2026

Leadership Retreat

LEADERSGETRESULTS

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Physician Leadership

TMA Leadership Lab Projects

If you'd like to gain greater expertise using the skills provided during the 2026 Ballad Health Leadership Retreat, the Tennessee Medical Association offers a multi-month course helping clinicians acquire the skills to become effective leaders capable of producing measurable and sustainable organizational improvements.

Entitled *A Blueprint for Creating Operational Excellence in Safety, Quality and Efficiency, the course* develops core competencies in improving care processes, developing a culture of accountability, and successfully leading change initiatives. Each participant undertakes a course project that provides an opportunity to directly apply the skills acquired in the Lab to improve the performance of their own healthcare organization.

The curriculum is facilitated by Steve Harden, founder of Leaders Get Results, LLC. Steve has coached healthcare leaders through 300+ improvement initiatives.

Participants earn up to ***38.5 AMA PRA Category 1 Credit(s)™**** through the program.

Here's what others have to say about the Leadership Lab…

"The Leadership Lab was fantastic. It equipped me with the skills I needed to lead a successful change project. That project laid the foundation for a major workflow change that will further benefit our patients and my ED. Steve is an outstanding instructor who kept me highly engaged throughout the curriculum and was readily available to assist with questions. I can't recommend the Lab highly enough. It's well worth your time and effort."

Tyler W. Barrett, MD MSCI FACEP FHRS
Associate Professor
Medical Director
Department of Emergency Medicine

TMA Leadership Lab Projects

"I feel like I won the lottery when I got the opportunity to participate in the Leadership Lab. It was so worthwhile for me that I am sending other members of my leadership team through it."

Giri Korivi, MD
Chairman, Family Medicine
Premier Medical Group

"This Leadership Lab gave me the skills and tools to take a seat at the leadership table in my hospital. If this Lab can work for a radiologist that likes to stay in the reading room and read films, it can work for any physician. I strongly recommend it."

Ina Radtke, MD PhD
Radiology and Imaging Associates
Paris, TN

"The Leadership Lab equipped me with a systems-based mindset, enabling me to lead projects that produce sustainable results. Most importantly, the Lab "filled my bucket" - giving me a greater sense of purpose and satisfaction while establishing me as someone in the organization who can get things done. The Lab is career-changing and definitely worth the investment of your time."

Sarah Essary, MD
Maury Regional Medical Group
Columbia, TN

Here are some of the improvement projects completed by Lab participants:

- Decreased the new patient no show rate from 27% to 7%.
- Increased the number of Chronic Care Management (CCM) calls per month from 49.5% to 95%.
- Increased staff satisfaction with patient communication from 30% to 54%.

TMA Leadership Lab Projects

- Decreased the number of days required to contact patients with their biopsy results from 12 days to 8 days.
- Reduced the percentage of patients who received antibiotics for acute sinusitis from 44.95% to 27%.
- Increased the number of avoided hospital admissions per month from zero to 50 per month.
- Increased the percentage of physicians completing the required controlled substance contracts with patients from 30% to 90%.
- Improved the percentage of patients receiving resources to address social determinants of health from zero percent to 2%.
- Reduced the percentage of Medicare patients discharged to skilled nursing facilities from 30% to 20%.
- Improved the percentage of patients properly prepared for eye appointments from 40% to 75%.
- Decreased the average patient wait time from 25 minutes to 20 minutes.
- Increased the "study comments" on transthoracic echocardiogram orders from 15% to 100%.
- Increased the number of patients receiving counseling and genetic testing for inherited cancer syndromes from 15% to 40%.
- Reduced non-EMS arrivals "door-to-bed" time for patients from 29 minutes to 23 minutes.
- Reduced the number of patient scheduling templates from 47 to 3.
- Reduced the number patient scheduling rules from 85 to 6.
- Reduced the number of patient appointment types from 92 to 13.
- Increased the percentage of parents that properly dispose of leftover opioids after pediatric surgery from 30% to 44%.
- Reduced the "Door-to-CTA" time from 118 minutes to 43 minutes.

TMA Leadership Lab Projects

- Improved post-delivery mother-baby skin-to-skin contact from 22% to 73%.
- Reduced patient harming events on medical/surgical/ICU units from 8/year to 4/year.
- Reduced the medical/surgical/ICU Mortality Index from .81 to .71.
- Reduced hospital readmissions rate from 4.09% to 2.31%.
- Reduced the time from Computed Tomography simulation to Radiation Therapy from 15 days to 8.5 days.
- Reduced the COPD 30-day readmissions rate from 17% to 7%.
- Increased enrollment in the Chronic Care Management program from zero to 100 patients.
- Increased the percentage of patients receiving a Fall Risk Assessment from 38% to 67%.
- Increased BMI Screening Compliance from 70% to 91%.
- Increased Nurse Retention from 49% to 93%.

For more information, call or email…

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Steve@LeadersGetResults.com
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Disclosure to Learners – Tennessee Medical Association

Ballad Health Leadership Retreat

October 22, 2026

Commercial Support:
There was no commercial support obtained for this CME activity.

Accreditation and Credit Designation Statements:
The Tennessee Medical Association is accredited by the Accreditation Council for Continuing Medical Education (ACCME) to provide continuing medical education for physicians.

The Tennessee Medical Association designates this live activity for a maximum of ***5 AMA PRA Category 1 Credits™***. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

Disclosure of Relevant Financial Relationships:
In accordance with ACCME Standards for Integrity and Independence, all relevant financial relationships have been mitigated.

All planners, faculty, and content reviewers have no relevant financial relationships to disclose.



Team Challenge

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1000

1000

1000

30

20

1000

40

1000

10

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What is your Team's answer?

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Team Challenge Debrief

- Practice Leadership?
- Productive with your Time?
- Build a Team?
- Make an Effective Decision?

