



# Crossing the Chasm to Open Heart Skills in Medical Practice: A Case Study of Personal and Organizational Transformation



# Brief History

- **Rhonda S. Ellis, DBA**
- 10 years of physician practice management
- 20 years in higher education, management/healthcare management and organizational leadership
- Published research on workplace spirituality and nursing and higher education, and personal and organizational transformation
- Developed the INTOUCH Model as an organizational culture and leadership development tool
- **Craig J. Brown, MD, FACS**
- 36 years of ophthalmology practice
- 1 year as a medical missionary
- 5 years on IRB for Washington Regional Medical Center
- Developed a patented treatment for diabetic retinopathy and other vascular diseases of the eye
- Published study on vitamin D deficiency a cause of cataract
- Developed a nutrition app for health professionals and patients
- Extensive study of Consciousness, Transpersonal and Transformational Healing with Richard Moss MD

# Dr. Brown's Philosophy

## Goals

#1 To Live this: *The Purpose of a Physician is to heal seldom, alleviate sometimes, and comfort always*

#2 To Create this: Environments for personal, professional, spiritual growth

#3 And do this: Earn enough money to pay the bills and to pay everyone a fair wage and good benefits.

*“A workman is worth his/her wage”.*

#4 We must treat all stakeholders (patients, staff, owners) according to The Golden Rule.

# Desired **Open Heart Skills** as a way of **BEING**

- Self-awareness
- Empathy
- Compassion
- Altruistic love
- Working towards highest potential

# Key Challenges

- Mindful, yet, robotic work
- Workplace drama
- “Me” versus “We”
- Competition Patterning (towards each other)
- Effective communication

# Methodology

- **Quantitative**
  - Baseline communication assessment (Bi-annually)
    - Perception of communication
    - Job satisfaction
    - Supervisor interaction
  - Personal and organizational transformation assessment (end of two year model)
    - Purpose
    - Customer care
    - Leadership
    - Conflict resolution

# Methodology

- Qualitative – Participants were asked to write about the following:
  - Personal transformation or difference of the INTOUCH Model
  - Organizational transformation or difference as a result of the INTOUCH Model

# Intervention – INTOUCH Model

(Intentional Navigation to Ultimate Connection and Health)

- 3 C's of Customer Care – Connection, Compassion, Competence
- Communication Assessment
- Leadership development and coaching
- Path Elements Profile – values-based matrix and personality profile
- Team building



# Key Success Processes

- **Integration of the following:**
  - Open door policy
  - Monthly newsletter
  - Monthly physician and administration meetings
  - Monthly physician and tech meetings
  - Monthly meetings with front desk specialists, billing, and optical
  - Conflict resolution coaching

# Quantitative Results

- **Decreased** absenteeism (43%)
- **Increased** new patient ratio (45%)
- **Increased** average monthly collection (6%) (38% currently)
- **Increase** in perceived communication being basically healthy (30%)
- Perceived communication **increase** by integration of monthly newsletter (87% )
- Job satisfaction (83%)
- This is a great place to work (87%)
- Reported personal transformation (81%)
- Reported organizational transformation (72%)

