



Leading 21st century healthcare

Executive Briefing

May 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 atccarter@nchl.org.

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Working with Medical Specialists to Improve Healthcare

Healthcare providers have been placed under increased scrutiny in recent years in regards to their transparency, cost of care, and quality of care. Greenberg and Dudley discuss how medical specialists must become more engaged with the medical management process. Brigham and Women's Physicians Organization is used as their case study. The organization is using "directors of performance improvement" (DPI) nested within each specialty to expand their performance improvement efforts. Each DPI is responsible for maintaining performance improvement standards, as well as developing strategies unique to their specialty. DPIs also work to develop performance metrics relevant to their specialties, as most prior performance metrics pertained primarily to primary care physicians. The medical management team maintains a dashboard of the performance of each department based on these new metrics to assure that performance standards are being met across the organization. Engaging specialists and teaching them how to develop, track, and use performance metrics are leadership skills that can be applied in any healthcare system to improve patient care as well as reduce costs.

Greenberg, Jeffrey O., MD, and Jessica Dudley, MD. Engaging Medical Specialists in Improving Health Care Value. *Harvard Business Review*, December 22, 2015.

Leader Emotions and Gender Stereotyping

This study examines the stereotypes of male, female, and "successful" managers. Participants rated different hypothetical individuals on 17 emotions, generating a profile for each individual. The profiles given for men were more similar to the profiles of successful managers than were the profiles given for women. If a woman is described as a manager or successful manager, this gap lessens, but still exists. Stereotypes like these might contribute significantly to the struggles women in leadership positions face. This research also adds to the body of literature supporting "think manager-think male" theory, in which most people think of a man when asked to describe a prototypical manager. These perceptions of women as dissimilar from leaders, especially successful leaders, can lead to bias against female leaders, even high-performing ones.

Leinwand, Paul, Cesare Mainardi, and Art Kleiner. Leadership and Gender Stereotyping of Emotions. *Journal of Personnel Psychology* 14, no. 3 (2015): 153-62.
doi:10.1027/1866-5888/a000136.

Leadership: Equal Parts Strategy and Execution

Managers have to juggle many aspects of their jobs, but these tasks can generally be grouped into strategy and execution. A 2013 study of executives found that only 8% of top leaders in the organizations polled were rated as highly effective in both strategy and execution. A majority were rated as neutral or worse on at least one dimension. These are troubling findings; however, the study also found that more than half of leaders who were rated as highly effective at strategy or execution are talented in both skills. This suggests that good strategists tend to become better at execution, and vice versa. The authors identify five tactics that can help a leader become stronger in both execution and strategy. These included committing to an identity, translating strategy into everyday behaviors, embracing company culture, focusing your time and resources on critical priorities, and providing direction for your team and organization. Leaders who follow these tactics may see growth in both strategic and execution skills, leading to better organizational outcomes in any field.

Gauss, James W., and Oliver B. Tomlin, III. Only 8% of Leaders Are Good at Both Strategy and Execution. *Harvard Business Review*, December 30, 2015.

Perspectives on Implementing Care Process Improvement Models

This study highlights the importance of taking a coaching-style management strategy when engaging in change management behavior and investigates the way a group of Swedish healthcare managers handle organizational change. Within the overall

strategy of "coaching for participation," two main strategies emerged in the data, vertical and horizontal approaches. The vertical approach entails maintaining the integrity of instructions from top management, ensuring that all subordinates take part in the initiative. The horizontal approach involved motivating and engaging employees by negotiating and delegating responsibility. Both strategies were dependent on gaining employee buy-in for the initiative. Managers reported that without employee engagement in the initiative, there was little point in even attempting to engage in the proposed organizational developments.

Andreasson, Jörgen, Andrea Eriksson, and Lotta Dellve. Health Care Managers' Views on and Approaches to Implementing Models for Improving Care Processes. *Journal of Nursing Management* 24, no. 2 (April 8, 2015): 219-27. doi:10.1111/jonm.12303.

Leadership and the Science-Practice Gap

There is an entire body of literature demonstrating the gap between modern science and clinical practice in medicine. Because of this gap, many people do not receive the most up-to-date care possible, which leads to worse outcomes than they might have otherwise. The rate at which science advances has begun to widen the science-practice gap, and by all accounts it appears that the gap will only continue to grow. Healthcare leaders play an integral role in helping to close this gap. The authors propose six strategies that leaders can implement to improve outcomes. They recommend the use of evidence-based practices and guidelines, implementation of measurement-based care, the use of outcome monitoring and feedback, knowledge and skills management, care coordination, and effective use of information technology. These leadership practices can help physicians remain up-to-date on best practices and help reduce the science-practice gap in the long term. Better practice yields better patient outcomes, producing a win for everyone.

Saeed, Sy A., Richard M. Bloch, and Stuart Silver. Role of Leadership in Narrowing the Gap between Science and Practice: Improving Treatment Outcomes at the Systems Level. *Psychiatric Quarterly* 86, no. 3 (June 02, 2015): 311-23. doi:10.1007/s11126-015-9372-4.

FUNDING OPPORTUNITIES

ACHE Congress 2017 Call for Proposals

The American College of Healthcare Executives has announced its call for proposals for sessions on current issues in healthcare. Session speakers will receive free tickets to the Congress as well as monetary compensation. Topics include workforce issues, finance, reform strategies, technology, leadership, patient care, and safety.

Click [here](#) for more details.

Proposal deadline: May 9, 2016

RWJF - Healthy Eating Research RFP

The Robert Wood Johnson Foundation (RWJF) has announced its request for proposals for research on environmental and policy strategies that can encourage healthy eating among children, especially those among groups who are at high risk of obesity, including many minority groups and those in lower-income communities. There are two types of awards, Round 10 grants and RWJF *New Connections* grants. Round 10 grants have one-third of their funds earmarked for studies on rural areas of the United States, Asian/Pacific Islanders, and Native Americans.

Click [here](#) for more details

Concept paper deadline: May 11, 2016

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