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Critical concepts for today…

Red Font



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Critical concepts for today…

- 80/20 Rule
- Repetition is the mother of learning
  - Practice “Economical Rote Algorithms”
  - Builds muscle memory for automaticity

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Transformational *Leadership*



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Leadership

The difference between Leadership & Management

Leadership

Being able to take the organization to a place it wouldn't go on its own due to inertia and entropy

Management

Enabling the organization to do what It's currently doing, only better

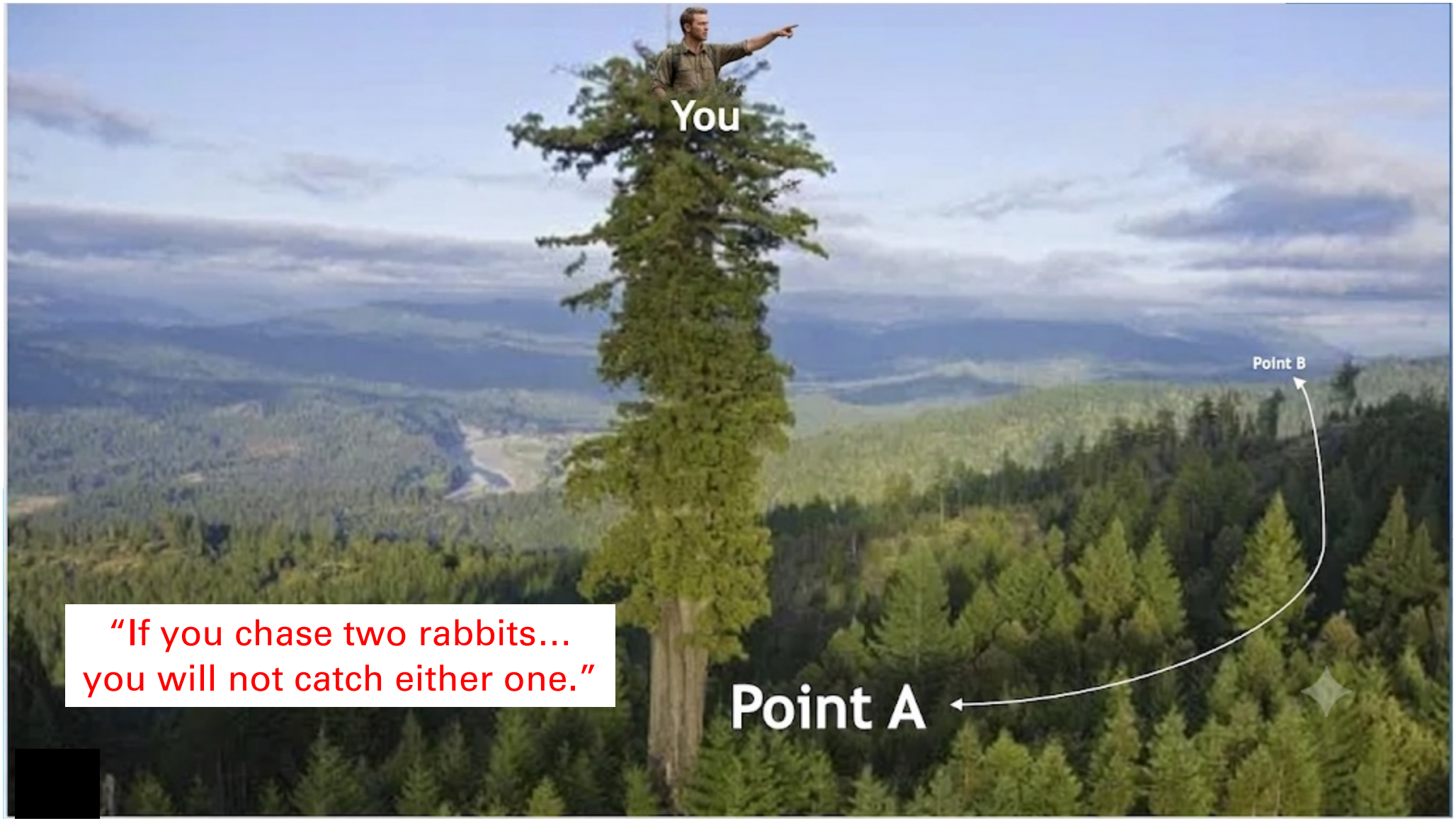


Leadership – Management Continuum

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You
Point B
"If you chase two rabbits...
you will not catch either one."
Point A


You
Point B
You LEAD PEOPLE and
you MANAGE THINGS
Point A

Leadership "Success"



Able to produce – on demand – sustainable & measurable improvements in organizational performance (e.g., results)



In a way that makes the "team" want to help you do it, again and again

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"We are the sum of our results, not our intentions."

-NC Scout



"Leadership is about results, but you cannot separate leaders from the effects of their leadership. Your legacy as a leader will be defined not only by *what* you accomplished, but also by *how* you did it."

-Thomas J. Gordon

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Exercise

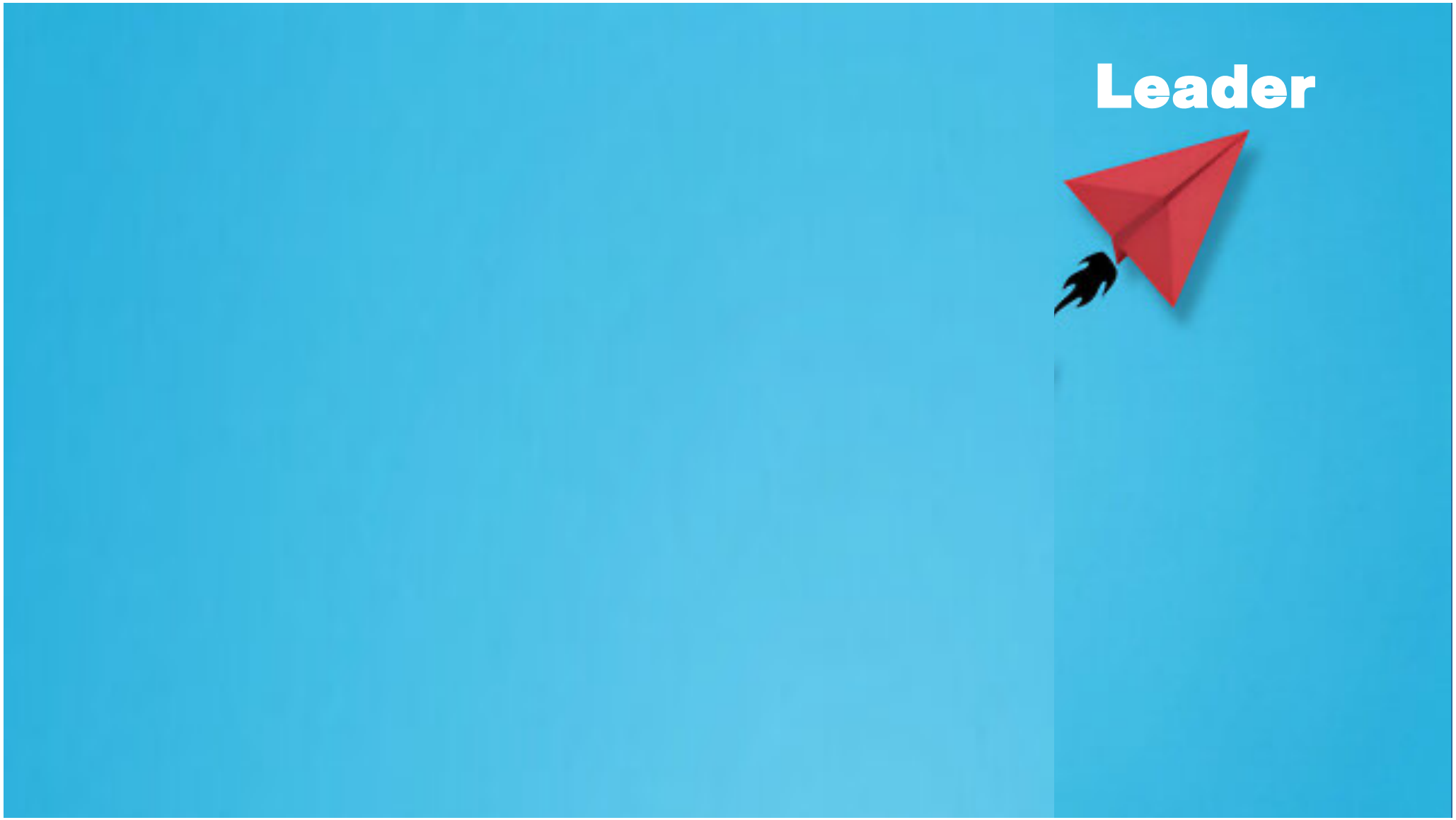
- Stand, if — in your career — you have ever led a real improvement at your organization. Something that got measurably better because you pushed it. Stay standing.