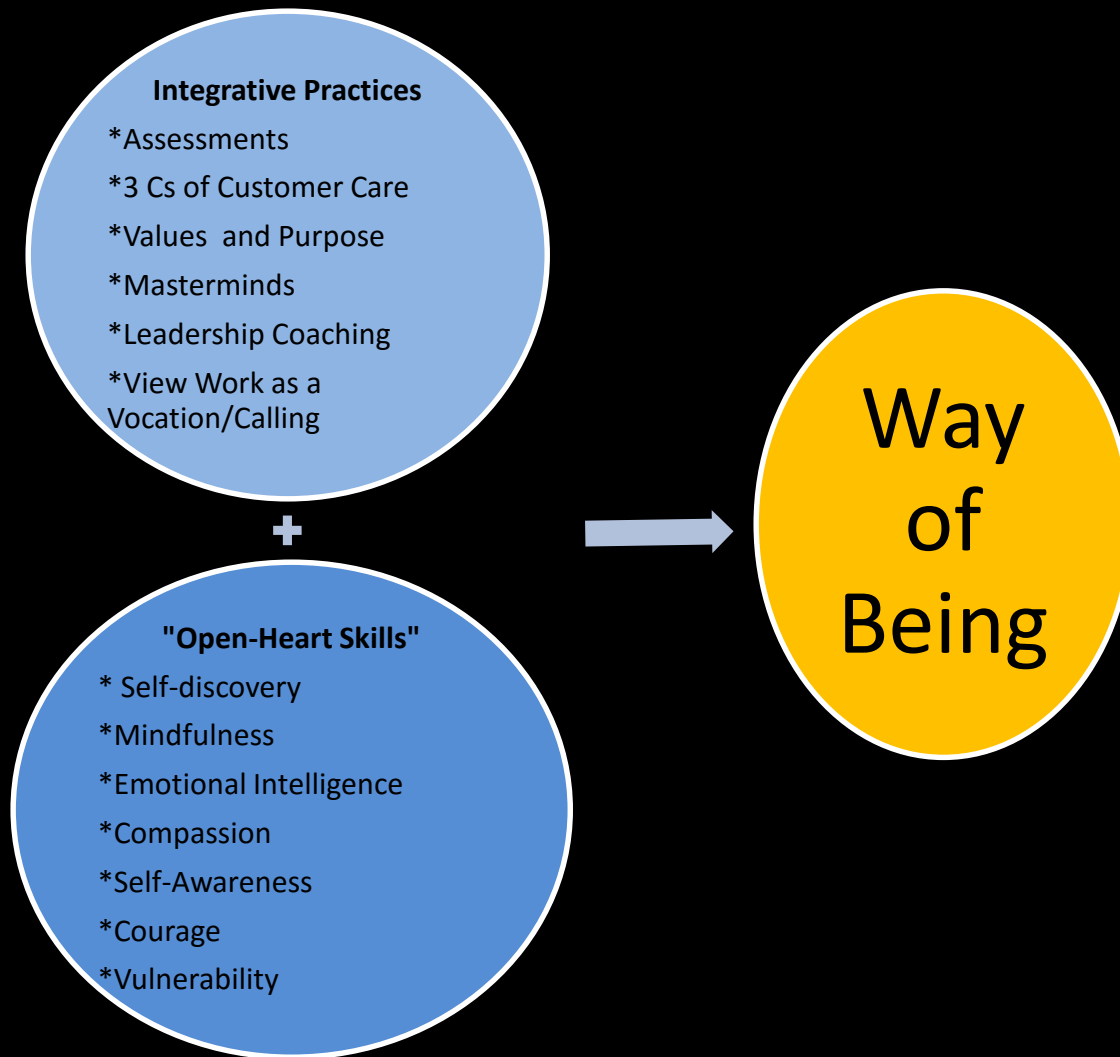
# Qualitative Results

- Three words that frequently presented in the personal transformation data were:
  - “learning/learned” - 14 times
  - “better” - 9 times
  - “more” - 9 times

# Qualitative Results

- **Better** integration to team
- **Learning** to adapt and **being** resilient
- **More** relaxed and organized communication with doctors and leadership. **More** confident in my role as I am **more** fully enabled to do my job
- I've **learned** that it is better to accept reality than to let negative thoughts overwhelm me
- I have **learned** and confirmed that we all have different personalities at different times
- **More** open, **better** communication
- I have **learned** to include more people in my work

# INTOUCH MODEL



# Contact Information

- Rhonda Ellis, DBA
- [rhonda@wiseandintouch.com](mailto:rhonda@wiseandintouch.com)
- 501-827-6003
- [www.wiseandintouch.com](http://www.wiseandintouch.com)
- <https://www.linkedin.com/in/rhonda-s-bell-ellis-dba-4136534/>
- <https://www.facebook.com/wiseandintouch/>



- Craig Brown, MD
- [cjbrown1234@sbcglobal.net](mailto:cjbrown1234@sbcglobal.net)
- 479-442-2020
- [www.eyecenternwa.com](http://www.eyecenternwa.com)

