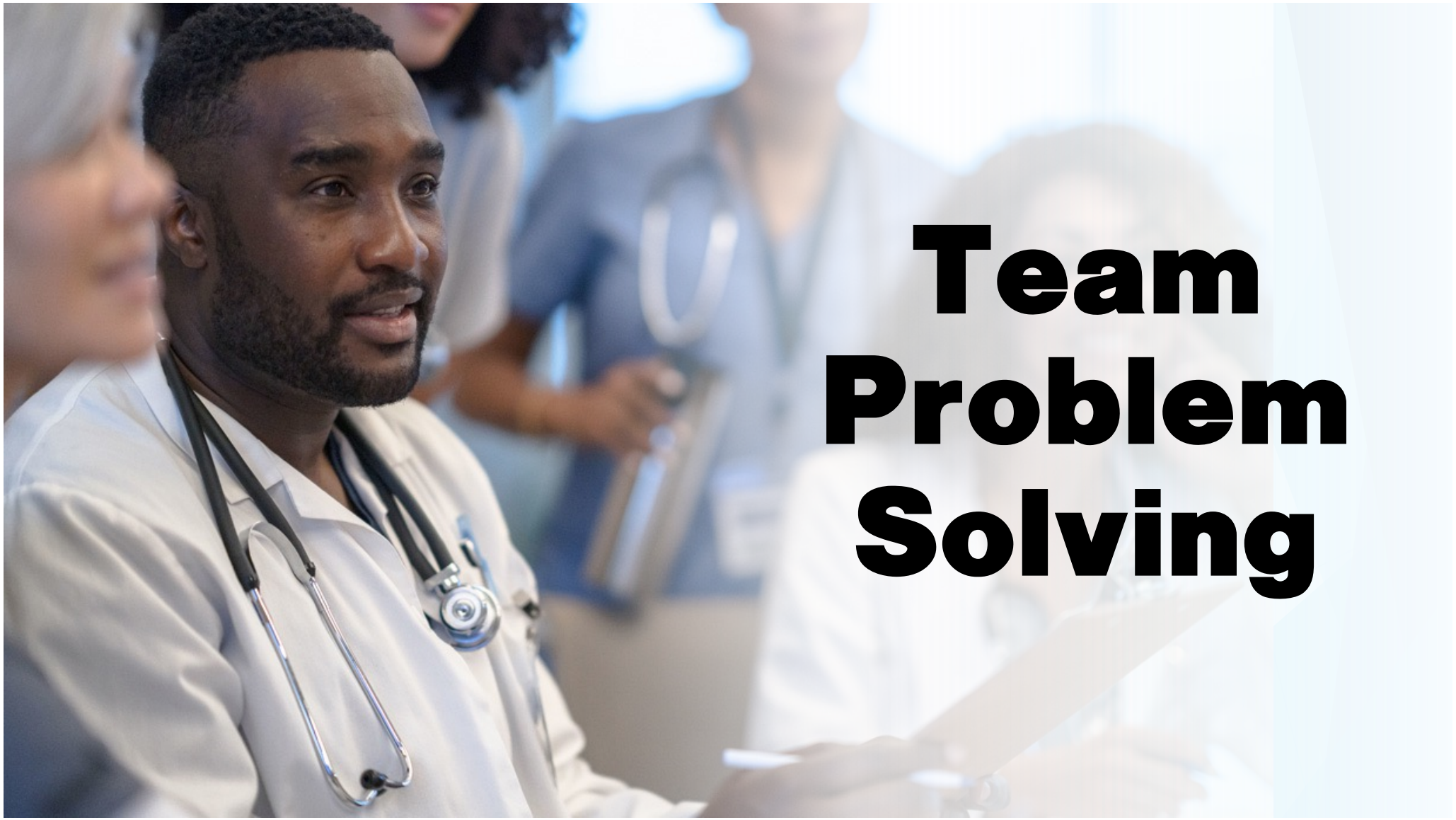

Team
Problem
Solving

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

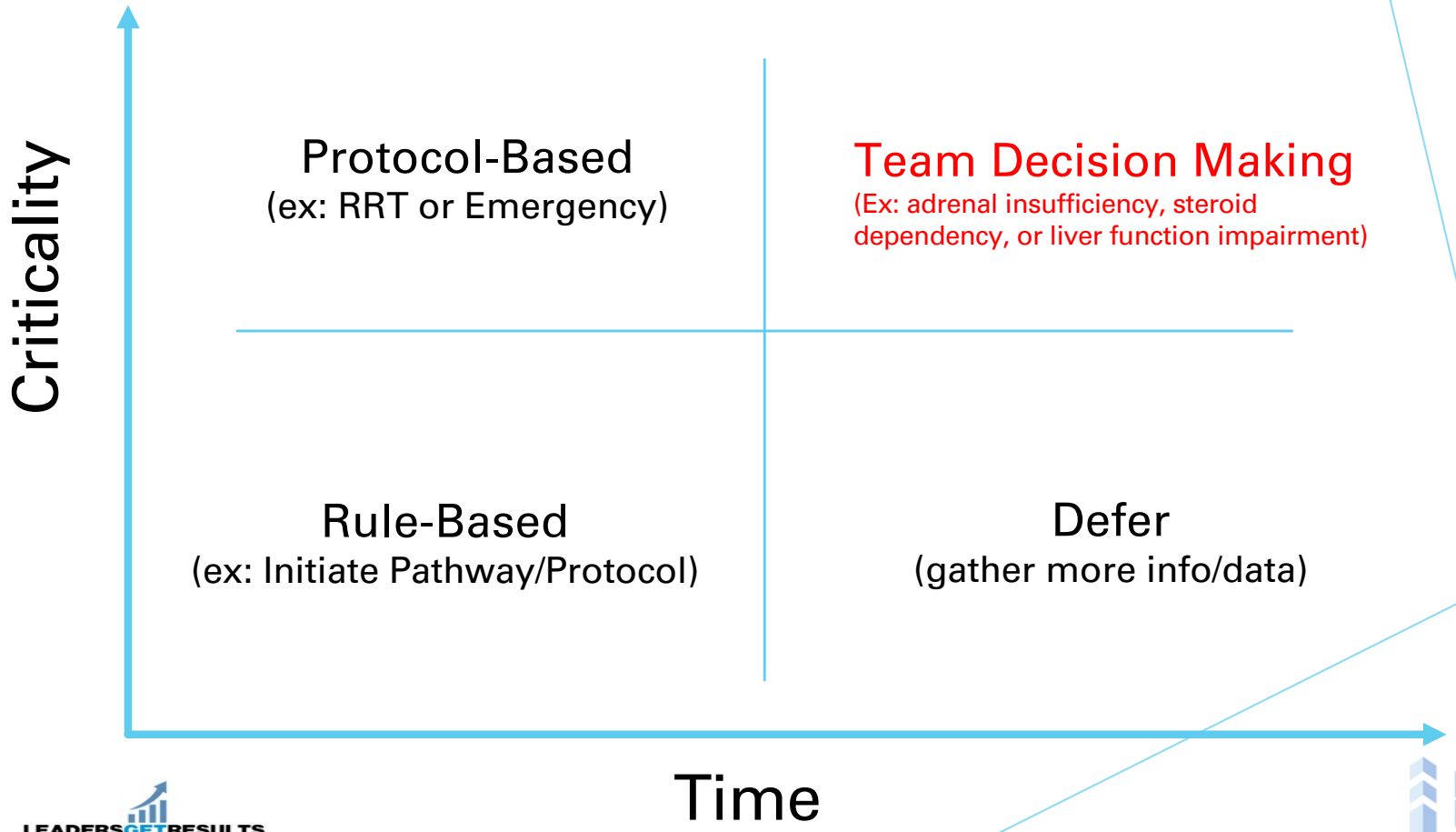
- Improved post-delivery mother-baby skin-to-skin contact from 22% to 73%.
- Reduced patient harming events on medical/surgical/ICU units from 8/year to 4/year.
- Reduced the medical/surgical/ICU Mortality Index from .81 to .71.
- Reduced hospital readmissions rate from 4.09% to 2.31%.
- Reduced the 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

Types of Problems



LEADERSGETRESULTS

Ingram Institute Physician Leadership

© 2026. All rights reserved.

