



JEFF MORRIS, MD, MBA, FACS, FRCS©

SPEAKER PRESS KIT

INSPIRATION AND INNOVATION FROM EXPERIENCED HEALTHCARE SPEAKERS

Providing on-site training for your leaders is a fast and economical way to bring your entire team up to speed on the industry's hottest topics and create organization wide urgency to execute change. Huron's speakers and authors bring up-to-the-minute knowledge from their work in healthcare organizations across the U.S. and beyond.

We are more than a speakers' bureau. Our speakers are results-driven performance experts who are directly involved in crafting solutions to some of your most pressing problems, including financial challenges, patient safety and quality, pay for performance, and more.

Prior to your event, Huron's speakers and support teamwork side-by-side with you to develop a fully customized presentation to meet your needs, regardless of the topic, size of your group, or purpose of the training. From physician retreats to Leadership Development Institutes (LDIs) to senior leader meetings, Huron speakers deliver the perfect balance of inspiration and education for every audience.



HURON



Jeff Morris, MD, MBA, FACS, FRCS©

PHYSICIAN COACH, NATIONAL SPEAKER

Dr. Jeff Morris is a physician coach, author and international speaker, who has lived and trained in South Africa, Israel, Canada and the USA. He draws on his extensive experience as a physician and physician leader to coach and speak on topics of critical interest to healthcare professionals at every level.

PROFESSIONAL EXPERIENCE

Dr. Jeff Morris trained as an Orthopedic and Hand Surgeon in South Africa, Israel and Canada. He attained board certification in 1982 and practiced in Thunder Bay and Burlington, Ontario before moving to the U.S. in 1990.

In 2010 he became a part-time physician coach with the Studer Group (now Huron), while serving concurrently as the Regional VPMA for two community hospitals in northeast Ohio. In 2012 Jeff transitioned to become a full-time physician coach and national speaker.

With his experience as a physician for almost 50 years, 12 years as a Physician Executive and more than 12 years as a Huron coach / speaker / author, Jeff enjoys sharing his passion for servant leadership, enhancing the patient experience with compassionate care & improving both patient & provider engagement. He works with providers, medical practices and medical leaders to “connect-the-dots” between enhanced communication skills and greater patient engagement with better clinical outcomes, a superior reputation, increased market-share, reduced liability risk, improved reimbursement and less professional burnout.

Jeff has published research articles, coauthored a book on Medical Evidence and is one of the principal authors of our CG CAHPS Handbook and the OAS CAHPS Compendium.

As an amateur magician, Jeff sometimes uses mystical effects to elucidate important concepts and, as a licensed and instrument-rated pilot, he recognizes the many “patient safety” lessons that healthcare can learn from aviation and other high reliability organizations (HROs).

He still maintains a small but active part-time (weekend) holistic practice in non-surgical Orthopedics, Regenerative Medicine, Hypnotherapy and Medical Acupuncture.

INDUSTRY SPEAKING ENGAGEMENTS

- American Association of Healthcare Administrative Management
- American Health Care Association / National Center for Assisted Living (AHCA / NCAL)
- AMGA - Rocky Mountain Regional Meeting
- Association for Medical Imaging Management
- Captain James A. Lovell Federal Health Care Center (U.S. Department of Veterans Affairs)
- Community Health Systems (CHS)
- EmCare / Envision
- Idaho Hospital Association Iowa Hospital Association – Physician Business Leadership Certification Program
- Intuitive Surgical
- Iowa Hospital Association
- Iowa Hospital Association – Physician Business Leadership Certification Program

- Kaiser Permanente Riverside, California
- Kent State University—Executive MBA for Healthcare Professionals Program
- Mercy Graduate Medical Education
- Medical Group Management Association of Alabama
- Missouri Hospital Association
- Quorum Health
- San Francisco Health Plan
- South Carolina Hospital Association
- The Health Collaborative of Greater Cincinnati
- United Surgical Partner
- Virginia Medical Group Management Association
- Vibra Healthcare
- Regular faculty/speaker at Huron’s Healthcare Leadership Conferences
- Frequently requested speaker at partner medical staff meetings and Leadership Development Institutes (LDIs) as well as at non-partner and industry events.

EDUCATION AND CERTIFICATIONS

- Bachelor of Science, University of Witwatersrand, South Africa (1970)
- Bachelor of Medicine and Bachelor of Surgery, University of Witwatersrand, South Africa (1973)
- Board Certification in Orthopedic Surgery - Royal College of Physicians and Surgeons, Canada - FRCS(C) (1982)
- Master of Business Administration, Kent State University, Kent, OH (2000)
- Certification - Medical Acupuncture - McMaster University, Hamilton, Ontario (2007)
- Certification - Hypnosis & Hypnotherapy (Level 1), Hypnotherapy Training Institute, Santa Rosa, CA (2015)

PROFESSIONAL ASSOCIATIONS

- American Association for Physician Leadership
- American College of Healthcare Executives
- Association of American Physicians and Surgeons
- American College of Surgeons
- Ohio State Medical Association
- Royal College of Physicians and Surgeons of Canada

PUBLICATIONS

- Coauthor of “The CG CAHPS Handbook: A Guide to Improve Patient Experience & Clinical Outcomes”
- Coauthor of “OAS CAHPS Compendium: A Guidebook for Improving Patient Experience and Outcomes Across the Ambulatory Surgery Continuum”
- Optimizing the Value of Advanced Practice Providers, Studer Group Insights, August 2016
- Are Your Perioperative Services a “Cut Above?”, Studer Group Insights, September 2015
- CG CAHPS Is Here: New Tools Improve the Patient Experience, AMGA Group Practice Journal
- 9 Tips to Make Patient Experience Data Meaningful for Clinicians and Staff, Studer Group Insights
- Six Tips for Increasing Physician Attendance and Engagement at Meetings, Studer Group Insights

