

Emotional Intelligence: How to Develop and Use these skills to Build Mutual Success

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What is it?

- “the ability to accurately perceive your own and others emotions; to understand the signals that emotions send about relationships; to manage your own and others emotions”
 - John D Mayer PhD, University of New Hampshire

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Characteristics of Emotional Intelligence

- Can be learned
- Tends to increase with age and experience
- Not essential for success
- Most helpful when difficulties arise
- Biological endowment is real
- Requires introspection and the ability to process and internalize

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Components of Emotional Intelligence

- Self awareness-realistic
- Self regulation-trustworthy, control your own passions first
- Motivation-driven to improve
- Empathy-considerate of others feelings and perspective
- Social skill-persuasive and effective at leading change and building teams

- These must be balanced to be most effective. It is NOT optimism or manipulation.

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Understanding and regulating your emotions (Always the starting point)

- Must first learn to name them
- Use more than one word to label the emotion
- Label the intensity of the emotion (1 to 10)
- Write out the emotionally charged episode
 - Marked increase in physical and emotional wellbeing
 - Study of recently laid off workers—those who did not suppress the emotions more likely to be reemployed than the control group
 - Scientific American. “Negative Emotions are Key to Wellbeing” Tori Rodriguez

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Lets do an exercise...

- Consider the last time you were angry
- Close your eyes...
- What was the situation? What about it angered you?
 - Unmet expectation?
 - What specifically did you feel you deserved that you were not given?
- Name the emotion....Anger? Irritation? Frustration? Rage?
- Scale of 1 to 10

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Learning empathy

- Learn to listen...truly listen
- Seek to understand from their point of view
- Ask clarifying questions
- Assume you do not understand
- Have empathy for yourself

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Understanding yourself → Humility

“The First Principle is that you must not fool yourself—and you are the easiest person to fool.”

Richard Feynman

“Humility is not thinking less of yourself, it is thinking less about yourself.”

Randy Conley

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Deal with your Ego...it always gets in the way.

“Even the tallest mountains have animals that, when they stand on it, are higher than the mountain”

Genghis Khan

“The first product of self knowledge is humility”

Flannery O’Connor

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“As our Island of knowledge grows, so does the shore of our ignorance.”

John Wheeler

“Humility engenders learning, because it beats back the blinders that put blinders on it. It leaves you open for truths to reveal themselves.”

Wynton Marsalis

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“Play for the name on the front of the jersey and they will remember the one on the back.”

Tony Adams

“Every Man I meet is my master in some point, and that I learn of him”

Ralph Waldo Emerson

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Relating effectively with others

- Show respect—promotes commitment and engagement
 - Seek to understand—assume you do not
 - Listen actively—two ears, one mouth
 - Put yourself in their shoes—not how you would feel in their shoes
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- **THERE IS A SPACE BETWEEN THE STIMULUS AND THE RESPONSE. YOU OWN THAT SPACE. LENGTHEN IT IF YOU NEED TO TO ENSURE THAT YOU RESPOND CONSTRUCTIVELY RATHER THAN REACTING.**

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Relating effectively with others

- Understand your true goal
 - To understand
 - To be understood
 - If the goal is behavior change, avoid getting caught up in other things
 - Like being right—those who seek to be “right” will lose influence
 - Like changing beliefs—you can’t measure change in beliefs, you can for behavior
- Be consistent
 - Say what you mean
 - Do what you say

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Doctors

- Not necessarily team players
- Not the best at caring for themselves
- Spend years denying their own personal needs
- The need for change invokes cognitive dissonance
- Coding language is not clinical language

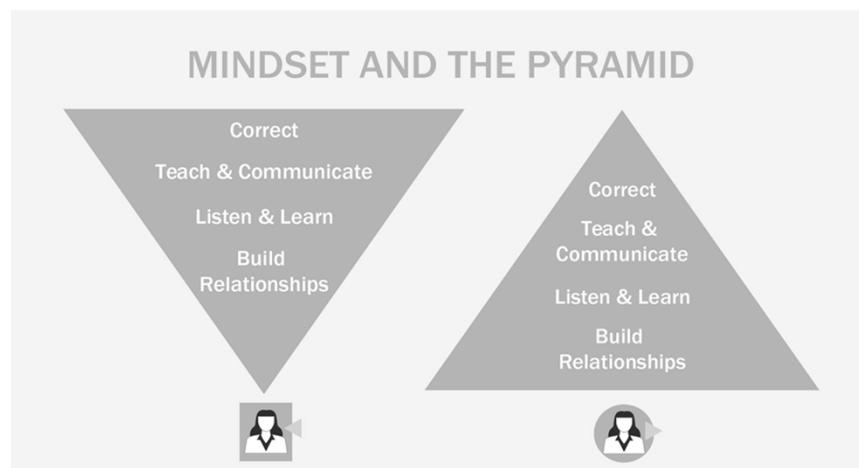
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An experiment in Change....

