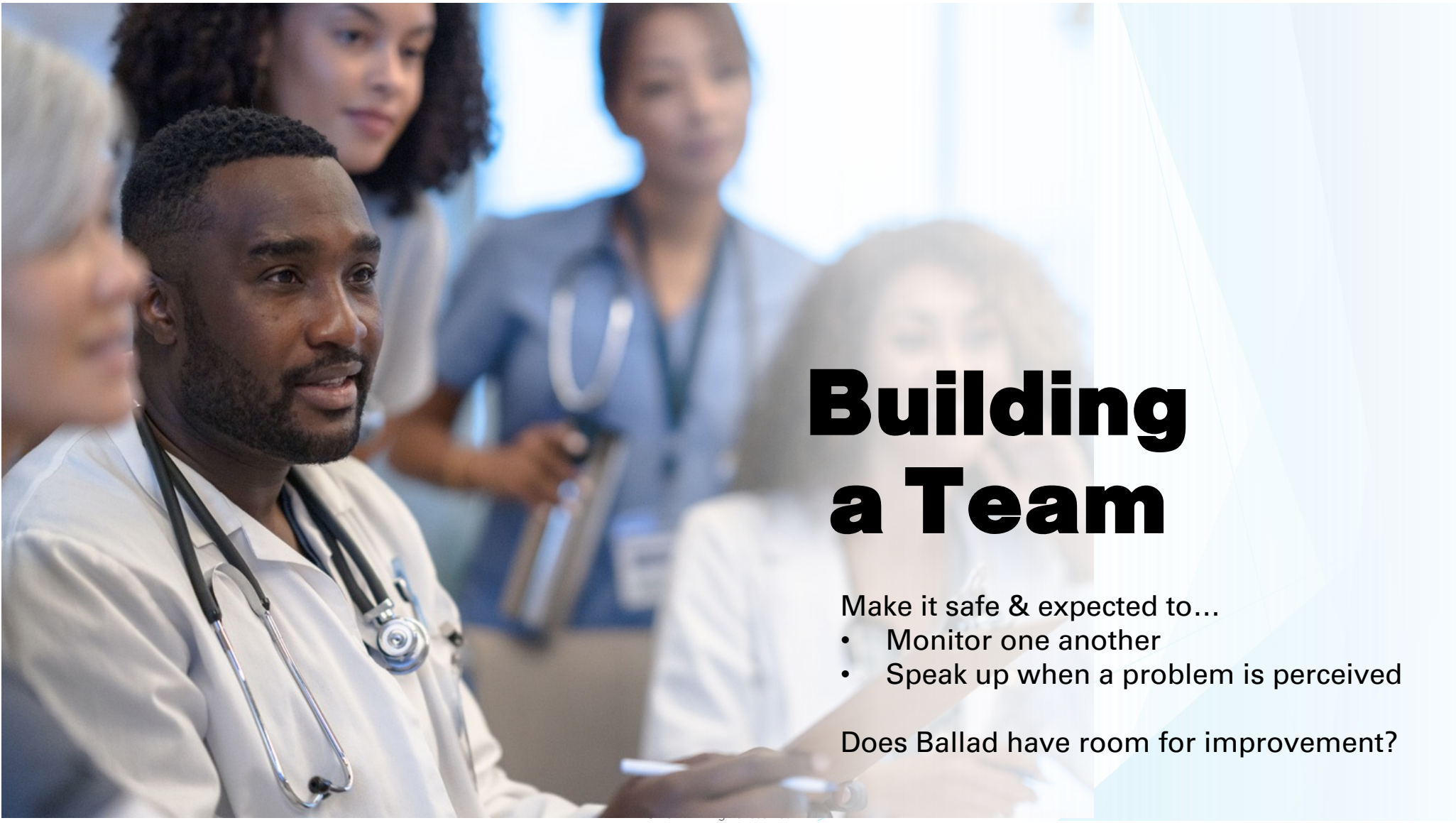


Building a Team

Make it safe & expected to…

- Monitor one another
- Speak up when a problem is perceived

Does Ballad have room for improvement?

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%.