Presentations

COMPASSIONOMICS: THE REVOLUTIONARY SCIENTIFIC EVIDENCE THAT CARING MAKES A DIFFERENCE

Audience: All Healthcare Roles

Focus: Physicians/Providers, Culture, Quality

Length: Keynote, Half-day

Demonstrating compassion in healthcare has always been considered the “right thing” to do - a moral imperative. We know this and do not need a change of heart. However, we often do not realize the extent to which compassion matters and just how powerful it can be. By recognizing the overwhelming scientific evidence about the impact of compassion on clinical outcomes, the business of healthcare and on the wellbeing & resilience of healthcare providers, it is our minds, not our hearts that will change - it will become impossible to “unsee” it or ignore its effects and we will want to use it at every opportunity we have.

Learning Objectives:

- Recognize the magnitude of the compassion crisis in healthcare
- Understand the data behind compassion and how it improves lives
- Articulate the value of compassion on clinical outcomes, the business of healthcare and on the wellbeing & resilience of healthcare providers
- Appreciate how little time it really takes to demonstrate compassion.

CULTIVATING AND LEADING A COMPASSIONATE CULTURE

Audience: All Healthcare Roles

Focus: Leadership, Culture

Length: Keynote

We KNOW that the scientific evidence is clear that compassionate communications and behaviors make a positive impact on clinical outcomes, the business of healthcare and on the wellbeing & resilience of healthcare providers. However, we sometimes fail to recognize the value of fostering a compassionate and caring culture in the workplace. When employees / physicians / providers believe those that lead them actually care about them, they adapt better to change, are more resilient, are less likely to leave the organization and are more likely to recover rapidly & fully after illness or injury.

Learning Objectives:

- Understand the essential elements needed for leading a compassionate culture
- Appreciate the benefits of cultivating a compassionate culture in the healthcare workplace
- Identify & implement the evidence-based tools and tactics for creating the compassionate workplace environment with the type of culture you want to work in

PATIENT ENGAGEMENT: WHY SHOULD I CARE AND WHAT'S IN IT FOR ME (WIIFM)?

Audience: All Healthcare Roles

Focus: Patient and Consumer Experience, Physicians/Providers, Communication

Length: Keynote

The positive patient experience is too often regarded as “fluff” or a fruitless exercise in “smile school” and “giving the patient what they want.” Yet a positive patient experience is mostly dependent on communication skills (verbal, vocal and visual) that build trust with and engage the patient in his or her care. This presentation reframes communication skill as a clinical skill. It cites evidence that enhanced communication skills, if consistently implemented, elevate the patient experience and connect the dots to things that matter and that give us a competitive advantage—enhanced reputation, greater market share, increased reimbursement, decreased liability risk, improved clinical outcomes and reduced professional burnout. It also demonstrates how enhanced communication is not about taking more time but more about doing some things differently—tweaking what we already do well.

Learning Objectives:

- Develop greater insight into the urgency for change and the sustainable patient-centric culture transformation that allows it to happen
- Gain a better understanding of the relationship between the patient experience and market share, liability risk, quality, clinical outcomes, and patient safety, citing evidence from peer-reviewed literature
- Appraise how a positive patient experience improves professional fulfillment and reduces burnout
- Understand the relationship between enhanced communication techniques (verbal and non-verbal), the positive patient experience and the extent to which a patient will be engaged in and committed to their own care plan
- Analyze the elements that contribute to the patient’s perceptions of the quality of care being delivered
- Develop tools and tactics that, if implemented consistently, will result in a positive patient experience with improved perception of care and clinical outcomes

ENGAGING PHYSICIANS/PROVIDERS AND CREATING BUY-IN: THE ART AND SCIENCE OF BUILDING TRUST AND PARTNERSHIP

Audience: All Healthcare Roles

Focus: Leadership, Physicians / Providers, Change Management

Length: Keynote

If we are to survive the consistent change in the healthcare environment, we will need adaptability, flexibility and agility. Without physician/ provider buy-in and leadership, the changes and cultural transformation necessary for healthcare organizations to survive and thrive are destined to fail. But change is uncomfortable, and as such, physicians/providers will disengage and fail to support, lead or drive change unless they have meaningful reasons to do so. If physicians/providers don’t trust those who lead them, they will (at best) become indifferent and uninvolved in organizational efforts. More likely, they will protest and resist efforts to defend their differing agendas. The foundation for positive engagement and partnership with physicians/providers is building trust, yet most organizations struggle with the divergence of priorities and the lack of trust between administration and physicians/providers. This presentation covers the barriers to physician/provider buy-in and describes how to overcome this challenge, so as to engage them on your journey and lead change. It identifies key drivers of physician/provider trust and engagement and describes the Must Haves® needed to build a collaborative culture and aligned organizational strategies with physicians/providers (both employed and independent).

Learning Objectives:

- Understand the key drivers of physician/provider trust and engagement
- Implement tools to address the lack of trust between administration and physicians/providers
- Understand how to develop a shared agenda, notwithstanding the divergence of priorities

- Implement Must Haves® to develop trust and a shared agenda, as well as to create an environment conducive to physician engagement

PHYSICIAN/PROVIDER LEADERSHIP: FIRST AMONG EQUALS

Audience: All Healthcare Roles

Focus: Leadership, Physicians/Providers, Change Management

Length: Keynote

The clinical and business environment for physicians/providers is in the midst of dramatic change, and their leaders are caught in the transition from the “no longer” to the “not yet.” This presentation covers the paradigm shift that faces physician/provider leaders and why, to be effective, they must be transformational change agents, not transactional managers. Learn how transformational physician/provider leadership provides an opportunity to create a rewarding and engaging environment that is patient-centered, physician/provider-led and sustainably managed. A real-world and practical approach to selecting and developing physician/provider leaders and aligning them to shared organizational goals will be discussed.

