



Healthcare Leadership


Closing the gaps by finding YOUR why

Tiffany Facile, MBA, MHA, BSN, RN



Disclosures

➤ None





Objectives



- ▶ Compare and contrast leadership styles and business types within a hospital or healthcare organization
- ▶ Design a functional organizational chart
- ▶ List at least three characteristics of an effective leader
- ▶ Describe an effective leader
- ▶ What is your WHY?

A decorative graphic on the left side of the slide. It features a solid purple arrow pointing to the right, positioned horizontally. Behind the arrow and extending upwards and downwards are several thin, curved purple lines that create a sense of movement and depth. The background is a light, neutral color.

Leadership in Healthcare

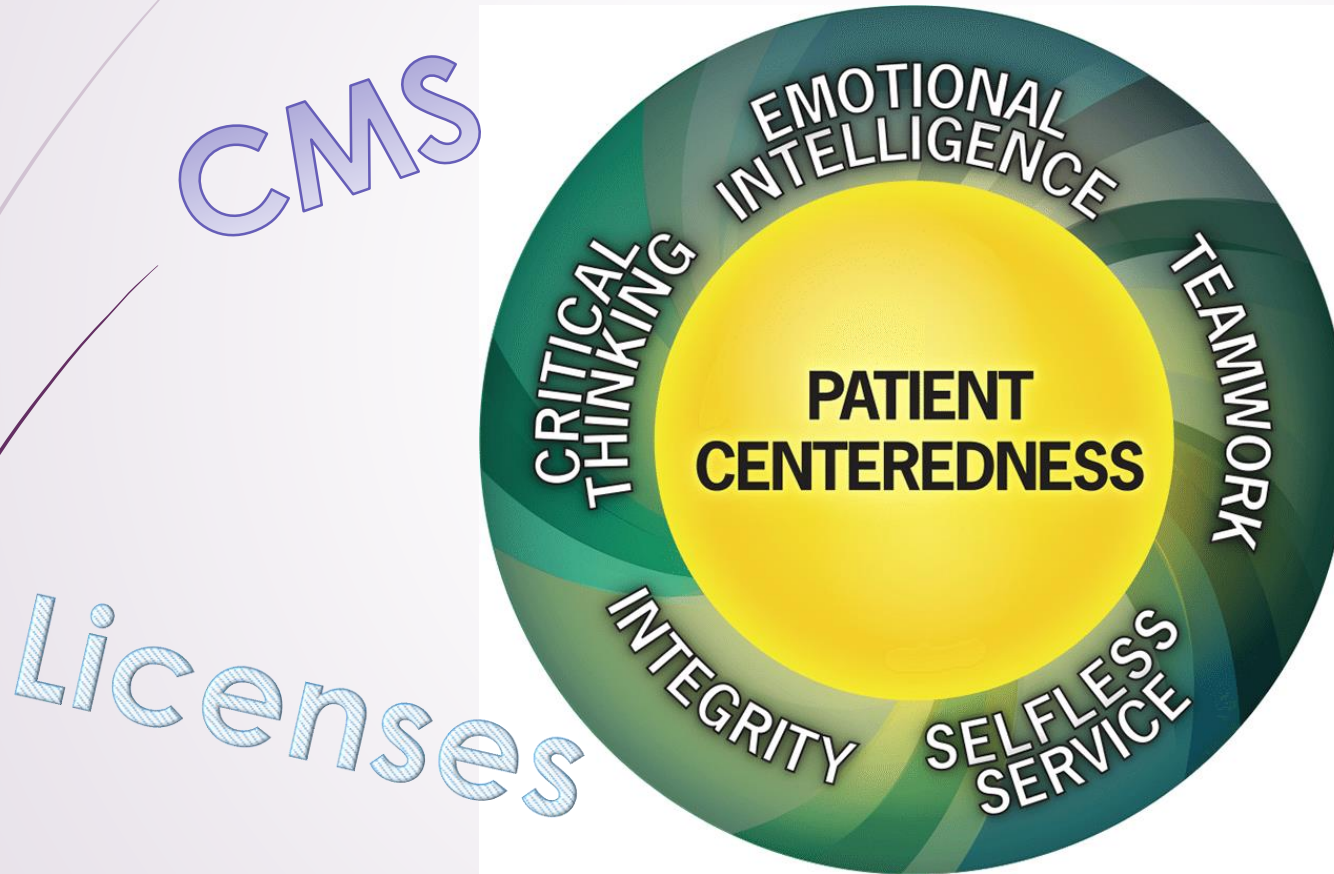


Roles and Responsibilities



- ▶ Plan, direct, and coordinate healthcare services
 - ▶ Departments, units, or entities
 - ▶ Outpatient, inpatient, private industry, academic medical centers, biotechnology companies, health insurance, health regulators
- ▶ Set goals and objectives, manage finances and monitor budgets, and communicate with clinical staff and department heads
- ▶ Develop people and future successors

Healthcare Leadership



(Duke Healthcare Leadership, 2017)



