

# LEADERSHIP

**How to survive it?**  
**A personal Experience of 43 years of reality**

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2016

1972



1972



1973



1973





# Head nurse

- Responsible for the whole organization, the planning, the continuity and the quality
- In charge of the nurses, logistics and secretary
- Working together with the director nursing and the medical director

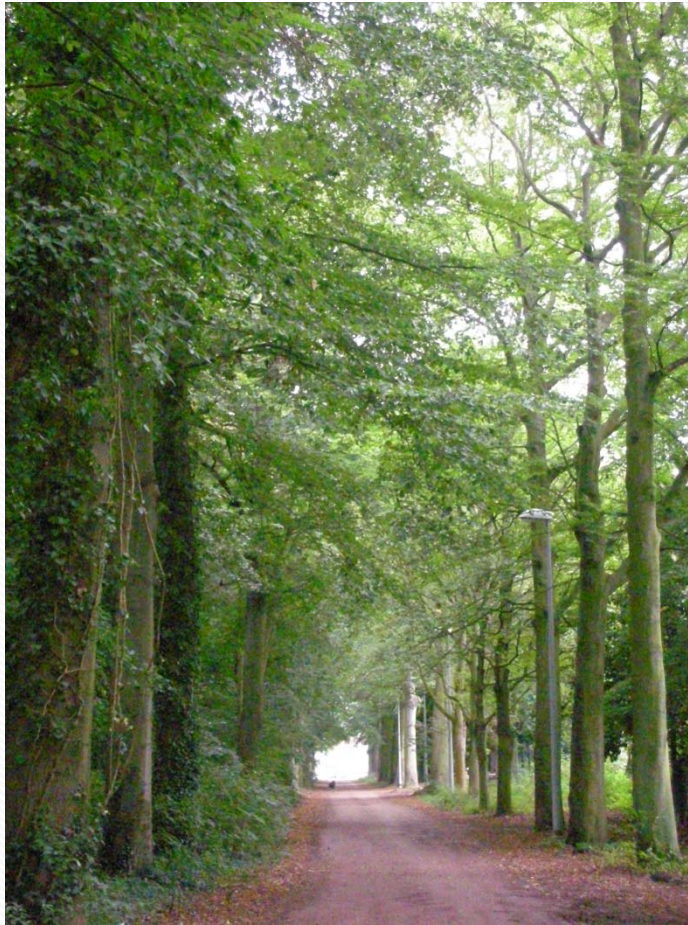
# A war has to be won....



# Head nurse

- **Tasks:**
- Be a good leader by:
  - Taking care of the patients: optimal caring
  - Effectiveness from the nurses: scheduling, education
  - Managing the materials: like a good father..., stocks
  - Managing the costs: the budget, controlling the orders
  - Personal effectiveness: relations in the OR and outside
  - To study, adapting new methods, ...





