



Leadership Series:
Leading Through Uncertainty
during the COVID-19 Pandemic

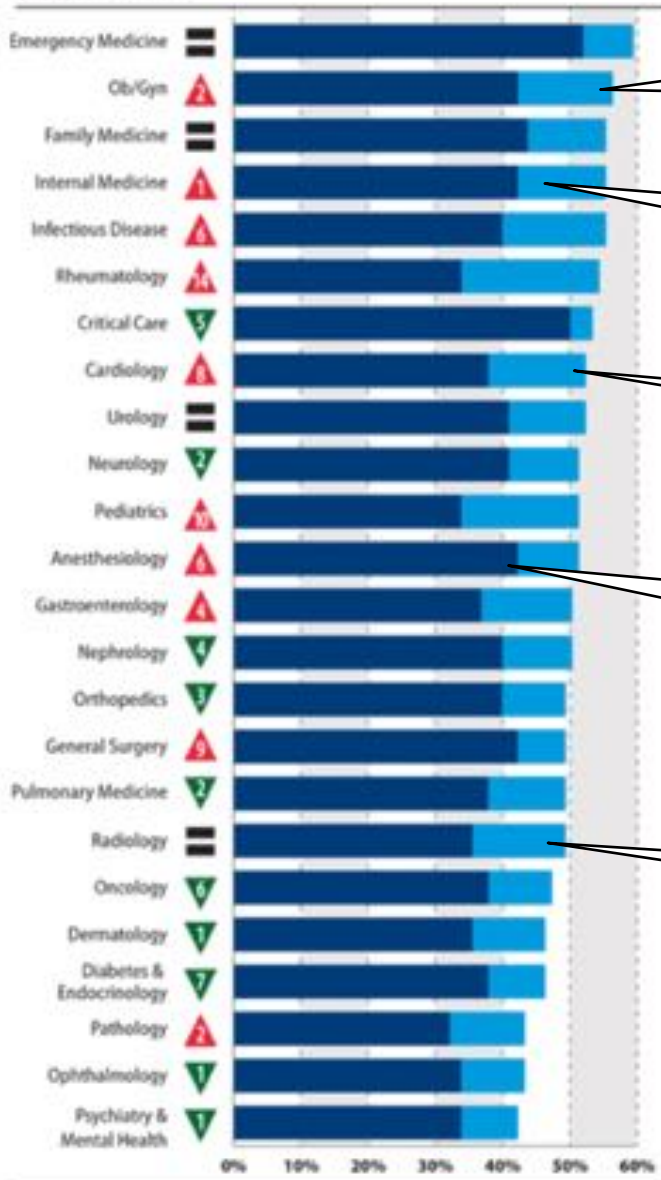
The Inspired Physician Leader

May 2, 2020
Executive Leadership Coach for Physicians
James@JamesMcKenna.org
www.jamesmckenna.org
240-888-8049

The Week in Review: April 26 – May 2, 2020

- Global update: US, Italy, Sweden, Germany, Singapore, Luxembourg, New Zealand
- Testing, vaccine updates: Gilead, Remdesivir
- US Regional C19 differences – Michigan, NYC, NC, SC, MN, LA, DC...
- C19 impacts minority communities differently (CDC death rates)
- Dr. Lorna Breen, ED Director, NYPresby Suicide. Post-C19, addressing clinician PTSD
- How to dial the business down while retaining people: Excess Capacity AND Over-capacity
- Redeployments (and, e.g. finding ICU Nurses)
- How to scale up while being safe; how to “re-open” appropriately (e.g. Hospitals, VA, businesses)
- Handling pay-cuts as employee, as leader – communications strategies
- Public Perceptions and Stand-offs: Protesters vs Healthcare Workers
- Ethical, Legal Policies for PPE rationing (e.g. vents)
- Winners and Losers...INNOVATORS?
- Your LONG-TERM **BRAND** for yourself ?

