Healthcare Leadership

PHC 6102
Principles of Health Policy and Management
Objectives

• Distinguish leadership from management
• Identify needed skills for successful leadership
• Recognize a distinct set of competencies of a public health leader
• Discriminate between transactional and transformative leadership
• Identify the skills needed to build public health partnerships
Leadership

• An influence process that facilitates the movement of a group of people toward a common goal

• Nature and Nurture

• Developed over long-term

• Situational
Essential Leadership Skills

- Self-awareness
- Creating sustainable vision and translating that to a mission
- Decision making
- Problem solving
- Creative thinking
- Strategic thinking
- System thinking
- Entrepreneurial ability
- Building trust
- Working effectively in social systems
- Self-confidence
- Learning from experience
- Continuous quality improvement (CQI)
- Risk taking
- Priority setting
- Maintaining credibility
- Teaching
- Building teams within the institution
- Marketing
- Building relationships
- Communicating
- Persuasion
- Creating partnerships/fostering collaboration
- Developing others
- Building internal capacity
- Negotiation
- Delegating
- Creating organizational slack
- Forming teams and coalitions
- Management techniques
- Sensitivity
- Building infrastructure (e.g. improve information system capabilities)
Leadership vs. Management

• Leadership & management are not synonyms
• Many different roles for managers, and leadership is one of them
• Leadership is the way that managers get things done
• Transactional vs. Transformative leadership discussed later in lecture.
Public Health Leadership

• National Public Health Leadership Development Network core competencies for PH leadership major areas:
  1. Transformation
  2. Legislation and politics
  3. Transorganization
  4. Team and group dynamics

Transformation Competencies

• Analytical and critical thinking processes
• Visioning of potential futures
• Strategic and tactical assessment
• Articulate change dynamics
• Necessary for effective performance of the competencies in the other 3 framework areas that follow
• Contrast with transactional behaviors

Legislation and Politics Competencies

• Identify and communicate political processes at federal, state, and local levels
• Relate policy alternatives for selected health problems
• Translate policy into organizational action
• Identify key stakeholders and resources to react to political externalities

Transorganization Competencies

• Must be effective beyond their organizational boundaries
• Facilitate participation of all stakeholders
  – Legislators
  – Community groups
  – Media
  – Scientists
  – Charitable funding organizations

Team and Group Dynamics Competencies

• Build team capacity
• Develop and implement evaluation systems
• Create incentives and reward and celebrate accomplishments
• Clarify and establish team member roles and responsibilities
• Utilize negotiation skills resolve conflicts

Transactional vs. Transformational Leadership

• In transformational leadership, new rules are created to optimize the system using an interdependent structure and orientations are proposed to create extraordinary results.

• Management is viewed as transactional in nature.
Transactional Leadership Skills

- Produces ordinary results
- Requires hard work, intelligence and good-will
- Works to maintain status quo
- Focuses on solving problems
- Work is exchanged for rewards
- Views work as enabling processes, ideas, and people to produce results
Transformational Leadership Skills

• Produces extraordinary results
• Requires genius and heroism
• Changes status quo by changing rules
• Emphasizes innovation and creativity
• Develops new approaches and solutions
• Focuses on innovation
• Inspires and motivate followers
• Creates a shared vision
Blanchard’s Situational Leadership Model

Source: Blanchard K. *Situational Leadership: The Article*. Ken Blanchard Companies; 1994
Leadership Styles

• Autocratic (Authoritarian)
• Democratic (Participative)
• Laissez-faire (Do-as-they-wish-approach)
Styles and Capacity for Leadership

- **Dependence on manager’s leadership**
- **Telling & Selling**
- **Consulting**
- **Co-creating**

**Required capacity for direction-setting and learning**

**Capacity for leadership among staff**

**Degree of active involvement**
Building Partnerships

• Healthy People 2010 promotes a leadership role for SHD and LHD in development of partnerships\(^1\)
• Collaboration with community partners is an essential public health services (IOM)\(^2\)
• Indicator of performance in the National Public Health Performance Standards\(^3\)

Who are Public Health Partners?

- Other state agencies
- Hospitals and health systems
- Ambulatory care providers
- Community Health Centers
- Managed care plans
- Non-profit agencies
- Charitable organizations
- Universities
Partnership Implementation

• Three phases of successful partnership implementation
  – Develop a vision and nurture sense of equality
  – Identify champions in the organization
  – Sustain partnership through commitment of leaders in organization

• All require leadership skills

Questions

1. What are the essential skills of public health leadership?
2. What is the difference between leadership and management?
3. What is transformational leadership?
4. Does a situation make a difference to a leadership style? Why?
5. Identify the leadership traits or skills necessary for creating successful partnerships.