- Keep standing only if you did it completely alone. No nurse. No MA. No front desk. No partner, no colleague. Just you, by yourself. Stay standing if you did it "alone."

- Pair up. Name one person on your team, first name only, without whom your best result would have been impossible. Not your favorite person – **the one who was central to making the results possible.**

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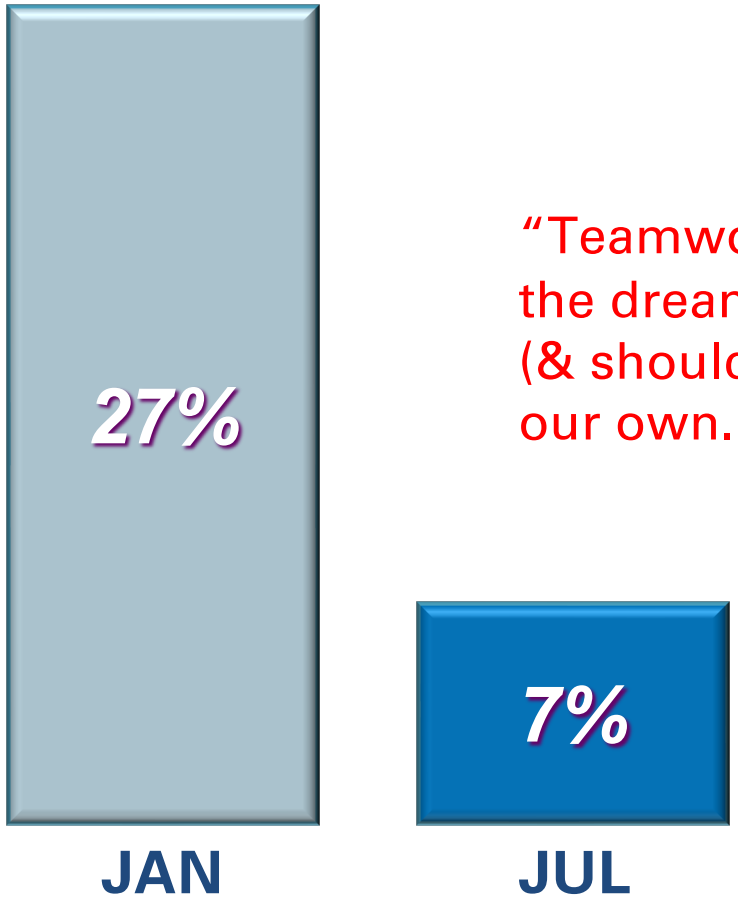
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Leader


How important are
Team Members
to achieving
“Results?”
Leader
Team
Members

"We want to decrease the new patient no show rate from 27% to <5% by January 2025.

New Patient No Show Rate



"Teamwork makes the dream work! We can't (& shouldn't) do it all on our own."

Source: Ashley Blaske, MD; ETSU Health

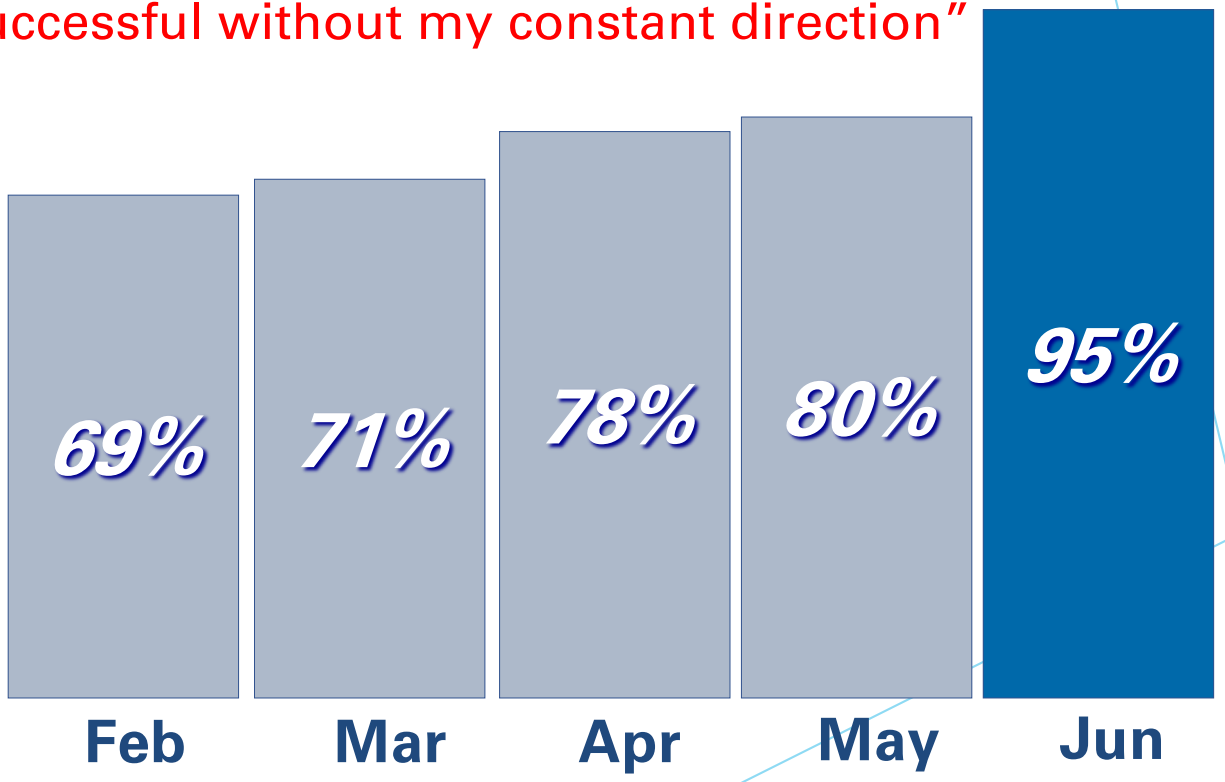
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We wanted to increase the number of Chronic Care Management (CCM) calls per month from 49.5% (in December) to > 90% by June 30, 2024.

