



Summary - Exam Review

Health Management 1: Essentials of Health Care Management (York University)

The Day After- Week # 7

Lecture: https://moodle.yorku.ca/moodle/pluginfile.php/1710226/mod_resource/content/1/Session%208.pdf

Power and Conflict

- **Types of conflicts**
- **Physician-administrator:** • Dual hierarchies create tensions; claim to power exist for both groups creating ambiguity
- **Task conflict:** • Differences amongst parties in understanding and carrying out tasks • Challenge: understand individual viewpoints
- **Relationship conflict:** • Conflict regarding inherent characteristic of other party • Causes: i.e., interpersonal styles, personality • Challenge: navigate heightened emotions
- Methods of managing conflict
- Basic negotiation constructs and use of third party intervention
- **Importance of power and politics sources and uses of power**
- **Politics can be inefficient:** requires individuals and groups to expend valuable time and resources for self-interests
- **Strategies and tactics for increasing power and ways to respond to the use of power in organizations**
- **Power stratification:** different stakeholders have opportunities to access power based upon certain characteristics/circumstances
- **Tactics:** • Provide resources to other departments and operating units
 - Create dependencies
 - Take responsibility for areas of high uncertainty
 - Satisfy strategic contingencies
 - Build coalitions
 - Expand networks
 - Control decision processes
- Understand what power is, how and where to look for it, and how it plays out in health care organizations
- Stress important and necessary functions played by power and politics in getting organizations and workers to perform effectively
- Describe and compare the major sources of power within health care organizations
- Distinguish between the different types of conflict and how they might be present in various health care organizations
- Understand how emotions affect individuals attempting to manage conflict
- **Significant error negotiators make when approaching conflict, failing to plan or think through conflict before dealing with it**
- When individuals feel threatened, thinking becomes rigid or inflexible
- Result of heightened emotions produces decreased ability to cognitively process information, ideas, or possible solutions
- Emotional contagion occurs when emotions transmit from one party to another

- Understand that making sound managerial decisions sometimes requires considerable personal risk taking by a chief executive.

- Develop alternative courses of action, rather than the one chosen by Charlie.

- **Effective plan for negotiation:** • Description of one's own interests or needs • Possible positions or offers • Goals regarding specific positions for negotiation • Possible tactics to use in reaching goals
- Understand that those affected do not necessarily appreciate the results of rational decisions.

Managing relationships to avoid conflict

Common Mistakes: **Adding up personal not collective gain:** • Cognitively active: act of being focused on all parties in negotiation **Not thinking about other party:** • Reciprocity: tendency for others to exchange equal levels of goods and services **Failing to trust:** • Self-fulfilling prophecy: one's beliefs influence another's behavior to support that belief

Key Strategies: Conflict strategies marked by different approaches to value (**combined benefits** among all parties in negotiated agreement) • Strategies most common for engaging another party and seeking resolution: • **Compromising • Competing • Collaborating**

How to use power to overcome conflict?

Strategies in diffusing conflict to deescalate it.

Multiple levels to manage. Relationships are not isolated.

Conflict associated with power and politics derives from two primary circumstances:

- Parties have different perspectives, ideas, or agendas; intention to move them forward

The Negative Side of Emotions

- When individuals feel threatened, thinking becomes rigid or inflexible
- Result of heightened emotions produces decreased ability to cognitively process information, ideas, or possible solutions
- Emotional contagion occurs when emotions transmit from one party to another

Westmount Nursing Homes INC.

- Understanding how to assess organizational performance, comparing and contrasting approaches of quality assurance and quality improvement...
- Measuring effectiveness
- Applying quality improvement frameworks Westmount Nursing Homes Inc.
- Demonstrate how health care organizations through Quality Improvement (QI) decrease medical errors and increase patient safety
- Describe challenges and strategies for changing organizational systems to ensure that QI is accepted part of organizational behavior.

-what is important? The right structures?

Is it a pragmatic activity?

What makes an organization fine tuned?

Soft variables. Feedback.

- What are some things that hinder TQM implementation in nursing homes?

TQM- emerging change coming within the organization.

Senior management has to embrace this idea so that you can enact it. West bound nursing home.

Sherly, could have informed people that he was there to create a report on how it could benefit the organization.

Quinbee's style survey and data collection.

-TQM was making its transformational model from automotive to health

Leadership styles.

Forces supporting implementation are those processes, people, and environmental factors that facilitate or speed the change process, while forces inhibiting or opposing change will obstruct or slow down the change process.

Forces Facilitating Positive Change	Forces Inhibiting Positive Change
<ol style="list-style-type: none"> 1. The rapidly changing environment in long-term care requires organizations to be proactive, rather than reactive, with respect to change. People operating at Westmount are acutely aware of the rapid changes that are occurring in long-term care. 2. Continuous quality improvement has a well-developed philosophy and its methodology has been successfully implemented in many other organizations. 3. The reputation, knowledge, experience, and enthusiasm of Shirley Carpenter as a dynamic innovator with previous success as an agent of change will help promote change. 	<ol style="list-style-type: none"> 1. The leadership style of Shirley Carpenter may undermine her effectiveness. The abrupt personal style of Dr. Quinby further exacerbates the problem. 2. The board of directors, led by Dr. Howard, does not enthusiastically support the continuous quality improvement philosophy. 3. The existing culture at Westmount is antithetical to continuous quality improvement. Fear and distrust are operative among management, staff, and the union. 4. Contract negotiations with the unions threaten to hijack the TQM initiative. After identifying forces that facilitate and impede organizational change, students can be asked to develop strategies and tactics that strengthen those forces facilitating positive change, as well as those that can weaken or diminish forces retarding such change.