Beware of Common Pitfalls!

- Leader gives opinion before asking for inputs
- Team members excluded – important info/knowledge/concerns not shared
- Decision / Plan not announced

Why?

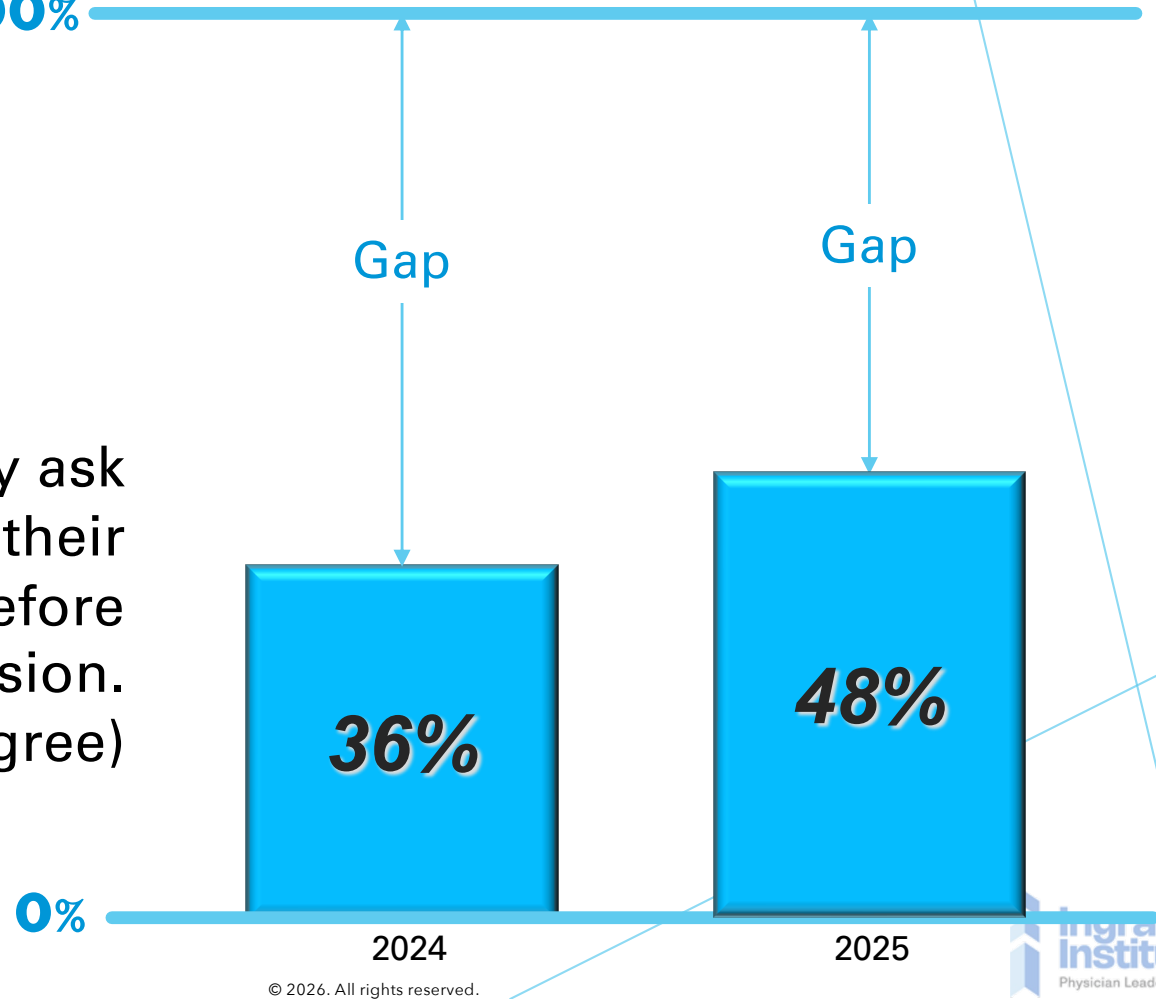
LEADERSGETRESULTS

© 2026. All rights reserved.