"Now have methods to more easily turn projects over to my staff and help them be successful without my constant direction"

Percentage of available CCM's performed

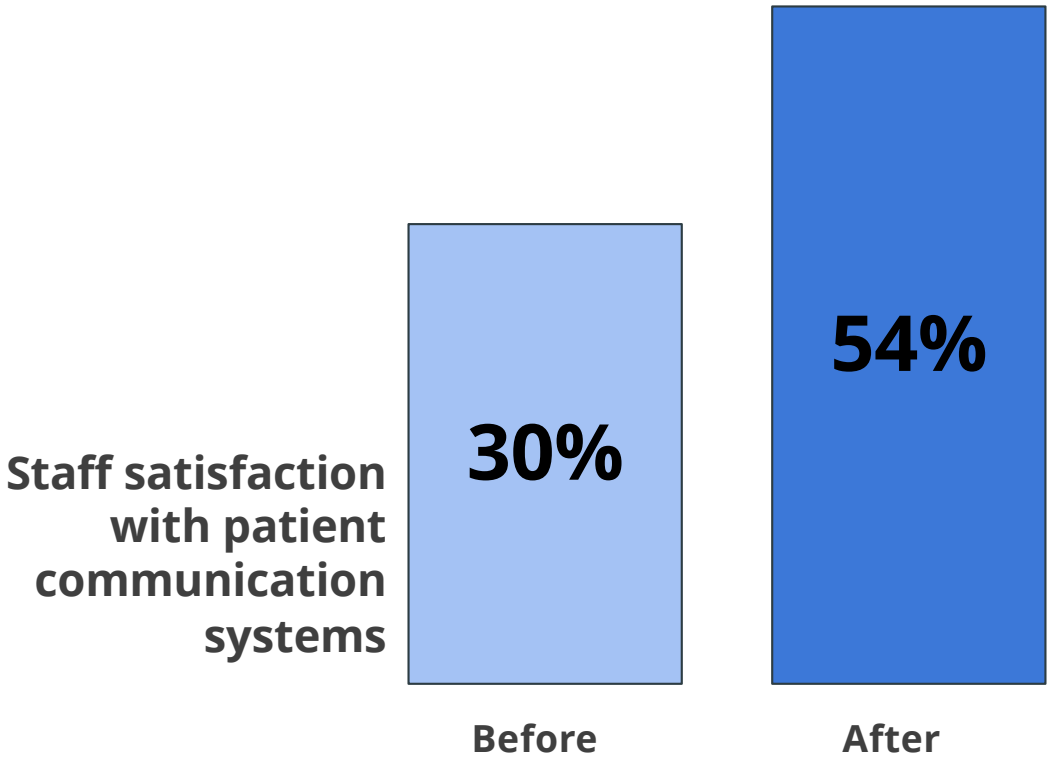


Source: Chad Griffin, MD; Cornerstone Family Medicine LLC

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"We want to increase staff satisfaction with patient communication from 30% to 70% by July 25, 2024.

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"Buy-in is incredibly important. Overall, everyone wanted to see each other succeed!"

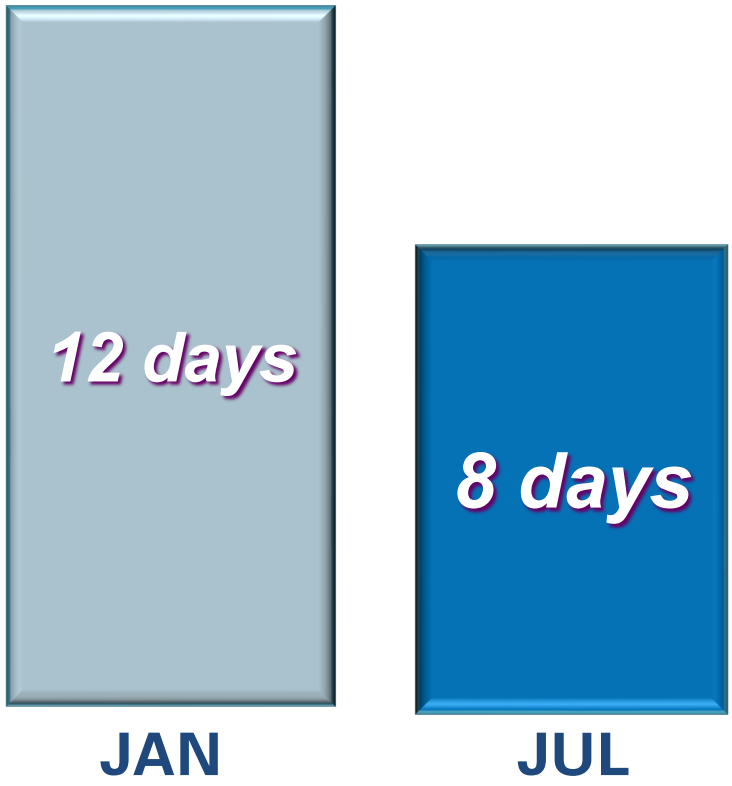
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Source: Cromwell Medical (NeuroScience & TMS Treatment Center)

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"We want to decrease the number of days required to contact patients with their biopsy results from 12 days to 7 by July 31, 2024."

Days to contact patient with biopsy results



"Change is more effectively made if it's decided on as a team"

"Team members will work harder to implement a change if it was their idea"

Source: Megan Morrison, DO; Harpeth Valley Dermatology

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Key #1:
There are no "Results without team members



Key #2:
Choose to be a Transformational Leader



"Me"

Position, Power, Possession

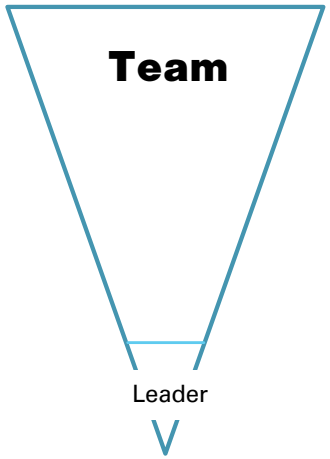
"Others"

Growth, Input, Meaning

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What Transformational Leaders Do



1. Understand what team members want
2. Use Team Problem-Solving
3. Delegate, then function as a “barrier buster”
4. Create a culture of trust
5. Follow the “Organizational Improvement Formula”

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What Team Members Want

- Do meaningful work
- Have autonomy – some say in how the work gets done
- To grow – learn and improve



I built a Cabin in 2020 - Start to Finish

11,561,190 views Jan 3, 2021 https://www.woodnessgoodness.com

...more

178K Dislike Share Save ...



