

## HOW TO MANAGE A HOSPITAL CEO

DO (What I want to see more  
of)

1. Schedule regular times for us to meet. Be insistent that those times be kept.
2. Challenge me behind closed doors if I don't act like your partner.
3. Master the details of how we generate revenue. Know the numbers. Study the budget.
4. Do the right thing AND be seen as doing the right thing.
5. You need to know the numbers and the implications. Your observations need to be more. Tell me the consequences of your observations.

6. Use Emails for issues that are clear and routine.

7. Act like you are the symbol of institutional leadership when dealing with patients, employees, regulators, and physicians.

PERMISSION (You might think I don't want this, but I really do. If I ever get angry at you just wave this document in my face!).

1. Confront me if I let my Administrative Assistants block access. Go around them and come directly to me.

2. It is OK to change your mind.

3. It is OK to say you are wrong.

4. It is OK to say you can't complete all the tasks you are expected to complete.

5. It is OK to say you do not know the answer as you follow up by saying you will get back to me by x days.

6. If you think I am being too dismissive or making judgments too quickly, tell me to slow down and think about it for 24 hours.

7. Tell me how I can help you do your job. I don't have the time to guess what will help you.

STOP (Do not go here!)

1. Do not dump problems on my desk. If you find a problem, come up with options for resolving problems.

2. I hate voicemail.

3. If you are “faking” that you are on top of issues when you are not, I will have difficulty trusting you in the future. See my Permission to tell me “I don't know.”

5. Don't use sarcasm.

6. Don't tell me what "can't" be done. Focus on options we can take.

7. Don't focus on your area of responsibility. Your area touches on other functions of this institution. I expect you to first address problems with your institutional hat on first.