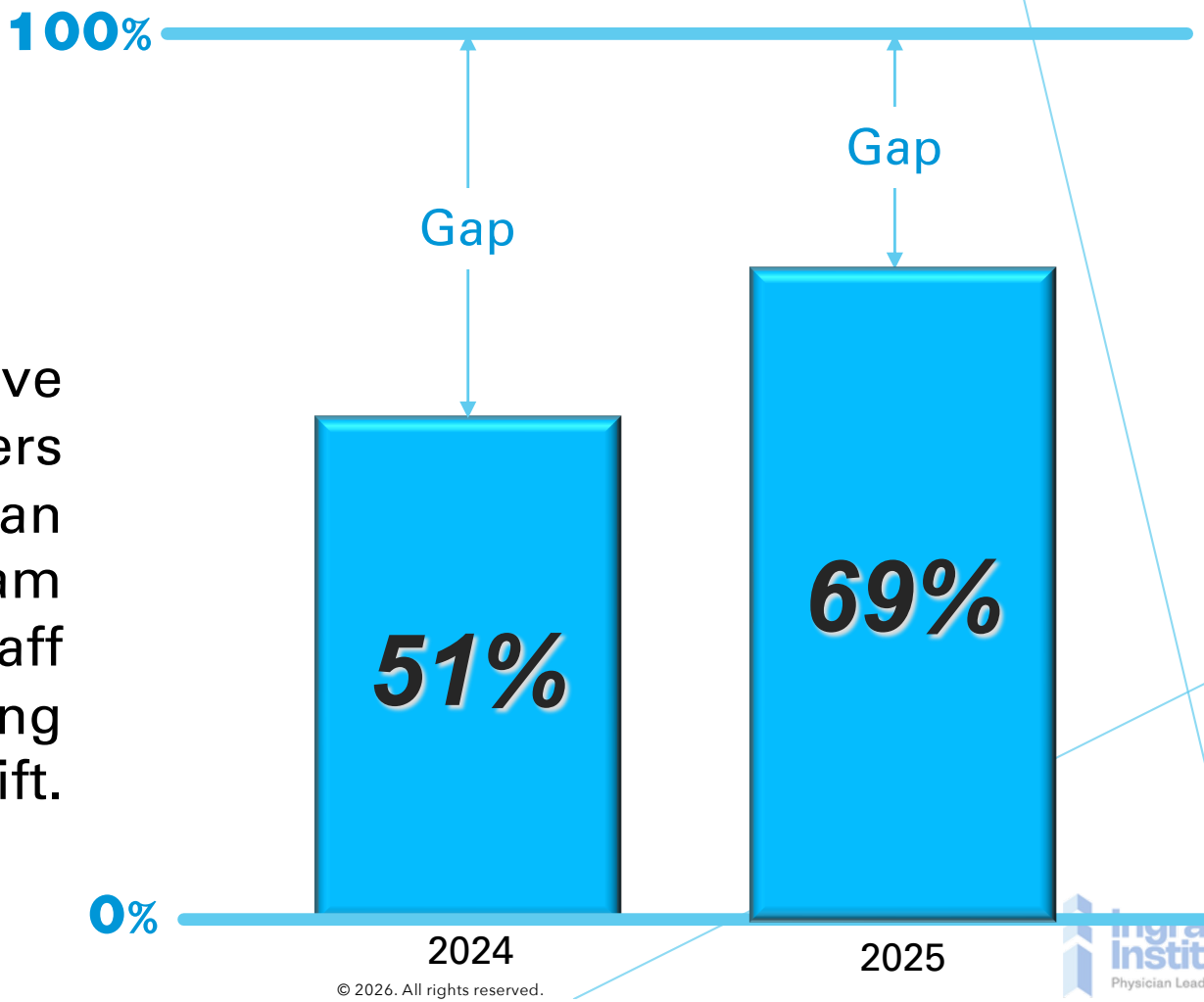
For more information, call or email…

Beth Lentchner
Senior Director, Leadership Programs and Education
Tennessee Medical Association
Beth.Lentchner@tnmed.org
615-460-1661

Steve Harden
Owner, Leaders Get Results, LLC
Steve@LeadersGetResults.com
901-413-8598

Safety Culture Survey Results

Rate how effective your unit leaders are at building an effective team with frontline staff at the beginning of a case or shift.



LEADERSGETRESULTS

© 2026. All rights reserved.

