

Building Relationships



THE KEY TO SUCCESS AS A FAMILY PHYSICIAN AND FAMILY MEDICINE LEADER

**FAMILY MEDICINE FORUM NOVEMBER 14 2014
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Building Relationships



No Conflicts of Interest

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Background to this presentation

Building Relationships



Objectives

Enhanced understanding of

(i) the importance of building strong relationships in medical practice and organizational leadership

(ii) the leadership qualities that lead to building and maintaining strong inter –personal and inter-organizational relationships

Leadership and Building Relationships



References

Good to Great : Jim Collins

Built to Last : Jim Collins

The Effective Executive : Peter Drucker

The 21 Indispensable Qualities of a Leader: John C Maxwell

Drive: Daniel Pink

Never Give In : Sir Winston Churchill

Primal Leadership: Realizing the Power of Emotional Intelligence : Daniel Goleman

Better ; Atul Gawande

Outliers: Malcolm Gladwell

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Definition

Relationships are the mutual dealings , connections and feelings that exist between two parties

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“ True leadership always involves other people ...both within and external to your organization”

The 21 Indispensable Qualities of a Leader

“ The ability to work with others and build relationships is absolutely indispensable for effective leadership”

Female Executive Magazine

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“Society is comprised of a vast network of relationships between human beings .The key components of society are not human beings but rather the relations between them ... individuals are merely the foci in the network of relationships”

Arnold Toynbee

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“ One good reason to limit close relationships is that 3 out of 4 murders are committed by people who know the victim”

George Carlin

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“I love to shop - so after a relationship breaks down I always buy a new outfit. Sometimes , if I see a great outfit , I’ll break up with someone on purpose “

Rita Rudner

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Building positive relationships with patients is essential to good medical practice

Building positive relationships with other stakeholders is essential to good organizational leadership

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Starfield , Macinko et al found that access to a family/primary care doctor (+/- team) is the most significant factor leading to better population health outcomes with the main reason for the better outcome being the continuity of the relationship over time between the patients and the caregivers

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Startling positive health outcomes of population in Roseta PA

Explanation:

Genetics/inheritance ?

Environment?

Nutrition ?

Long term relationships / trust

“ Outliers” Malcolm Gladwell

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Sir William Osler
The father of modern medicine

“Everything Osler did spoke to the importance of building relationships”

John Maxwell
The 21 Indispensable Qualities of a Leader

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Sir William Osler

“ When Sir William Osler died he was remembered not only for his brilliance as a physician and teacher but as one who possessed “ the genius of friendship.”

It was his interest in others that was his most outstanding attribute ... it was from his humanity, his extraordinary interest in others that all his other powers seemed to flow.”

The 21 Qualities of A Leader : John Maxwell

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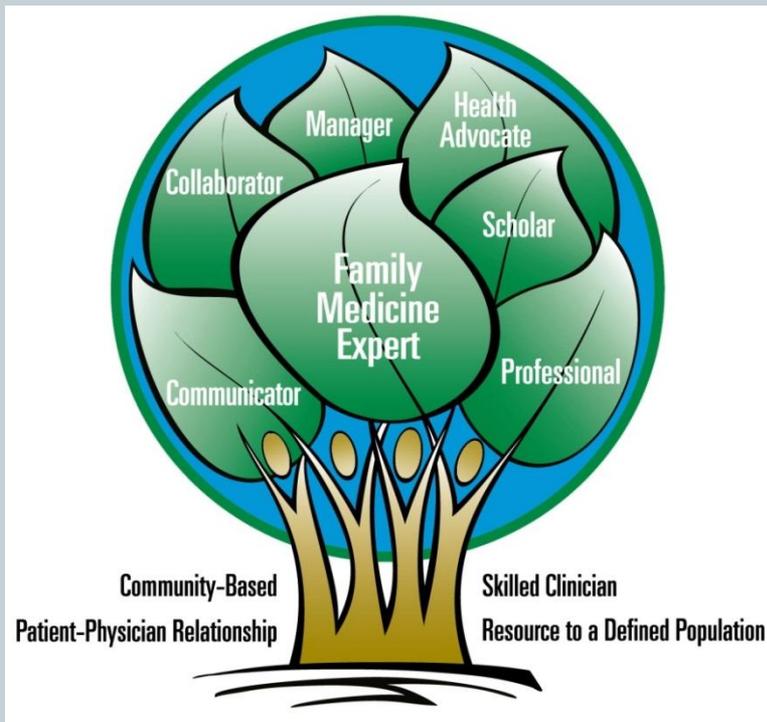
Dr Ian McWhinney

The father of family medicine in Canada

“Family Medicine is the only medical discipline to define itself in terms of relationships rather than by a particular body system, technology or technique”

Ian McWhinney

CanMEDS –FM Roles and The Principles of Family Medicine



- Seven Roles with FM Expert as integrating Role
- Four Principles inspire and inform the Roles as “roots”

Adapted from the CanMEDS Physician Competency Diagram with permission of the Royal College of Physicians and Surgeons of Canada. Copyright © 2009.