Leadership Styles



Laissez-Faire Leadership

- ▶ “Let them do”
- ▶ Leaders give nearly all authority to its employees and don’t often interject
- ▶ Makes employees accountable for their work
- ▶ Creates a relaxed work environment
- ▶ Balcony traits: Values employees and promotes creativity
- ▶ Basement traits: Unsupportive for new employees, role confusion, increase silos

Transformational Leadership

- ▶ Leaders gain the trust and confidence in their teams
- ▶ Motivates employees to grow and further develop their skills
- ▶ Balcony Traits: Fosters productivity and profitability, improve employee satisfaction and morale
- ▶ Basement Trait: May reduce individualism and increase knowledge disparities



Leadership Styles



Democratic Leadership

- ▶ Leader makes decisions based on each team member's input
- ▶ Each employee has an equal say in a project's direction-leader ultimately makes the final decision
- ▶ Balcony traits: increases staff empowerment, motivation and participation
- ▶ Basement traits: impacts critical decision-making, inefficient

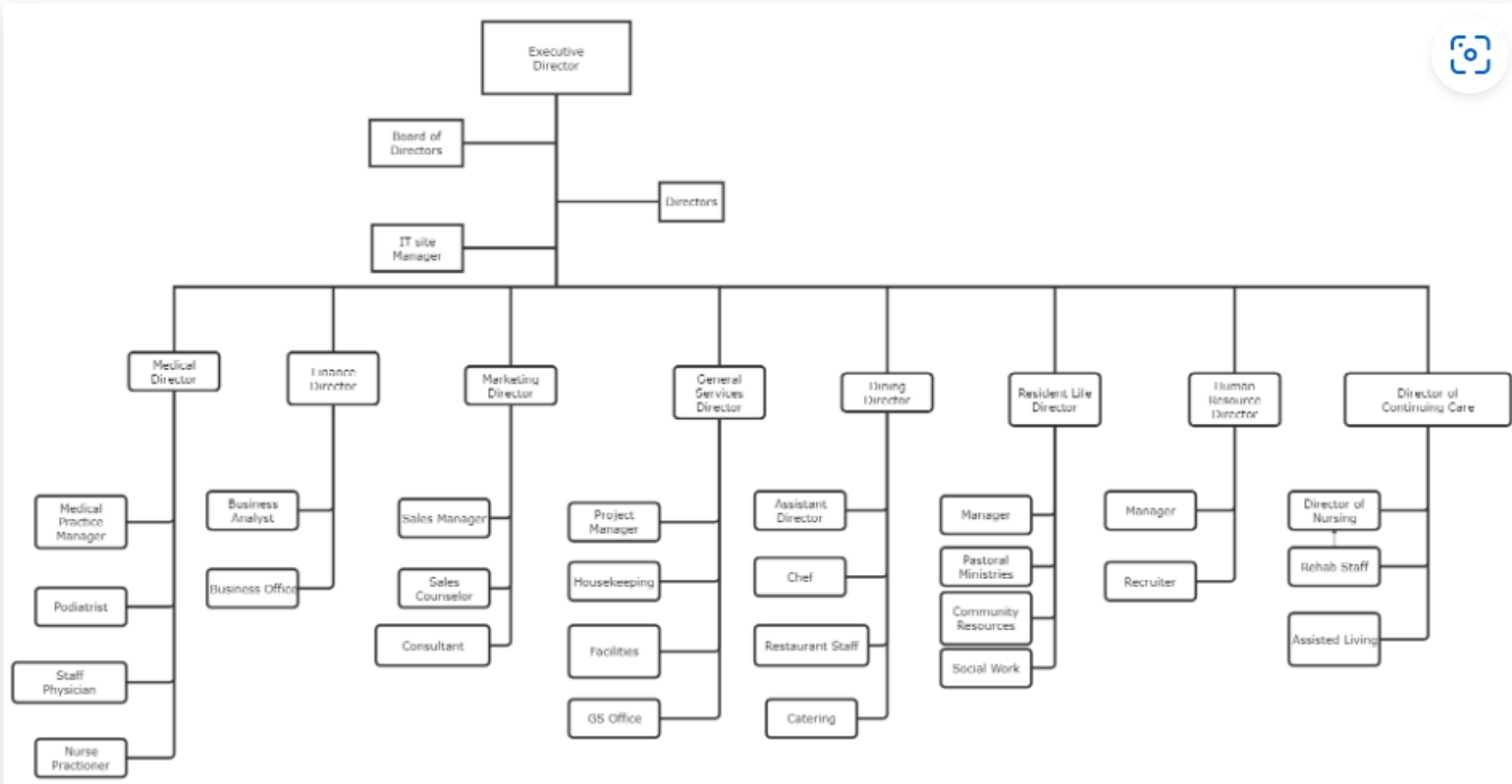
Autocratic Leadership

- ▶ Leader makes decisions without taking input from anyone who reports to them
- ▶ Effective when a business needs to control specific situations
- ▶ Balcony traits: Good trait for businesses and leaders who are fully knowledgeable on a subject
- ▶ Basement traits: intimidates, micromanages, and lowers morale