Take home....it is hard 😊

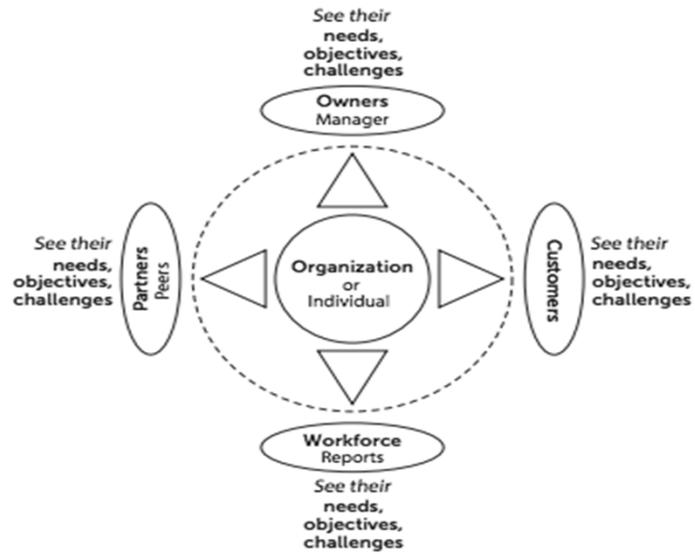
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The Outward Mindset



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Diagram 11. The Outward Mindset at Work

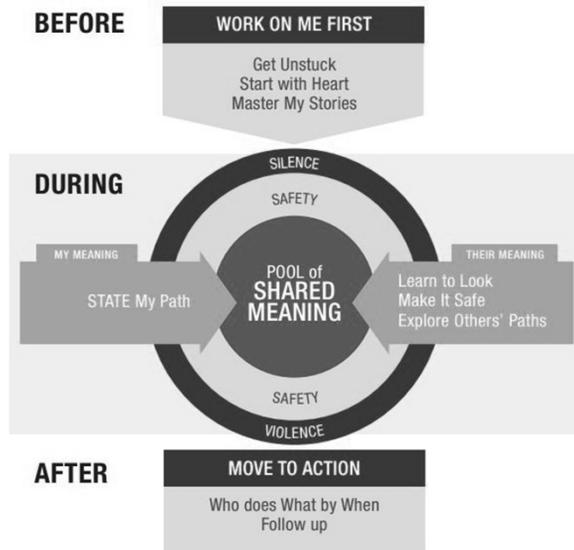


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CRUCIAL CONVERSATIONS MODEL



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Empowering Language

USE	AVOID
Can	Need
Choose	Have to
Will	should
and	maybe
What, How, help me understand	But, Why
What will you do differently?	What they need to do?

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SAVE....

- Support---"let's work to figure this out"
- Acknowledge---"I know you were hoping this was different"
- Validate---"It is common to feel the way you do"
- Emotion Naming---"There is a lot of emotion here. Help me understand how you are feeling"

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Let's put it to work

- A respected surgeon consistently documents high level encounters in the office setting. The office was short an MA one day and you stepped in to chaperone an exam. Upon reviewing the note later as part of a routine coding audit, you noticed that the documented exam was far more thorough than what you witnessed in the exam room.
- You shared your concern with the office manager who used to be the surgeon's MA. She says, "Oh yeah, that is normal. He knows what he has to record in order to get us all paid."

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- How would you approach this?
- What are some things you might say?
- Would you say anything?
- What is your goal/motivation?

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- You approach the surgeon and he digs in
- Worse yet he is disrespectful and threatening
- How do you respond to that?

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One way to approach it

- One way to approach it is to bring a buddy
- Get the practice manager on the same page with you
- Approach the surgeon together...timing matters. (Asher story)
- Share actual examples of situations where billing fraud penalties occurred

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- Dr. Five. First, let me start by saying how much I enjoyed standing in for the MA the other day. It was a nice reminder of the human side of why we all work here. I also want to tell you, you really seemed to connect well with your patients. I also noticed something that concerns me and I would love to have you clarify.
- I was reviewing your progress notes later the next day as part of a routine audit and noticed that you documented physical exam elements that did not happen while I was in the room.

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- In discussing it with Janice, the practice manager, she stated that documenting that way is part of your normal practice. We also spent some time talking about the coding and billing regulations. She came to understand, as I do, that documenting things that did not occur is problematic and is actually considered fraud.
- We are not suggesting that you are purposely committing fraud. We are suggesting that the practice of documenting things that did not occur is a problem and want to work with you on no longer doing so.
- We also want to share a few situations where this type of documentation has really hurt the career of other doctors no matter how well meaning and otherwise excellent they were as doctors.

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Phrases to consider

- “Help us understand what we are seeing in the record.”
- “Have you viewed this to be a normal practice?”
- “It sounds like you consider it to be normative and acceptable. That does not change the fact that it puts you and the organization at great risk. We know you would agree that is not what any of us wants.”
- “Are you willing to work with us to better understand the extent of this practice and work to end this type of documentation?”

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Some thoughts...

- Call your compliance team and CMO-- plus/minus before vs after
- “You might not like me or what I am saying, however, that does not change the fact that coding accuracy is the goal and inaccurately maximizing coding is fraud.”
- “Now that you understand the rules, not changing your behavior has an even bigger price.”
- “Respect is a non negotiable behavioral expectation.”

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Put yourself in their shoes

- How might this doctor be feeling?
 - Irritated that non clinicians are calling him out
 - Overwhelmed at the degree of regulation
 - Angry
 - Justified in seeking higher reimbursement
- How are you feeling?
 - Scared
 - Irritated at the “egotistical” doctor
 - Find a way to offer the benefit of the doubt—it can be disarming

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Some examples

- Food Allergy testing
- Momma

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Recommended Reading

- The HBR Guide to Emotional Intelligence.
- The Anatomy of Peace: Resolving the Heart of Conflict
- The Power of TED. David Emerald
- Ego is the Enemy Ryan Holiday
- The Outward Mindset: Seeing beyond ourselves
- Social Intelligence Daniel Goleman
- Crucial Conversations Patterson et al
- How Doctors Think Jerome Groopman, MD
- Sign up for the weekly crucial skills update at www.vitalsmarts.com

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"I have three treasures that I cherish and hold dear

the first is love

the second is moderation

the third is humility

With love one is fearless

With moderation one is abundant

With humility one can fill higher position

Now if one is fearless but has no love

abundant but has no moderation

rises up but has no humility

Surely he is doomed".

-- Lao Tzu Tao te Ching verse 67