Governance Challenges at Good Hands Healthcare

Lecture:

https://moodle.yorku.ca/moodle/pluginfile.php/1695230/mod_resource/content/1/Session%205.pdf

Teams & Team Effectiveness

- Effective management of groups and teams in organizations; models of team effectiveness; team characteristics, impact of the environment
- Understanding team performance
 - **Team Goals** • Categorized according to goal clarity, complexity, and diversity • Predictable, understandable • Ambiguous or ill-structured goals • Task Complexity
 - **Task Interdependence** • Degree to which team members rely on one another • Interdependence increases uncertainty and the need for information, coordination, communication and cooperation.
- Describe the role and value of teams in health care organizations
- Distinguish among different types of teams in healthcare organizations and how these differences affect team processes and performance
- Understand the factors associated with high-performing teams

Steps to Self-managing:

Forming • The teams and their leaders begin working out their specific responsibilities.

• Training is the leader's main task.

Storming • Questions typically arise regarding who is leading the team and what its structure and purpose should be. • The leader ensures that team members continue to learn and eventually exercise leadership skills.

Norming • Team members agree on purpose, structure, and leadership and are prepared to start performing. • The leader's job is to emphasize the need for the team to temper cooperation with the responsibility to supervise its own members.

Performing • A period of productivity, achievement, and pride as the team members work together to get the job done.

Adjourning • a sense of task accomplishment or regret

How do you improve team performance.

What are ways you can do that?

- Managers need to draw on full potential of teams and overcome common obstacles to optimal team performance
- Teams are multidisciplinary, relying on people with multiple skill sets
- Effective patient care and management are dependent upon teams
-

How to take direction to implement TQM.

-how to engage and move forward

-Helps you identify conflict and activities that are dysfunctional to engage in.

Bureaucratic Theory

- Scientific Management School
 - efficiency; the elements of this theory speaks to costs
 - one best way to reduce costs
- Soft variables: leadership, interdependencies are hard to address within this theory
- Time-motion studies: can argimotiocally figure out the best way with the least amount of effort to move
 - Standardization
 - Looking at variation: less variation from the mean (mean: best way of doing things)
- Innovation does not branch from here
- Diagnosis the situation
- Address the direct problem

EX. MRI, CT scans; machinery

-Contingency Theory

- Human Relations School
- Sociology, psychology; human behavior
 - Group dynamics approach
- Organization is situational
- Understanding nature
 - Effectiveness of the best approach **depends** on the context
- **Past success does not guarantee future success because the context changes**
- Moral, participation, human centiment
- Leadership for the people
- 70's & 80's

Resource Dependency

- The idea of limited resources
- Competition
- Increase the amount of resources to have an absolute advantages
 - Goes against the cost-effectiveness
- Critique: diminishes marginal productivity

Strategic Management Perspective

- Emphasize organizations distinctive capabilities and resources that allows you to capitalize and compete with others

Population Ecology Theory

- Traditional vs. Innovative Natural Scientists theory

-The ones that are not efficient, and the ones that cannot secure the resources will be canceled out

-The ones that adapt to the environment; the rapid changing environment

-Taking the variables in account

-More variation branches out innovation

-deviation rather than isomorphism

-Moving from independent units to networks because it is the best structure in addressing cost, access, continuity of care; integrated systems

Institutional Theory

-legitimacy by society to be selected in

- looking the same, it is hard for society to select you out; isomorphism

Social Network Perspective

- Late 80's, 90's

- Formal and informal groups

- Capacity to transfer knowledge and facilitating learning

- Allows you to self organize; allows you to control how you respond to these changes

- Idea: world is very resourceful, coming together in order for you to do something about it

- Interaction patterns

Complex Adaptive Systems

- Under predictable

- Experimentation is important

- Keep it simple

- Self management and co-evolution

- No need for central control to adapt

- Change from experience

○ Passive knowledge

-Manage by creating the conditions not by control

-complementary approaches

-seeing the tension

-don't get obsessed with theory

- Take what you can take but don't ignore your research, get outside the bubble

Week # 7

Video- What healthcare will look like in 2020- Stephen Klasko

Communication is about creating a perceived meaning

- creating value through time, eye contact
- observing the patient with eye contact to intake more information
- biggest problem in HC: giving feedback

Video:

Topdown

- patient at the bottom of the hierarchy
 - communication is about the meaning
 - patient had the history; they explained that this was not child normal behavior
 - nurse can't distinguish the gap between vital and the additional info
 - nurse would not be able to explain it to the physicians the problem
 - communication is still a chain

Improving System

-enact change