Learning Objectives:

- Understand how physician/provider leadership is linked to organizational success
- Identify the key drivers of physician/provider trust and engagement
- Implement tools to address the lack of trust between administration and physicians/providers
- Utilize tools and techniques that focus on factors that are important to physicians/providers and that drive a collaborative culture and aligned organizational strategies
- Recognize the value of transformational physician/provider leadership to support the mission and the journey

RUNNING ON EMPTY? A PRESCRIPTION FOR HEALING PHYSICIAN/PROVIDER BURNOUT

Audience: All Healthcare Roles

Focus: Physicians/Providers, Engagement, Leadership

Length: Keynote, Half-day

Physicians/providers have long been susceptible to burnout. Like most people who choose healthcare as a profession, these men and women are deeply committed to taking the best possible care of their patients and making a difference in their lives. Combine this passion for serving others with their “driven” personality type—which often gets them through their training in the first place—and it’s no wonder that so many physicians/providers push themselves to unsustainable levels of performance. Now, factor in the extreme environment in which they work—particularly the relentless changes and uncertainties of health reform—and it’s clear that a perfect storm is brewing. When dedicated and passionate people become deeply disillusioned about that from which they previously derived much of their identity and meaning, the result is burnout—they feel drained of physical and emotional energy. Things that once inspired passion and enthusiasm are stripped away and they experience a loss of control. The cost of burnout is very high, not just for the physicians/providers but also for the healthcare organizations and practices in which they work and for their patients. The adverse impact of burnout affects both those who deliver and those who receive healthcare services. Unless addressed, urgently and definitively (both by the physicians/providers themselves and by the organizations in which they practice), the price—personal, professional and the patient cost—will become insurmountable. This

presentation addresses the causes and effects of physician/provider burnout and suggests ways in which both they and healthcare organizations can help prevent, diagnose, and treat this devastating phenomenon.

Learning Objectives:

- Understand the professional and healthcare environmental factors that cause physician/provider burnout
- Recognize the symptoms and signs of burnout
- Determine why burnout matters: the adverse manifestations and negative impact of burnout, especially on quality, safety, physician/provider engagement and personal risk (even suicide)
- Examine what both physicians/providers and healthcare organizations need to do to prevent physician burnout and to recognize and address it when it occurs

COMMON SENSE (COMPASSIONATE) COMMUNICATION SKILLS... UNCOMMONLY USED!

Audience: All Healthcare Roles

Focus: Communication

Length: Keynote, Half -day

Compassionate communication and behaviors are often considered to be “soft skills” and are frequently relegated to the “art” of medicine. However, we know (from scientific evidence) that the presence (or absence) of compassionate behaviors impact clinical outcomes – essentially making it a “clinical skill.” Yet we generally cite numerous barriers to these impactful behaviors such as time or training.

Learning Objectives:

- Review the science that demonstrates that caring and compassionate behaviors / communication skills make a difference and impact clinical outcomes
- Understand the role of enhanced communication in contributing to the development of patient – caregiver trust, the patient's perception of the quality of care being delivered and their engagement as an active partner in their own care
- Learn simple enhanced (verbal / non-verbal) communication techniques that essentially take no more time but do make a difference

IT TAKES TWO TO TANGO – DYAD/SHARED LEADERSHIP IN HEALTHCARE

Audience: All Healthcare Roles

Focus: Alignment and Accountability, Leadership, Communication

Length: Keynote, Half-day

Most strategic initiatives and management services in healthcare are too big or complex for a single person to lead. In fact, they are often cross-functional and cross-departmental in nature. The shared leadership model harnesses the value of two or more individuals with complementary skill sets, education, and backgrounds to better fulfill the mission of the organization. However, this leadership model is unlikely to be successful if these leaders are just “put together” in the hope that they will “make it work.” Just like successful dance partners in a smooth-flowing tango routine, leadership partners need to be in sync, minimize stepping on each other's toes and work together in a synergistic and transformational manner.

Learning Objectives:

- Recognize the benefits of a well-functioning shared leadership model in the healthcare environment
- Review the attributes of successful shared leadership partners - trust, transparency, respect, the ability to build consensus and willingness to own implementation together, as well as to speak with one voice
- Learn leading practices that set the stage for effective shared leadership - clear responsibilities, aligned goals, shared development, consistency of execution

THE NINE PRINCIPLES® – CREATING THE CULTURE YOU STRIVE FOR

Audience: All Healthcare Roles

Focus: Evidence-Based Leadership, Leadership, Organizational Culture

Length: Keynote, Half-day, Full day

Developed more than 20 years ago, these 9 components of excellence are consistently present in high-performing organizations, from school districts to healthcare. Using this timeless framework, leaders recognize that organizational excellence begins when they make a conscious decision to create conditions where excellence thrives. When adopted and consistently executed, these Nine Principles® will drive organizational performance and employee / physician / provider engagement to levels that cannot otherwise be achieved.

