

## **A key function at Oregon Health Sciences University**

Great technical skills are not enough to prepare for the future. Long-term success requires strong leadership skills and an effective leadership culture. This became abundantly clear in Oyster's work with one of the world's premiere healthcare organizations.

The Oregon Health Sciences University (OHSU) Anesthesiology and Perioperative Medicine department (APOM) is comprised of over 300 practitioners and administrators who provide anesthesiology and pain services throughout the institution. APOM's work spans full the spectrum of OHSU services from the operating room to outpatient care.

### **Challenge**

The people in APOM provide world-class services to their patients and realized they didn't have a consistent approach to improving their leadership capabilities. This was particularly worrisome given that the healthcare industry is changing rapidly and competitive pressure is intensifying. They engaged with Oyster to help their leaders learn and practice essential skills to improve the organization's performance and results as well as develop an effective leadership culture.

### **Goal**

The APOM Department Chair and Chair for Administration wanted to instill consistent, repeatable and effective leadership practices and behaviors that would ensure that APOM leaders are preparing the organization and its people for the future.

### **Strategy**

Oyster assessed the current state of leadership capabilities within APOM and created a customized program to develop essential leadership skills within the organization.

The program started with a small cohort of leaders who met once a month for six months to learn and practice foundational skills such as creating a vision and strategies, coaching direct reports, negotiation, and managing action while holding people accountable. In between the monthly sessions, each participant met with an Oyster coach to discuss challenges and opportunities related to program content.

## Results

The highly-interactive, experiential program is now in its third year with additional small cohorts of APOM leaders participating in the program. As far as impact, it is best described by the client. "Oyster has flexibly interwoven actual problems into the sessions, creating opportunities to apply the tools and teachings in real time, while also working with each individual to identify and develop areas of personal growth. The comprehensive approach has created cohesion in our leadership team and facilitated our ability to synergistically lead together through very difficult times. We have found tremendous value working with Oyster and their ability to help us advance our leaders."

And from a program participant. "I definitely recommend the program, not sure how I could rate it any higher."