



Leading 21st century healthcare

Executive Briefing

September 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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Healthcare Reform: Progress and the Future

As recently as 2008, one in seven Americans had no medical insurance. While the introduction of Medicare and Medicaid in the 60's dramatically improved coverage, there had been little progress in healthcare reform since then. With the introduction of the Affordable Care Act (ACA), the uninsured rate was reduced by 43% by 2015. The ACA has also helped to implement value-based payment models, encouraging enhanced quality of care and reduction of costs. Thanks in large part to the ACA, the estimated cost of Medicare is predicted to decrease by 20% by 2019. Moving forward, lawmakers have an important role in the maintenance and expansion of healthcare reform. There are still Americans who are uninsured and something must be done to help them afford healthcare, such as increased financial assistance or a public plan that competes with private plans. The key to the long-term wellbeing of the American people will require staying the course and continuing to support healthcare reform until all Americans can afford healthcare.

Barack Obama. United States Health Care Reform: Progress to Date and Next Steps. *JAMA*. July, 2016.

Physician Engagement

This group of articles describes ways to improve physician engagement while also acknowledging the risks that high engagement can bring about. The first article, by Henson, discusses ways to reduce

physician burnout through increasing engagement. The rate of burnout among physicians is remarkably high, and many doctors report that their burnout is “severe.” Henson suggests that strong physician leadership can improve physician engagement through a variety of positive leadership behaviors. He recommends hiring healthcare leaders carefully, selecting for empirically proven leadership traits and behaviors.

The second article, based on the experiences of Mayo Clinic, describes steps taken to improve physician-organization collaboration to reduce physician burnout and improve engagement. Mayo has developed the Listen-Act-Develop model as a means of attaining these goals. The Listen step focuses on identifying and understanding the causes of burnout by listening to physicians’ concerns and developing an action plan. The Act stage involves empowering physicians to implement the planned solutions and to monitor the results of the implementation. The Develop stage closes out the Listen-Act-Develop model with leadership development, training current and future leaders to use the system, thereby perpetuating the success of the action plan.

The final article covers some of the risks to an organization that can be posed by high engagement. High engagement may actually threaten an organization if people become too comfortable with the status quo. An organization that becomes complacent because everyone is happy is doomed to fail, and the recent decades have provided many examples of this problem. High engagement may also paradoxically lead to burnout, as employees become too invested in work to the detriment of other parts of their lives. There is also the risk that changing hiring practices to select people who are more easily engaged, which may exasperate these other problems. Finally, critical thinking is important to success, and overly engaged employees may not be willing to dissent and may ignore problems.

John W. Henson. Reducing Physician Burnout Through Engagement. *Journal of Healthcare Management*. March/April, 2016.

Stephen Swensen, Andrea Kabcenell, and Tait Shanafelt. Physician-Organization Collaboration Reduces Physician Burnout and Promotes Engagement: The Mayo Clinic Experience. *Journal of Healthcare Management*. March/April, 2016.

Lewis Garrad and Tomas Chamorro-Premuzic. The Dark Side of High Employee Engagement. *Harvard Business Review*. August, 2016.

Managing Employee Exhaustion

Employee exhaustion and burnout have become a popular topic of research. When a manager discovers that an employee is becoming exhausted, there are many possible responses. This study analyzes these responses using the framework of action regulation theory. This theory separates action into four phases: information collection, planning, execution, and feedback. Information collection behaviors include clarifying the situation, creating a climate of trust, and approaching the situation holistically. Planning behaviors include developing a plan, informing others, and waiting. Execution behaviors include redesigning a task, providing resources, and motivating. Feedback behaviors include discussing health and stress, monitoring goal attainment, and managing work hours. These behaviors were mapped onto theories of leadership such as transformational leadership and the Ohio State model behaviors, demonstrating that these empirical models of leadership have value in managing employee exhaustion. Understanding these strategies can help managers deal with instances of employee exhaustion.

Caroline Kranabetter and Cornelia Niessen. How Managers Respond to Exhausted Employees. *Journal*

of *Personnel Psychology*. January, 2016.

Developing Leadership Skills Through Reach Assignments

The development of high potentials is an integral function of an organization. An executive search firm studying senior executives at a Japanese corporation found that while the Japanese leaders had higher potential than the global average they paradoxically had lower competence. Japanese companies typically promote based on seniority alone, and many such promotions only entail a title and a raise, not an increase in complexity of assignments. Leaders who are given tasks with greater complexity are the ones who develop the most, creating a viable line of succession. Organizations that provide their high potentials with stretch assignments end up with the strongest pool of candidates for promotion, as well as creating an ever-more competent workforce.

Claudio Fernandez-Araoz. To Grow as a Leader, Seek More Complex Assignments. *Harvard Business Review*. July, 2016.

Attachment, Stress, and Turnover

This pair of articles explores the antecedents of turnover. The first article, by Ellingson, Tews, and Dachner, studies the way that employee attachment influences turnover intention. Their results demonstrate that employees who form meaningful social ties in the workplace are less likely to leave, controlling for other factors that influence turnover. This effect was most pronounced for emerging adults, those between 18 and 25 years old. The authors posit that nonemerging adults (those over 25) have developed enough sense of obligation to remain with an organization even if they lack social ties.

The second article, by Bouckennooghe et al., studies the way negative affectivity and stress affect job performance and turnover intentions. The study reached several conclusions. First, the effects of negative affectivity are curvilinear; the negative effects of increasing negative affectivity peak early. When job stress is low, the effects of negative affectivity are minimized, while the relationship is stronger when job stress is high. When negative affectivity and job stress are high, the chances of turnover increase. This study demonstrates the ways in which organizations can manage the work environment to counteract the effects of negative affectivity by reducing job stress and time demands.

Jill E Ellingson, Michael J. Tews, and Alison M. Dachner. Constituent Attachment and Voluntary Turnover in Low-Wage/Low-Skill Service Work. *Journal of Applied Psychology*. June, 2016.

Dave Bouckennooghe, Usman Raja, Arif Nazir Butt, Muhammad Abbas, and Sabahat Bilgrami. Unpacking the Curvilinear Relationship Between Negative Affectivity, Performance, and Turnover Intentions: The Moderating Effect of Time-Related Work Stress. *Journal of Management & Organization*. July, 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

Society for Industrial and Organizational 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

Career 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

Leading Edge Consortium

The Society for Industrial and Organizational Psychology (SIOP) 2016 Leading Edge Consortium (LEC) will be held in Atlanta from October 21-22, 2016. This year's LEC will focus on data-driven

decision-making in human capital.

Click [here](#) for more details.

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.

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