Learning Objectives:

- Summary of the overall framework covered in the Nine Principles®
- In depth review of each of the Nine Principles® - Commit to Excellence; Measure the Important Things; Build a Culture Around Service; Develop Leaders to Develop People; Focus on Employee Engagement; Be Accountable; Align Behaviors with Goals & Values; Communicate at All Levels; Recognize & Reward Success

COACHING YOUR TEAM TO ENHANCED PERFORMANCE UTILIZING INTEGRATED SKILLS LABS

Audience: All Healthcare Roles

Focus: Leadership, Medical Practices, Training

Length: Keynote

To be successful, coaching a team to enhanced performance requires more than providing individual feedback on performance and expecting that people will change. As a foundation, the coach must understand the drivers of behavioral change and members of the team must understand the WHY behind the changes being asked of them and recognition of WIIFM (What's In It For Me). The Integrated Skills Lab (ISL) is a very effective training tool that focuses on training the team as a whole and breaking down silos & highlighting that achieving a positive patient experience is a "team-effort" and can be used in many different healthcare environments / settings – medical practice, ED, Cath Lab, PeriOp, Hospitalist etc.

Learning Objectives:

- Review of the drivers of behavioral change and methods for coaching teams to enhanced performance
- Describe the Integrated Skills Lab (ISL) as a vehicle for training teams to enhanced performance and the advantage that it brings over traditional training methods
- Understand how to plan for and harness the power of the ISL in order to successfully optimize the value of the training and positively impact performance enhancement

MAKING EXCELLENCE STICK

Audience: All Healthcare Roles

Focus: Leadership, Change Management, Organizational Culture

Length: Keynote

Have you ever wondered why it is so hard to make a new behavior or process stick? Whether we are changing our own behavior or trying to influence that of our employees, hardwiring a new behavior is very difficult. But if there was a diagnostic tool or assessment that could help you diagnose why a process has not been hardwired, would you use it? At Huron we teach Evidence-Based LeadershipSM (EBL) as a model to hardwire a process to improve clinical and operational results. EBL has three major components: Aligned Goals, Aligned Behaviors and Aligned Processes. This presentation covers 10 questions that we should ask ourselves either when beginning a new process or evaluating one that has not become hardwired. These 10 questions touch on all

three components of EBL but primarily address the alignment of processes and provide ways to identify what is not working, why it is not working and what we can do to make excellence stick.

Learning Objectives:

- Understand Evidence-Based LeadershipSM (EBL) as a model to hardwire a process
- Learn what 10 questions to ask when beginning a new process or evaluating one that has not become hardwired
- Identify what is not working and why and what we can do to hardwire a desired behavior and make excellence stick

THE ALPHABET SOUP OF CG CAHPS, HCAHPS AND ED CAHPS: WHY SHOULD I CARE?

Audience: All Leaders, All Clinical Healthcare Roles

Focus: Leadership, Physicians/Providers, Patient and Consumer Experience

Length: Keynote

There are many acronyms in the healthcare environment, but many professionals, especially physicians/providers, have a poor understanding of the various CAHPS surveys and their impact. This presentation revisits the Communication domain in the various CAHPS surveys and cites the evidence demonstrating that enhanced communication skills, if consistently implemented, elevate the patient experience and result in increased reimbursement, decreased liability risk, reduced 30-day readmissions and improved clinical outcomes.

Learning Objectives:

- Describe the concepts of CG CAHPS, HCAHPS, ED CAHPS and value-based purchasing and their connection to the patient experience
- Explain quality and patient experience data transparency in the public domain and its direct financial impact on physicians/providers and hospitals
- Evaluate evidence from peer-reviewed literature, demonstrating that consistent implementation of the tools and tactics provided results in a positive patient experience, increased reimbursement, decreased liability risk, reduced 30-day readmissions and improved clinical outcomes

THE ART AND CHALLENGE OF COACHING COLLEAGUES TO ENHANCED PERFORMANCE

Audience: All Leaders, All Clinical Healthcare Roles

Focus: Leadership, Physicians/Providers, Quality and Safety

Length: Keynote, Half-day

Too often, we approach collegial coaching from a position of authority or power, resulting in a defensive response. The reality is that successful collegial coaching demands understanding of drivers of behavioral change and recognition of WIIFM (What's In It For Me) for colleagues being coached. This presentation covers the why, what and how—the art and science of creating buy-in and making your colleagues more receptive to change, utilizing Emotional Intelligence as well as proven coaching tools and techniques.

Learning Objectives:

- Identify opportunities for improvement and implement customized tweaks that can greatly impact the

- positive patient experience in your facility, whether inpatient or ambulatory
- Connect the dots between the positive patient experience and enhanced reputation, greater market share, increased reimbursement, decreased liability risk, improved clinical outcomes and reduced professional burnout

PHYSICIAN/PROVIDER/HOSPITAL/HEALTH SYSTEM RELATIONS: IT TAKES A ROUND TABLE!

Audience: All Healthcare Roles

Focus: Leadership, Physicians/Providers, Physician Alignment and Engagement

Length: Keynote

Without physician/ provider buy-in and leadership, the changes and cultural transformation necessary for healthcare organizations to survive and thrive are destined to fail. The foundation for positive physician/provider/hospital/health system relations is engagement and trust, yet most organizations struggle with the divergence of priorities and the lack of trust between administration and physicians/providers. This presentation discusses ways to engage them on your journey and lead change. It identifies key drivers of physician/provider trust and engagement and describes the Must Haves® needed to build a collaborative culture and aligned organizational strategies with physicians/providers (both employed and independent).

