Organizational Design, Change, and Politics in Healthcare: The Power of Leadership

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Learner Objectives

At the conclusion of this presentation the participant will be able to:
1. Discuss the dynamics of organizational design and change in healthcare
2. Navigate organizational politics to effect change
3. Identify personal leadership strengths needed at multi-leader levels in the organization
4. Explore Transformational and Servant leadership concepts

Understanding Organizational Design in Healthcare

Components of organizational Design
- Mission & Philosophy
- Vision
- Goals
- Objectives
- Policies/Procedures
- System Strategies
Organizational Mission

Defines the purpose, reason why the organization exists and the constituents it serves. A strategic Framework for success.

Mission Statement: Directs/drives the organization.
- What is the business/What you are doing?
- Who are the customers?
- Needs of the customers?
- What will the organization do?
- What financial and human resources are needed?

Philosophy flows from the Mission…

Rowland & Rowland, 1984

Writing a Mission Statement

1. Describe what your company does
2. Describe how you do it
3. Include values
   - Customer service
   - Quality
   - Safety
4. Add why you exist
5. Put your mission statement to work

Examples of Mission Statements

- “To be the world's best quick service restaurant experience. Bring the best means providing outstanding quality, service, cleanliness, and value, so that we make every customer in every restaurant smile.” (McDonald’s)
- “To Make People Happy.” (Disney)
- “To understand and protect our home planet.” (NASA)
- “To promote excellence in oncology nursing and quality cancer care.” (ONS)
- “We work to help people and businesses throughout the world realize their full potential.” (Microsoft)
Organizational Vision

Vision statement: the inspiration, and framework for strategic planning. The future. Can be...
- Organization
- Division
- Department
- Personal
Provides inspiration for daily operations and strategic decisions

Writing a Vision Statement

- What is most important

Formula:
- Five years from now, ___________________________ (organization name)
  will ___________________________ by ___________________________

- Keep the vision alive
- Share it with everyone in the organization

Vision Statements

- “To lead the transformation of cancer care” (ONS)
- “Create experiences that combine the magic of software with the power of Internet services across a world of devices” (Microsoft)
- “To make People Happy” (Disney)
- “Our vision guides every aspect of our business by describing what we need to accomplish in order to continue achieving sustainable growth...
  People: Bring a great place to work, where people are inspired to be the best they can be.
  Portfolio: Bringing to the world a portfolio of quality beverage brands that anticipate and satisfy people’s desires and needs.
  Partners: Nurturing a winning network of customers and suppliers, together we create mutual, enduring value.
  Planet: Being a responsible citizen that makes a difference by helping build and support sustainable communities.
  Profit: Maximizing long-term return to shareowners while being mindful of our overall responsibilities” (Coca-Cola)
Your Personal Vision

Your 5 year future?

Understanding Organizational Design in Healthcare

- **Goals** - outline the strategy to achieve the mission and vision
- **Objectives** - Operationalize the strategy
- **Policies/Procedures** - provide a framework for goals and objectives includes rules and regulations for operations and performance
- **System Strategies** - Structure and Delivery systems

Organizational Structure

- **Bureaucratic** (top down) - centralized
- **Flat** (Decision making is at the front line) - decentralized
- **Matrix** (combine bureaucratic and flat structures promotes rapid response to change - can be problematic)
- **Shared Governance/Decision Making** (permits professionals to self-govern)
Shared Governance/Decision Making

Is an organization philosophy that gives healthcare professionals control over their practice and extends their influence into administrative areas previously controlled only by managers.

http://www.sharedgovernance.org

Nursing Care Delivery Models

- Case Management
- Functional Management
- Primary Nursing
- Team Nursing (hospital in a hospital: pods)

Program Development and Market Driven Strategies

- Governing Boards
- Senior Administrative Team “O”
- Committees
- Work Teams/Groups/Councils
  - Service Line
  - Program
Organizational Politics

- Negotiating at the Table
  - Negotiating at an Uneven Table, P.B. Kirtek (1994)
- Leadership strengths
  - Competencies
  - Unique skills
  - Subject matter/content/clinical expertise
- Leveraging Knowledge and Skills
- Let the work that you do...speak for you

Transcending Organizational Politics

The ten ways of being - Kirtek describes include:

- Find and inhabit the deepest and surest human space that your capabilities permit
- Be a truth teller
- Honor your integrity, even at great cost
- Find a place for compassion at the table
- Draw a line in the sand without cruelty (principles)
- Expand and explicate the context
- Innovate
- Know what you do and do not know
- Stay in the dialogue
- Know when and how to leave the table
Strategic Agenda
Walk Through…

EMORY HEALTHCARE’S Mission…
Making People Healthy

The five focus areas/Pillars of the strategic agenda include…
- Quality
- People & Our Workplace
- Discovery and Innovation
- Knowledge and Information
- Financial Strength
EMORY HEALTHCARE’s Core Values...

- Excellence
- Caring
- Integrity

Core Values

- Transparency
- Innovation
- Stewardship
- Advocacy
- Inclusiveness
- Valuing diversity

EMORY HEALTHCARE’S Vision for 2012...