Ingram Institute Physician Leadership

Leadership accounts for 70% of the variance in engagement

Not pay, perks, or the mission statement

Staffing drives quality, safety, patient experience & revenue



LEADERSGETRESULTS



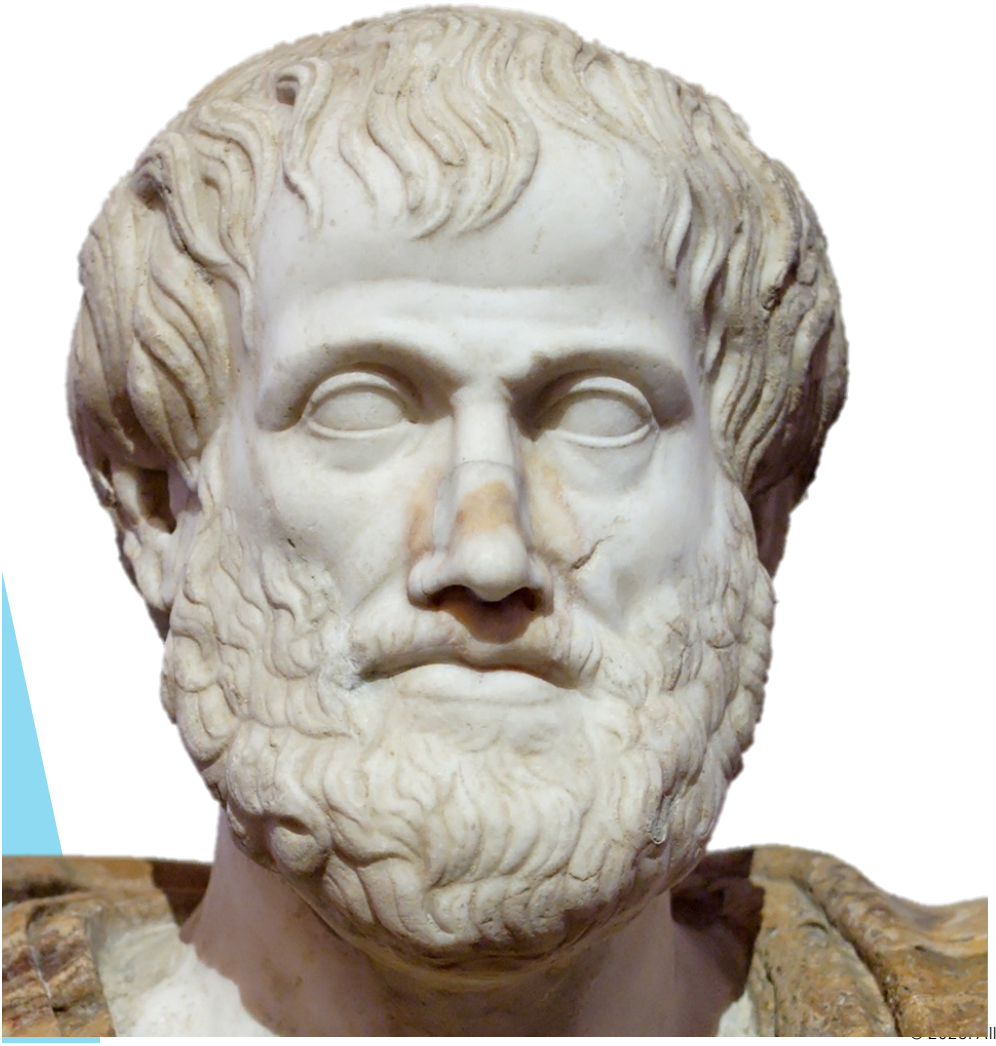
Great Teams…

(…and there are no results without teams)

- See mistakes more quickly
- Find better solutions to problems

© 2026. All rights reserved.

Ingram Institute
Physician Leadership



Google

Project Aristotle

1. Combine best subject matter experts

2. Be friends outside of work

3. Group similar personality types

Ingram Institute
Physician Leadership

© 2020. All rights reserved.

