Executive Briefing

NCHL
Leading 21st century healthcare

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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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The Failure of Diversity Programs

Historically, failed diversity programs end up causing a negative rather than positive impact on minority representation. Research has shown that this backlash effect is caused by diversity mandates, which trigger resistance. The authors recommend new methods for improving diverse representation, backed by modern research. Engaging managers in the diversity recruitment process by involving them in voluntary college recruitment and mentoring programs can generate buy-in that increases motivation to improve diverse representation. Increasing exposure to other demographic groups can also lead to more equitable recruitment and promotion by breaking down stereotypes. Creating an environment of social accountability, like informing managers that they may be required to explain their hiring or promotional decisions to their peers, has also been shown to provide lasting positive effects on representation. These diversity strategies have been shown to improve diversity in corporations while reducing the backlash effects of traditional programs.

Frank Dobbin and Alexandra Kalev. Why Diversity Programs Fail. *Harvard Business Review.* July/August, 2016.

Team Training in Healthcare

Healthcare presents a unique team work setting. Teams have shifting membership and hierarchies, are temporally limited, and are almost always interdisciplinary. These factors create an environment where effective teamwork is absolutely integral to success. This meta-analysis explores the effectiveness of team training in regards to reactions, learning, transfer, and organizational/patient results. The study found that while training has an inconsistent effect on reactions, it has a positive impact on learning, transfer, and results. It is also worth noting that there was a hierarchal effect where learning led to transfer, which in turn led to results. The study also suggests that training simulations should place value on psychological fidelity (time, high-stakes) rather than physical fidelity (similarity to hospital environment, realistic simulation patients). This study provides valuable insight into the factors affecting a successful team training simulation.

Ashley M. Hughes, Megan E. Gregory, Dana L. Joseph, Shirley C. Sonesh, Shannon L. Marlow, Christina N. Lacerenza, Lauren E. Benishek, Heidi B. King, and Eduardo Salas. Saving Lives: A Meta-Analysis of Team Training in Healthcare. *Journal of Applied Psychology*. June, 2016.

Perceived Organizational Support and Competence

Research has demonstrated a strong link between employees' perceived organizational support (the belief that the organization values them and cares about their well-being) and affective commitment (their emotional bond to the organization). This study explores the effect that perceived organizational competence (the organization's ability to accomplish its goals) has on this relationship. The findings suggest that when perceived organizational competence is high, the relationship between perceived organizational support and affective commitment is stronger than when perceived organizational commitment is low. The study also demonstrated that leader initiating structure (assigning roles, formalizing procedures) improves perceived organizational competence, while leader consideration (empathy, caring, respect) was related to perceived organizational support. These results shed light on the way that leaders can improve the affective commitment of their employees, thereby reducing turnover and improving organizational effectiveness.

Kyoung Yong Kim, Robert Eisenberger, and Kibok Baik. Perceived Organizational Support and Affective Organizational Commitment: Moderating Influence of Perceived Organizational Competence. *Journal of Applied Psychology.* August, 2015.

Healing Healers

The triple aim of healthcare, enhancing patient outcomes, improving population health, and reducing costs has become the ideal goal of the healthcare industry. Unfortunately, the wellbeing of healthcare professionals is not included in this lofty goal. Physician

physicians suffering from burnout. The medical field is notorious for being a place of transactional leadership, wherein leaders act primarily as a supervisor and dispenser of rewards and punishments. While this style of leadership is effective to a degree, it is best when supplemented by transformational leadership. Transformational leadership is characterized by charisma, motivation, and acting as a role model. This type of leadership is associated with more positive outcomes, including lower rates of burnout. Unfortunately, transformational leadership is not a part of many physician development program curricula. Moving forward, healthcare leaders need to foster an environment of transformational leadership, for the good of their staff and their patients.

Herdley O. Paolini and Mark H. Greenawald. Healers in Need of Healing Cannot Heal. *Medscape.* May, 2016.

Microlearning Strategies

Microlearning is a new development in learning strategy. At its core, microlearning is based on taking large lessons and splitting them into much smaller fragments. These nuggets of learning are distributed throughout the work week, creating a less intrusive and more effective learning experience. Microlearning has a number of advantages over conventional training, including its on-demand access, utility among decentralized workforces, and adaptability. The keys to effective microlearning programs include efficient division of core curriculum, encouraging action, maintaining relevance, and recognizing accomplishment. Microlearning works best when used to improve on a topic that employees are already knowledgeable about, using it to reinforce previous training and skills. The effectiveness of microlearning can be measured by embedding questions in the program, as well as by tracking the usage rates of different learning modules. In a rapidly changing workforce, microlearning can provide a less intrusive alternative to traditional training programs.

Annie M. Paul. How to Make Microlearning Matter. *Society for Human Resource Management.* May, 2016.

MACRA Implementation

This article explores the implications of the Medicare Access and CHIP Reauthorization Act (MACRA) for physicians and physician leaders. It covers the Merit-Based Incentive Payment System (MIPS) and advanced Alternative Payment Models (APM). The nature of pay-for-performance systems will cause significant changes to the healthcare industry, and the authors provide recommendations for beginning to deal with these changes.

Jeffrey D. Clough and Mark McClellan. Implementing MACRA: Implications for Physicians and for Physician Leadership. *JAMA.* June, 2016.

FUNDING OPPORTUNITIES

National Academies of Sciences, Engineering, and Medicine

This solicitation seeks to build the evidence base for how enhancing coastal community resilience and well-being in the Gulf of Mexico region. The grants focus on the unique issues affecting coastal regions. Funded studies are expected to include rigorous empirical research that will inform the business case for promoting greater well-being in these regions.

Click here for more details.

Deadline for Submission of Letter of Intent: October 5, 2016

Deadline for Submission of Full Proposal: December 14, 2016

CONFERENCES, CALL FOR PAPERS, POSTERS, AND PRESENTATIONS

American Board of Medical Specialties Conference

The American Board of Medical Specialties (ABMS) 2016 Conference will be held in Cleveland on September 26-28, 2016. The Conference has extended its deadline for poster submission to August 26. Topics include learning, board certification, health care policy, and patient safety.

Click here for more details.

Submission Deadline: August 26, 2016

Global Health & Innovation Conference 2017

The Global Health & Innovation Conference (GHIC) 2017 Annual Conference will be held in Newhaven, CT on April 22-23, 2017. The Conference is accepting proposals oral presentations and poster abstracts related to health research, social impact, and innovative initiatives.

Click here for more details.

Submission Deadline: August 31, 2016

Society for Industrial and Organizatonal Psychology Conference

The Society for Industrial and Organizational Psychology (SIOP) 2017 Annual Conference will be held in Orlando on April 27-29, 2017. The Conference is accepting proposals for debates, symposia, roundtables, master tutorials, panels, and posters related to industrial and organizational psychology and human resource topics.

Click here for more details.

Submission Deadline: September 7, 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

Employee & Organizational Development Summit

The 2016 Employee & Organizational Development Summit will be held in San Diego on December 5-7, 2016. Topics include learning strategies, e-learning, talent management, and succession planning. Early bird registration is currently open.

Click here for more details.

Discounted Registration Deadline: August 12, 2016

LEADERSHIP TOOLS

Health Leads

Health Leads works in the healthcare field to improve leadership. Health Leads is now offering a free screening toolkit designed to aid in the selection of healthcare leaders. Interested parties can participate in a webinar on September 14, 2016.

Click here for more details.