

# The secret of the successful teacher, investigator, clinician...

- A tribute to Parker Palmer
- And...Larrie Greenberg

Joseph O'Donnell, MD

# The Amigos

- Our story-Rich, Steve, Larrie...and Joe
- El Guapo
- Not everything works
- Fun
- The secret to Amigothood.....

# The Hokey-Pockey

- “That’s what it’s all about”
- Huh???

We must teach people to show  
up

# Why?

- Most potent tool in the doctor's armamentarium is the doctor him/herself
- Attending to wholeness yields better results
- It feels good and is healthier
- After all, we are in a healing profession
- Mindfulness is above evidence based medicine-phronesis

We must pay as disciplined attention to the education of the heart and the soul as we do to the head and the hand.

# CONTEXT

“The times are out of joint”

Shakespeare

The Sacramento Study

AAMC President’s Speech

What are we doing?

# Culture eats strategy for lunch

Culture.....

“shared values, assumptions, norms, behaviors, rituals developed by a group as well as the structures used to preserve these essentials”

# How an Anthropologist Looks at a Culture

- Artifacts
- Espoused values
- Underlying assumptions
- DEC vs H-P

- A fish cannot know water
- The iceberg analogy
- That's what we do here

# The Culture Code by Clotaire Rapaille

- Thesis: A single code word or phrase often can capture the complex values, assumptions and behaviors that make up a culture.

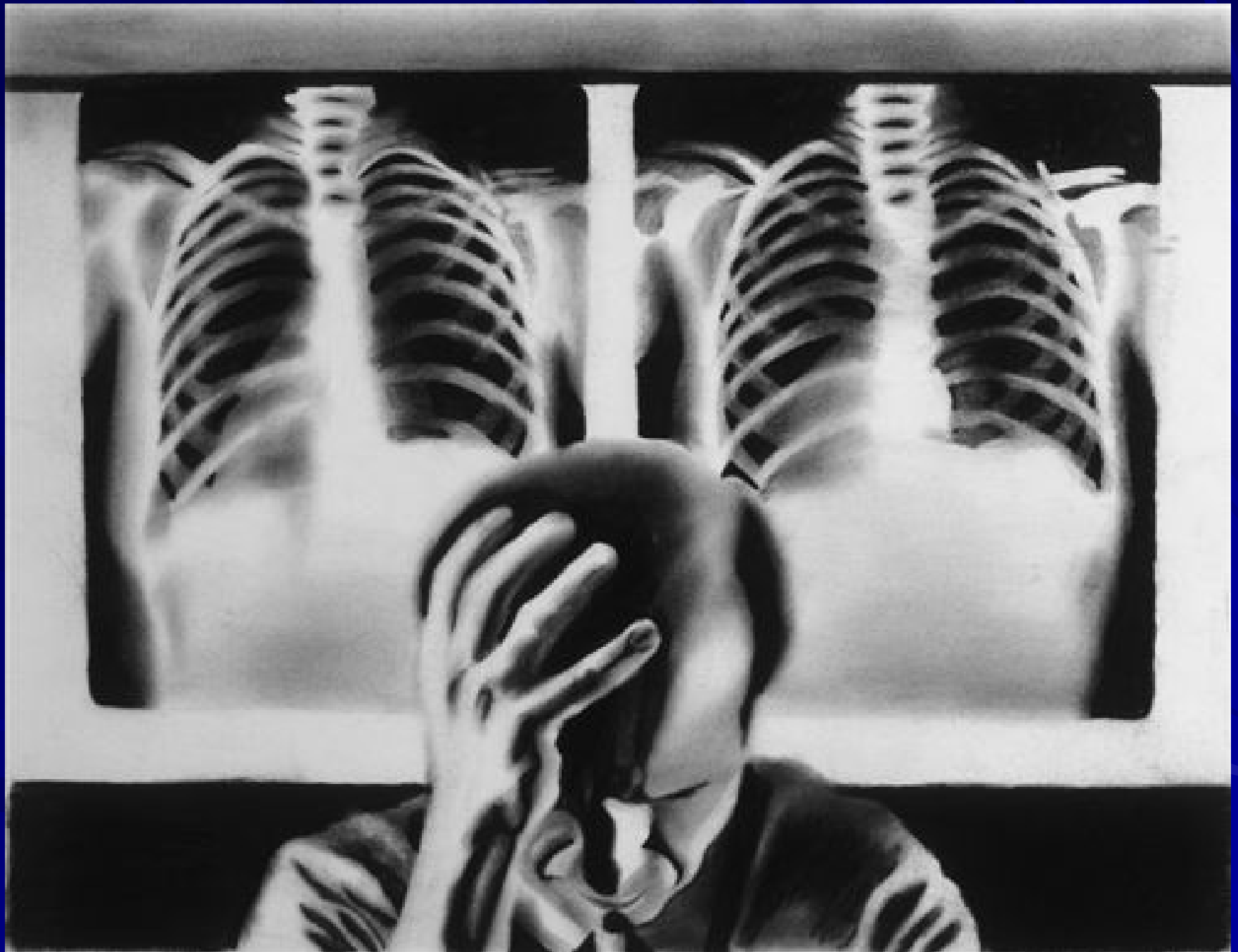
# The House of Medicine

- Individualistic
- Autonomous
- Scholarly
- Expert centered
- Competitive
- Focused
- High achieving
- Hierarchical

