Executive Briefing

February 2016

Welcome to the Executive Briefings of NCHL. This monthly communication provides highlights of current leadership development-related articles and publications of interest to LENS and Council senior leaders and our Board members. Also included are links to various requests for Grant Applications, Abstracts, and Presentations from many different organizations and conferences. You can request copies of any article summarized here by clicking on the hyperlink to send a request email. We value your input and feedback on how to improve the Briefing. Contact: Cassia Carter at ccarter@nchl.org.

Table of Contents

Healthcare Special Issue: Physician Leadership Development

A special issue of the journal Healthcare included five featured articles focused on physician leadership development. The Bisordi and Abouljoud article focuses on the experiences of Henry Ford and Ochsner Health Systems in developing their PLD programs. The Bronson and Ellison article focuses on Cleveland Clinic and Kaiser Permanentes efforts to train physician leaders to more effectively answer the call of the Triple Aim. The Sacks and Margolis article examines PLD in the face of large-scale organizational change, using Advocate Health Care and DaVita Healthcare Partners as case studies. The Steckler et al. article also focuses on change, but looks at a PLD programs that prepare healthcare leaders for the social dimensions of leading change. And lastly, the Wolter et al. article concentrates on physician recruitment and retention, highlighting competencies to look for in physicians and how to cultivate a culture of training and support to retain them.

Joseph Bisordi and Marwan Abouljoud. Physician Leadership Initiatives at Small or Mid-

Size Organizations. *Healthcare*. October 2015.

David Bronson and Edward Ellison. Crafting Successful Training Programs for Physician Leaders. *Healthcare*. October 2015.

Lee Sacks and Robert Margolis. Physician Leadership in Organizations Undergoing Major Transformation. *Healthcare*. October 2015.

Nicole A. Steckler, Diane B. Rawlins, Penelope R. Williamson, and Anthony L. Suchman. Preparing to Lead Change: An Innovative Curriculum Integrating Theory, Group Skills, and Authentic Presence. *Healthcare*. October 2015.

Nick Wolter, Stephen L. Tarnoff, and Linda Leckman. Recruiting and Retaining Physician Leaders. *Healthcare*. October 2015.

Transformational Leadership and Emotional Exhaustion

Transformational leadership is often upheld as the most effective style of leadership, and much time has been devoted to training leaders to become more transformational in style. However, this article examines the potential dark side of the transformational leadership behaviors (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration). The authors argue that these behaviors take considerable time and energy to enact, and that long-term transformational leadership takes an emotional toll on leaders, even if it enhances the emotional well-being of followers. This research found that transformational leadership does, in fact, deplete leaders emotional resources and increases leaders emotional exhaustion over time.

Ina Zwingmann, Sandra Wolf, and Peter Richter. Every Light Has Its Shadow: A Longitudinal Study of Transformational Leadership and Leaders Emotional Exhaustion. *Journal of Applied Social Psychology.* October 2015.

How Healthcare Managers and HR Professionals Differ in Their Views of Human Resource Management Practices

This research focused on the similarities and dissimilarities between two different perceptions of HRM practices within a homecare organization. The hypothesis was that people creating the HRM practices, HR professionals, would view the necessity and value of those HRM practices differently than the people being forced to use them, mid-level managers. If there is a disconnect between these two groups perceptions, the full value of the HRM system cant be realized. The authors asked for opinions on an HRM system in three areas: vision of the HRM system (where will it be in five to ten year), HRM philosophy (beliefs about why the organization implemented the HRM system), and execution and process (understanding of how HR is used daily and its consequences). The research found that there were widely different views regarding

the HRM systems between the two stakeholder groups. Suggestions for improving the gap between perceptions is included to better enable progress in organizations.

Tanya Bondarouk, Anna Bos-Nehles, and Xanthe Hesselink. Understanding the Congruence of HRM Frames in a Healthcare Organization. *Baltic Journal of Management.* January 2016.