# How do you eat an elephant?



# Get help



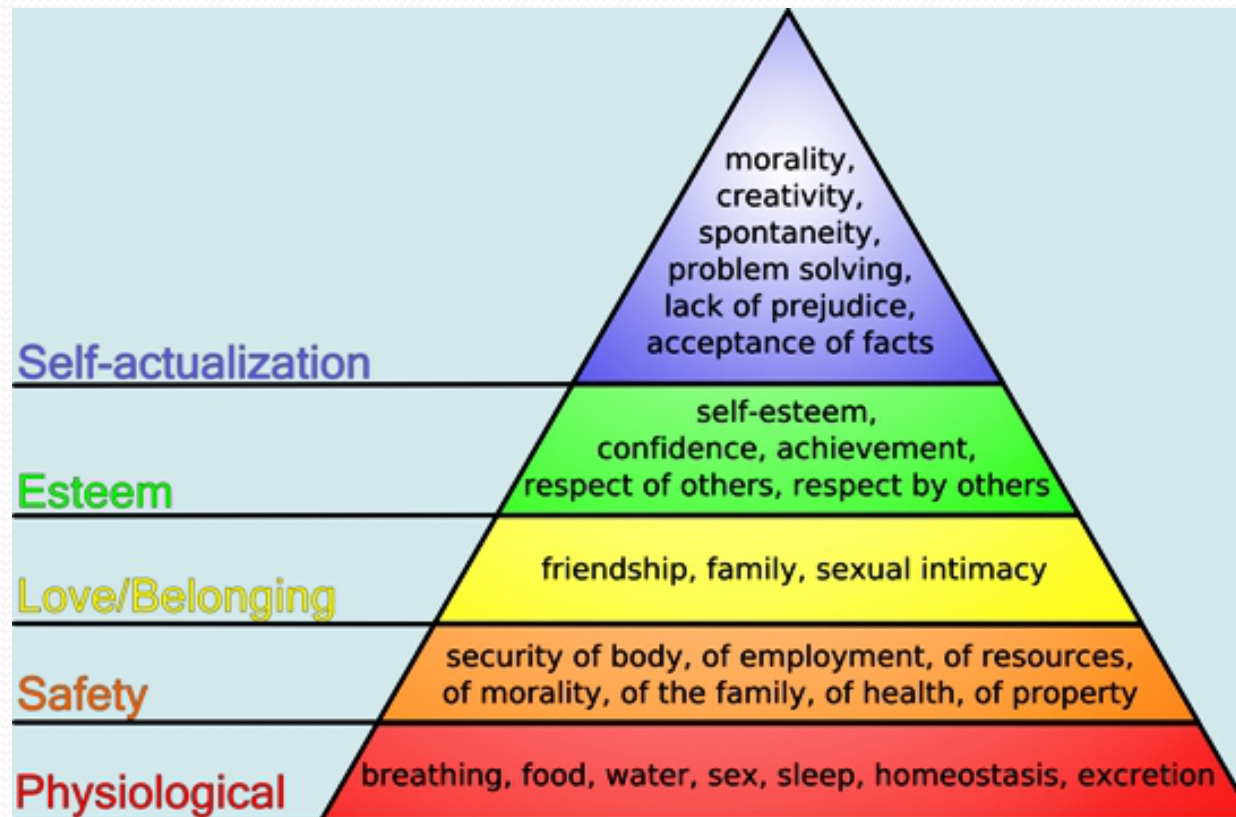
# Inspiration

- From ‘ the effective manager ‘
- By J.Donald Walters
  
- A guide for everyone working with men and women and also wanting the things get done
-

# Theory Maslow

- Human needs
- Going from physiologic needs
- thru
- Safety and social appreciation
- To
- Growth and development
-

# Human needs



# Problems ( Stephen Covey )

- Be proactive
- Know your goals / what's important?
- Do the important things first
  - Urgent and important
  - Not urgent but important
  - Urgent and not important
  - Not urgent and not important

# Problems

	Urgent	Not Urgent
Important	<b>I</b> <ul style="list-style-type: none"><li>› Crises</li><li>› Pressing problems</li><li>› Firefighting</li><li>› Major scrap and rework</li><li>› Deadline-driven projects</li></ul>	<b>II</b> <ul style="list-style-type: none"><li>› Prevention</li><li>› <i>Production capability</i> activities</li><li>› Relationship building</li><li>› Recognizing new opportunities</li><li>› Planning</li><li>› <i>Re-creation</i></li></ul>
Not Important	<b>III</b> <ul style="list-style-type: none"><li>› Interruptions</li><li>› Some calls</li><li>› Some mail</li><li>› Some reports</li><li>› Some meetings</li><li>› Proximate pressing matters</li><li>› Popular activities</li><li>› Some scrap &amp; rework</li></ul>	<b>IV</b> <ul style="list-style-type: none"><li>› Trivia</li><li>› Busywork</li><li>› Some mail</li><li>› Some phone calls</li><li>› Time-wasters</li><li>› Pleasant activities</li></ul>



# LEAN + SIX Sigma

- Define -> measure -> analyze -> improve ->
- control -> redefine

# Listening ear



# Talking





# Accept delaying ... retry



# See the positive things







Staken jullie weer? Hoe moet ik nu naar mijn werk?

WE DON'T GIVE A SHIT!