He has no enemies, but he's  
intensely disliked by all his friends.  
Oscar Wilde

# The “Perfect Storm”

- Too much to know
- Too much to do
- Not enough time
- Demanding consumers
- Too much paperwork
- Not enough money
- Etc.-you name it.



# What code words should describe it?

- Collaborative
- Transparent
- Outcomes focused
- Mutually accountable
- Team based
- Service oriented
- Patient centered



How can we help the culture be  
conducive to more successful  
teaching, clinical care,  
research?????

# A CULTURAL THING

- How do we change a culture?
- It is hard-cultures are broad, deep, and stable
- Medicine, the Children's National Medical Center and pediatrics are cultures.
- The process of enculturation is subtle but strong
- The heavy influence of the hidden curriculum

# Children's National Medical Center will:

- Improve health outcomes for children regionally, nationally and internationally
- Be a leader in creating innovative solutions to pediatric healthcare problems.
- Excel in Care, Advocacy, Research, and Education to meet the unique needs of children, adolescents and their families.

# CNMC will set the standards of excellence for the care of children.

- We will serve as the voice for the most vulnerable among us: our children.
- We will lead the quest to cure some of childhood's most devastating diseases.
- We will prepare the nation's future leaders in child health.
- We will be the children's hospital against which all others are measured.

By incorporating feedback from our families, we have developed our first child-centered vision, which looks at the hospital experience through a child's eyes. Healing a child's body, mind and spirit takes more than medicine: it takes a team to fulfill a family's dream.

# Children's Child-Centered Vision

- My hospital is a bright and happy place that feels like home.
- My providers, my family and I are a team, and everyone's job is important.
- The way my hospital works was built around me.
- My providers don't all look alike.
- My hospital is my family's connection to everything I need for my health, whether they provide it or blaze a trail to it.

# Assumptions:

- You want to live the mission and vision of CNMC-and have a “meaningful life”
- Doing this, will help you be better teachers, clinicians, researchers
- To do this, one needs to connect the soul and the role

# THREE MARRIAGES

- The person we love or are meant to love
- Our work
- Ourselves
- We need to pay attention to all three-and have courageous conversations about each

- The quality of life for our patients and ourselves is directly related to the quality of conversations in our lives.

"I have only three enemies. My favorite one, the one most easily influenced for the better, is the British Empire. My second enemy, the Indian people, is far more difficult. But my most formidable opponent is a man named Mohandas K. Gandhi. with him I seem to have very little influence."

Mohandas K. Gandhi

# Parker Palmer

- Václav Havel's speech-1990
- The Rosa Parks phenomenon
- Become divided no more
- "I report to the land"
- Rebecca Onie and Project Health

- Requires not being divided
- Profound distrust of matters of the heart
- We learn the divided life in school
- The undivided life produces the best of practice, teaching, research

- Barbara McClintock-"A feeling for the organism"
- My good teachers come in so many varieties, but all my bad teachers are the same"

- Fear-and "The Courage to Teach"
- Spirituality (mindfulness, reflection, community, connection.....)
- Teacher formation project
- The courage to lead

- Why is it that experts primarily teach techniques to young professionals while ignoring the values that have sustained the quest of so many creative geniuses?

# Key Principles of Formation (PJP)

- We assume that every person has access to an inner source of truth....  
(Formation recognizes the "inner teacher" within each individual and the vital relationship between inner clarity and life-giving outer work.)
- We believe it is possible to create open and trustworthy communal spaces (in which people can speak their own truth without fear, as well as listen to the truths of others without rushing to judgment.)



# Two Kinds of Intelligence

Rumi

# Two Kinds of Intelligence

- There are two kinds of intelligence:
- One acquired, as a child in school memorizes facts and concepts from books and from what the teacher says, collecting information from the traditional sciences.

# Two Kinds of Intelligence

- With such intelligence you rise in the world.
- You get ranked ahead or behind others in regard to your competence in retaining information.
- You stroll with this intelligence in and out of fields of knowledge getting always more marks on your preserving tablets.