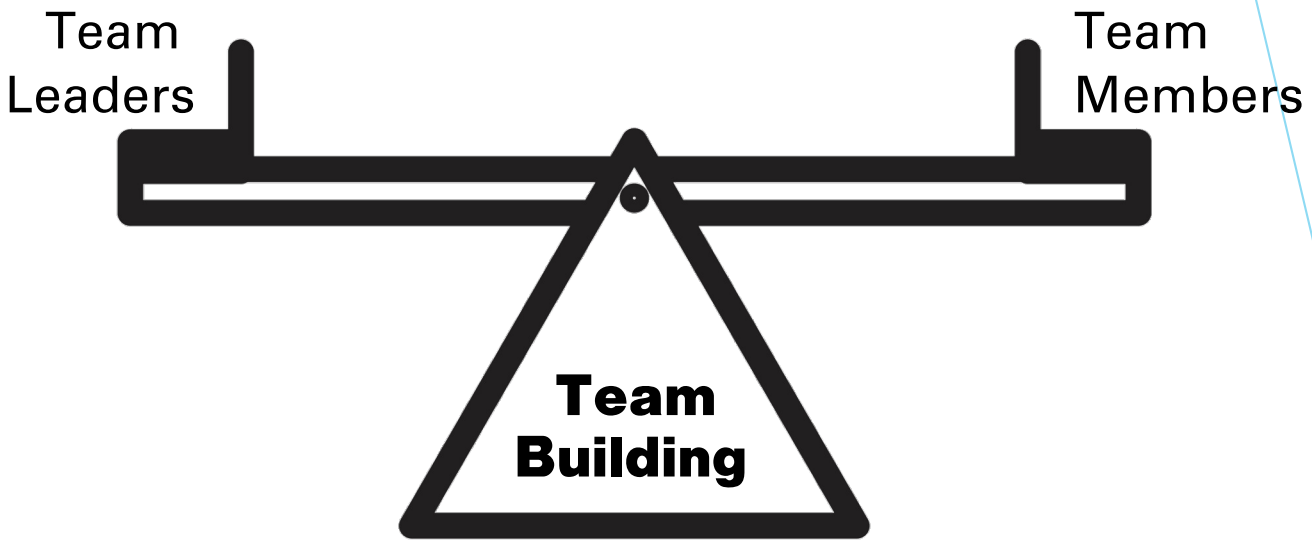
3 Things the Best Teams Do



1. Team members speak in roughly the same proportion
2. Psychological Safety – no fear of speaking up
3. High social sensitivity – aware of tone and body language

Doesn't "just happen," must be intentionally created

© 2026. All rights reserved.



LEADERSGETRESULTS

© 2026. All rights reserved.

Ingram Institute
Physician Leadership

Team Leaders

To build an effective team, list the things..

Leaders Must Do (Be specific, observable, & objective)	Team Members Must NOT Do (Be specific, observable, & objective)
1.	1.
2.	2.
3.	3.

List the MOST important thing Team Members MUST do to help you build an effective team
(Be specific, observable, & objective)

1.

Team Members

To build an effective team, list the things..

Team Members Must Do (Be specific, observable, & objective)	Leaders Must NOT Do (Be specific, observable, & objective)
1.	1.
2.	2.
3.	3.

List the MOST important thing Team Leaders MUST do to help you build an effective team
(Be specific, observable, & objective)

1.

LEADERSGETRESULTS

© 2026. All rights reserved.

Ingram Institute
Physician Leadership


How do your expectations compare with what the experts say is necessary ?

Use Interpersonal Skills

1. Team members speak in roughly the same proportion
2. Psychological Safety – no fear of speaking up
3. High social sensitivity – aware of tone and body language

- Be Respectful (show your team their ideas/actions have value and are worth attention)
  - No condescension/dismissal
  - Attentiveness – Active listening
  - Make appropriate eye contact when communicating
    - Messages are conveyed by:
      - Words
      - Tone
      - Body language

LEADERSGETRESULTS

© 2026. All rights reserved.

Ingram Institute
Physician Leadership

Ask Questions to Begin Two-Way, Closed Loop Communication

1. Team members speak in roughly the same proportion
2. Psychological Safety – no fear of speaking up
3. High social sensitivity – aware of tone and body language

- Set up "pattern of response" by asking questions
  - Ask questions that require more than "Yes" or "No" response
- Make Introductions with names and roles
  - Part of the Trust Formula

LEADERSGETRESULTS

© 2026. All rights reserved.