Changes in burnout by specialty 2013-2017



Ob/Gyn
56%

Internal Medicine 55%

Cardiology 52%

Anesthesiologists
49%

Radiologists 49%

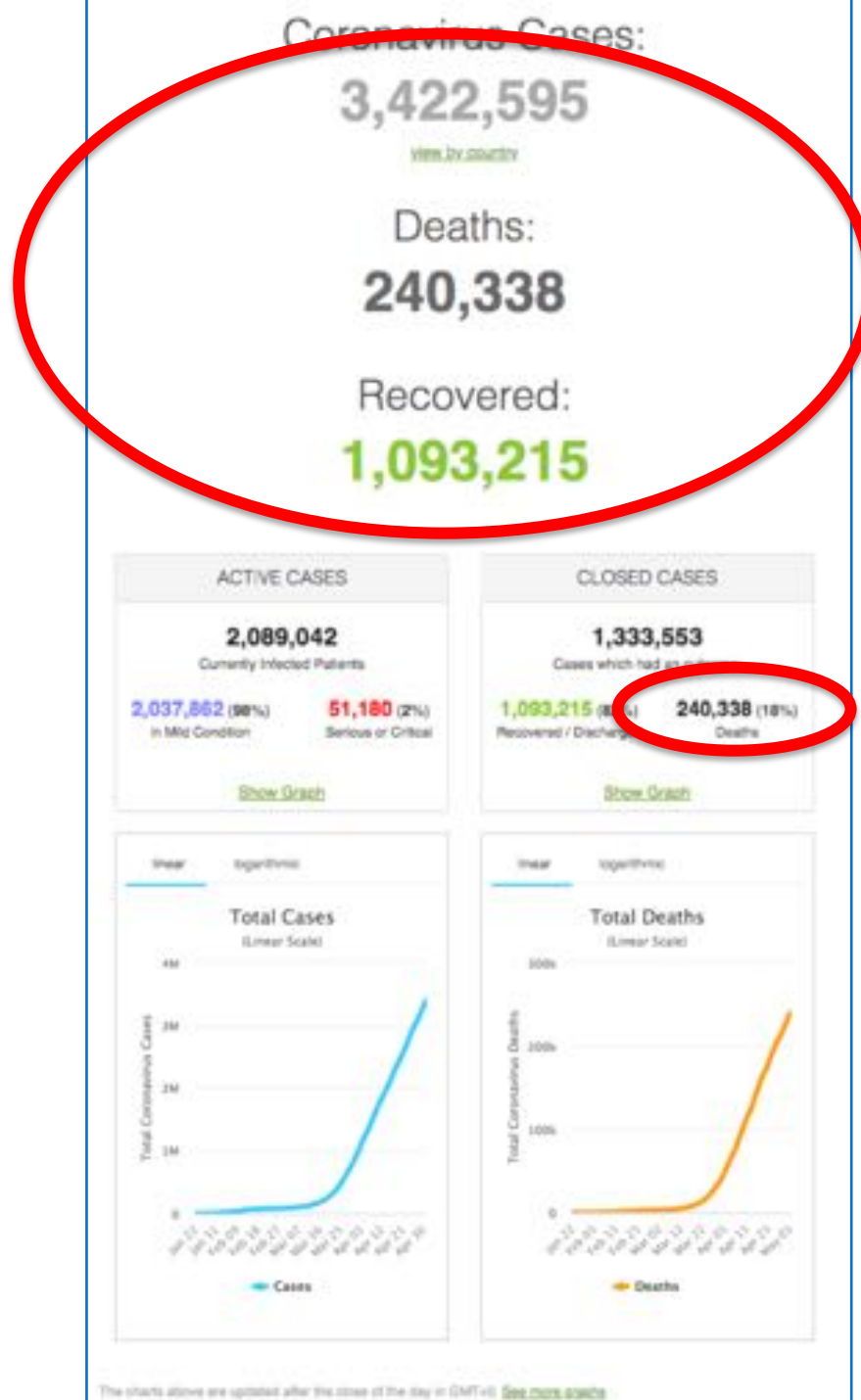
Nurses:
22% - 37%

**Burnout
Pre-COVID**

Global Update:

5/2/20

Source: <https://www.worldometers.info/coronavirus/> As of May 2 2020



Global Update:

5/2/20

Norway Deaths/ 1M Pop = 39

Source: <https://www.worldometers.info/coronavirus/> As of May 2 2020

Country, Other	Total Cases	New Cases	Total Deaths	New Deaths	Total Recovered	Active Cases	Serious, Critical	Tot Cases/ 1M pop	Deaths/ 1M pop	Total Tests	Tests/ 1M pop
World	2,189,535	22,133	212,922	1,890	1,093,215	2,089,042	51,180	439	30.8		
USA	1,132,038	+1,008	65,783	+30	161,665	904,589	16,481	3,420	199	6,700,781	20,244
Spain	245,567	+2,579	28,100	+994	146,233	74,234	2,500	5,252	537	1,528,833	32,699
Italy	207,428		28,236		78,249	100,943	1,578	3,431	467	2,234,425	33,962
UK	177,454		27,510		N/A	149,600	1,559	2,614	405	1,023,824	15,082
France	167,346		24,594		50,212	92,540	3,878	2,564	377	1,100,228	16,856
Germany	164,077		6,736		129,000	28,341	2,189	1,958	80	2,077,052	30,400
Russia	124,054	+8,623	1,222	+53	15,013	107,819	2,300	850	8	3,945,518	27,036
Turkey	122,392		3,258		53,608	65,326	1,480	1,451	39	1,075,048	12,747
Iran	96,448	+802	6,156	+65	77,350	12,942	2,787	1,148	73	484,541	5,769
Brazil	92,630	+521	6,434	+24	38,039	48,157	8,318	436	30	339,552	1,597
China	82,875	+1	4,633		77,685	557	37	58	3		
Canada	55,061		3,391		22,751	28,919	557	1,459	90	832,222	22,050
Belgium	49,517	+485	7,765	+62	12,211	29,541	689	4,273	670	260,996	22,520
Peru	40,459		1,124		11,129	28,206	658	1,227	34	342,498	10,388
Netherlands	40,236	+445	4,987	+94	N/A	34,999	735	2,348	291	225,899	13,184
India	37,336	+79	1,223		10,007	26,106		27	0.9	976,363	708
Switzerland	29,817	+112	1,754		23,900	4,163	141	3,445	203	276,000	31,890
Ecuador	26,336		1,063		1,913	23,360	149	1,493	60	71,950	4,078
Portugal	25,351		1,007		1,647	22,697	154	2,486	99	409,961	40,205
Saudi Arabia	24,097		169		3,555	20,373	117	692	5	326,955	9,392
Sweden	22,082	+552	2,669	+16	1,005	18,408	531	2,186	264	1,010,500	11,833
Ireland	20,833		1,265		13,386	6,182	123	4,219	256	153,954	31,179
Mexico	20,739	+1,515	1,972	+113	12,377	6,390	378	161	15	91,188	707
Pakistan	19,977	+22	477		4,715	12,962	111	92	0.2	103,350	878
Singapore	17,548	+447	15		1,268	16,264	23	2,999	3	143,919	24,600
Chile	17,008		234		9,018	7,756	392	890	12	189,433	9,910
Israel	16,152	+51	227	+2	9,400	6,525	107	1,866	26	364,467	42,108

The Outbreak of COVID-19 in Italy: Fighting the Pandemic

Ciro Indolfi*, MD and Carmen Spaccarotella, MD

* Governor of the Italian Chapter of the American College of Cardiology

University Magna Graecia of Catanzaro medicine

Address for correspondence:

Prof. Ciro Indolfi

Professor of Cardiology

Chief, Division of Cardiology, CCU

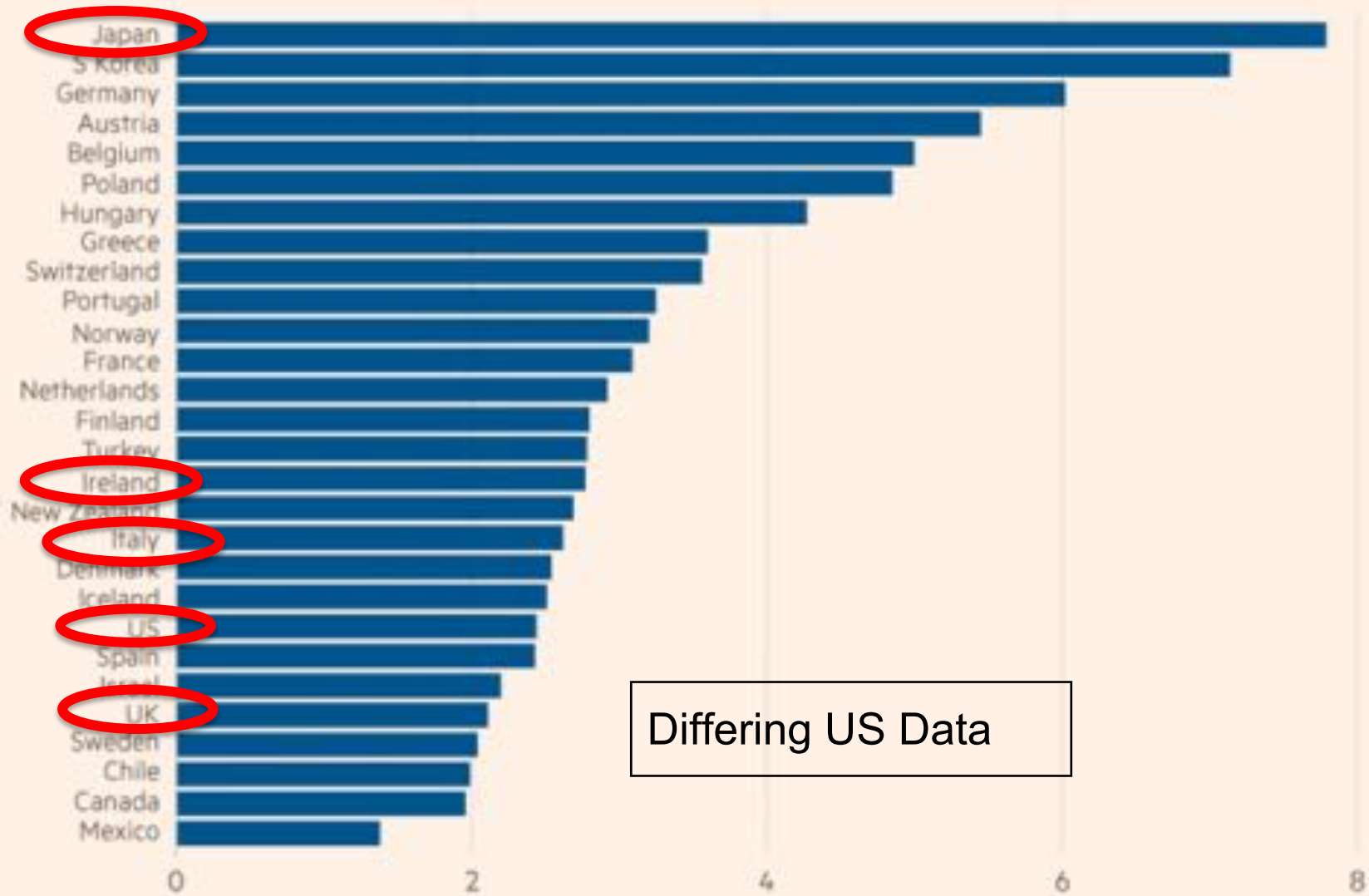
And Interventional Cardiology

University Magna Graecia

Catanzaro, Italy

Some countries have few hospital beds for acute care

Acute care hospital beds per 1,000 people, 2017*



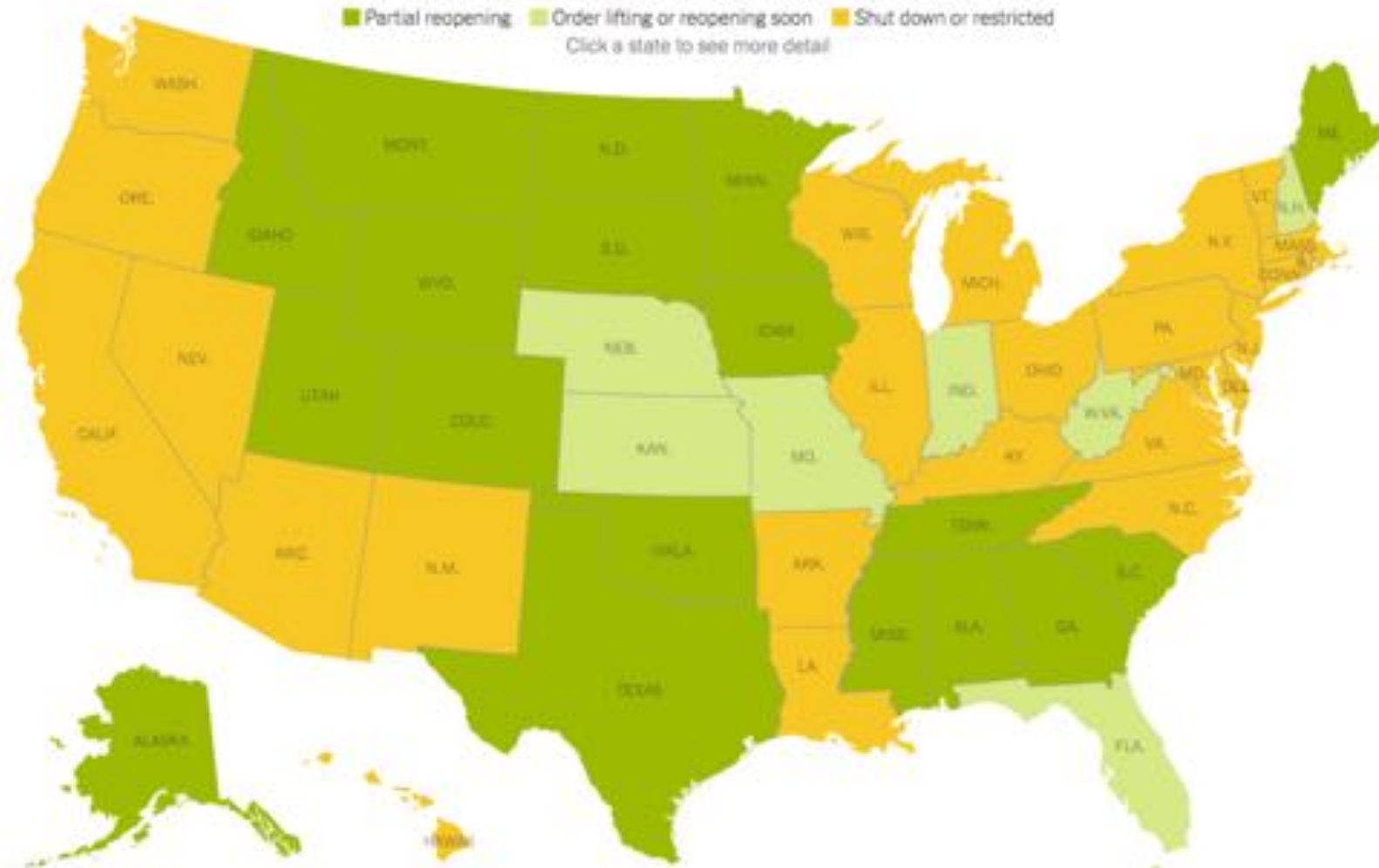
Differing US Data

* US = 2016

Source: OECD
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See Which States Are Reopening and Which Are Still Shut Down

By Sarah Mervosh, Jasmine C. Lee, Lazaro Gamio and Nadja Popovich Updated May 1, 2020



Other Countries

Italy: May 4?

CMS Adds 85 Telemedicine Services

Here are the 85 additional services, and their respective codes, that CMS will cover when provided via telehealth through the duration of the pandemic:

1. 77427: radiation management
2. 90853: group psychotherapy
3. 90953: end stage renal disease, one visit per month, ages 2 and younger
4. 90959: end stage renal disease, one visit per month, ages 12-19
5. 90962: end stage renal disease, one visit per month, ages 20 and older
6. 92057: speech/hearing therapy
7. 92521: evaluation of speech fluency
8. 92522: evaluation speech production
9. 92523: speech sound language comprehension
10. 92524: behavioral quality voice analysis
11. 96130: psychological test evaluation phys/qhp 1st
12. 96131: psychological test evaluation phys/qhp ea
13. 96132: neuropsychological testing evaluation phys/qhp 1st
14. 96133: neuropsychological testing evaluation phys/qhp ea
15. 96136: psychological and neurological testing phy/qhp 1s
16. 96137: psychological and neurological testing phy/qhp ea
17. 96138: psychological and neurological tech phy/qhp ea
18. 96139: psychological and neurological testing tech ea
19. 97110: therapeutic exercises
20. 97112: neuromuscular re-education
21. 97116: gait training therapy
22. 97161: physical therapy evaluation low complexity, 20 min
23. 97162: physical therapy evaluation moderate complexity, 30 min
24. 97163: physical therapy evaluation high complexity, 45 min
25. 97164: physical therapy re-evaluation establish plan care
26. 97165: occupational therapy evaluation low complexity, 30 min
27. 97166: occupational therapy evaluation moderate complexity, 45 min
28. 97167: occupational therapy evaluation high complexity, 60 min
29. 97168: occupational therapy re-evaluation establish plan care
30. 97535: self care management training
31. 97750: physical performance test
32. 97755: assistive technology assessment
33. 97760: orthotic management and training 1st en
34. 97761: prosthetic training 1st enc
35. 99217: observation care discharge
36. 99218: initial observation care
37. 99219: initial observation care
38. 99220: initial observation care
39. 99221: initial hospital care
40. 99222: initial hospital care
41. 99223: initial hospital care
42. 99234: observation/hospital same date
43. 99235: observation/hospital same date
44. 99236: observation/hospital same date
45. 99238: hospital discharge day
46. 99239: hospital discharge day
47. 99281: emergency department visit
48. 99282: emergency department visit
49. 99283: emergency department visit
50. 99284: emergency department visit
51. 99285: emergency department visit
52. 99291: critical care first hour
53. 99292: critical care additional 30 mins
54. 99304: nursing facility care initial
55. 99305: nursing facility care initial
56. 99306: nursing facility care initial
57. 99315: nursing facility discharge day
58. 99316: nursing facility discharge day
59. 99327: domiciliary or rest home visit new patient
60. 99328: domiciliary or rest home visit new patient
61. 99334: domiciliary or rest home visit established patient
62. 99335: domiciliary or rest home visit established patient
63. 99336: domiciliary or rest home visit established patient
64. 99337: domiciliary or rest home visit established patient
65. 99341: home visit new patient
66. 99342: home visit new patient
67. 99343: home visit new patient
68. 99344: home visit new patient
69. 99345: home visit new patient
70. 99347: home visit established patient
71. 99348: home visit established patient
72. 99349: home visit established patient
73. 99350: home visit established patient
74. 99468: neonatal critical care initial
75. 99469: neonatal critical care subsequent
76. 99471: pediatric critical care initial
77. 99472: pediatric critical care subsequent
78. 99473: self measurement of blood pressure at home education/training
79. 99475: pediatric critical care ages 2-5 initial
80. 99476: pediatric critical care ages 2-5 subsequent
81. 99477: initial day of hospital care for neonatal care
82. 99478: ic low-birthweight infant < 1500 gm subsequent
83. 99479: ic low-birthweight infant < 1500-2500 g subsequent
84. 99480: ic infant pbw 2501-5000 g subsequent
85. 99483: assessment and care plan cognitive impairment

Impacts

1. Public Health
2. Economic
3. Healthcare Industry
 - a) Mayo \$3B loss
4. Economic – 2nd wave
5. Malpractice
6. Generational
7. Technological
8. Environmental (e.g. Climate Change)
9. Legislative
10. Political
11. Social

How burned out do you feel?

- a) Not at all. I'm fully engaged in my work.
- b) Occasionally and I recover reasonably well.
- c) Frequently and I'm not coping as well as I'd like to.
- d) Significantly. Burnout affects me daily but I keep going.
- e) Severely. I don't think I can go on like this.