# Two Kinds of Intelligence

- There is another kind of tablet, one already completed and preserved inside you.
- A spring overflowing its springbox.
- A freshness in the center of the chest.

# Two Kinds of Intelligence

- This other intelligence does not turn yellow or stagnate. It's fluid, and doesn't move from outside to inside through the conduits of plumbing-learning.
- This second knowing is a fountainhead
- From within you moving out.

Rumi

How do we create a safe space for  
our soul to show up?

Our inner teacher

Our truth

# Palmer's Methods

- Third things
- Circles of trust
- Clearness committee

# The Healers Art

- A “different” course
- Spreading like wildfire
- Rejuvenating for both faculty and students
- Discovery model, climate of safety, radical listening, no right answers
- Developing a community-a subculture
- It’s “bullet proof”

# Wholeness

- Introductions-who are these people?
- Seed talk-shadow
- Exercise-what is in your shadow?
- Debrief
- Closing-wishing others well

# Shadow

- Every culture devalues wholeness, approves of certain things
- To heal a person one must first be a person
- We may need to feed parts of ourselves that we may be letting whither
- “I am enough”

# Exercise One

- What part of you are you not paying enough attention to in your work?
- What would it mean to bring this trait to a sick patient and their family?

# Dealing with Grief and Loss

- It is part of life.
- We have pretty dysfunctional ways of dealing with it
- What have been our experiences with how it has been done?
- Doing it well heals our hearts and helps prevent numbness and burnout.
- “Feely hearts”

# Beauty, Awe and Wonder

- Medicine is as full of mystery as it is of mastery.
- We need to train ourselves to notice.
- What surprised me today? what motivated me today? What inspired me today?
- “Small good things”

# ...ANOTHER EXERCISE

- Open our eyes-grace is all around us. The first thing we need to do is notice.
  - What surprised me today?
  - What moved me today?
  - What inspired me today?

# RECLAIMING THE SOUL

- Our business is service
- Service vs helping or fixing
- Who are these people I've been working with?

# Doing Good Work...

- Howard Gardner-Harvard School of Education
- What does this mean?
- Where excellence and ethics meet

# ...Doing Good Work

- What is “flow”?
- Analagous to the “sweet spot”
- Happens more at work than anyplace else
- Vertical and horizontal support: periods of renewal

# Traits of Colleagues who Stay Joyful...

- Humor
- Strong support
- Clear values
- Openness to patient's gifts
- Collegiality
- Focus on what is true rather than what is beautiful

- There is a pervasive form of modern violence to which the idealist...most easily succumbs; activism and overwork. The rush and pressure of modern life are a form, perhaps the most common form of its innate violence.

- To allow oneself to be carried away by a multitude of conflicting concerns, to surrender to too many demands, to commit oneself to too many projects, to want to help everyone in everything is to succumb to violence.

- The frenzy of the activist neutralizes his (or her) work...It destroys the fruitfulness of his (her) work because it kills the root of inner wisdom which makes the work fruitful.

Thomas Merton

# Beasts that consume their master

- Ego

- Envy

- Avarice

- Ambition

- “Everything is held together with stories. That is all that is holding us together, stories and compassion.”

Barry Lopez, Winter Count 1973

- The world isn't made of atoms; it is made of stories.
- Everyone is a story.
- Listen for the story
- Perhaps by reading, writing, telling or listening to stories carefully, we will be able to read our patients (and colleagues) better

# It's all about meaning

- The three stonecutters
- Viktor Frankl
- The Choice is Yours-a Ruth Drazen film
- You CAN choose your attitude no matter what
- It's all about love and connection
- Meaning fosters commitment
- We need to educate for meaning

# Relationship Centered Care

- The Indiana experience
- Appreciative inquiry
- Emergent design
- Institutions as conversations, not machines

# Relationship centered care

- Built on strengths, values, interests
- Emergent design, mindfulness of relational patterns
- Choose to replicate and disseminate success
- Theoretical framework of complex responsive –large scale patterns can only be changed by changing small scale ones

■ “We see what we look for and we miss much of what we are not looking for even though it is there... Our experience of the world is heavily influenced by where we place our attention.”

■ Stavros and Torres

# APPRECIATIVE INQUIRY

- How do we have that courageous conversation about our work?
- Instead of what is wrong, ask what works?
- Transforming culture of professionalism at Indiana University

# APPRECIATIVE INQUIRY

- In every society, organization or group, something works
- What we focus on becomes our reality
- Positive visions are most likely to create positive futures.
- The act of asking questions of an organization or group influences the group in some way.
- The language we use creates our reality

# Think about your organization

- As it was
- As it is
- As it might be
- As it ought to be

# APPRECIATIVE INQUIRY-A FOCUS ON “WHAT WORKS”

- Discover

- Dream

- Design

- Deliver

# DISCOVERY PHASE

- Tell a personal story about a time when you really experienced the “best” in your work
- Listen to the stories of others
- What are the themes?