1981



1981





2006







2013



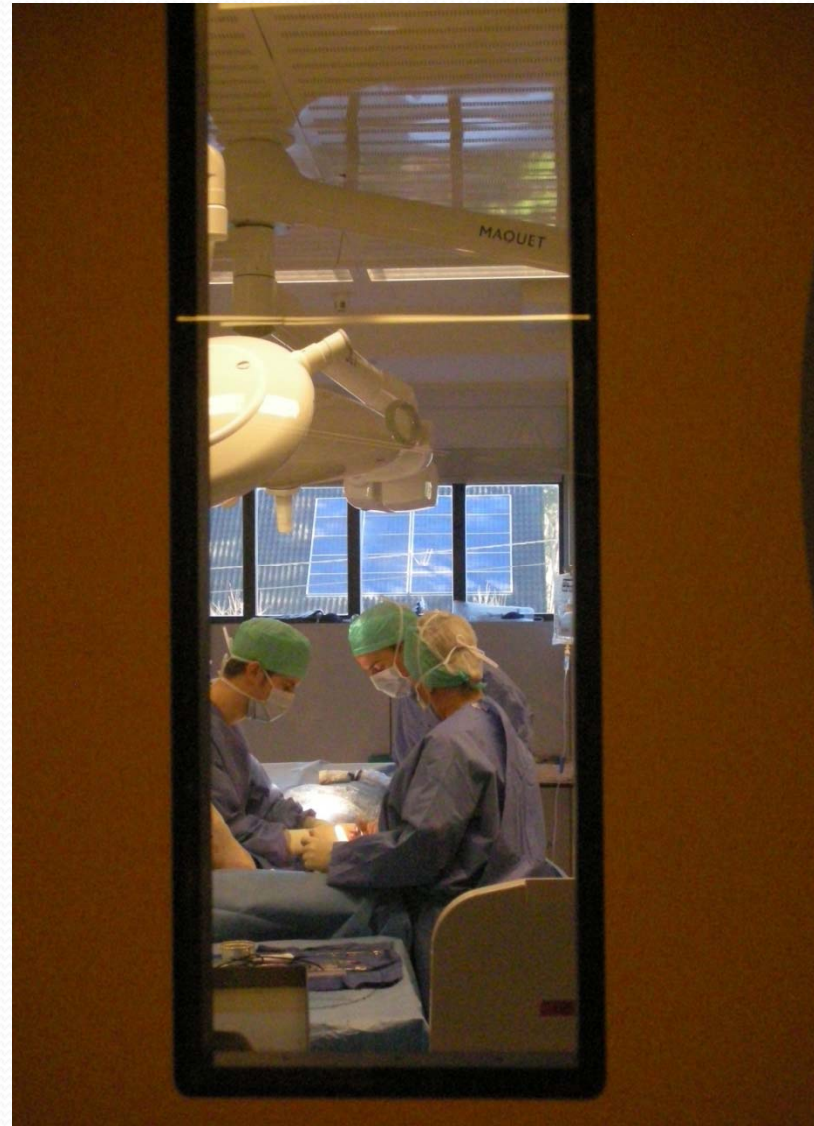




2014



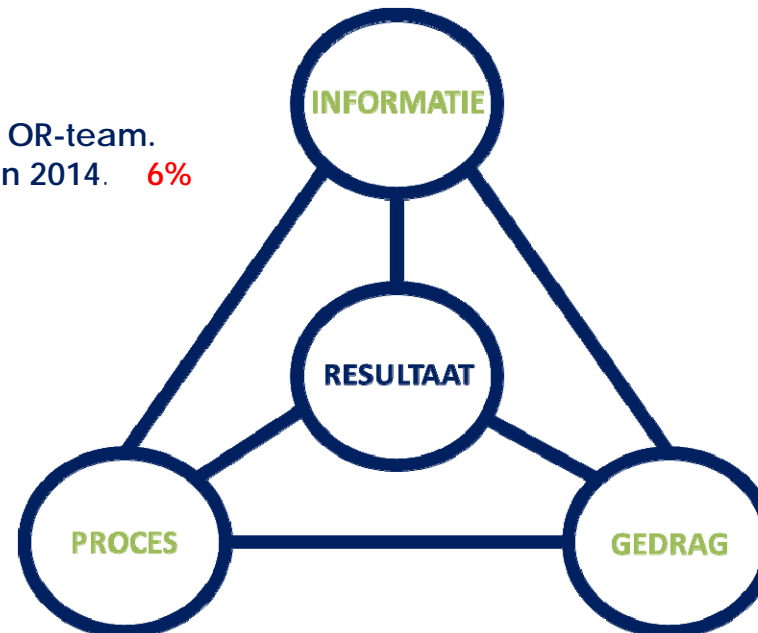
- Extern
- consultancy



## Conclusions Lean 4D

Targets and expectations not SMART fixed.  
Planning not joining the targets.  
Reality not joining the planning.  
Deviations not registered.  
Problems not structured resolved.  
Interests not similar.

