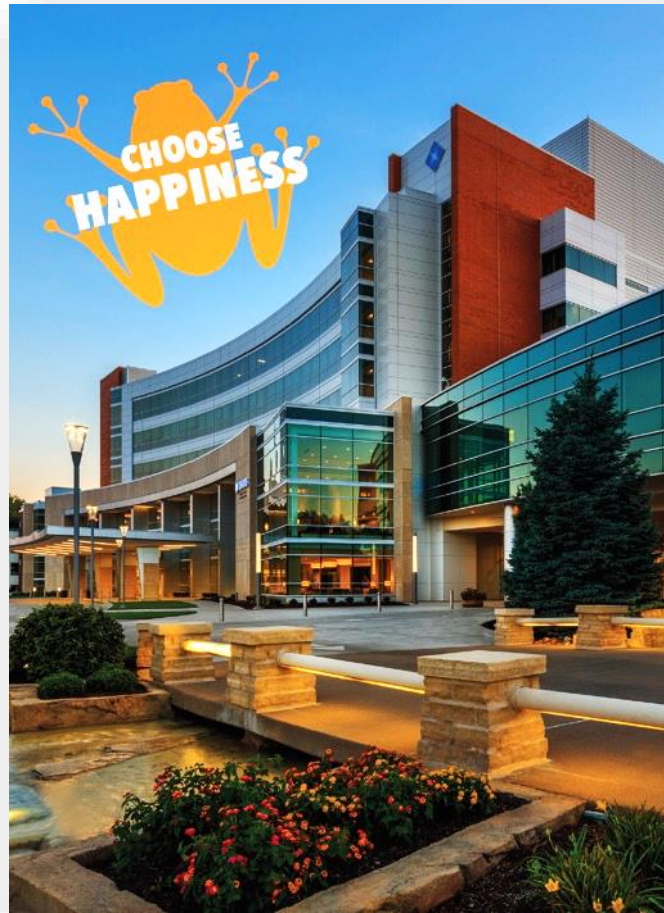
## **REPORTS TO:**

President, Genesis Medical Center – Davenport

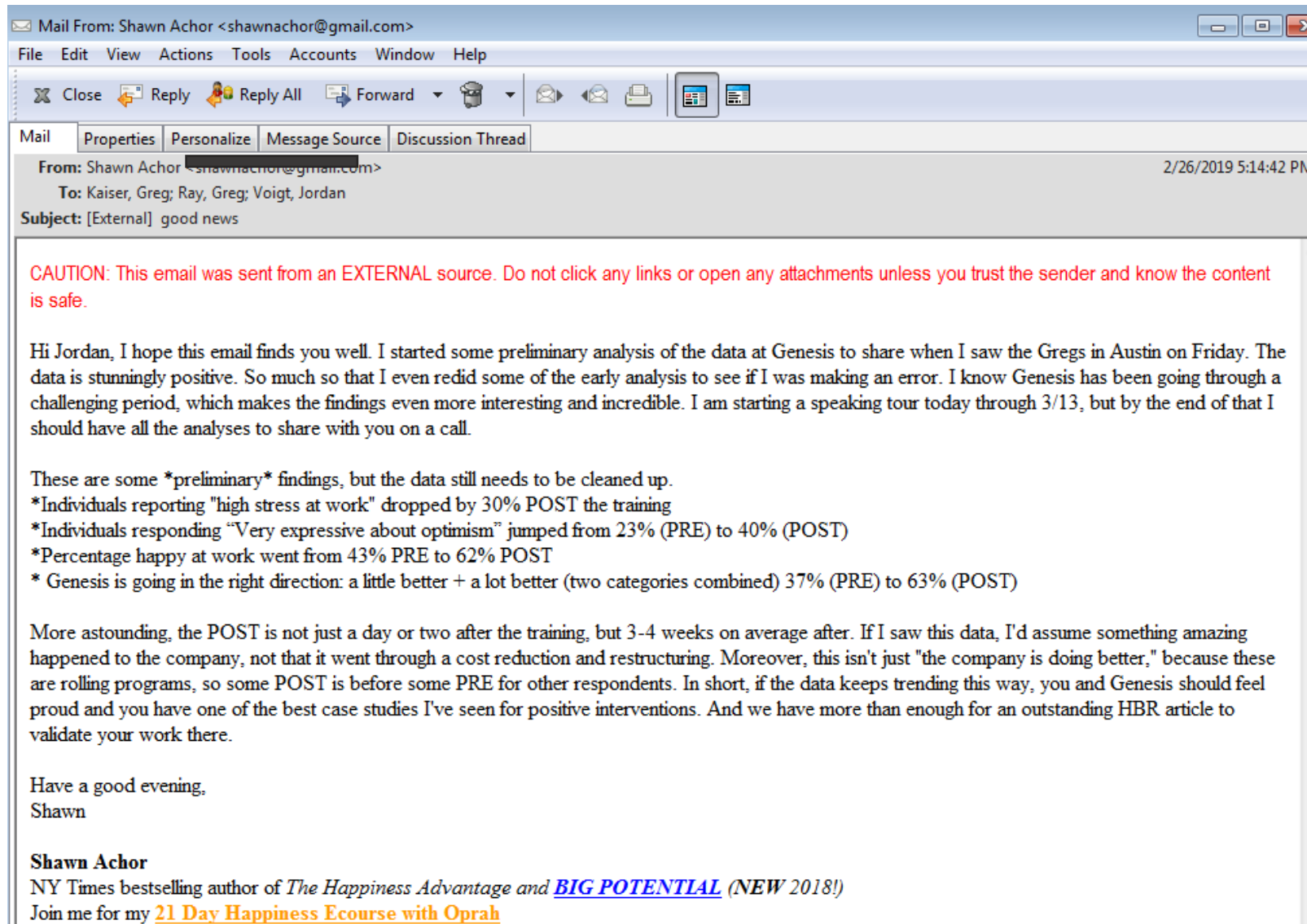
## **DUTIES AND RESPONSIBILITIES:**

- Hold scheduled meetings at least monthly, and ad-hoc documented meetings as necessary with providers and surgical services leadership to discuss systems/patient flow, quality outcomes, scheduling and other operational matters, encouraging team process and engagement from all.
- Active proponent, participant and physician leader of the Orange Frog initiative
- Spearhead examination of clinical efficacy and cost effectiveness opportunities across all service lines.

