



Leading 21<sup>st</sup> century healthcare

---

# Cross Systems Collaboration: Environmental Scan Issues and Challenges in the Field

Marie E. Sinioris, President & CEO  
National Center for Healthcare Leadership

ACMHA  
The Santa Fe Summit on Behavioral Health  
Santa Fe, NM  
March 16, 2006

# Mandate for Change

- IOM: *To Err Is Human: Building a Safer Health System (2000)*
- IOM: *Crossing The Quality Chasm (2001)*
- AHA Commission on Work Force for Hospitals and Health Systems: *In Our Hands (2002)*
- Rand Corporation: *The Quality of Health Care Delivered to Adults in the United States (2003)*

# Mandate for Change

- IOM: *Health Professions Education: A Bridge to Quality (2003)*
- President's Freedom Commission on Mental Health: *Achieving the Promise: Transforming Mental Health Care in America (2005)*
- SAMHSA: *Federal Action Agenda (2005)*
- IOM: *Improving the Quality of Healthcare for Mental and Substance-Use Conditions (2005)*

# Mandate for Change

*“American healthcare is incapable of providing the public with the quality health care it deserves or expects”*

-IOM

*“Leadership not only has a role in solving the healthcare crisis but a moral and ethical imperative to address the quality issues in the industry.”*

— Risa Lavisso-Mourey  
The Robert Wood Johnson Foundation

*“The Mental health system is in shambles and nothing short of a complete transformation could address the problems”*

-Presidents New Freedom Commission

Knowing is not enough;  
We must apply.  
Willing is not enough;  
We must do.

— Goethe

# Transformation Begins with Leadership

- *Jim Collins'* seminal work on what distinguishes companies that sustain great performance underscore the role of leadership
- High achieving role model organizations that are recognized by Malcolm Baldrige National Quality Program (i.e. Baldrige winners) were those also scoring the highest on the Baldrige leadership criteria
- High achieving organizations had two common characteristics: *a well-developed leadership succession plan and team-oriented leadership*

Collins, Jim. *Good To Great*. Harper Collins: New York, 2001.

Collins, Jim. *Good to Great and the Social Sectors: A Monograph to Accompany Good to Great*, 2005.

# Leaders Have a Profound Impact on Performance!

- 30% of variability in performance is a function of what leaders do
- Leadership is *the* critical differentiator in most-admired companies that successfully execute strategy

Source: Hay Group

# *What is unique about healthcare leadership?*

- Values-based, mission-driven industry
- Breadth of “customers” literally encompasses the entire population – local, regional, national, international
- Demand and supply dynamics for critical talent requires that leaders create climates that attract and retain top talent in a highly competitive market
- Complexity and mix of independent constituencies requires higher levels of influence and consensus-building than most leadership roles



*Social sector Leaders are not less decisive than business leaders . . . They only appear that way to those who fail to grasp the complex governance and diffuse power structures common to the social sectors.*

— Jim Collins, *Good to Great and the Social Sector: A Monograph to Accompany Good to Great*, 2005

*Greatness is not a function of circumstance.  
Greatness, it turns out, is largely a matter of  
conscious choice, and discipline.*

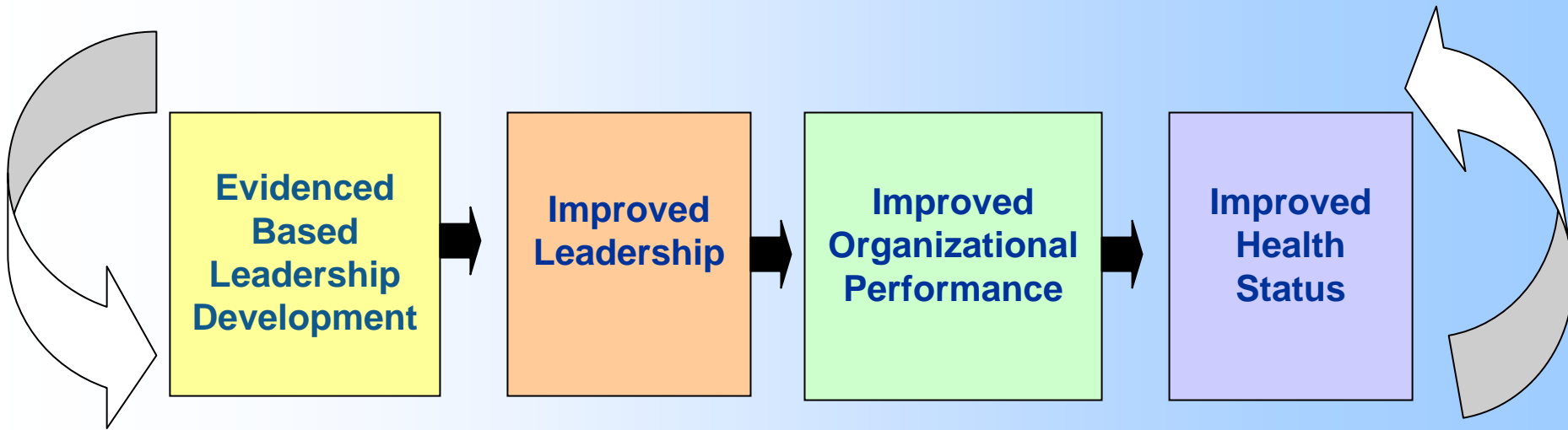
— Jim Collins, *Good to Great and the Social Sector:  
A Monograph to Accompany Good to Great, 2005*