Excellent performance of the OR-team.  
Higher productivity realized in 2014. 6%



OR-process very good organized.  
Hidden lost time in the OR.

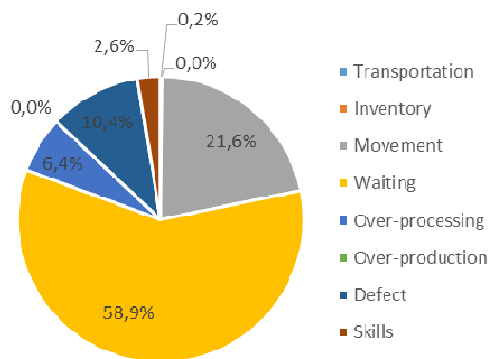
Leading team to much involved in the process.  
Not enough time to manage.  
Power of attorney / mandated territory not clear.

"A day in the life off..."  
The nurses

Bottle neck: lost time

- *Waiting for the surgeon, anesthetist, patient,...*
- *Searching: materials, instr.*
- *Instructing colleagues*
- *Defect, trouble machines*
- *Walking around*
- ...

Inefficiëntie (totale verdeling)



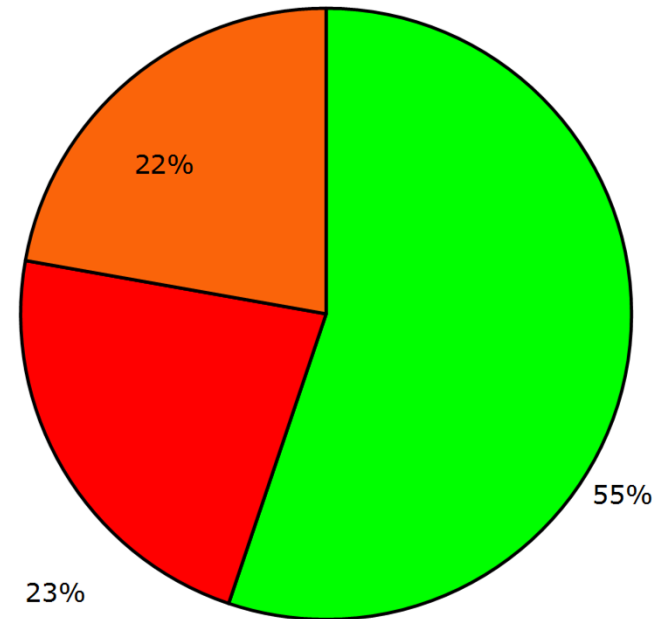
Imelda


Gedetailleerde Werkstudie

TOTALE VERBETERMOGELIJKHEDEN: 45%

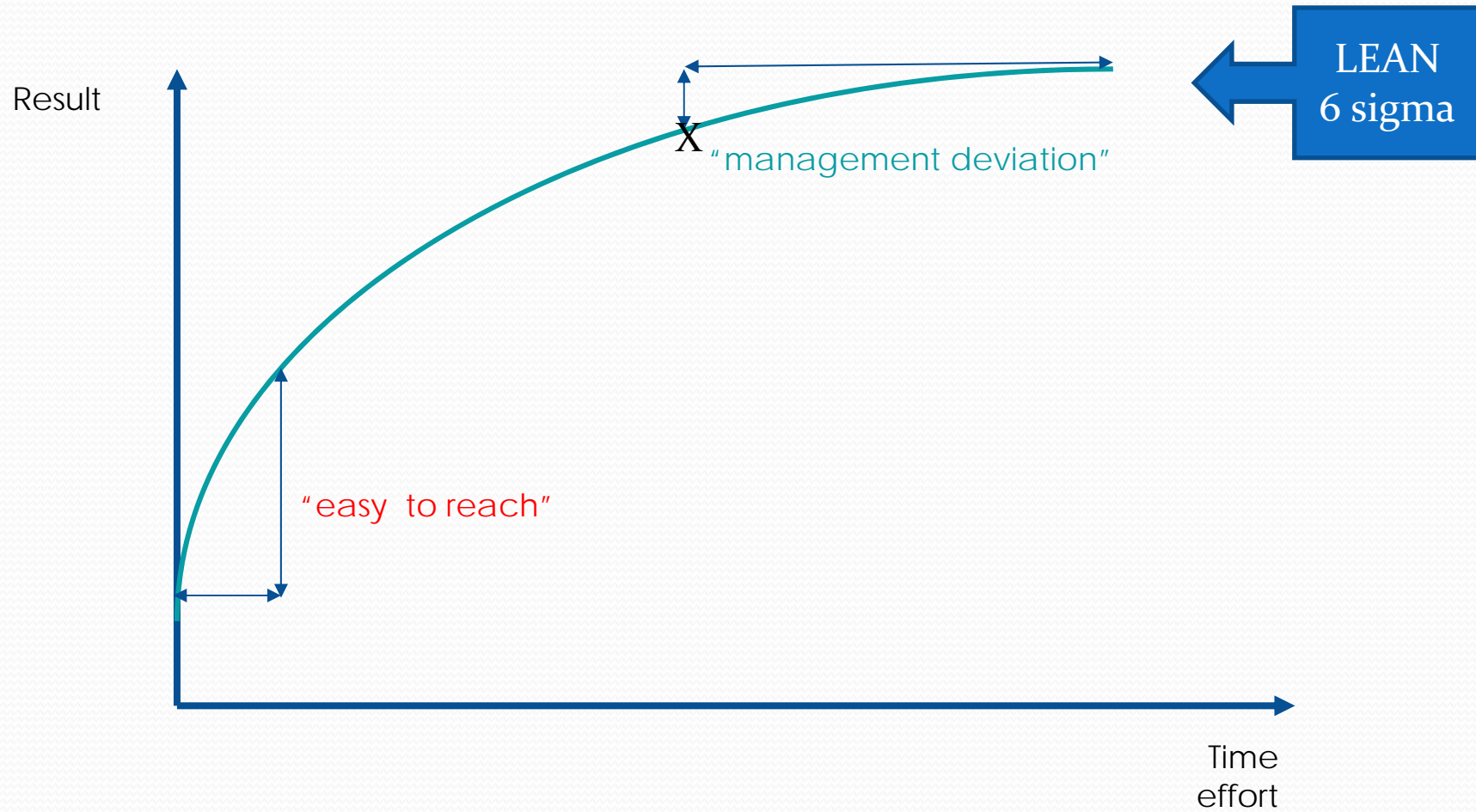