Solutions



News Network

For Journalists

Mayo Cl

By bobnellis

Professional coaching alleviates burnout symptoms in physicians

August 5, 2019



ROCHESTER, Minn. — Medical doctors in the United States are twice as likely to experience symptoms of burnout as other workers, which can compromise quality of care and place patients at risk. In a study in *JAMA Internal Medicine*, Mayo Clinic researchers suggest a new approach to fighting burnout: external professional coaching.

Defined by the World Health Organization as “feelings of energy

Source: <https://newsnetwork.mayoclinic.org/discussion/professional-coaching-alleviates-burnout-symptoms-in-physicians/>

Caring for the Caregiver



Source: Actual blinded coaching clients of www.jamesmckenna.org.

PERSONAL BEST

Top athletes and singers have coaches. Should you?



By Atul Gawande



I've been a surgeon for eight years. For the past couple of them, my performance in the operating room has reached a plateau. I'd like to think it's a good thing—I've arrived at my professional peak. But mainly it seems as if I've just stopped getting better.

During the first two or three years in practice, your skills seem to improve almost daily. It's not about hand-eye coordination—you have that down halfway through your residency. As one of my professors once explained, doing surgery is no more physically difficult than writing in cursive. Surgical mastery is about familiarity and judgment. You learn the problems that can occur during a particular



No matter how well trained people are, few can sustain their best performance on their own. That's where coaching comes in.

Illustration by Barry Blitt

Managing Through Uncertainty - Suggestions

1. It's OK to not feel OK. This is normal and you're not alone. There are resources around you for support. It's ok to admit you have fears.
2. Remain informed AND limit the amount of information intake. Too little info causes anxiety. Too much info does, too.
3. Understand your safety boundaries. E.g.: PPE. Be clear in your own mind about where you stand on that. Discuss concerns with administrative leaders.
4. Take care of self. Sleep. Exercise. "Put your own oxygen mask on first."
5. Create a safe, physical-distancing plan for your immediate family in your own house.
6. Focus on present joy and meaning AND picture a hopeful future. Remember joy and meaning for self. Use gratitude.
7. Remember the bigger picture. If you must make professional or personal changes now in your lives, remember those changes may not have to be forever. The possible length of a full career may last another 1, 5, 10, 20+ more years. Today's challenges may just be a blip on the radar in a year from now. Adjust. Agility.
8. If feeling anxious about how long this period of uncertainty will last, remember, it will end. We don't know when, but it will end.
9. Write a prioritized list of what's important to you.
10. Love wins over fear. Remember key medicine: compassion and empathy for **SELF** and others.

Mission

Deliver value to customers



Jim is immensely talented with groups and leadership teams searching for greater clarity, knowledge and improvement in function and best practice.

Dr. Mike Valentine, Past President, ACC

“ (Jim is) a great asset for any board or leadership team.”

Dr. Howard Walpole, Treasurer, ACC BOTs

Partial Client List



"Jim McKenna provided outstanding leadership coaching for members of the American College of Cardiology Board of Trustees. I was a fortunate recipient of such coaching, which was done in a personalized, effective, and enjoyable manner...his coaching helped me develop new personal and professional insights and I would recommend him every time for anyone interested in this important exercise."

- Dr. James Januzzi: Hutter Family Professor, Harvard Medical School; Cardiologist, Massachusetts General Hospital

Experience

James McKenna, MBA, PCC, ICF

Executive Leadership Coach (ICF Accredited; Georgetown Univ.)

Former Faculty: American College Cardiology (ACC); Society Hospital Medicine (SHM)

Former Director of Leadership Development, Advisory Board Company (NASDAQ:ABCO)

- ✓ Faculty with Physician Leadership Academy, Nursing Leadership Academy
- ✓ Taught at over 150 hospitals ; over 5,000 Physicians, Nurses, Executives staff trained / coached

Previously Director of Quality, Inpatient Hospitalist Group, Rockville, MD

Former Director of Executive Forums (CEO, CMO, COO, CNO, CFO), Health Mgmt Academy

Masters in Int'l Business (Thunderbird School of Global Mgmt; #1 in the US by USNWR)

Bachelor of Science, Computer Science

Based in Bethesda, MD



Coaching Testimonials: <https://jamesmckenna.org/clients/>

James' Bio: <https://www.nelsonflores.com/james-mckenna/>



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