Learning Objectives:

- Appreciate the “what” behind the different perspectives of administrators, staff and physicians/providers
- Recognize the need to build trust, aligned leadership, engaged physicians/providers and staff, and a shared agenda, with the patient at the center
- Understand the professional and healthcare environmental factors that cause physician burnout and become more aware of the adverse effects of physician burnout on physicians/providers, the patients, and the healthcare organization
- Recognize the drivers of physician engagement and understand how the physician Must Haves® reduce physician burnout and enhance the value of a collaborative environment and a sense of team

IT'S YOUR GARDEN: A MODERN HEALTHCARE PARADIGM

Audience: All Leaders, All Clinical Healthcare Roles

Focus: Leadership, Organizational Culture

Length: Keynote

Leadership has been identified as the most important ingredient in transformational improvement. However, most physicians/providers and many others in the healthcare industry do not get any formal training in leadership. Yet they are frequently thrust into leadership positions and left to fend for themselves. This presentation discusses the real role of leadership in an uncertain healthcare world. It also covers how effective leaders create, articulate, and communicate the vision and lead the journey to an ever-changing destination.

Learning Objectives:

- Understand the guiding principles of effective leadership
- Examine physician/provider roles as both formal and informal leaders
- Identify and overcome some common barriers to effective leadership and communication
- Recognize that there are seeds of agreement in every disagreement
- Understand the divergence of priorities of various stakeholders as well as how to develop a shared agenda,

with the patient at the center

- Recognize that healthcare leaders essentially drive the culture in their organizations and determine whether their “garden” flourishes or is overgrown with weeds

PERFORMANCE MANAGEMENT AND FEEDBACK

Audience: All Healthcare Roles

Focus: Leadership, Alignment and Accountability, Quality, Organizational Culture, Physicians/Providers, Employee Attraction and Engagement

Length: Keynote

Most performance feedback is very transactional and rarely motivates behavioral change and enhanced performance. In order to provide performance feedback in an effective way, we need to better understand how to deliver feedback in way that motivates the recipient of that feedback, rather than elicit a defensive stance.

Learning Objectives:

- Recognize that feedback is not intended to be punitive but rather a caring gesture designed to optimize the recipient’s potential
- Review 5 tenets of effective performance feedback
- Understand the importance of utilizing meaningful data in order to drive performance enhancement
- Learn an effective framework for the performance feedback conversation

MAKING DATA MEANINGFUL

Audience: All Healthcare Roles

Focus: Leadership, Quality and Safety, Physicians/Providers

Length: Keynote

Quality and performance data are usually presented in ways that are difficult to interpret for the average reviewer. This makes it hard to derive something meaningful from the data that can be used to support effective performance feedback. Alternate ways to present data in a way that is more easily deciphered and that motivates improvement efforts will be discussed

Learning Objectives:

- Appreciate the challenge of making data meaningful in the traditional presentation format
- Learn a more filtered approach to data presentation that focuses on limited data related to low-hanging fruit and resources to improve
- Understand how to harness the power of data transparency with specific timelines for implementation

RUNNING EFFECTIVE MEETINGS

Audience: All Healthcare Roles

Focus: Leadership, Communication, Organizational Culture, Efficiency, Physicians/Providers

Length: Keynote

We have come to accept that meetings are unavoidably painful and unproductive – just one of the necessary evils of organizational life. Sometimes it feels like we have a meeting for just about anything. We tend to include “everyone” who will be impacted, meetings may run longer than expected and so on. Meetings are expensive, too. But the fact is, bad meetings are a reflection on bad leaders. Good leaders should and can find ways to reduce the number of meetings, the duration of meetings, and the number of people invited to each meeting in order to maximize the time and energy of a group of very busy people.

Learning Objectives:

- Understand the real purpose of meetings – mostly to drive actions that get results and align work to organizational priorities
- Learn how to set clear expectations / ground rules in order to maximize your meeting's impact
- Review some best practices in organizing, preparing for and managing effective meetings
- Rethinking an alternate construct for framing meeting agendas

MANAGING THE DIFFICULT (PHYSICIAN/PROVIDER) COLLEAGUE

Audience: All Leaders, Physician Leaders

Focus: Physicians/Providers, Quality and Safety, Physician Alignment and Engagement

Length: Keynote, Half-day

There is a wide spectrum of physician/provider behaviors that can be attributed to the “difficult colleague.” We tend to underreact when it is uncomfortable to hold our colleagues and peers accountable. This impacts the entire organization, putting the collegiality of staff and the quality of care at risk. Tolerating undesirable behavior degrades the organizational culture (remember, what you permit you promote). Addressing such behaviors is an art as much as it is a skill. Better defining the types of difficult colleagues and having a consistent approach to dealing with various degrees of difficulty sets high standards of accountability, demonstrates value and re-recruits the organization's high performers and team players.

Learning Objectives:

- Analyze the spectrum of behaviors that can define someone as the difficult colleague
 - Understand the responsibility of physician leaders in managing the difficult colleague
- Identify tools and techniques that can help the physician leader to manage the difficult colleague more effectively

ARE YOUR PERIOPERATIVE SERVICES A “CUT” ABOVE?

Audience: All Leaders, Surgeons, Anesthesiologists, Proceduralists, Physicians/providers, Nurses, Advanced Practice Professionals (APPs), Allied Health Professionals

Focus: Leadership, Physicians/Providers, Patient and Consumer Experience

Length: Keynote

The perioperative and procedural world is (at least at this point) still a fairly profitable venture, and the contribution margin from these areas remains vital to the financial success of almost every healthcare organization. CEOs and CFOs generally love to improve the reputation and enhance the brand promise of operative and procedural services because of the margins that they bring. That said, there is a huge recognition gap in connecting the dots between enhanced communications and the patient experience in the perioperative and procedural environment—encompassing surgery, anesthesia, endoscopy, OB/Gyn, interventional radiology, interventional cardiology, etc. This presentation identifies the specific gaps in this anxiety-provoking environment and outlines simple communication tools to address and positively impact these opportunities that increase the likelihood of patients and providers choosing your facility for their surgical/procedural care—giving you a significant competitive market advantage and bringing a demonstrable ROI to the organization.

