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

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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%)

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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

**Integrative Practices**
- Assessments
- 3 Cs of Customer Care
- Values and Purpose
- Masterminds
- Leadership Coaching
- View Work as a Vocation/Calling

"Open-Heart Skills"
- Self-discovery
- Mindfulness
- Emotional Intelligence
- Compassion
- Self-Awareness
- Courage
- Vulnerability

Way of Being

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