



Leading 21<sup>st</sup> century healthcare

# Executive Briefing

June 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](mailto:atccarter@nchl.org).

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## [A Collection of Research on Leadership Behaviors and Subordinate Outcomes: Humor, Trust, Servant Leadership, and Transformational Leadership in Health Care](#)

*This collection of recent articles highlights various ways leader behaviors impact critical subordinate outcomes. Each article highlights the importance of a high quality leader-subordinate relationship, predicated on trust and the leader being transformative in their support of their subordinate. Some of the articles focus on health care settings, while some are more broadly focused, but all have important implications in how leaders can lead their subordinates in a more meaningful and impactful manner.*

The Robert et al article delves into the role humor can play in the leader-subordinate relationship. Lay knowledge and research has suggested that leaders can use positive humor to improve subordinate satisfaction, while negative humor has the opposite effect. Contrary to prior research and conventional wisdom, this study found that when relationship quality is good both negative and positive humor have a positive effect on

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subordinate job satisfaction. Conversely, when relationship quality was poor, both types of humor had a negative impact on job satisfaction.

A study by Lin, Dong, and Liu investigates the way in which transformational leadership on the part of a CEO is affected by the trust climate of an organization. When individuals within an organization report higher levels of trust the positive effects of CEO transformational leadership are enhanced. This highlights the importance of developing a climate of trust within an organization. They also analyzed the way environmental ambiguity affected these relationships, finding that in unstable environments workers create more trusting relationships as they rely on each other.

Servant leadership refers to a leadership style entailing accountability, empowerment, humility, stewardship, and standing back. The Hanse et al study found a strong relationship between servant leadership dimensions and leader-member exchange, a measure of the quality of leader-subordinate relationships, in health care. In particular, humility and empowerment had very strong links to the quality of relationships.

An article by Patrick O. Smith highlights the importance of transformational leadership and the ways in which a leader can work towards building these competencies in the context of an academic health center. Transformational leadership is associated with improved critical individual and organizational outcomes.

Jan Johansson Hanse, Ulrika Harlin, Caroline Jarebrant, Kerstin Ulin, and Jörgen Winkel. The Impact of Servant Leadership Dimensions on Leader-Member Exchange among Health Care Professionals. *Journal of Nursing Management*. March, 2016.

Hao-Chieh Lin, Trang Thi Ha Dang, and Yu-Sheng Liu. CEO Transformational Leadership and Firm Performance: A Moderated Mediation Model of TMT Trust Climate and Environmental Dynamism. *Asia Pacific Journal of Management*. April, 2016.

Christopher Robert, Timothy C. Dunne, and Joyce Iun. The Impact of Leader Humor on Subordinate Job Satisfaction: The Crucial Role of Leader-Subordinate Relationship Quality. *Group & Organization Management*. June, 2015.

Patrick O. Smith. Leadership in Academic Health Centers: Transactional and Transformational Leadership. *Journal of Clinical Psychology in Medical Settings*. November, 2015.

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## Metrics in Health Care

Measuring value has become an increasingly important part of health care practice. Unfortunately, it has proven difficult to identify and implement value measurements that are both accurate and meaningful. In the Veterans Health Administration, research has been done to determine what metrics best predict patient outcomes. Perceptions of access to care improve when wait times are short, for example. Wait time can be easily measured and efforts can be made to improve upon it, thereby increasing positive perceptions of care and other patient outcomes. The Institute of Medicine recommends

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creating composite measures so as to avoid focusing on one metric too much, as well as to improve the richness of the data collected. Moving forward, more research in the area of health care outcome metrics needs to be conducted as a means by which to improve long-term patient care.

Julia C. Prentice, Austin B. Frakt, and Steven D. Pizer. Metrics That Matter. *Journal of General Internal Medicine*. March, 2016.

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## The Future of Health Care and Population Health

The world of health care has become increasingly turbulent in recent years, and health care organizations will have to adapt quickly. In particular, changes to at-risk contracting and the way health care organizations participate in population health will be of great importance. This article highlights the importance of adapting to value-based payment systems, staying ahead of the curve so as to not fall into bad habits that only maintain the organization rather than improve it. The article also describes issues related to changes in population health evaluation, the importance of network optimization, cost reduction strategies, infrastructure development, and the incredible opportunities offered by these changing times. Adaptability is the key to surviving in these rapidly changing times.

David A. Burton. 2015 and Beyond: 6 Predictions for Health Care and Population Health. *Healthcare Financial Management*. April, 2015.

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## 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*. April, 2015.

**FUNDING OPPORTUNITIES**

## **Robert Wood Johnson Foundation - Engaging Businesses for Health Grant**

This solicitation seeks to build the evidence base for how private-sector investment can help build a Culture of Health. Funded studies are expected to include rigorous empirical research that will inform the business case for promoting greater well-being and health equity for all.

Click [here](#) for more details.

Deadline for Submission of Brief Proposals: June 14, 2016

## **CONFERENCES, CALL FOR PAPERS, POSTERS, AND PRESENTATIONS**

### **International Academy of Management and Business (IAMB) Call For Papers**

IAMB, in collaboration with Regent's University London, (RUL) are inviting scholars and practitioners to submit papers and symposia for presentation. Topics of interests in management and business include, but are not limited to, the following areas: Project Management, Organizational Studies, International Business, Strategic Management, Marketing Studies, Technology & Innovation of Social Issues, Education Management, Human Resource Management, Management Studies, Finance and Accounting.

Click [here](#) for more details.

Early Submission Deadline (Abstracts): June 19, 2016

### **Health 2.0 Conference - Call for Speakers and Demos**

The Health 2.0 Silicon Valley 2016 Conference will take place in Santa Clara from September 26-28. If you are working on a particularly compelling and innovative Health 2.0 product or service, and want to tell us about it, you can apply to speak at Health 2.0. A large part of Health 2.0's conference programming consists of panels where speakers demo their technology in 3.5 minute bursts with commentators reflecting on what was shown and how they believe it fits into health care. We are looking for innovative technologies that can demo LIVE in 3.5 minutes.

Click [here](#) for more details.

Application Deadline: June 17, 2016

### **AHCA/NCAL Annual Conference - Registration Open**

The American Health Care Association/National Center for Assisted Living 67th Annual Convention & Expo, will be held in Nashville on October 16-19. This is a gathering place for long term and post-acute care professionals, where leaders in the field gather to share ideas, learn about new techniques and services, network, and have fun.

Click [here](#) for more details.

Registration Deadline: September 21, 2016

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