The Perfusionist’s Role in a Diversified Healthcare Leadership Environment

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U.S. News and World Reports 2014-15
3rd in Illinois
1st in the Western Suburbs
29th in the Nation for Cardiology and Heart Surgery

Loyola University Medical Center
Questions?

One word which best describes what a leader means to you?

Are leaders born or made?

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Healthcare Leadership

“In a healthcare organization, good leadership is more than just important—it is absolutely critical to the organization’s success.”

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Cross-Cultural Leadership

- A key intervention strategy in reducing health disparities
  - Impacts patient satisfaction, medication adherence, and health outcomes
- Provides high quality, safe care to patients
- Improves the working environment
- Decreases the number of adverse patient deaths
Top-down Management:
*Military Style – Typical in the O.R.*

"I expect you all to be independent, innovative, critical thinkers who will do exactly as I say!"

Demotivating Management:
*Many Do Not Understand The Work Environment of Perfusionists*

**RUBES**
*By Leigh Rubin*

Healthcare Costs Projection
Medicaid Reimbursement Challenges

Illinois added 800 workers to help with the boom of Medicaid applications being processed
- 25,000 applications per week
- Hospitals are not getting reimbursed in a timely manner:
  - Rush University Medical Center: >900 accounts in limbo
  - Swedish Covenant: backlog of up to 6 months
  - Advocate Health Care: 5 month delay
  - Loyola University Medical Center: 5-7 month delay

Healthcare Leader Challenges

Competition between clinical and administrative perspectives
- Financial vs clinical priorities

Budget cuts
- Cash flow due to reimbursement delays

Costs related to:
- Modernization of equipment
- Technology
- Regulatory mandates
- Mergers
- Building improvements

Financial Challenges

11th year in a row, hospital CEO’s ranked financial challenges as the #1 issue facing their organizations in 2014
- Of the 1,971 rural hospitals, 57 have closed since 2010
- In 2014, 100 hospital mergers or acquisitions took place
- U.S. health spending increased 5.3% in 2014 ($3 Trillion)
- Hospitals were underpaid $51 Billion for medical services in 2013
  - $37.9 Billion for Medicare; $13.2 Billion for Medicaid
- In 2015, healthcare added 474,000 jobs (40,000/month)
  - More than 2014 and 2013 combined totals
CEO's Ranked Top Issues
Facing Hospitals

- Financial challenges
- Healthcare reform implementation
- Governmental mandates
- Patient safety and quality
- Care for the uninsured
- Patient satisfaction
- Physician-hospital relations
- Population health management
- Technology
- Personnel shortages
- Creating an accountable care organization


Healthcare reform carries its own set of financial challenges
(Some are yet to be seen)

"Wait till they find out how much this bill REALLY costs!"

Increasingly Complex Environment
Healthcare Leader Projections

Aging workforce
- 43 years old - Average age of healthcare worker

Healthcare listed as one of four industries to be most affected by workforce shortages: including leadership

- Within the next 8 years:
  - 75% of the healthcare CEO’s will be retiring
  - In 2014, there was an 18% rate of turnover with CEO’s – among the highest in 15 years
  - Up to 50% of other healthcare leadership will retire

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Diversity Changes in Healthcare

- Increased affirmative approaches to diversifying the workforce
- Minorities and Women comprise the highest percentage of entrants into the workforce
- White baby boomers are beginning to retire
- Recruiting and retaining a diversity of employees will better meet the needs of the communities they serve

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Layers of Diversity

Personality

Internal dimensions
  - gender, country of origin, race, physical ability

External dimensions
  - religion, parental status, recreational habits, geographical location

Organizational dimensions
  - Management, occupation, department, specialty
What is Cultural Competence?

Cultural competence is the ongoing capacity of healthcare systems, organizations and professionals to provide for diverse patient populations high quality care that is safe, patient- and family-centered, evidence-based, and equitable.

Multigenerational Workplace

Veterans (1922 - 1943)
Baby Boomers (1943 - 1960)
Generation Xers (1960 - 1980)

“At no previous time in our history have so many and such different generations with such diversity been asked to work together.”

Old Farts and Upstarts

“At the workplace we inhabit today is the most age- and value- diverse workforce this country has known since our great- great-grandparents abandoned field and farm for factory and office.”

These generational cohorts demonstrate specific attitudes toward authority and organizations, work expectations, and professional goals.
Veterans (1922 - 1943) 

Directive with a command and control leadership style

Baby Boomers (1943 - 1960) 

Majority of healthcare leadership positions are currently held by Boomers

Generation Xers (1960 - 1980) 

“The most credentialed and best educated generation in our history.”
Millennials (1980 - 2000)

“I want it all now” mentality and seek instant rewards, recognition, and feedback. Entitlement attitude.


Generational Differences

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<th>Executive Presence</th>
<th>Generating Revenue</th>
<th>Adaptability</th>
<th>Cost-Effectiveness</th>
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<tr>
<td>BABY BOOMERS</td>
<td>GEN X</td>
<td>MILLENNIALS</td>
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- Baby Boomers
  - Born: 1946-1964
  - Pros: Productive, team players, mentors
  - Cons: Less innovative, less collaboration

- Gen X
  - Born: 1965-1980
  - Pros: Managerial skills, analytical, problem solving
  - Cons: Less cost-effective, less executive presence

- Millennials
  - Born: 1980-2000
  - Pros: Innovative, open-minded, adaptable
  - Cons: Less patient, less traditional values
What Millennials Want in Leaders

Mentoring
- Respect those older than they are

Gentle spirit
- Turned off by divisive, loud and acrimonious people

Transparency and authenticity
- Non-pretentious, authentic, "real" leaders

Integrity
- Turned off by those more concerned with personal gain

Who Are Perfusionists? (Past and Present)

