



MN Society of Anesthesiologists

November 19, 2022

James Hebl, MD Regional Vice President, Mayo
Clinic Health System

Ken Holmen, MD, President/CEO CentraCare




Personal Stories





Triple Aim (Quadruple) Perspectives

- 
- Quality / Safety
 - Patient
 - Team Member
 - Financial

The Journey –
an expanding
horizon

Leadership Development

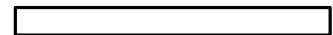
1. Operating Room
2. Recovery Room
3. ICU's
4. Medical and Surgical Units/Procedural Areas
5. Pain Clinic
6. Free Standing OR's
7. Department Roles - Anesthesia and Beyond
8. Hospital Roles
9. Care System Roles
10. Community
11. Regional - State - National

Spheres of Healthcare Leadership Beyond Clinical Practice

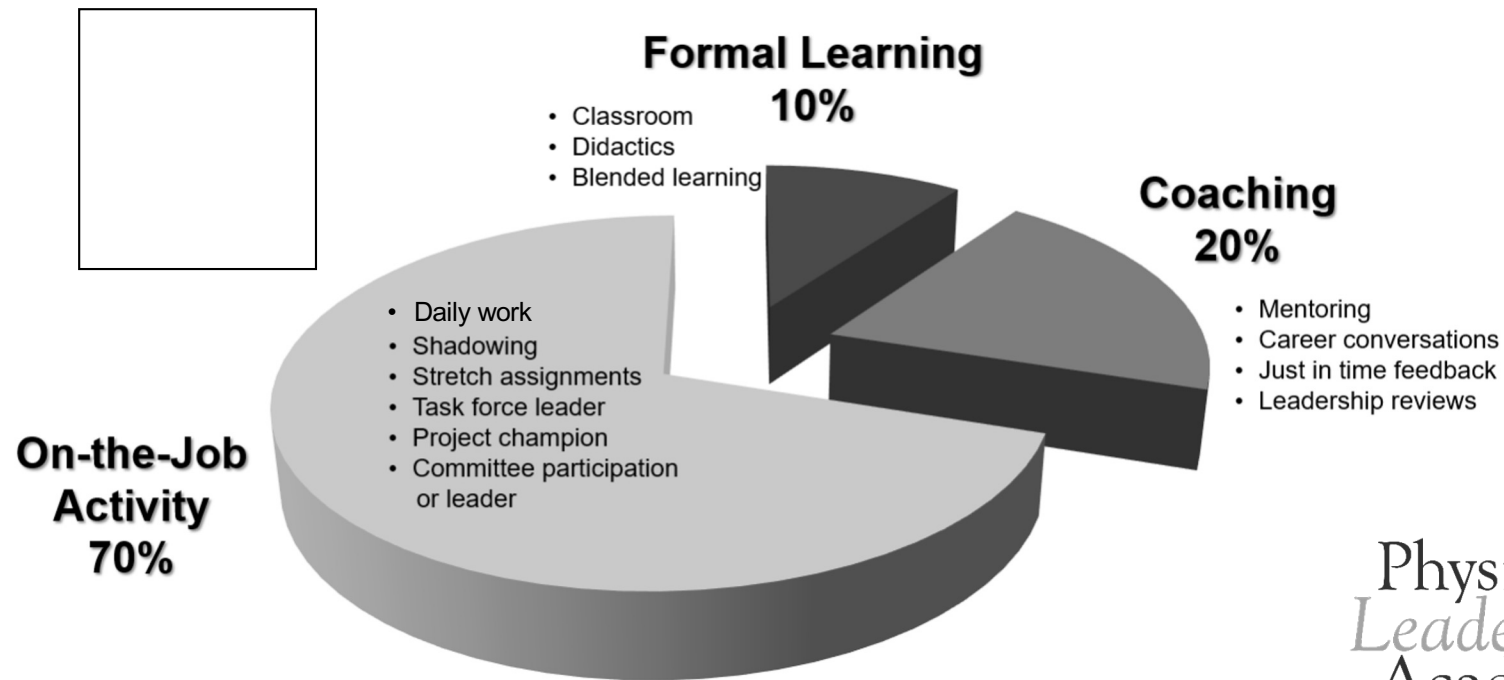
- Strategy
- Quality, safety and service
- Staff recruitment and retention
- Community partnerships
- Staff engagement and well-being
- Cybersecurity
- Development / Benefactor relationships
- Digital platform priorities
- Financial sustainability / Budgeting



