CONFRONTING THE NEW 
ENVIRONMENTAL AND ECONOMIC 
CHALLENGES FOR NURSING 
LEADERSHIP

A Session Designed Specifically for:

W-ONE

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Created by:

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SESSION OUTLINE: This session will specifically focus on the transformation of the healthcare leader's role with a new set of leadership expectations. The focus will reflect the introduction of health care environmental and economic realities confronting leadership in health care. Implications will be discussed for these organizations with regard to shifting social economic and technical forces as well as the application of the new political environment for hospitals. The speaker will move from the general to the specific, talking primarily about contextual changes having an impact on the activities of leadership rather than those activities themselves. Discussion will stay centered on the forces reflecting the kinds of changes leaders can expect in a transformed health care environment.

SESSION OBJECTIVES: Upon completion of this session, the participant will:

1. Define the key characteristics of the healthcare leader’s role as it moves further into the “quantum age”.
2. List three specific process changes occurring in the financial, economic, political, and quality environment, having an impact on the healthcare leader's functional role in a quality-driven system.

LEARNING STRATEGIES: The speaker will present Information, discussion will be stimulated and encouraged, the group will be challenged to think in new ways and to address issues in ways different from traditional leadership roles.

INDIVIDUAL LEARNING ACTIVITY: Upon completion of this session the participant should take time to review at least one major element in the personal role or management function that will need immediate change, evaluate that role change within her or his specific work role and professional activities. The participant should emphasize personal rather than organizational change as she or he considers the impact of the information on their role.

LEARNING TOOLS: Didactic presentation, audio-visual support, and group discussion.

EVALUATION: The learner must identify at least two specific items in the session that address concerns in her or his own role and environment. It is encouraged that participants write those specific learning items, externalizing them, and providing a framework for their own action follow up.

READINGS:


Additional information supporting this session is provided at the website, www.tpogassociates.com. A comprehensive array of data regarding this subject matter and other references is available on the Internet by entering the name “Porter-O’Grady” into your web browser.
**CONTENT OUTLINE:** Health care is on the advent of a unique and exciting opportunity within the context of social and economic transformation. The framework for change challenges the leader and caregiver to undertake major shifts in both role and function. Also, full participation of all players in writing the new economic and service script for practice will be required. Insight and understanding about the content of that future will be necessary from all leaders. Therefore, it is appropriate that healthcare leaders undertake the education and development necessary to understand and rewrite their piece of the health care script having an impact on the economics of value and service excellence.

This session specifically addresses social and economic health care changes, their impact on the institution, the role of the players, the unit of service, and clinicians throughout the system as it is changed. Focus is on environmental and economic forces impacting on the development of new leader skills. The information in this session will lay a basis for further exploration and discussion by effective leaders as this information relates to their own specific role and their nursing leadership as they write a script for the future.

**THE FUTURE DOESN'T LOOK FAMILIAR; WHOLE SYSTEM FORCES FUELING THE CHANGES IN HEALTH CARE:**

- From process to outcome.
- Movement to new paradigm leadership.
- Characteristics of the emerging paradigm for 21st Century healthcare leadership.
- A changing political and social context: horizontal not vertical relationships.
- The end of the volume era.
- Creating an environment for excellence.
- Finding “value” in clinical process.
- Reconfiguring the economic realities.
- A new context for evidence-driven quality.
- “Intersectional” leadership.
- Pay for performance, accountability, value and new capitalization.

**WHERE IS THE LEADERSHIP GOING?**
• Chaos, complexity and new leadership.

• Redefining the context for healthcare leadership.

• Development of “servanthood” around the “point-of-care or service”.

• Moving from process to excellence.

• Management self-development: building adulthood.

• Developing staff-driven ownership and self-leadership.

• Leading through the “white water”.

• The impact of social, political and economic convergence on leadership.

• Owning accountability; building the leader role.

• Building community; advancing a “care outcome culture.

• From “good” to “great”; excellence as a way of life.

• Sustainable recruitment and retention.

• Creating a new context for staff satisfaction.

LEADING IN THE FACE OF CHAOS:

• From “buck-stopping” to collaborative leader.

• Creating the milieu for collaboration.

• Managing the chaotic moment.

• Identifying the old habits.

• Focusing on mentoring relationships.

• Creating the context for transformation as a continuous process.

• Constructing the economic frame for practice.

• Leading adults out of “parental” organizations.

• Public records, transparency and performance measures.
QUESTIONS AND ANSWERS:

SPECIFIC ISSUES IMPORTANT TO MY ROLE:

THE THREE ITEMS OF LEARNING THAT I WILL TAKE AWAY FROM THIS SESSION ARE:

1.
2.
3.

THE TWO ITEMS OF FUTURE LEARNING THAT I WILL FOCUS ON IN BUILDING ON WHAT I HAVE LEARNED TODAY:

1.
2.