- Anesthesiologists
- Nurses
- Knobulators
- Pump Techs
- Extracorporeal Technologist / Technician
- Perfusionists
  - O.J.T., Certificate, Bachelors, Masters, PhD's
  - CCT, CCP, LP, CP

Perfusionist's Work Environment

- Operating Room
  - Fluid environment of dynamic changes and complex interactions
- Intensive Care Unit
- Cardiac Cath Lab

* All are managed by budget-restricted administrators

* Nursing-focused without fully understanding the intricacies of the Perfusionist's role in patient care.
Preconceived Attitudes
(Especially by Administrators)
Perfusionists are considered an elite group:
- High salaries or over-paid
  - challenges annual budgets
- Specialized role
  - Not able or willing to function in other areas
- Arrogant
- Easy work hours
- Jealous? - perhaps

Administration’s Approach
(They are getting younger!)
Whoa, dude!
Your staff are killing my capital outlay budget

Are Perfusionists Given Recognition?
"He called it a real monumental effort, but Loyola’s open 24/7, so they’re used to working through the night."

"His rough estimate was that the schedules of 31 doctors, nurses and other specialists — many who were not on call — had to be coordinated to perform the surgeries."

*Record-breaking day for lung transplants at local medical center*
**Reported in Chicago Tribune: 05/15/2014**
Perfusionist: A Role of Importance

“A perfusionist is a specialized healthcare professional who uses the heart-lung machine during cardiac surgery and other procedures that require cardio pulmonary bypass to manage the patient’s physiological status.”

“The perfusionist is a highly trained member of the cardiothoracic surgical team. The perfusionist’s main responsibility is to manage the physiological and metabolic needs of the cardiac surgical patient so that the cardiac surgeon may operate on a still, unbeating heart.”

“The perfusionist is solely responsible for the management of circulatory and respiratory functions of the patient which has a great effect on the patient systemic condition and allows the cardiac surgeon to focus on the actual surgical procedure and less on the immediate needs of the patient.”

Perfusionist: A Role of Importance

Perhaps the biggest benefit to being a perfusionist is in the critical importance of the position in saving a person’s life."

- "Without professionals equipped with the intricate knowledge in how to operate heart-lung machines, patients would die."
- "They are a critical member of the cardiac surgical team. They must stay alert during the entire procedure and notify the surgical staff of any changes in the patient’s condition."

“Because there are a limited number of people who choose this profession, a certain degree of pride can be had in being a member of such a small group of professionals.”

The Perfusionist: An Exclusive Reality

The only profession in the world who provides total life support when executing their responsibilities!
The Perfusionist Is A Leader in Healthcare!

Leaders Are Experts
Perfusionists are experts in their clinical field
Surgeons rely on and trust Perfusionists’ expert decisions and actions
Patients put their lives in the Perfusionists’ expert hands
Their expertise earns Perfusionists the respect of their peers, nurses, physicians and administrators
Perfusionists expertly understand the complexity of fluid dynamics as it interacts with human physiology
Perfusionists comprehend the intricate mechanical processes of their equipment - *(and the consequences incurred when things go wrong)*

Perfusion is not Rocket Science!
No, it’s better!
- Minute to minute; second to second decisions
- Minimal reaction time if something goes wrong
- A person’s life is in your hands
- Mixture of anatomy, physiology, physics, mechanical and electrical engineering, patience
- You are in command of your ship!
- Instant results
Leaders Need A Credibility Base

Involves “Expertise and Character”

- Expertise
  - Technical competence as well as organizational and industry knowledge
  - Being an expert does not necessarily make you a leader
  - Having degreed credentials is only a title, NOT a role

- Character:
  - Integrity
  - Fulfilling commitments
  - Fairness and truthfulness
  - Accepting responsibility
  - Respecting and developing others
  - Celebrating others’ success

Character

“I've always believed you hire character & train skill.”

LORD GREINER
Circuit Surfers Survey

Hiring criteria
Personal Characteristics
- Honesty: 63%

What would kill the deal?
- Questionable Work Ethic: 65%

What would change your opinion?
- Work Ethic: 57%
- Honesty: 52%

Integrity

In looking for people to hire, look for three qualities: integrity, intelligence and energy. And if they don't have the first, the other two will kill you.

—Warren Buffett

Leaders need followers!

“Leadership is a process of influence. Anytime you seek to influence the thinking, behavior, or development of people toward accomplishing a goal in their personal or professional lives, you are taking on the role of a leader”
Leadership is an Affair of the Heart

Without heart, there is no:
- Integrity and honor
- Commitment and conviction
- Hope and faith
- Trust and support
- Persistence and courage
- Learning and risk

Are Leaders Born or Made?

Most think it can be either.

It's really a “Choice”
- Choose to be accountable
- Choose to do the right thing
  - Character and integrity
- Choose to act
- Choose to get involved

Decisions Lead to Action

“If you are going to lead, you not only have to decide, but you also have to make the leap.”

“Leadership is action, not position.”
  - Donald H. McGannon
Perfusion Leaders Get Involved

**National Level**
- American Society of Extracorporeal Technology (AmSECT)
- American Academy of Cardiovascular Perfusion (AACP)
- American Board of Cardiovascular Perfusion (ABCP)
- Government Relations Boards
- Commission on Accreditation of Allied Health Education Programs (CAAHEP)
- Perfusion.com

**State Level**
- State Perfusion societies
- Local Perfusion meetings

**Local Level**
- Hospital-based committees
  - Provide database information and informative input in order to educate other groups on Perfusion practices
  - Clinical in-services to other hospital professionals
  - Clinical support for Perfusion education programs

Thank you!

*To be a leader, you must ....*

*Lead with your heart be culturally diverse and have integrity!*