Ingram Institute
Physician Leadership

Safety Culture Survey Results

Leaders rarely ask frontline staff for their recommendations before making a decision. (% disagree)



LEADERSGETRESULTS

© 2026. All rights reserved.

Ingram Institute Physician Leadership

Team Decision Making

"Say 3, Ask 2, Say 3"

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

- **Say 3: Frame the decision, Get inputs, Recap the options**
  - "We must decide…
  - "What do you think?"
  - "Here are the options…"
- **Ask 2: Solicit recommendations**
  - "What do you recommend?"
  - "Why?"
- **Say 3: Announce, Brief, & Safety Statement**
  - "The decision is…"
  - "Who does What by When?"
  - "If you have questions / concerns, I expect you to speak up."

LEADERSGETRESULTS

© 2026. All rights reserved.

Ingram Institute
Physician Leadership

Let's Practice…

- Together, a bat and a ball costs $1.10
- The bat costs $1.00 more than the ball
  - The options are:
  - Ball cost 0 cents
  - Ball cost 5 cents
  - Ball costs 10 cents
- How much does the bat cost?



LEADERSGETRESULTS

- Say 3: Frame the decision, Get inputs, Recap the options
  - "We must decide…"
  - "What do you think?"
  - "Here are the options…"
- Ask 2: Solicit recommendations
  - "What do you recommend?"
  - "Why?"
- Say 3: Announce, Brief, & Safety Statement
  - "The decision is…"
  - "Who does What by When?"
  - "If you have questions / concerns, I expect you to speak up."

© 2026. All rights reserved.

Ingram Institute
Physician Leadership

What is your Team's decision?

LEADERSGETRESULTS

© 2026. All rights reserved.