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The Principles of Family Medicine

The patient –physician relationship is central to the role of the family physician.

The family physician is **a resource** to her/his patient population

Family medicine is **community** based

The family physician is a **skilled** clinician

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The Principles of Organizational Leadership

Building positive inter-personal / inter-organizational relationships is central to the role of an organizational leader

Organizational leaders are **community – focused**

The organizational leader is a **resource** to a defined population

Organizational leaders are **skilled** and knowledgeable

CanMEDS Roles

For physicians AND organizational and system leaders



Expert

Communicator

Collaborator

Advocate

Professional

Manager

Scholar

Qualities of a leader relevant to building and maintaining relationships



Accountable
Caring
Collaborative*
Compassionate
Courageous
Focused
Intelligent
Listener
Personal*
Reliable
Responsible
Skilled*
Trustworthy

Advocate
Charismatic
Committed
Competent
Expert*
Genuinely interested
Intuitive
Organized*
Professional*
Resource*
Sense of **community***
Supportive
Understanding

Available
Cheerful
Communicator*
Confident
Flexible /Fair/Balanced
Honest
Knowledgeable*
Passionate
Realistic
Respectful
Sense of humour
Team player
Visionary

* Principles of FM /Can MEDS Role

Collins, Maxwell and others

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BE THERE : BE PERSONAL

“I don’t want to be just a voice on the phoneI need to meet and get to know people face to face over time if we are going to develop a sincere relationship . That way, if and when we run into problems we can deal with them and it doesn’t become adversarial because we have come to trust each other and we have the confidence we can work it out”

Wayne Huizenga

Founder and CEO of 3 Fortune 500 companies

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“Leaders need to find compromise among opposing factions debating key issues while at the same time maintaining and communicating the ultimate vision to all publics.”

Abraham Lincoln

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“If we would all just listen, everything else would fall into place. It is the key to being patient –centered”

Ian McWhinney

“ Listen to your patient. He is telling you the diagnosis”

Sir William Osler

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“ To be successful you have to be able to communicate and relate to people. They have to be satisfied with your personality to be able to do business with you and to build a relationship with mutual trust”

George Ross

Executive VP- The Trump Organization

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To build your relationship with patients don't be afraid to ask non scripted questions

To build your relationships with peers don't be constantly angry , irritable and criticizing what others do

Be aware of your own inadequacies and be open to change

Adapted from "Better"

Atul Gawande

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Building Trust

“ The glue that holds all (personal and professional) relationships together is trust ... and trust is based on integrity”

Brian Tracey

Author and Professional Development Trainer

The Phoenix Seminars

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Characteristics of leaders who fail to build positive relationships

- Bad first impressions
- Moody, non smiling, lacking a sense of humour
- Cynical argumentative, hyper-critical, non constructive criticism
- Perfectionistic, stubborn , inflexible
- Unavailable, always arrive late/ leave early
- Dishonest , not trusted
- Incompetent
- Impersonal, disinterested
- Poor communicator – not clear
- Self –centered ; inflexible; not collaborative
- Unreliable,
- Impatient

Maxwell , Collins , Gawande

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Characteristics of organizations whose leaders fail to build positive inter –organizational relationships :

Lack of or unclear strategic objectives/policies /governance

Inadequate preparation/support of org representatives

- poor leadership skills development and enhancement

- inflexible or inconsistent positions /no room to negotiate

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Be there

Be on time /stay for complete meeting/show respect

Arrange one on one informal meetings (coffee, lunch , dinner) with other leaders ; be appropriately personal

Be open, honest, flexible; show that you care; seek compromise (win/wins)

Identify common goals and objectives (common community)

Share information; be a resource for other stakeholders for information related to your organization(‘How can I help you present our perspectives to your org?’)

Be an advocate/voice not only for your own organization to others and for other stakeholders helping your constituency to better understand their positions /needs (“your voice in our organization)

Allow time for relationship to develop

Revisit challenging areas before sacrificing worthwhile goals

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Stories in family medicine – the CFPC initiative

Experience as a family doctor : my stories /your stories

Experience in organizational work: my stories /your stories