Best off-grid cabin I've ever toured- SEE WHY

Girl in the Woods

2.1M views • 2 months ago



YEAR ONE. Everything we built on our abandoned land

Project Kamp

5M views • 2 months ago



Building an Off-Grid Homestead ..... start to finish

Bushradical

9.7M views • 1 year ago

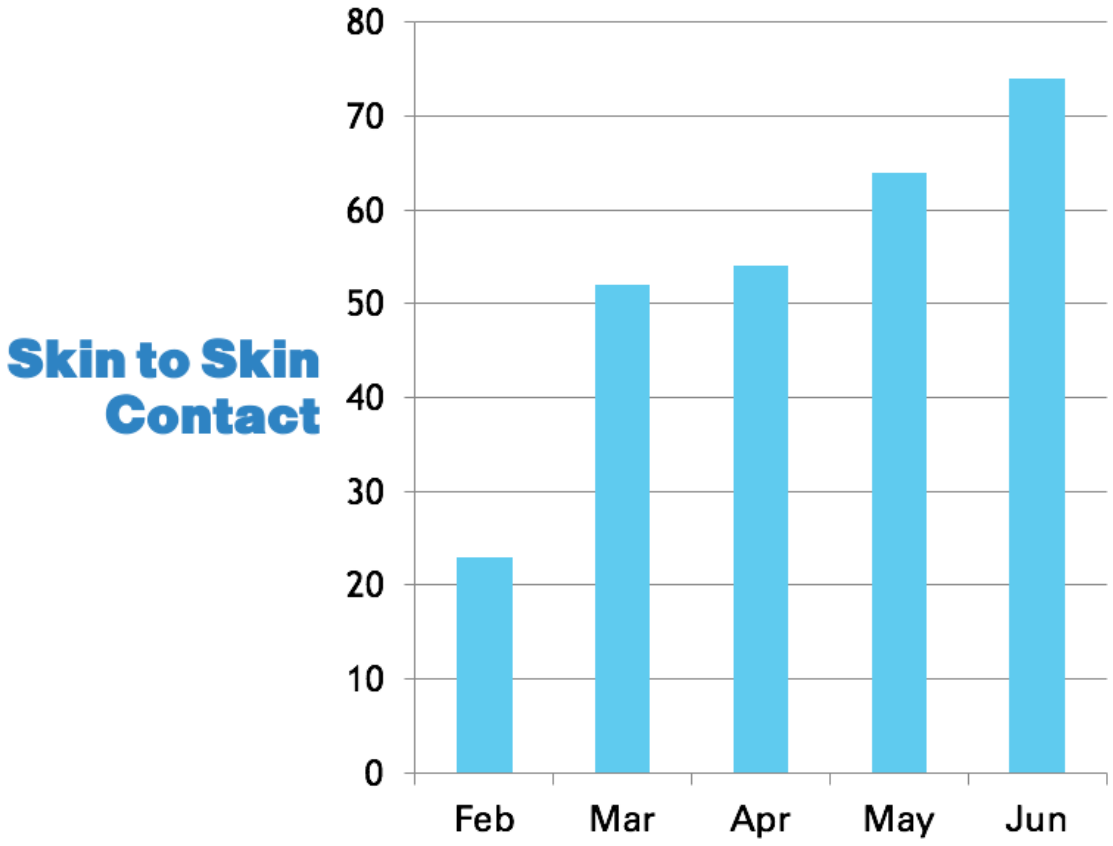


Father & Son Build their Dream Log Cabin in the Canadian...

The Outsider

25M views • 7 months ago

"We want to improve skin-to-skin contact after delivery from 25% to 75% by July 15, 2019"



- Meaningful?
- Say in how the work gets done?
- Opportunity to grow?

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“We become leaders the day we decide to help people grow, not numbers.

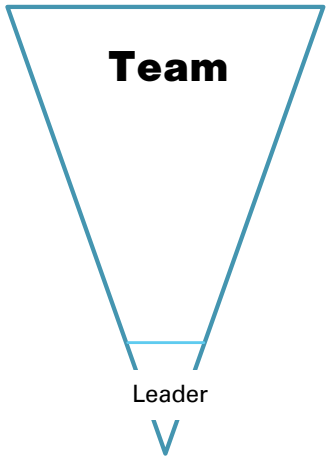
Simon Sinek

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What Transformational Leaders Do

1. Understand what team members want



2. Use Team Problem-Solving

3. Delegate, then function as a "barrier buster"

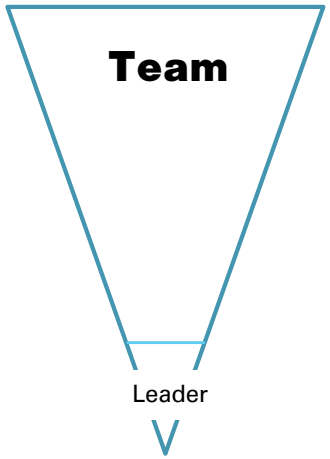
4. Create a culture of trust

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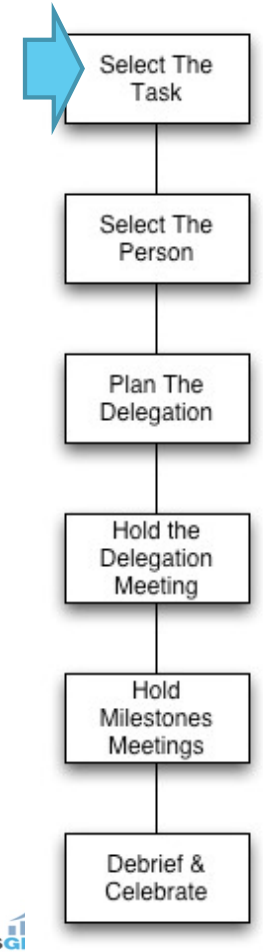
4. Create a culture of trust