Learning Objectives:

- Recognize the nuances and special circumstances in the perioperative and procedural environment
- Identify opportunities for improvement and implement customized tweaks that can greatly impact the

- positive patient experience in your procedural facility, whether inpatient or ambulatory
- Connect the dots between the positive patient experience and enhanced reputation, greater market share, increased reimbursement, decreased liability risk, improved clinical outcomes and reduced professional burnout

CLEARED FOR THE APPROACH: WHAT PILOTS CAN TEACH US ABOUT PATIENT SAFETY

Audience: All Healthcare Roles

Focus: Quality and Safety, Communication, Patient and Consumer Experience

Length: Keynote

If 99.9 percent zero harm rate were good enough, there would be a major plane crash every three days. Therefore, the airlines refuse to settle for “good enough.” While airline passengers face about a 1-in-10-million chance of dying in a plane crash, it is estimated that the chances of a patient dying because of medical error is about 1-in-300 worldwide. More than 30 years ago, after a series of fatal mistakes, the aviation industry increased their scrutiny and discovered that many adverse aviation events resulted from human error, especially failures in communication, leadership and decision making. While the aviation industry learned from these accidents and implemented many measures to address them—such as specific communication protocols, checklists, etc.—the healthcare industry lags in reducing the risks that we impose on patients under our care. While aviation safety principles are not wholly transferable to healthcare, there are many similarities. This presentation explores what we in healthcare can learn from the aviation industry about human error and what we can do to create a culture and environment that enhances patient safety at all levels.

Learning Objectives:

- Identify the real risks that patients under our care face every day
- Recognize that medical errors are generally due to human error
- Understand that medical errors cannot be eliminated but, learning from aviation safety strategies, realize that the implementation of specific patient safety measures can significantly reduce the risks patients face in healthcare facilities.
- Recognize that creating a culture of patient safety requires effective leadership

MASTERING DIFFICULT CONVERSATIONS

Audience: All Healthcare Roles

Focus: Alignment and Accountability, Quality and Safety, Communication, Leadership, Organizational Culture

Length: Keynote / Half-day

Reluctance to have a tough conversation when it is indicated only serves to erode the culture of an organization and makes accountability a challenge, putting the collegiality of the staff and the quality of care at risk. Most of us are woefully unprepared to have such conversations because we have never been trained to have them – it is as much an art as it is a skill. Having a framework for such “difficult conversations” and not shying away from them is essential for setting high standards of accountability, demonstrating value and re-recruiting high performers and team players.

Learning Objectives:

- Understand the impact of avoiding tough conversations because we are not trained for or confident in having them
- Learn an approach and framework for having effective conversations about inappropriate or undesirable

behaviors

- Practice utilizing this framework utilizing sample “situations” by group-discussion and / or role-play

SQUARE PEG IN ROUND HOLES? BEST PRACTICES FOR RECRUITMENT, SELECTION, ORIENTATION and RETENTION

Audience: All Healthcare Roles

Focus: Alignment and Accountability, Physician Alignment and Engagement, Physicians/Providers, Employee Attraction and Engagement

Length: Keynote

Obtaining and retaining high performing talent (employees / physicians / providers) is critical to the success of a healthcare organization. Some key principles in both the selection and onboarding of talent will be discussed, as well as tactics to ensure high performing talent remains engaged and connected in the organization.

Learning Objectives:

- Understand the difference between talent “acquisition” and intentional talent “recruitment” for long-term organizational success
- Identify valuable organizational and personal recruitment predictors
- Learn tools and techniques that will optimize successful recruitment and selection of high performing employees / physicians / providers
- Review valuable principles of orientation / onboarding that maximizes retention of high performing talent

SERVICE RECOVERY – MAKING THE MOST OF A BAD EXPERIENCE

Audience: All Healthcare Roles

Focus: Communication, Organizational Culture

Length: Keynote, Half-day

When things are perceived to have “gone wrong” we often resort to blame, finger-pointing, and excuses. However, these responses to failures in service only serve to further undermine confidence in the organization and send a message of failure of internal communication, lack of compassion and / or transitions of care. Service failures are bound to happen – however it is often not the inevitable failures themselves but how we respond to these failures that will determine whether the patient / employee / physician / provider regains trust and retains loyalty.

Learning Objectives:

- Recognize that complaint handling is a negative concept that involves placating affected people and attempts to minimize a bad situation.
- Appreciate that service recovery as a positive approach that unlocks the value in an affected party and is fosters a positive ongoing relationship and rebuild trust.
- Learn tools, techniques, and a framework for effective service recovery when something has “gone wrong”
- Understand the concept of the “service recovery paradox” that often result in increased loyalty and trust because it demonstrates caring and a desire to “make things right” and sometimes prompts positivity in those affected at a higher level than those who did not experience a service failure.
- Practice utilizing the service recovery framework utilizing sample “situations” by group-discussion and / or role-play

TIME MANAGEMENT AND THE ART OF DELEGATION

Audience: All Healthcare Roles

Focus: Leadership, Alignment and Accountability, Development, Efficiency
Length: Keynote

Time management is the process of organizing and planning how to divide your time between different activities. We all get the same 24 hours – so why do some people seem to achieve more with their time than others? When you manage your time effectively, you unlock many benefits, including greater productivity & efficiency; less stress; increased chance of achieving your goals. Furthermore, appropriate, and effective delegation provides opportunities for others to feel empowered, supported and encouraged, while relieving your workload.