To be recognized as the leading health system in the Southeast, differentiated by...

- Discovery
- Innovation
- Compassionate patient & family centered care
Transformational Leadership

Building and Leveraging Your Leadership Strengths for Organizational Success

Leadership

- Develop Relationships
- Creating a Vision
- Being a Servant
- Seizing Authority
- Garner Credibility


Leadership

Identify Characteristics of Admired Leaders in Your Life?

- (mentors and politics)
CHARACTERISTICS – Were these on your list?

- Integrity
- Honest
- Visionary
- Competent
- Fair
- Supportive
- Broad-minded
- Intelligent
- Courageous
- Mature
- Determined
- Ambitious
- Loyal
- Self-controlled
- Independent
- Cooperative
- Self-assured
- Caring

Leaders Make a Difference

How did you feel when working with leaders you admired?

Were any of these on Your List?

- Valued
- Motivated
- Enthusiastic
- Challenged
- Inspired
- Capable
- Supported
- Powerful
- Respected
- Proud
Multi-Level Leaders

- Service: you serve a purpose for the people/constituents
- Everyone is a leader (frontline, middle, upper, O’s)
- People with high hopes are also high achievers
- Consistency
- Sustain hope
- Vision/Innovator
- Bring people together (relationships-teams)
- Compassionate
- Credibility
- Trust

Develop a Vision for Servant Leadership

Who are you?
What do you want to do vs who you want to be?
What are your personal and professional goals?
What are your service goals?
What are your strengths and needs?
What legacy do you want to leave?

Make a Plan, post the Plan, work the Plan
Who do you tell about your Plan?

- One year Plan…
- Two Year Plan…
- Five year Plan…

Discover Your Destiny?

- See yourself being successful in whatever you endeavor to achieve.
- Partner with others who can help make your vision a reality.
- Don’t be envious of others who have achieved what you want…
  - “Don’t hate the player, hate up your game”, GenX

See YOURself as a leader

I think I can…I know I can…I will!

Live to Give
SERVANT LEADERSHIP…

- Service to community
- Making a difference in the life of another: one person at a time
- Give to your passion
- Mentor the next generation
Live a Balanced Life
discover YOURself...

- Take Care of Self
- Take care of Business
- Take care of those you love

Authority

...Influence that commands respect and confidence

- Approach your dreams and goals with Authority
- Conquer your doubts with Authority
- Dare to make a difference
- Dare to take a risk
  - Failure is not the END it is the BEGINNING...

Perseverance trumps politics

Slow and Steady Wins the Race, and Claims the Victory … the race is not given to the swift nor the victory to the strong in battle, but to the one who endures to the end. So...

- Set your goal(s)
- Pool your resources
- Stay focused
- Seize Your Destiny and Claim your VICTORY!
- Leverage the Politics
- Become the Leader you want to be….
5 Practices of Exemplary Leaders

- Challenging the Process
- Inspiring a shared Vision
- Enabling Others to Act
- Modeling the Way
- Encouraging the Heart


Challenging the Process

- Search for opportunities...Leverage the Politics
  - Seize the initiative
  - Innovate and create
  - Commitment
  - Look outward for fresh ideas (mentor)/s

- Experiment and Take Risks
  - Learn from mis-takes
  - Generate small wins


Inspiring a Shared Vision

- Envision the Future
  - Forward looking
  - Having a purposeful vision
  - Possibility thinker...
  - Enlist Others
  - Develop a shared sense of destiny
  - Appeal to shared aspirations-develop alliances
  - Give life to your vision (CPR)

Enabling Others to Act

- Foster Collaboration
  - Improves performance
  - Builds relationships
  - Builds trust
  - Positive Interactions

- Strengthen Others
  - Generate power all around
  - Foster accountability
  - Provide choices
  - Develop competence and confidence


Modeling the Way

- Find your VOICE
  - Clarify your values
  - Express yourself

- Set the Example
  - Build and affirm shared values
  - Align actions with values DWYSYWD


Encourage the Heart

- Recognize contributions
  - Focus on clear standards
  - Expect the best
  - Personalize recognition
  - Show appreciation for excellence

- Celebrate The Values and Victories
  - Create a spirit of community
  - Set the example
  - Tell the Story

‘Power’ and Politics

Power perceived is power achieved...
Defined: “possession of control, authority, or influence over others”
- Power to influence change (knowledge, value)
- Managing power struggles
- Not leading with emotions (data driven)
- Changing Perceptions
  - Owners-improve outcomes and actions matter
  - Renters-no ownership, power belongs to someone else

Changing Perceptions
- Easy or hard? True/False
- Move your Cheese
- Seek first to understand before being understood... African Proverb
- Take Control of Your Destiny...
  - Physicians (business school-eMBA)
  - Nurses (DNP, CNS)
  - Education

WRAP – UP...
Watch your thoughts,
- They become words.
Watch your words,
- They become actions
Watch your actions,
- They become habits.
Watch your habits,
- They become your character.
Watch your character,
- It becomes your destiny…

Our Greatest Fear

Our greatest fear is not that we are inadequate, but that we are powerful beyond measure…

Discussion/Questions
**Selected Evidence**