Verloren tijd 23%

Verborgen Verloren Tijd 22%

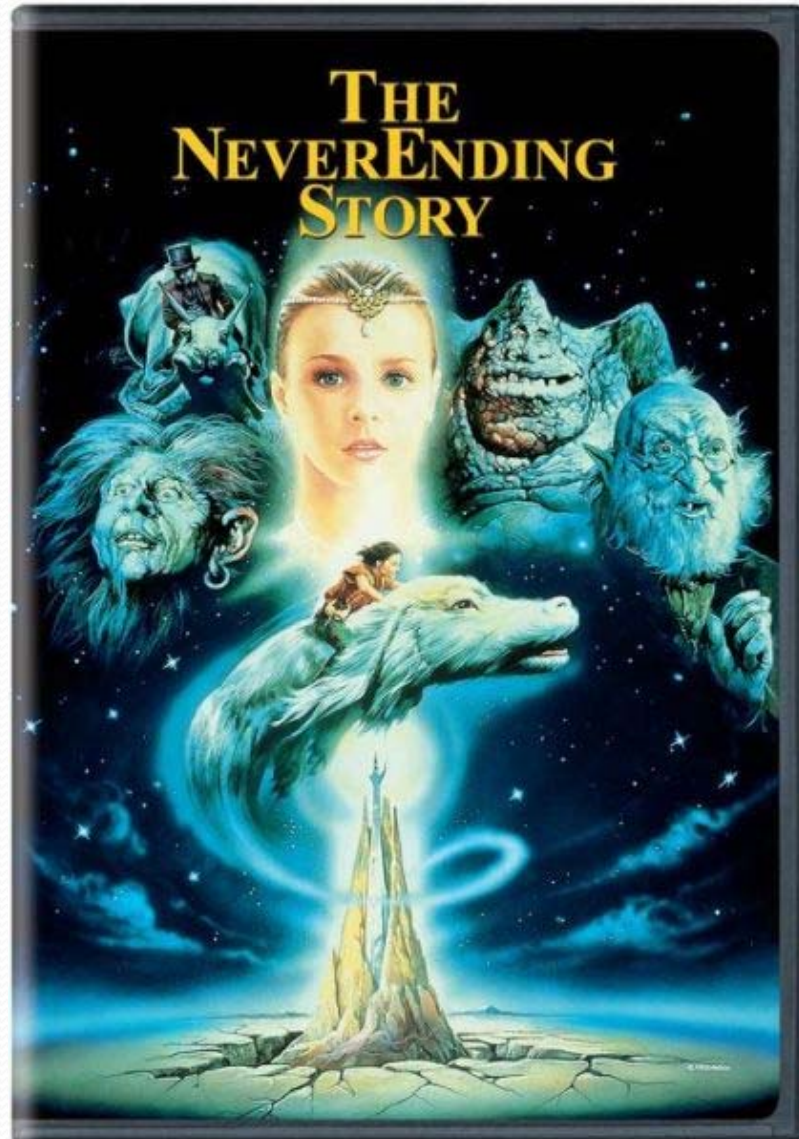


- 
- More feelings than actual bad working
  - Trying to measure ‘ it ‘
  - Improving the relations

# OR – Status of improvement



# THE NEVERENDING STORY



# LEAN + SIX Sigma

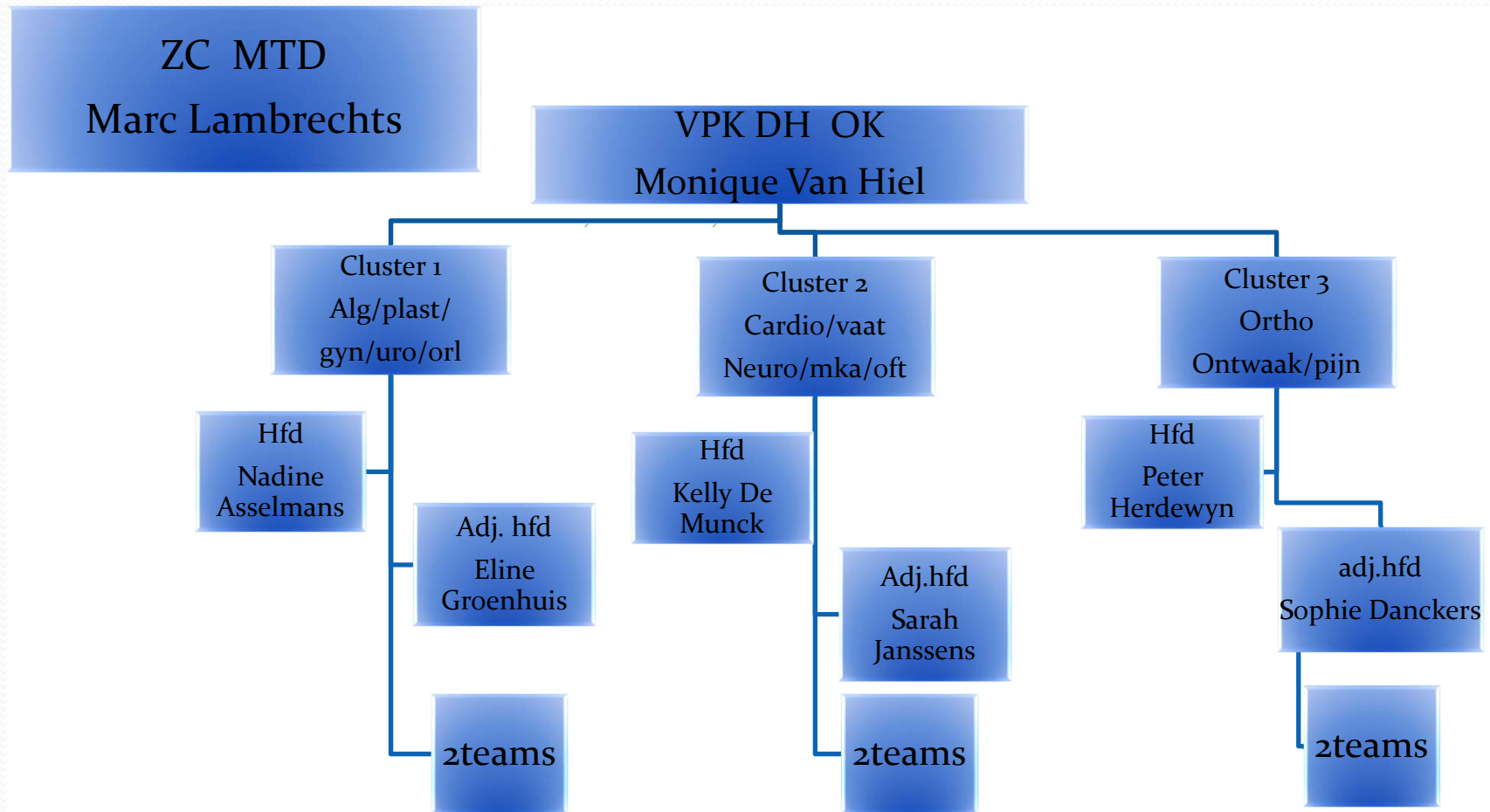
- Define -> measure -> analyze -> improve ->
- control -> redefine