- Contracting and Payer relations
- Marketing and Public Affairs
- Legal and Compliance risk
- Human Resources / Policies
- Compensation models
- Facilities and equipment
- Capital investments
- Legislative policy
- Public Health (COVID-19)



Leadership Development Philosophy



Leading Self and Others on a Daily Basis

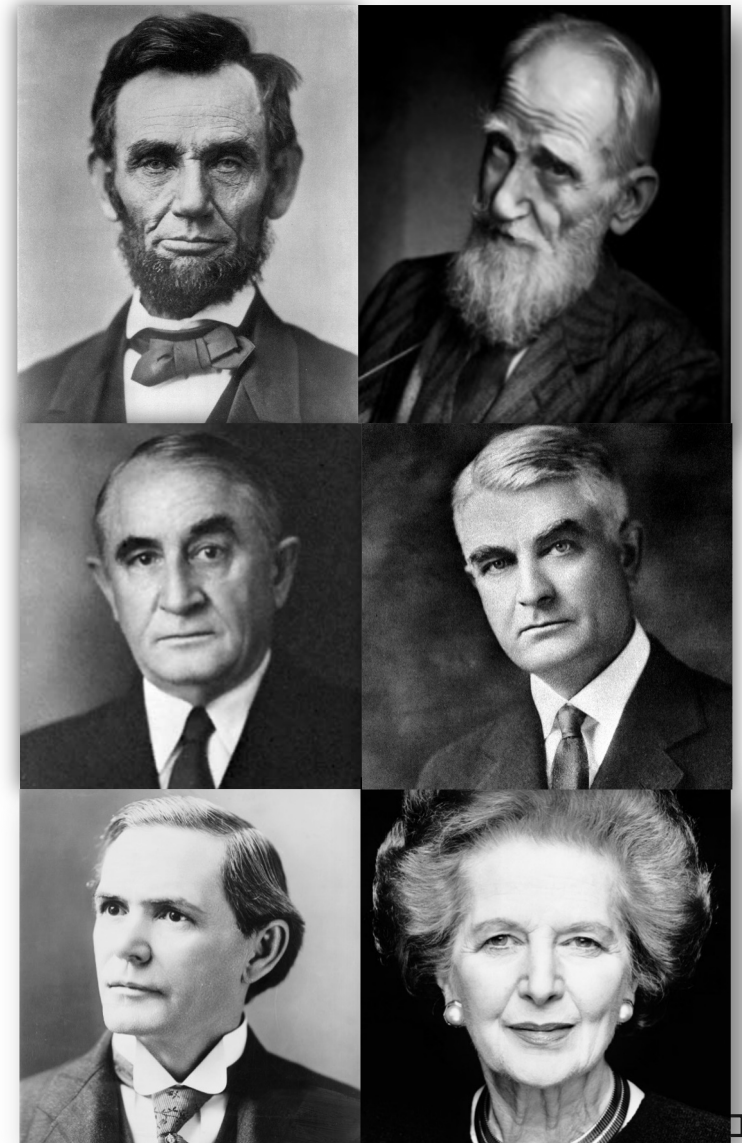
Principle 1: Promote Positive Change

Principle 2: Become a Great Communicator

Principle 3: Ensure Accountability

Principle 4: Master Giving and Receiving Feedback

Principle 5: Create a Culture of Safety





Lessons Learned

- Culture Matters
- Leadership Matters
 - Trust - Compassion - Stability - Hope
- The Team and You
- Your Shadow as a Leader





Leaders are change managers

“Skating to the where the puck
is going to be.”



“Moving Cheese”