Ingram Institute
Physician Leadership

Leaders Ensure Participation From the Team

1. Team members speak in roughly the same proportion
2. Psychological Safety – no fear of speaking up
3. High social sensitivity – aware of tone and body language

- Make Safety Statements to explicitly task the team to cross-check & speak up
  - "If you have any concerns, I expect you to speak up."

LEADERSGETRESULTS

© 2026. All rights reserved.

Ingram Institute
Physician Leadership

Make a Commitment

- To which Team Building skill will you commit to using more of in the next 66 days?
  - Showing my team their ideas/actions have value
  - Active listening
  - Making eye contact
  - Asking questions to build a “pattern of response”
  - Being more deliberate about making introductions / using names
  - Explicitly asking my team to speak up with concerns
  - Being more careful about my body language and tonality

LEADERSGETRESULTS

© 2026. All rights reserved.

Ingram Institute
Physician Leadership

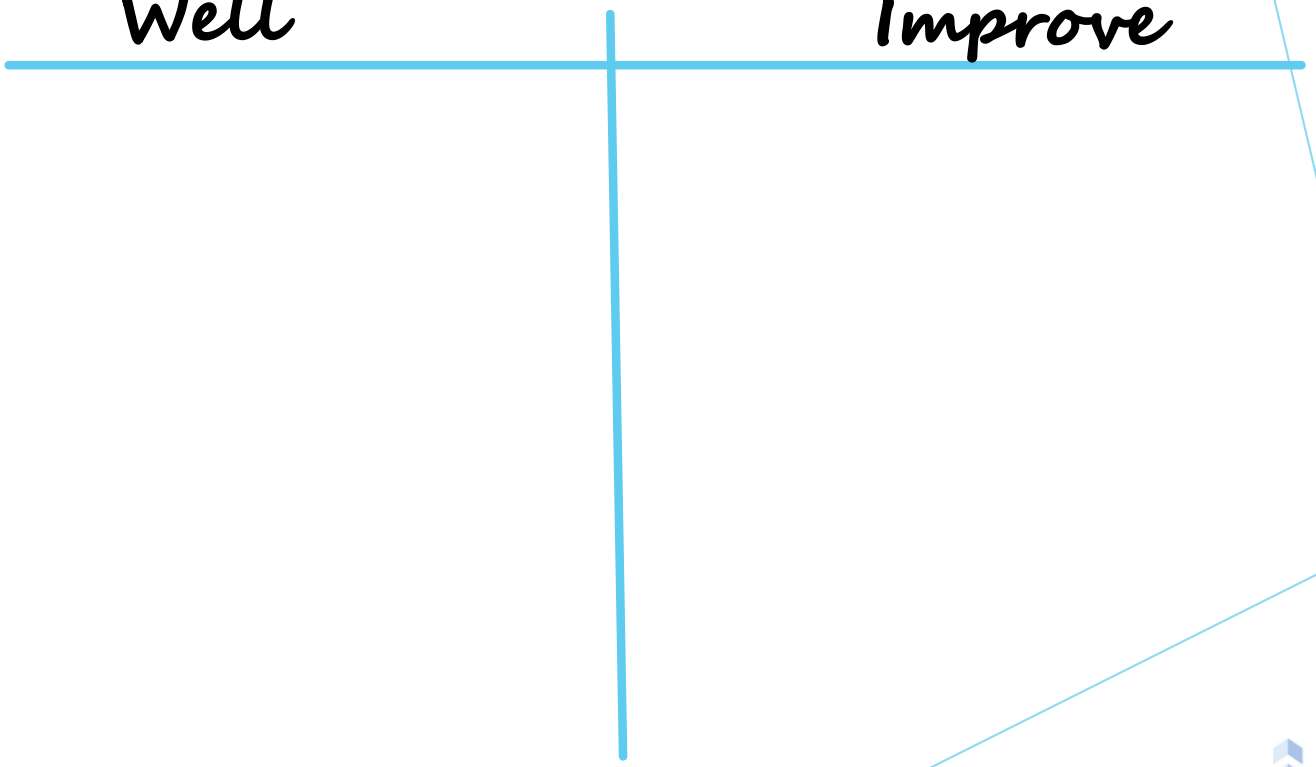
Questions?

LEADERSGETRESULTS

© 2026. All rights reserved.

Ingram Institute
Physician Leadership

Debrief



LEADERSGETRESULTS

© 2026. All rights reserved.

Ingram Institute
Physician Leadership