# Steps

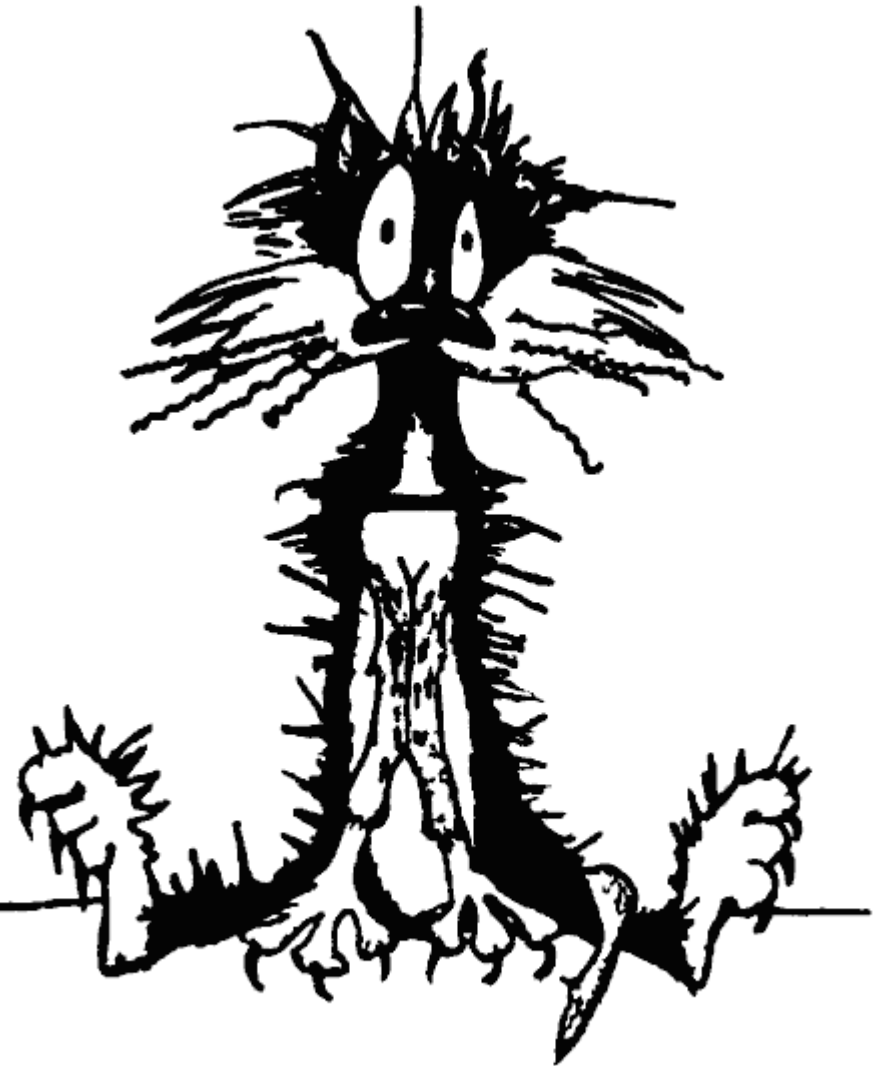
- Improve the starting and the ending time
- Improve the relation with the central sterilisation department = rapid turn over of the instruments
- A better relation with the anaesthetists
- Coffee breaks