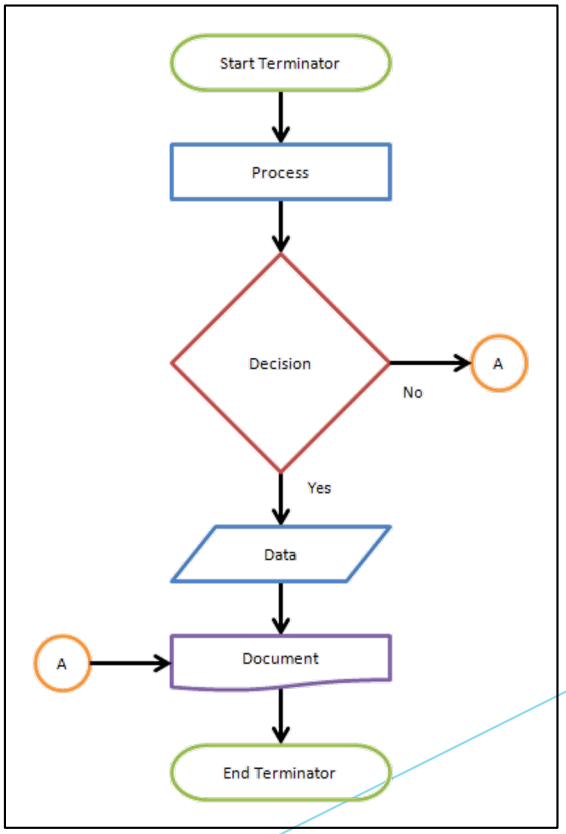
5. Follow the "Organizational Improvement Formula"

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If you can't define the task by listing the steps in the process, it cannot be delegated

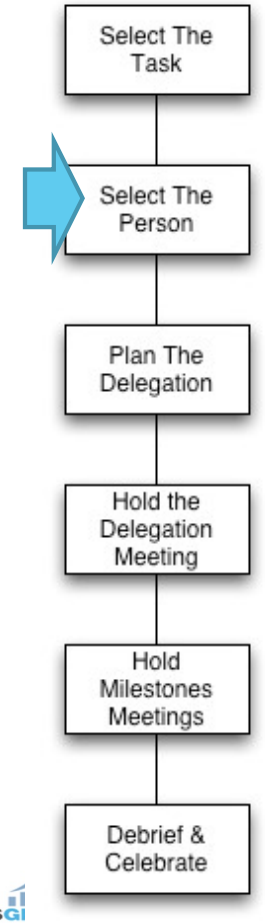




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Select the Person

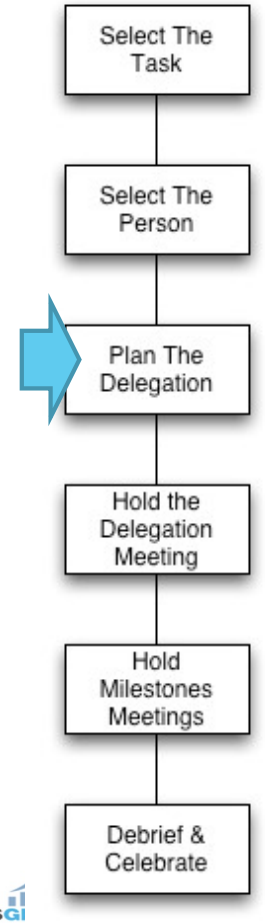


- Has, or can develop quickly, the basic skills and abilities needed
- Can handle using your “authority”
- Has the time, or someone for whom you are willing to carve out the time, to do the task

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Plan the Delegation



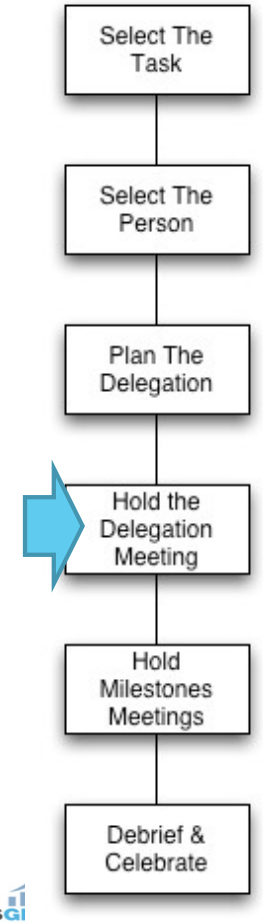
- **What** – the task & "Commander's Intent"
- **Who** – who can help/other resources
- **When** – start, milestones, and due dates
- **Where** – what parts of the organization should this task affect?
- **Why** – WIIFY, the patients, the organization
- **What Ifs** – contingencies
- **Limits** – what is authorized/not authorized in your name/budget

Notice – there is no "How" in this list

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Hold the Delegation Meeting

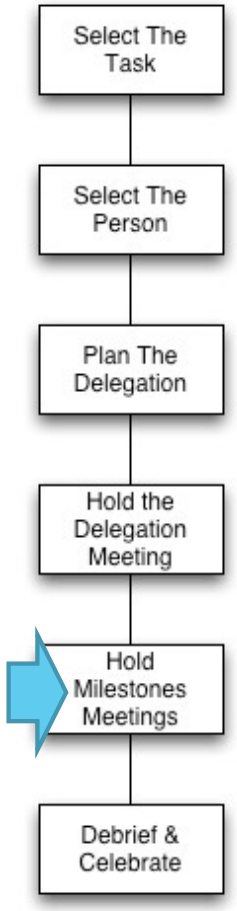


- Cover your plan
  - Commander's Intent
  - The "Why?"
- Make words come out of their mouth (teach back)
- Set up Milestone Meetings

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Hold Milestone Meetings

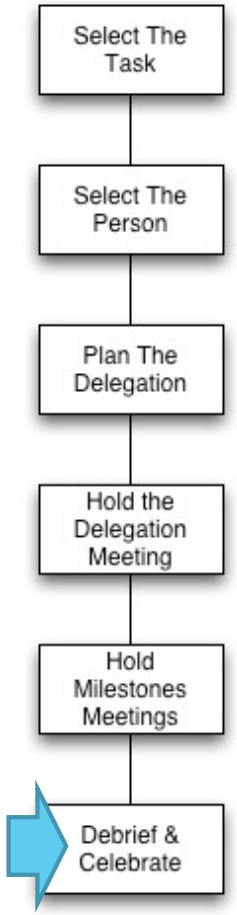


- Avoids losing control – without micromanaging
- Avoids surprises
- Provides an opportunity for coaching
- Ensures accountability

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Debrief



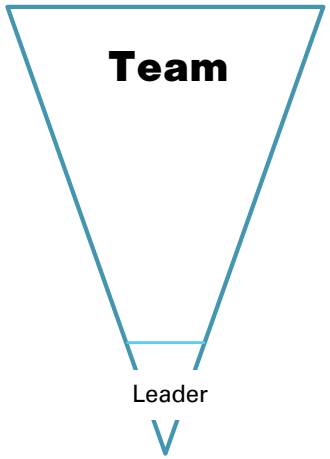
What went well?	What can be improved?

"What specifically needs to be done to make that improvement happen?"

