



**If you want to make enemies,  
try to change something.**

Woodrow Wilson

**ALL GREAT LEADERS HAVE ONE  
CHARACTERISTIC IN COMMON**

**Their willingness to  
confront plainly the  
anxiety of their people.  
This, and not much else,  
is the essence of  
leadership.**

John Kenneth Galbraith, paraphrased

**EFFECTIVE LEADERS  
MANAGE ANXIETY**

- Self
- Board Members
- Staff
- Community

**THE FOUR IMMUTABLE LAWS  
OF  
THE UNIVERSE**

- It always starts at the right time
- All the right people show up
- What happens is the only thing that could have happened
- When it is over, it is over

Angeles Arrien

**LAWS AS APPLIED TO THE  
RURAL UNIVERSE**

- Now is the only time to initiate change



**LAWS AS APPLIED TO THE RURAL UNIVERSE**

- The people you have are the right people with which to start the process



**LAWS AS APPLIED TO THE RURAL UNIVERSE**

- What happens along the way cannot be avoided. Be prepared to go to plan B



**LAWS AS APPLIED TO THE RURAL UNIVERSE**

- In healthcare, it is never over



**BOARD BUY IN, FIRST GO ROUND**

- Governance drives the strategic plan



**BOARD BUY IN, FIRST GO ROUND**

- Demonstrate how your project drives your organization toward its strategic objectives



**BOARD BUY IN, FIRST GO ROUND**

- Focus on improved patient outcomes



**BOARD BUY IN, FIRST GO ROUND**

- Spend time with individual board members and listen for any objections



**BOARD BUY IN, FIRST GO ROUND**

- Use financial data to support the process, when possible



**BOARD BUY IN, FIRST GO ROUND**

- Consult with facilities that have project in place and have a representative present during Board discussions



**BOARD BUY IN SECOND GO ROUND**

- Use anecdotal evidence. The emotional testimony from a patient saved by technology always helps
- Have local physician's offer support at meetings
- Find an expert from out of town




**EMBRACING CHANGE**

**Become  
The Creative Force  
In The Process of Change**



**CORE PRACTICES**  
from  
*The Four Agreements* by Don Miguel Ruiz's

- **Be impeccable with your word.**
  - Speak with integrity.
  - Say only what you mean.
  - Avoid using the word to speak against yourself or to gossip about others.
  - Use the power of your word in the direction of truth and love.




**CORE PRACTICES**

- **Don't Take Anything Personally**
  - Nothing others do is because of you.
  - What others say and do is a projection of their own reality.
  - When you are immune to the opinions and actions of others, you won't be the victim of needless suffering.



**CORE PRACTICES**

- **Don't Make Assumptions**
  - Find the courage to ask questions and to express what you really want.
  - Communicate with others clearly to avoid misunderstandings, sadness and drama.



**CORE PRACTICES**

- **Always Do Your Best**
  - Recognize that your best is going to change from moment to moment.
  - Simply do your best and you will avoid self-judgment, self-abuse and regret.



**EMBRACING CHANGE**

- **Never doubt that a small, group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.**

Margaret Mead



**EMBRACING CHANGE**

**Resistance Is Futile  
You Will Be Assimilated**

The Borg

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