# New organogram OR






**Before Work**



**After Work**

- 
- **It's not whether you get knocked down,**
  - **it's whether you get up.**

# How to survive?

- Nobody is born as a boss
- Study: read, information, ask questions, ...
- Specialize, know the OP procedures, computers, technics, ..
- Management: changing, organizing, time controlling, costs, statistics, projects, ...
- Chose your best of ... leadership ( the easy way .. )
- Have a plan of fighting your war ...

# How to survive?

- Be flexible
- Know yourself and the other ' humans '
- Be human
- Self – control
- Use humor

# How to survive?

- Be respectful
- Be there
- Be alert
  
- Only the problems on your field
- Lobbying
  
- A good health
- Relaxation technics
- Preventing the burnout
  
- Accept loosing and .... Enjoy

Look! Something you don't see every day!

A dragon burned out!





# Difficulty's

- Working with people you don't like
- Handling conflicts
- Moments of a lot of work, lots of difficulty's
  - so take a ticket!
  - step by step

# Good to know...

- A worker who likes to come to work at your OR
- is worth gold
  
- Stress is not negative, it is a stimulant to go on ,
- it is a challenge
  
- Networking is important: it is your saving belt

# How to survive?

## **EVERY DAY**

a new start

a challenge

a compliment

## **EVERY DAY**

is one

is rewarding

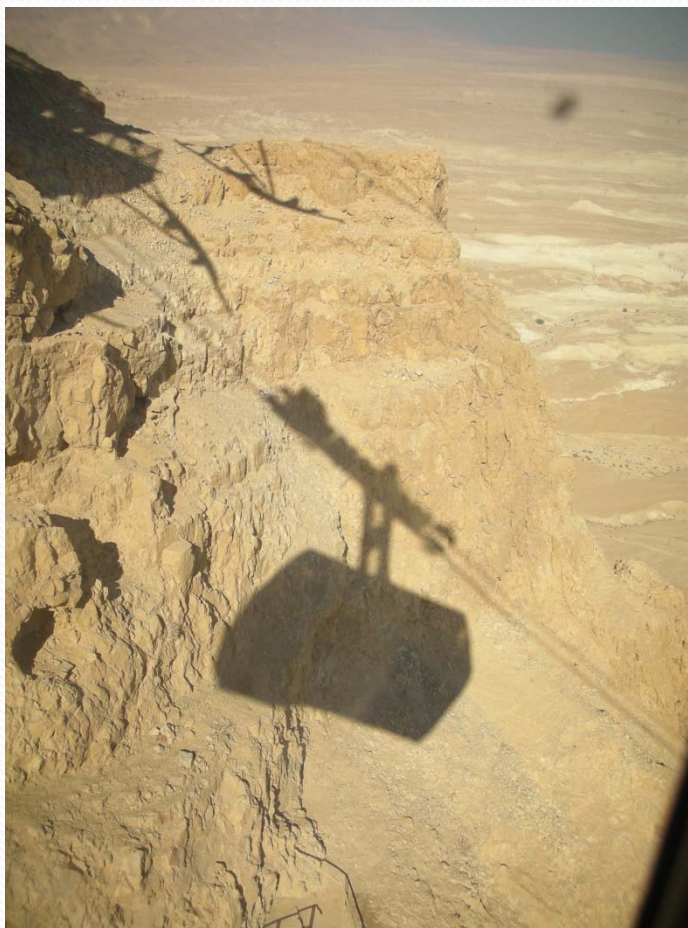
See the nice things....



There is more.....













Thanks

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