# NCHL Perspective on Leadership Development

- Span the industry reaching comprehensively across:
  - ✓ Career levels: career-entry, mid-career, advanced career
  - ✓ Industry sectors: providers, suppliers, insurers, policy
  - ✓ Professional disciplines: administration, nursing, medicine, behavioral health, pharmacy
- Focus on interdisciplinary experiential learning
- Develop programs based upon sound research and global best practices
- Focus on rapid development, testing, and deployment of programs (PSDP)
- Accelerate adoption of best practices through learning collaboratives and benchmarking
- Systematically evaluate programs to assess learning outcomes and performance improvement – evidence based management practice
- Create a continuous dialogue between academia and practice

# *Optimize Health of the Public Through Leadership & Organizational Excellence*

## NCHL Vision



---

# NCHL Health Leadership Competency Model

---

*The NCHL model provides breakthrough research and a comprehensive database for defining the competencies required for outstanding healthcare leadership for the future.*



# Transformation

*Visioning, energizing, and stimulating a change process that coalesces communities, patients, and professionals around new models of healthcare and wellness.*

Achievement Orientation

Analytical Thinking

**Community Orientation**

Financial Skills

Information Seeking

Innovative Thinking

Strategic Orientation

# Community Orientation

*The ability to align one's own and the organizations priorities with the needs and values of the community, including its cultural and ethnocentric values and to move health forward in line with population-based wellness needs and national health agenda.*

1. Responds Appropriately to Community Needs
2. Maintains Clear Communication with Community Leaders
3. Takes Personal Responsibility for Initiating Collaborative Planning and Mobilizes Resources
4. Participates with and Understands the Community Provides Services to the Community to create an integrated health system
5. Advocates for the Broader Health Environment at National Level and Partners across Health Constituencies

# Execution

*Translating vision and strategy into optimal organizational performance.*

Accountability  
Change Leadership  
Collaboration  
Communication  
**Impact and Influence**  
Information Technology Management  
Initiative  
Organizational Awareness  
Performance Measurement  
Process Management and Organizational Design  
Project Management



# Impact & Influence

*The ability to persuade, convince, influence, or impress others (individuals or groups) in order to get them to go along with or to support one's opinion or position. The "key" is understanding others, since Impact and Influence is based on the desire to have a specific impact or effect on others where the person has a specific type of impression to make, or a course of action that he or she wants the others to adopt.*

1. Expresses Logical Intention but Takes No Action
2. Takes a Single Action to Persuade
3. Takes Multiple Actions to Persuade
4. Calculates Impact of Actions or Words
5. Uses Indirect Influence
6. Uses Complex Influence Strategies

IOM's SIX PROBLEM AREAS FOR IMPROVING MENTAL AND SUBSTANCE USE CARE	SAMHSA's FEDERAL ACTION AGENDA FIVE PRINCIPLES FOR ACTION	NCHL Competencies
<b>Patient-centered care</b>	<i>A: desired outcomes of mental health care</i> <i>B: community level models of care</i> <i>C: policies maximize utility of existing resources</i> <i>D: mental health research findings are used</i> <i>E: promote innovation, flexibility and accountability at all levels of government</i>	Community Orientation Innovative Thinking Impact and Influence Strategic Orientation Accountability
<b>Weak measurement &amp; quality improvement infrastructure</b>	<i>A: desired outcomes of mental health care</i> <i>D: mental health research findings are used</i>	Analytical Thinking Performance Measurement Process Management & Organizational Design
<b>Poor linkages across systems of care</b>	<i>B: community level models of care</i>	Community Orientation Collaboration Organizational Awareness
<b>Lack of involvement in the national health information infrastructure</b>	<i>E: promote innovation, flexibility and accountability at all levels of government</i>	Information Technology Management Impact and Influence
<b>Insufficient workforce capacity</b>	<i>C: policies maximize utility of existing resources</i>	Human Resources Management Self Development Talent Development
<b>A differently structured marketplace</b>	<i>C: policies maximize utility of existing resources</i> <i>E: promote innovation, flexibility and accountability at all levels of government</i>	Community Orientation Innovative Thinking Strategic Orientation Process Management & Organizational Design

Source: Daniels, Alan S. and Neal Adams. "From Study to Action: A Strategic Plan for Transformation of Mental Health" February 2006

# NCHL Health Leadership Competency Model

*The NCHL model provides breakthrough research and a comprehensive database for defining the competencies required for outstanding healthcare leadership for the future.*



© Copyright 2004 National Center for Healthcare Leadership. All rights reserved.

Red – IOM Six Problem Areas  
 Blue – SAMSHA's Five Principles for Action

# Call to Action for Healthcare Leaders!

- What must you do to begin the leadership and organizational transformation at your organization?
- Who are the most important stakeholders which must be committed to this journey for it to succeed?
- Are you willing and able to reallocate resources and priorities for the transformation?
- Are you prepared to role model these leadership behaviors?

**YOU**  
must be the change  
you wish to see  
in the world.

— *Gandhi*