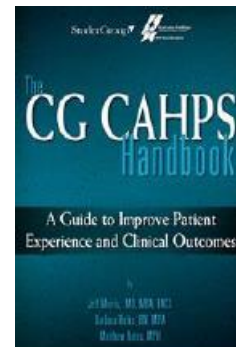
Learning Objectives:

- Identify the “time-robbers” that compromise efficiency, professional fulfillment, and personal well-being
- Learn how to take control of your time and get on top of your to-do list
- Tips & tools that will help you maximize your minutes by focusing on high payoff activities and decreasing your “time-robbers”
- Understand the difference between “delegation” and “dumping”
- Learn the principles of effective delegation by determining what you will delegate and to whom, and how you can accomplish this successfully without suffering from “delegation guilt”

Authored Resources

THE CG CAHPS HANDBOOK: A GUIDE TO IMPROVE PATIENT EXPERIENCE AND CLINICAL OUTCOMES

Plenty of evidence shows that patient experience and clinical quality are two sides of the same coin. You already want to provide the best possible care. And now that Clinician and Group Consumer Assessment of Healthcare Providers and Systems is here, there's a new reason to focus on patient perception: CG CAHPS will impact ACOs, PQRSs, PCMHs, and many other programs, and survey results will link to reimbursement payments.



But it's not just about maximizing reimbursement. Taking action right now to improve CG CAHPS results can immediately create an environment that helps maximize efficiency, keeps patients happy and healthy, sparks growth and reduces the likelihood of litigation. The CG CAHPS Handbook—written by Jeff Morris, MD, MBA, FACS; Barbara Hotko, RN, MPA; and Matthew Bates, MPH—will help. It is your guide for consistently delivering on what matters most to patients and their families and for providing exceptional care and improved clinical outcomes.

OAS CAHPS COMPENDIUM: A GUIDEBOOK FOR IMPROVING PATIENT EXPERIENCE AND OUTCOMES ACROSS THE AMBULATORY SURGERY CONTINUUM

The Outpatient and Ambulatory Surgery Consumer Assessment of Healthcare Providers and Systems (OAS CAHPS) survey will shift the outpatient perioperative landscape considerably. The survey, which aims to improve the nation's quality of healthcare in the perioperative space, measures patient experiences with their surgeries performed at hospital outpatient surgery departments (HOPDs) or ambulatory surgery centers (ASCs).



The ability to create an “always” experience for patients is what will differentiate and set you apart from your competitors. That's why Studer Group created the OAS CAHPS Compendium. It's a series of whitepapers that offers tools, tactics and specific examples that will assist your team in achieving their desired ambulatory surgery goals.

OAS CAHPS Compendium offers:

- A primer on the OAS CAHPS survey, including an overview and introduction to the survey questions.
- A detailed look into each OAS CAHPS domain and individual questions that make up the survey.
- Specific tools, tactics, scenarios, and examples that are proven to make an impact in your outpatient ambulatory surgery areas.
- A case study example on how enhanced perioperative care can improve patient experiences.

The most critical aspect of enhanced perioperative care is being centered on the patient. This requires all stakeholders to work together in collaboration to provide coordinated care. Following best practices of implementation and Evidence-Based Leadership, surgical centers will see the fruits of this labor in the form of increased patient satisfaction, decreased complications and increased volume and revenue.

What Organizations Are Saying

“Dr. Morris shared both personal and other examples on compassion and Compassionomics. He is a very skilled speaker who tunes into your event and organization both during and prior to his visit. Dr. Morris ensures his material aligns with your message and vision for your organization. A true connect-the-dots speaker for all leaders in the room. We appreciate your partnership and willingness to connect your topic back to our organization goals. We would love to have you back in the future with our physician leaders. Dr. Morris was probably one of our best speakers!! The balance of data and stories / examples was perfect! He has a great style and delivery!”

~ Regional Health System

“Jeff was both incredibly easy to work with in advance of the date and so enthusiastic when speaking on the date. He made the process easy, listened to and incorporated feedback and his passion for the subject matter was evident.”

~ Canadian Health System

“Dr. Morris resonated and connected with our providers in a meaningful way. He developed the why and connected with the value proposition for change and attention to patient engagement = experience. He hit a home run here.....people are still talking about how powerful the message was to our team.”

~ Nonprofit Medical Center

“Dr. Jeff Morris was concise and to the point with why our providers need to care about patient engagement and gave specific tactics that are simple and focused and from the providers perspective while also sharing his own personal experience as a patient receiving healthcare and what mattered to him, fantastic speaker!!”

~ Regional Medical Group

“Dr. Morris was extremely knowledgeable and a very engaging speaker. He was able to pinpoint some of the issues that we have as an organization and elicit some great conversation and feedback that will really benefit the organization in the long run. We would gladly welcome Dr. Morris back for another presentation.”

~ Anesthesiology Group

“Dr. Morris connected well with our CEO's and Administrators on a topic that is top of mind to each of them - physician burnout. He presented in a very engaging, interactive way. I think the attendees appreciated the

interactive exercises. Dr. Morris was a dream to work with. He was very knowledgeable about the subject and his presentation style was very well received by our members. Dr. Morris did an awesome job.”

~ Regional Hospital Association

“Really connected with our physicians. Please let Jeff know that our physicians said it was the BEST all provider meeting we've ever had. They feel that Jeff's tips were so practical and helpful. Unbelievable speaker! I feel as though for the first time our providers understand how to do AIDET naturally and make it their own!”