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What Transformational Leaders Do



1. Understand what team members want

2. Use Team Problem-Solving

3. Delegate, then function as a "barrier buster"

4. Create a culture of trust

5. Follow the "Organizational Improvement Formula"

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Create a Culture of Trust

$$\text{Trust} = \frac{C + R + I}{S}$$

C = Credibility

R = Reliability

I = Intimacy*

S = Self Interest

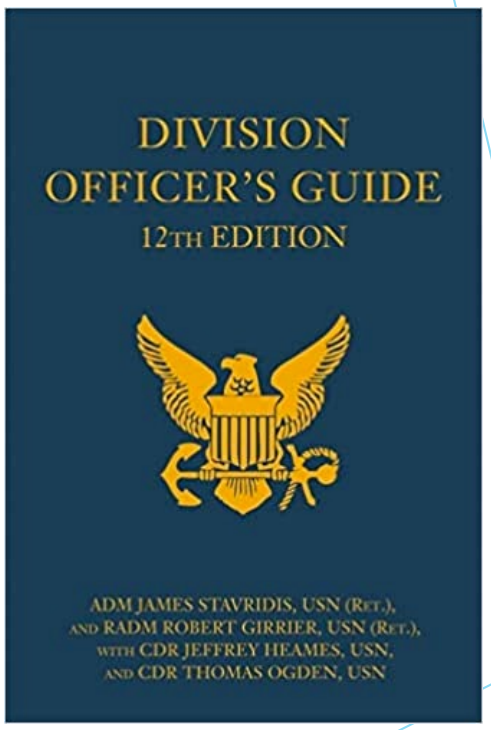
*I = how much we really know and understand the people on our team – do we know what matters most to them and how we can help them achieve their goals?



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Division Officer's Notebook

- Marital status
- Children (ages)
- Where do you live (on base, off base, ship, etc.)
- Education (formal, military schools, correspondence courses, etc.)
- Current rank/rating
- Next rank/rating
- What is needed to be eligible
- Written plan to achieve it
- Awards and/or recommendations



Your team members don't care how you much you know until they know how much you care

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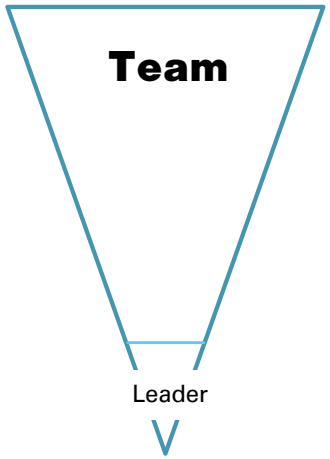
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Trust Self Assessment

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What Transformational Leaders Do



1. Understand what team members want
2. Use Team Problem-Solving
3. Delegate, then function as a "barrier buster"
4. Create a culture of trust
5. **Follow the "Organizational Improvement Formula"**

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Organizational Improvement Formula

Make others better
(being a transformational leader)

+

TOGETHER, make the organization better

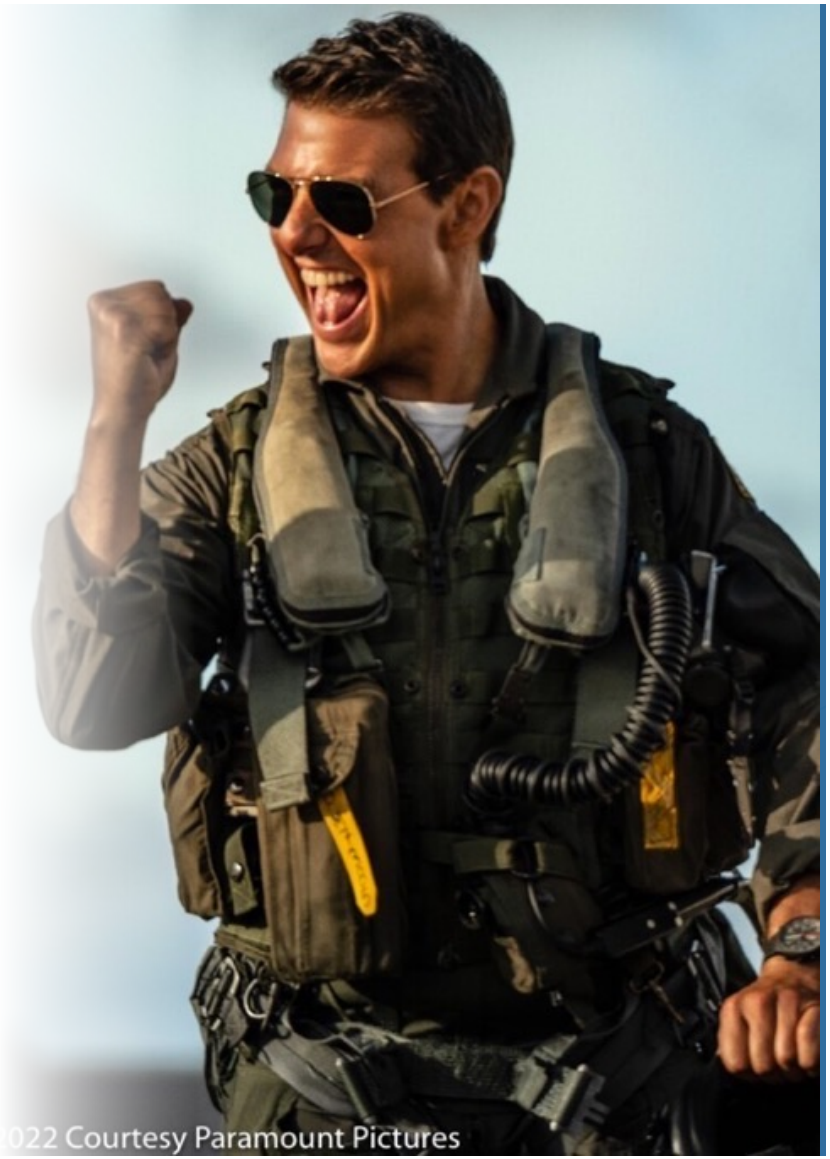
Become the Leader You'd Want to Follow

Make others better

(by being a transformational leader)

&

Working with your team to make the organization better



Anyone can make themselves better. Can you make others better?

