Executive Briefing

NCHL
Leading 21st century healthcare

July 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.

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Executive Development Programs

Historically, institutions of higher education have been considered the gatekeepers of learning. Over time, this dominion has been challenged by other venues for development. Even in the industrial age, the notion that degree-focused programs were the only route to development began to be challenged, sparking major universities to begin smaller-scale non-degree educational programs. As the digital age came to fruition, executive development programs developed further, expanding into a multi-billion dollar industry. Executive development programs became more customized, specific to each person and their organization. They have also become more empirically driven, borrowing from adult learning and cognition theories, focusing on learning how to think rather than what to think. Experiential learning through job rotations and other programs has come to the forefront of executive development programs, bringing immediately applicable outcomes. The modern executive development program integrates many types of learning to create adaptable, knowledgeable executives.

Todd Wuestewald. Adult Learning in Executive Development Programs. *Adult Learning.* May, 2016.

21st Century Coaching

The research behind coaching theory and application has grown dramatically in recent years. This group of articles examines these developments and discusses the ways in which they affect practice. Bachkiroca (2016) explores the concept of the coach as an instrument. The coach needs to understand their strengths and weaknesses, take care of themselves to avoid burnout, and monitor their performance. In doing so, they will develop their "self" as a coach, moving through developmental stages that culminate in a coaching style that is adaptive and effective. Kauffman & Hodgetts (2016) touch on similar topics of adaptability in coaching. They propose that coaches need to be educated in multiple psychological frameworks so that they can adapt their approach to different coaching engagements, or even different times within the same engagement. Kilburg (2016) focuses on expertise and the notion that a coach cannot coach effectively without first developing expertise in the area they intend to coach in, as well as expertise in coaching itself. Building this expertise takes talent, motivation, and a lot of time. This high level of expertise is especially important in executive coaching. Kilburg also suggests various ways that coaching research should be modified to account for the role of expertise.

Tatiana Bachkirova. The Self of the Coach: Conceptualization, Issues, and Opportunities for Practitioner Development. *Consulting Psychology Journal: Practice and Research.* June, 2016.

Carol Kauffman and William H. Hodgetts. Model Agility: Coaching Effectiveness and Four Perspectives on a Case Study. *Consulting Psychology Journal: Practice and Research.* June, 2016.

Richard R. Kilburg. The Development of Human Expertise: Toward a Model for the 21st-Century Practice of Coaching, Consulting, and General Applied Psychology. *Consulting Psychology Journal: Practice and Research.* June, 2016.

Workday Break Behaviors

Conventional wisdom would suggest that breaks are a key part of surviving the workday. However, there has been little research on the effects of breaks and what makes a "successful" break. This study sheds light on the factors that affect the resource recovery from a work break. The authors investigate a number of break attributes that might influence the amount of psychological resources gained from a break. The only factors they found that had a significant effect were activity preference and timing of the break. Break activities that were more preferred by the employee generated greater resource recovery than less preferred activities. Interestingly, breaks early in the day created greater resource recovery than those later in the day. The study also demonstrated that that post-break psychological resources were positively related to job satisfaction and organizational citizenship behaviors, as well as negatively related to emotional exhaustion. The authors suggest that employees carefully monitor their break timing, and recommend that breaks later in the day be reserved for especially preferred activities so as to maximize the benefits of the break.

Activities to Maximize Resource Recovery. *Journal of Applied Psychology.* August, 2015.

Value-Based Care Strategies

The transition to value-based care can be a difficult one. It can be especially difficult for smaller healthcare practices who may struggle to muster the resources and technology associated with effective population health strategies. Galles & Handmaker (2016) present a case study demonstrating how an Oklahoma clinic developed strategies to enhance value-based care and population health. The article discusses the importance of purpose, leadership, education and communication, alignment, patient engagement, and technology in designing a system for value-based care. Bunkers et al. (2016) present another case study about the Mayo Clinic Health System, where value-based care outcomes have become tied to physician compensation. Up to five percent of physician compensation is now based on the health outcomes of patients. The article explains the strategies used by Mayo to make this transition effective and sustainable.

Jeffery Galles and Karen Handmaker. Building a Value-Based Primary Care Network for Population Health. *Healthcare Financial Management: Journal of the Healthcare Financial Management Association.* March, 2016.

Brian Bunkers, Mark Koch, Jeanie Lubinsky, Jeffrey A. Weisz, and Brian Whited. Value-Based Physician Compensation: A Link to Performance Improvement. *Healthcare Financial Management: Journal of the Healthcare Financial Management Association.* March, 2016.

How to Minimize Employee Silence

Employees may withhold important concerns and suggestions to their supervisors for many reasons. This lack of information transfer can be disastrous to organizational performance. Morrison, See, and Pan (2016) study the factors that lead to employee silence and ways to potentially encourage speaking up. When employees felt empowered in their relationship with their supervisor, they were more likely to voice opinions and share information. When the supervisor was perceived to be high in openness, subordinates were also more likely to bring up concerns and suggestions. Even when employees felt low in power, supervisor openness still had a strong effect on the likelihood of employee silence. This study demonstrates the importance of subordinate-supervisor relationships in enhancing information exchange, a key factor in organizational success.

Elizabeth W. Morrison, Kelly E. See, and Caitlin Pan. An Approach-Inhibition Model of Employee Silence: The Joint Effects of Personal Sense of Power and Target Openness. *Personnel Psychology.* September, 2015.

FUNDING OPPORTUNITIES

Robert Wood Johnson Foundation - Cost-of-Care Grants

These solicitations seeks to build the evidence base for how cost-of-care topics can be built into the practice of medicine. The first grant focuses on building cost-of-care conversations into everyday workflow. The second grant focuses on optimizing cost-of-care conversations for vulnerable patients. 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 and here for more details.

Deadline for Submission of Brief Proposals: July 27, 2016

CONFERENCES, CALL FOR PAPERS, POSTERS, AND PRESENTATIONS

Society for Human Resource Management Conference Presentations

The Society for Human Resource Management (SHRM) 2017 Annual Conference and Exposition will be held in New Orleans on June 18-21, 2017. This conference is the largest of its kind and provides a great opportunity to connect with the best in human resources education. The conference is currently searching for experts to present at the conference on human resource topics.

Click here for more details.

Submission Deadline: July 15, 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

Carreer Advancement and Leadership Skills for Women in Healthcare

Harvard CME is offering a course on leadership development for women in all stages of their careers. The course focuses on evidence-based strategies for education and skill development that can lead to success in leadership roles.

Click here for more details.

Discounted Registration Deadline: September 30, 2016