Executive Briefing

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.

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Transforming Healthcare through Collaborative Leadership

One of the most pressing issues in the healthcare industry is the struggle to implement meaningful, large-scale change in order to improve patient care and reduce costs. Mark Britnell illustrates the dichotomy between transactional change and transformational change. Transactional change is incremental and small in scope, while transformational change makes great modifications across many systems. Healthcare leaders consistently report that systems across the country require major overhaul, but only about a third report that change is needed in their own organization. This sort of inertia prevents change from moving beyond the transactional level. The American Hospital Association suggests how leaders might implement this transformational change. Collaborative leadership between members of different parts of the healthcare organization can better tackle the challenges facing the organization. These multidisciplinary leadership teams can better develop and implement changes that can create transformational changes across the organization, improving patient care and other outcomes.

Mark Britnell. Transforming Healthcare Takes Continuity and Consistency. *Harvard*

Business Review. December 2015.

American Hospital Association, Committee on Research and Committee on Performance Improvement. Care and Payment Models to Achieve the Triple Aim. *American Hospital Association.* January 2016.

Leadership Quarterly Special Issue: Women in Leadership

This special issue addresses the problems facing women in leadership positions. Fitzsimmons and Callan discuss a wide variety of issues that contribute to keeping women out of C-suite positions. Hoyt and Murphy explore stereotype threat, the notion that women's behavior is in part based on conforming to stereotypes. Lemoine et al. study how group-level extraversion impacts the emergence of women as leaders. Ryan et al. explore the "glass cliff," the effect of women being put into leadership positions that are more likely to fail, thereby diminishing their chances to succeed as a leader later. Sojo et al. analyze the way in which enforcement of diversity laws affect the representation of women in corporate and political positions. And Vial et al. explain how women, regardless of their actual authority, are viewed as less legitimate leaders than their male counterparts. These articles provide valuable insight into the struggles of women in leadership and highlight the need for institutional and social change.

Terrance W. Fitzsimmons and Victor J. Callan. Applying a Capital Perspective to Explain Continued Gender Inequality In the C-Suite. *The Leadership Quarterly.* November 2015.

Crystal L. Hoyt and Susan E. Murphy. Managing to Clear the Air: Stereotype Threat, Women, and Leadership. *The Leadership Quarterly.* November 2015.

G James Lemoine, Ishani Aggarwal and Laurens Bujold Steed. When Women Emerge As Leaders: Effects of Extraversion and Gender Composition In Groups. *The Leadership Quarterly.* November 2015.

Michelle K. Ryan, S. Alexander Haslam, Thekla Morgenroth, Floor Rink, Janka Stoker and Kim Petters. Getting On Top Of The Glass Cliff: Reviewing a Decade Of Evidence, Explanations, and Impact. *The Leadership Quarterly.* November 2015.

Victor E. Sojo, Robert E. Wood, Sally A. Wood, Melissa A. Wheeler. Reporting Requirements, Targets, and Quotas For Women In Leadership. *The Leadership Quarterly.* November 2015.

Andrea C. Vial, Jaime L. Napier, Victoria L. Brescoll. A Bed of Thorns: Female Leaders and the Self-Reinforcing Cycle of Illegitimacy. *The Leadership Quarterly.* November 2015.

Google's Developments in Team Management

Google loves data. Google is also a team-based organization. It follows that Google would try to quantify the factors that make a successful team. Project Aristotle is an

organization within Google that works to analyze teams and produce better teamwork. After years of research, Project Aristotle reached several conclusions. The best teams are not made out of rock stars, they are made out of people who cooperate. Teams that create a place of "psychological safety" are the most successful. Psychological safety is the feeling that you are safe within a group and are free to express yourself.Emotional intelligence also plays a role. Teams that have a high average emotional intelligence are more capable of identifying a troubled or excluded coworker, and can work with them to make them a part of the team process again. Group norms such as these are the drivers of what makes a successful team. Leaders need to foster these psychologically safe places and improve their subordinates' openness to create a strong team environment. In the high-stress field of healthcare, these leadership goals may be especially important.

Charles Duhigg. What Google Learned From Its Quest to Build the Perfect Team. *The New York Times Magazine*. February 2016.

Millenials: The Future of Corporate Leadership

Millennials have become a dominant force in the job market, and have begun to take on leadership positions in organizations. However, a high percentage of millennials report that they intend to leave their organizations in only a few years, and very few see themselves in the same organization after 10 years. This study suggests that millennials have different beliefs about the most important aspects of business than previous generations. Millennials value their emotional connection with a business and emphasize employee- and customer-based practices over pure profit. They want to have a personal investment in their work, and will select organizations that match their personal beliefs. This is important to the healthcare industry because as millennials move into leadership positions, retention may become heavily based on the extent to which a healthcare organization operates with a culture of "patients first." Opportunities to develop leadership skills also helps in the retention of millennial talent, so healthcare organizations must focus on leadership training to retain talent.

Deloitte. Winning Over the Next Generation of Leaders. *The 2016 Deloitte Millenial Survey*. January 2016.

Job Crafting and Job Performance

Job crafting is the process of modifying one's job to better suit one's needs and wants. This study examined the effects of job crafting in a US and Dutch healthcare worker sample, comparing the strategies used by a more masculine (US) and a more feminine (Dutch) culture. The study found that both cultures used a strategy of seeking resources to improve job performance. Across cultures, it was found that US workers were more likely to pursue new challenges, while Dutch workers were more likely to pursue resource-seeking behaviors. Pursuing challenges may deter absenteeism and dissatisfaction while resource-seeking may help to mitigate burnout. A third type of behavior, reduction of work demands, was found to negatively impact performance, though it may be an effective strategy for mitigating burnout. This has important

implications for US healthcare leaders because leaders are an integral part of the job crafting process.

Heather J. Gordon, Evangelia Demerouti, Pascale M. Le Blanc, Tanja Bipp. Job Crafting and Performance of Dutch and American Health Care Professionals. *Journal of Personnel Psychology*. October 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.

ASU National Safety Net Advancement Center - Grant-Funded Project

Proposals

The newly established National Safety Net Advancement Center at Arizona State University - with funding from RWJF - is seeking proposals for grant-funded projects aimed at implementing replicable, high-impact solutions to payment and delivery reform barriers. The Center is also accepting applications for safety organizations interested in joining one or more virtual learning collaboratives on payment and delivery reform challenges. Applying organizations must fall within one of the following six safety net sectors*: Federally Qualified Health Centers, Community Mental Health Centers, Public County Hospitals, Tribal Health Centers, Critical Access Hospitals, Safety Net Oral Health Providers*.

Click here for more details

Application deadline: April 1, 2016

ACGME - Pursuing Excellence in Clinical Learning Environments RFP

The Accreditation Council for Graduate Medical Education (ACGME) announces a new initiative - Pursuing Excellence in Clinical Learning Environments - to promote transformative improvement in the clinical learning environments of ACGME-accredited institutions. The ACGME believes that transformation will require unprecedented alignment and integration of health care delivery system operations and graduate medical education (GME) programs and activities, and that this will in turn lead to measurable improvement in both patient care and learner experience. The ACGME is seeking Sponsoring Institutions willing to embark on a four-year journey of innovation. Selected applicants will form the foundation of the Pursuing Excellence Innovation Collaborative, as the Pathway Innovators.

Click here for more details

Proposal deadline: May 4, 2016

CONFERENCES, CALL FOR PAPERS, POSTERS, AND PRESENTATIONS

Global Health & Innovation Conference

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

Click here for more details.

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