- Metrics matter
  - Metric Movement = People Movement
  - Lagging indicators of how your people are doing
- Ultimately, your performance is assessed on…
  - **Results + What happens to the people that work for you**
- Connection between Metrics & People is supported by the evidence base

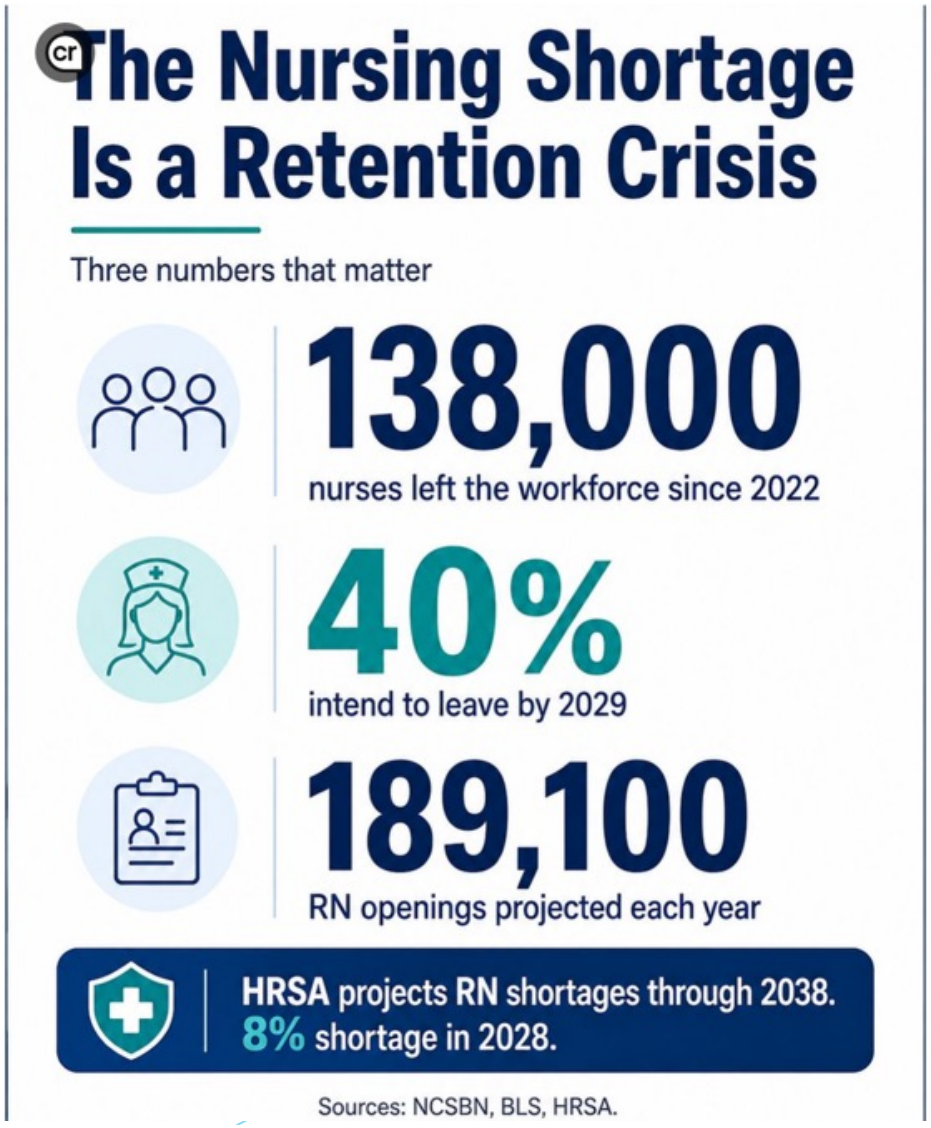
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Leadership accounts for 70% of the variance in engagement

Not pay, perks, or the mission statement

Staffing drives quality, safety, patient experience & revenue



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Are people better because you led them?

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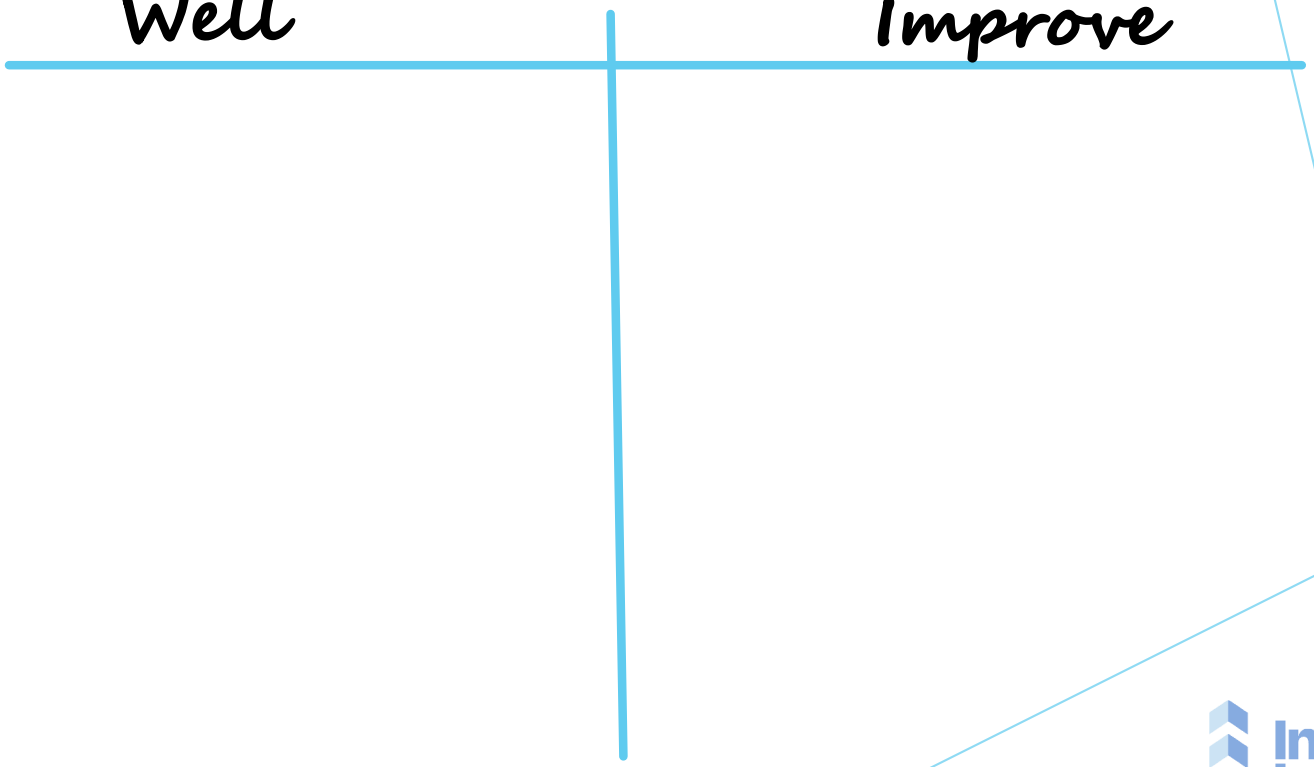
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Questions?

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Debrief



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Take a Break