How Leaders Can Facilitate Better Teams within Healthcare

This article focuses on the benefits of the activities of teamwork or teaming. Teaming involves fluid, collaborative, interdependent work across shifting projects and with a shifting mix of partners. This is highly relevant to healthcare with the inter-departmental communication that happens in many areas at once to provide patient care. This article outlines three tasks leaders can do to help facilitate effective teaming. These tasks are: frame the work (highlight the interdependence of the work, as opposed to the individual expertise frame that in entrenched in healthcare), make it safe (emphasize the risky and uncertain nature of healthcare and encourage question-asking instead of a culture of fear of challenging authority), and build facilitating structures (like systematic communication tools or changing physical layouts of organizations).

Amy C. Edmondson. The Kinds of Teams Health Care Needs. *Harvard Business Review*. December 2015.

Human Resources Practices and How They Enhance Job Engagement

This research theorized that employees job engagement is influenced by high-performance HR practices through its impact on the employees perceptions of organizational support. The research also examined the effect of organizational culture on HR practices and job engagement. Examples of high-performance HR practices are: selective staffing, extensive training, internal mobility, job security, clear job descriptions, incentive rewards, and results-oriented appraisals. These practices signal to employees that their organization cares about them and is committed to them. The two cultural orientations that were examined at potential moderators were collectivism (the degree to which the interest of the group or organization takes precedence over the individuals desires) and power distance (the degree to which the employee accepts that there are unequal distributions of power). The researchers found that the high-performance HR practices did enhance job engagement, and this was moderated by organizational culture. In organizations where collectivism was high the relationship between HR practices and engagement was stronger, and when power distance was low the relationship was also stronger. This has importance implications for leaders developing HR practices and developing organizational cultures to enhance their employees sense of well-being and organizational support.

Lifeng Zhong, Sandy J. Wayne, and Robert C. Liden. Job Engagement, Perceived

Organizational Support, High-Performance Human Resource Practices, and Cultural Value Orientations: A Cross-Level Investigation. *Journal of Organizational Behavior*. December 2015.

FUNDING OPPORTUNITIES

ACHE Healthcare Management Education Award

The American College of Healthcare Executives is seeking new educational programs that offer practical and proven solutions to the most pressing issues challenging healthcare providers. The Healthcare Management Education Award provides support to those interested in developing in-person content in four topic areas.
ACHE will award educational development grants up to $8,000 to conduct research and develop a new seminar.

The topics for the 2016 Healthcare Management Education Award are:
Outside the Hospital Walls: Managing the Care Continuum
Physician Integration and Engagement
New Business Models and Sustainability
Physician Leadership Essentials

Click here for more details

Proposal deadline: March 23, 2016

Centers for Medicare & Medicaid Services Funding Model Announced

The Accountable Health Communities (AHC) model addresses a critical gap between clinical care and community services in the current healthcare delivery system by testing whether systematically identifying and addressing the health-related social needs of beneficiaries impacts total healthcare costs, improves health, and quality of care. In taking this approach, the Accountable Health Communities model supports the Center for Medicare & Medicaid Services (CMS) better care, smarter spending, and healthier people approach to improving health care delivery.

CMS will award a total of 44 cooperative agreements ranging from $1 million to $4.5 million to successful applicants to implement the Accountable Health Communities model. Applicants will partner with state Medicaid agencies, clinical delivery sites, and community service providers and are responsible for coordinating community efforts to improve linkage between clinical care and community services.

Click here for more details

Applications accepted until March 31, 2016.

CALL FOR PAPERS, POSTERS, PRESENTATIONS

APHA Call for Abstracts

The American Public Health Association is now accepting abstracts for the APHA 2016 Annual Meeting & Expo. The theme of the meeting is Creating the Healthiest Nation:

Ensuring the Right to Health. Authors are encouraged to submit abstracts on the theme and current and emerging public health issues.

Click here for more details

Submission Deadline: Between February 22-26, 2016

Global Health & Innovation Conference

Registration is open for Unite for Sights 13th annual Global Health & Innovation Conference. The conference will happen April 16-17, 2016 at Yale University in New Haven, CT. It is worlds largest global health conference and draws more than 2,200 people from all 50 states and over 55 countries.

Click here for more details