# Transformational Change – Medical Staff



# Genesis Medical Center-Davenport Results



Mail From: Shawn Achor <shawnachor@gmail.com>

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From: Shawn Achor <shawnachor@gmail.com> 2/26/2019 5:14:42 PM  
To: Kaiser, Greg; Ray, Greg; Voigt, Jordan  
Subject: [External] good news

**CAUTION: This email was sent from an EXTERNAL source. Do not click any links or open any attachments unless you trust the sender and know the content is safe.**

Hi Jordan, I hope this email finds you well. I started some preliminary analysis of the data at Genesis to share when I saw the Gregs in Austin on Friday. The data is stunningly positive. So much so that I even redid some of the early analysis to see if I was making an error. I know Genesis has been going through a challenging period, which makes the findings even more interesting and incredible. I am starting a speaking tour today through 3/13, but by the end of that I should have all the analyses to share with you on a call.

These are some *\*preliminary\** findings, but the data still needs to be cleaned up.

- \*Individuals reporting "high stress at work" dropped by 30% POST the training
- \*Individuals responding "Very expressive about optimism" jumped from 23% (PRE) to 40% (POST)
- \*Percentage happy at work went from 43% PRE to 62% POST
- \* Genesis is going in the right direction: a little better + a lot better (two categories combined) 37% (PRE) to 63% (POST)

More astounding, the POST is not just a day or two after the training, but 3-4 weeks on average after. If I saw this data, I'd assume something amazing happened to the company, not that it went through a cost reduction and restructuring. Moreover, this isn't just "the company is doing better," because these are rolling programs, so some POST is before some PRE for other respondents. In short, if the data keeps trending this way, you and Genesis should feel proud and you have one of the best case studies I've seen for positive interventions. And we have more than enough for an outstanding HBR article to validate your work there.

Have a good evening,  
Shawn

**Shawn Achor**  
NY Times bestselling author of *The Happiness Advantage* and ***BIG POTENTIAL*** (NEW 2018!)  
Join me for my [21 Day Happiness Ecourse with Oprah](#)

# Outcomes



**Doubled Patient Experience Scores**

**TOP 5% QUALITY**



**Record Profitability**



**74% GREATER OPTIMISM**



**25% Increase in Social Connection**

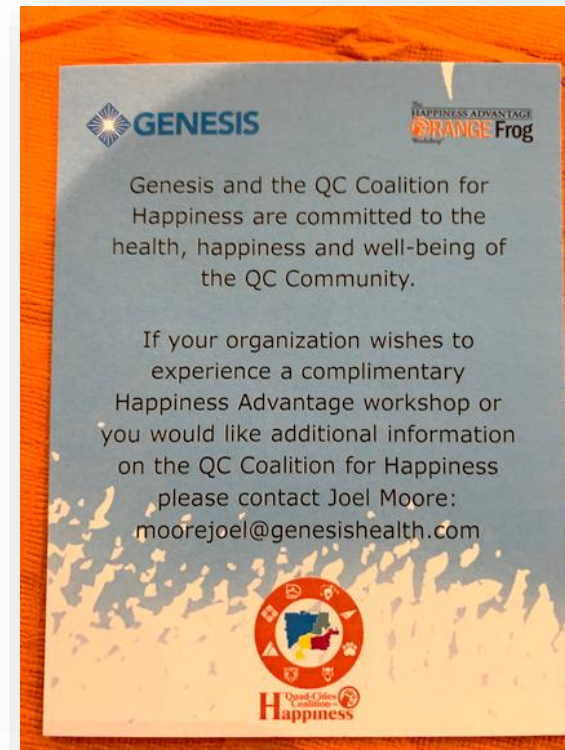


**53% Happiness Increase**



# Sustainment

- 2 Monthly Positive Activities
- GMC-Davenport Focus
  - New Hires
  - Medical Staff
- Quad City Coalition



# Sustainment



# Ask the Speakers...

The  
HAPPINESS ADVANTAGE  
 **ORANGE Frog**  
Workshop™

# Special Health Center Offer: Companion Workshop



*“Leading Positive Team Performance  
Through Resilience and Happiness”*

**ONE DAY TRAININGS FEATURING**

*The Happiness Advantage | Orange Frog Workshop™*

**AND**

*two extra days of extended learning!*

Space is **limited to the first 50 registrants** for each session.  
<https://www.nachc.org/trainings-and-conferences/leadership-development/>

**Workshop: May 11, 2021**

11:00 am–1:45 pm; 2:30 pm–5:15 pm EDT

**PUTTING IT INTO PRACTICE**

- SPECIAL Extended Learning Session #1: May 21 | 2:00 pm–3:00 pm EDT
- SPECIAL Extended Learning Session #2: June 1 | 2:00 pm–3:00 pm EDT

**Workshop: June 14, 2021**

11:00 am–1:45 pm; 2:30 pm–5:15 pm EDT

**PUTTING IT INTO PRACTICE**

- SPECIAL Extended Learning Session #1: June 28 | 2:00 pm–3:00 pm EDT
- SPECIAL Extended Learning Session #2: July 13 | 2:00 pm–3:00 pm EDT