~ Health System

“Dr. Morris was amazing every topic he discussed was needed to discuss. This was also the first time I have seen our providers highly engaged and were honest about their feelings / concerns. We need to meet with Dr. Morris more often his presentation was very therapeutic. Docs got a chance to be themselves outside of the exam room.”

~ Community Health System

“Jeff was an absolute pleasure to work with. His content was timely and provoked post-session discussion among the event attendees. Trusted content; expert and engaging speaker. I highly recommend Jeff!”

~ Professional Healthcare Association

“Great presenter and presentation - very valuable to the medical staff and organization to have Dr. Morris speak on this topic. Dr. Morris provided three great sessions for our directors and supervisors as well as for our providers! He is a joy to work with and is clearly passionate about the work he does and that which he presents about too. We were honored to have him here with us and staff completely enjoyed his presentations! Would highly recommend!”

~ Community Hospital

“Jeff was an excellent, dynamic speaker, and the audience thoroughly enjoyed him. He was also excellent to work with. He had a thorough idea of the prep needed for the webinar to go off smoothly, plus he was very friendly to work with. The audience really enjoyed his dynamic presentation and made it very engaging for the audience.”

~ Regional Health System

“Every presentation I have attended with Dr. Morris has been helpful and inspiring. I appreciated Dr. Morris meeting with me ahead of time to elicit what our unique needs were for the telehealth presentation to be sure it was helpful to our teams.”

~ Healthcare Services Network

“Dr. Morris clearly is an expert on the topic of physician leadership and delivers the required message in a very clear manner with examples that make it relatable to the physician participants.”

~ Regional Hospital Association

“Dr. Morris exceeded all of our expectations from start to finish. From the preconference conversations and logistics to the actual delivery of his message, our team was blown away with the professionalism and level of engagement that he brought to our event. We are highly recommending him to everyone we speak to.”

~ Regional Hospital System

“Exceptional content, message and delivery. Dr. Morris has an unprecedented ability to connect with and engage the audience—physicians, senior management and board members. As chief medical officer and member of our medical staff for 27 years, Dr. Morris truly connected with our members in a very powerful way and has the ability to articulate the essentials for creating and sustaining the culture required for physician engagement, partnership between management and physicians to achieve clinical and financial excellence and superior patient experience.”

~ Rural Health System

“His presentation was ‘incredible,’ ‘the best speaker I’ve ever heard,’ and ‘the most perfect way to start our training session’ and those are the words from the people at my table!”

~ Nonprofit Healthcare Organization

“Dr. Morris is outstanding—he connects so well with the physicians because he is one and that gives him instant credibility. His style of speaking is comforting, down-home and real. He made a huge impact in our hospital.”

~ Regional Hospital

“Dr. Morris was a great speaker! All of our physicians were engaged and rated him 5/5 on our personal surveys. He was wonderful to work with.”

~ Regional Hospital

“Dr. Morris was excellent! He engaged the audience throughout his presentation and was sure to always bring it back to the goals of our session. Highly recommend!! What a wonderful and truly moving presentation. While it’s only lunch time, our team has had so many participants stop us to tell us how much your presentation resonated with their practice teams.”

~ Nonprofit Healthcare Organization

“He was engaging, professional, spoke with confidence, related well to an audience of physicians...a very compelling presentation to our medical staff leadership.”

~ Regional Hospital

“Dr. Morris was great to work with. He took the extra steps necessary to understand our organization and specifically our service area. His presentation was not generic, but incorporated the areas of opportunity we are working towards. He made himself extremely accessible and engaged the entire group made up of physicians and clinical/non-clinical leadership. We would definitely welcome Dr. Morris back to Kaiser again. He was a pleasure to work with and was not only motivational, but inspiring.”

~ Health Maintenance Organization

“You are a master presenter. Great job...May be the highest rated professional guest speakers we have had... Great use of humor, very engaging, able to engage some of faculty who historically do not participate or buy in.”

~ Medical Education Institute

“Nothing but positive feedback and folks seem incredibly motivated, with a renewed sense of clarity...”

~ Regional Hospital

“Jeff is an excellent speaker; participants are clearly engaged, and he brings interesting points and videos to drive home the message. Very good! One of your top speakers!”

~ Healthcare Leadership Conference

“Your presentation was nothing less than outstanding. Thank you for affording us the opportunity and for making a difference. Excellent presentation.”

~ Medical Group

“I want to thank you again...your presentation was wonderful. I had many, many people stop me to comment on how much they enjoyed it. I had goosebumps a few times myself. You were great; thank you for kicking us off on such a HIGH note!”

~ Nonprofit Healthcare Organization

"Jeff touched every point...asked for in order to lay the foundation we wanted to further physician leadership in our organization and strengthen the Leadership Clinical Dyad."

~ Orthopedic Hospital

"Dr. Morris has a very comfortable and candid approach. He speaks from the heart and engages the audience. It's always a pleasure to host Dr. Morris at our organization."

~ Hospital Network

"He hit a homerun and touched all the bases!!!!!"

~ Rural Medical Center

"I have heard nothing but positive comments from the people involved, and a number of them have referred to you as 'inspirational' and 'motivational.' Thank you so much for helping us to achieve our goals."

~ Medical Center

"The event went off without a hitch and Dr. Morris connected with our physicians even better than we had hoped!"

~ Regional Hospital

"Dr. Morris knew what we were requesting; he exceeded our expectations."

~ Medical Clinic

"Dr. Morris gave an excellent presentation that was timely and full of impact for our organization. Well done!"

~ Community Healthcare Network

"I received such positive feedback from many of the physicians who attended tonight."

~ University Hospital



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