Ingram Institute
Physician Leadership

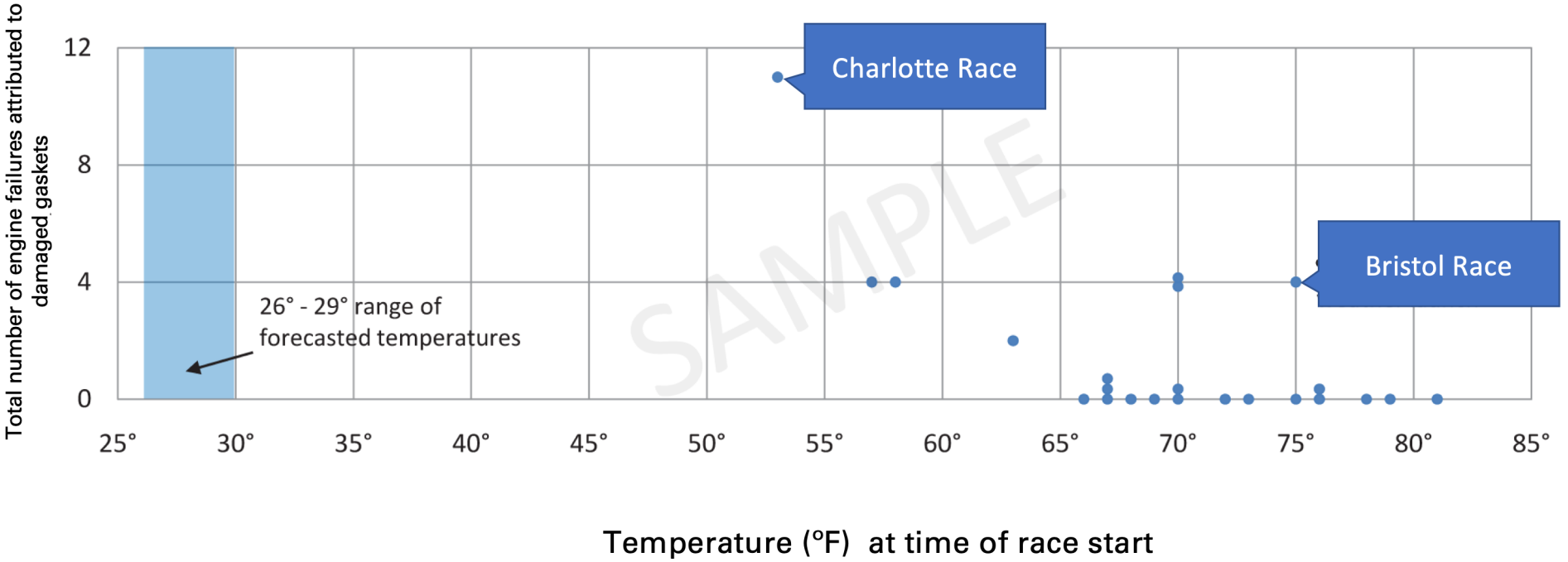


Let's Practice Again


77
DANIEL DYE
DYE
TEAM TMA
Team TMA
77
Team TMA
Team TMA

NASCAR History of Temperature and Engine Failure Attributed to Gasket Damage

From 24 previous races



SAMPLE

LEADERSGETRESULTS

© 2026. All rights reserved.

Ingram Institute Physician Leadership

Remember…

- "What do you recommend, and why?"



LEADERSGETRESULTS

© 2026. All rights reserved.

What questions do you have about Team Problem Solving?

LEADERSGETRESULTS

© 2026. All rights reserved.

Ingram Institute
Physician Leadership



Team Challenge 2

LEADERSGETRESULTS

© 2026. All rights reserved.

Leaders - Brief Your Team

1. Identify leader
2. Identify Goal and Roles:
   - Assign someone to add up the 4-digit numbers
   - Assign someone to add up the 2-digit numbers
   - Assign others for back up and unexpected events
3. Review potential Red Flags (left justified, fast, etc.)
4. What questions do you have?
5. Safety Statement - If anyone has any concerns, I expect you to bring it to my attention immediately.
6. Is everyone ready?

LEADERSGETRESULTS

Same rules - no pens, pencils, papers, smart phones, calculators, etc.

Ingram Institute Physician Leadership

© 2026. All rights reserved.

1000

1000

1000

30

20

1000

40

1000

10

© 2026. All rights reserved.

Did you change your answer?

LEADERSGETRESULTS

© 2026. All rights reserved.

Ingram Institute
Physician Leadership

1000
1000
1000
30
20
1000
40
1000
10

5100

LEADERSGETRESULTS

© 2026. All rights reserved.

Ingram Institute
Physician Leadership

What to do now…

- Use it or lose it
  - Honor your investment
  - Be kind to each other while learning & provide mutual support and feedback

LEADERSGETRESULTS

© 2026. All rights reserved.

Ingram Institute
Physician Leadership

"The names of the patients whose lives we save can never be known. Our contribution will be what did not happen to them.

And, though they are unknown, we will know that mothers and fathers are at graduations and weddings they would have missed, and that grandchildren will know grandparents they might never have known, and holidays will be taken,
and work completed, and books read, and symphonies heard, and gardens tended that,
without our work, would never have been."

Don Berwick, MD, MPP
Former President and CEO, Institute for Healthcare Improvement,
most recently served as the Administrator of CMS

LEADERSGETRESULTS

© 2026. All rights reserved.

Ingram Institute
Physician Leadership


Thank You!
Steve@LeadersGetResults.com
901.413.8598

Scan the code to access an evaluation of this retreat

LEADERSGETRESULTS

Ingram Institute
Physician Leadership