# DREAM PHASE

- Suppose you went to sleep and woke up to go to a perfect workplace where high levels of competence and compassion were present? What would it look like? How would people treat each other? What would it feel like?

# All you have to do is dream.....

- The Dream Manager by Matthew Kelly
- Go to the employees
- Everyone has dreams
- What are yours?

# *Wrap Up*



# Parker Palmer

“WE WORK BEST WHEN THE HEART,  
THE HEAD AND THE HAND WORK  
TOGETHER-DOING “GOOD WORK”,  
REACHING “FLOW”, BEING “DIVIDED  
NO MORE.”

- We need to challenge the belief that institutions are external to us and constraining upon us, as if they had superhuman powers that render us helpless.
- Not "they", but "us"

# Features of Stages: Divided No More (PJP)

- Gap between inner and outer life so painful that an individual resolves to "live divided no more."
- May leave or remain in institution but "abandon the logic" of the institution and find an alternative center for their lives.
- Not hate, rather love the institution too much to allow it to fall to its most degraded state
- No punishment greater than conspiring in one's own diminishment.

# Features of Stages: Communities of Congruence (PJP)

- Isolated individuals discover each other and form groups that operate by alternative ground rules
- Groups sustain sense of sanity in a world that thinks the divided life is sane.
- Give experience of leadership to those denied the experience.
- Groups practice a fragile private language until it grows strong enough to enter the public realm

# Features of Stages: Going Public (PJP)

- Empowered by communities of congruence, movement advocates find public voice
- Words, images symbols become more visible, converts are gained.
- Critics are also gained - movement is scrutinized, critiqued, clarified and refined
- Leaders become public leaders

# Features of Stages: Alternative Rewards (PJP)

- Movements develop - and become - alternative reward systems, thus relativizing the sanctions that are the basis of every institution's power.
- Some rewards are external (jobs, visibility, colleagues, status) and some internal
- No reward greater than "living divided no more"
- Institutional logic altered.

# Take home message

- New Professional "the internal change agent that health care needs"
- The logic of institutions is about self-preservation; the logic of the human heart is about love and duty
- Learning to confront not collaborate with institutional inhumanity

# We are our institutions

- Institutions as machines
- Institutions as conversations.

# THOUGHTS ON LEADERSHIP

- Leaders are not made nor are they born. They are enabled or disabled by the organizations in which they work
- Organizations are the people in them
- People are attracted to authenticity and put off by fakes.

# Dee Hock's PhD in Management

- Make a careful list of all things done to you that you abhorred-don't do them to others **EVER.**
- Make a careful list of those things done to you that you loved. Do them to others **ALWAYS**

# Dee Hock on Time Management

- Spend 50% of your time managing yourself
- Spend 25 % of your time managing your boss
- Spend 20% of your time managing your peers
- Spend 5% of your time managing your so-called subordinates

# Dee Hock's Criteria for Hiring

- Integrity
- Motivation
- Capacity
- Understanding
- Knowledge
- Experience

- Substance is enduring; Form is ephemeral. Preserve substance. Modify form. Know the difference.
- Values are enduring: rules are ephemeral. Preserve values. Modify rules. Know the difference.

We must attend to the education of  
the heart and soul, like we do to  
that of the head and hand.

# The Secret is.....

- The Hokey-Pokey
- That's what it's all about!!!

# Start by checking in.

- How are you doing?
- Notice the culture
- Try appreciative debrief-what was an important point for you in the meeting we just had?
- Maybe that IS the work.
- Empower people to dream

# Take Homes

- Notice your culture
- Show up-all of you
- Live “divided no more”
- Do good work-experience flow
- Have courageous conversations
- Recognize beauty, awe, wonder, mystery and grace-the lessons of the Healer’s Art
- Try appreciative inquiry
- Dream!!!!

## The Journey

*One day you finally knew  
what you had to do, and began,  
though the voices around you  
kept shouting  
their bad advice-  
though the whole house  
began to tremble  
and you felt the old tug at your ankles.  
"Mend my life!"  
each voice cried.  
but you didn't stop.  
You knew what you had to do.*

*...little by little,  
As you left their voices behind,  
The stars began to burn  
Through sheets of clouds,  
And there was a new voice  
Which you slowly  
Recognized as your own,  
That kept you company  
As you strode deeper and deeper  
Into the world,  
Determined to do  
The only thing you could do-  
Determined to save  
The only life you could save.*

*Mary Oliver*

**THANK YOU!!!!!!!**