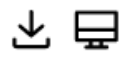




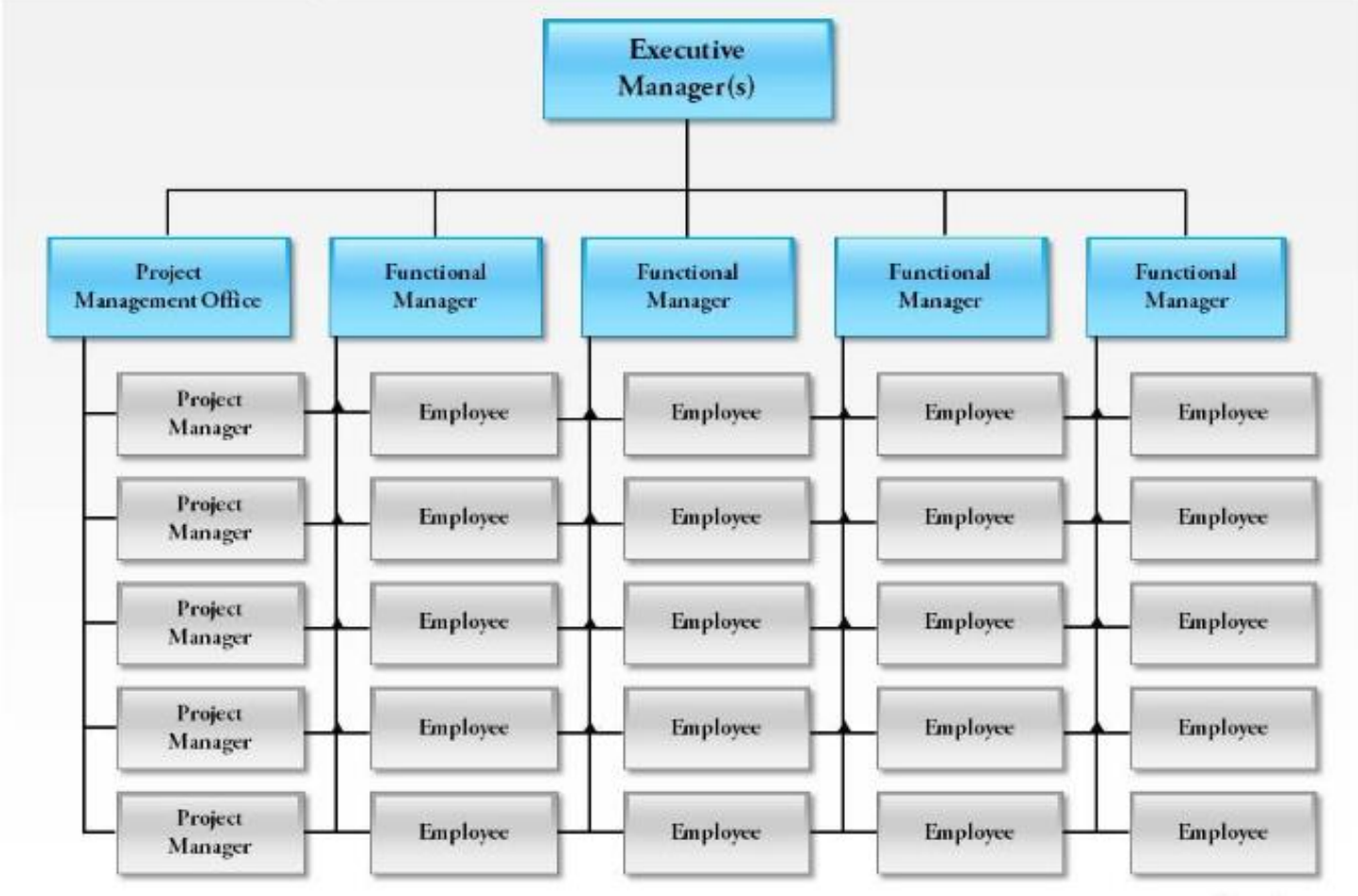
Organizational Structures



Hospital Organizational Chart



Matrix Organizational Structure





Leadership Skills

“70% of the variance in team engagement was influenced by managers”



Top Leadership Skills



- ▶ Empathy: “walk a mile in my shoes”
- ▶ Communication: best delivery method for the circumstance
- ▶ Strategic-Decision Making: balance and needs and weigh outcomes of decisions
- ▶ Self-awareness: being of aware of strengths and weaknesses
- ▶ Customer-First Orientated: caring through active listening



How great leaders inspire action?



Discussion



- ▶ What traits do you value in leadership?
- ▶ Do you think there are gaps between front-line staff and leaders?
- ▶ How can you influence your healthcare leaders?
- ▶ What is a key takeaway you learned from this presentation?
- ▶ How could I have a leader influence you at work?



References



- ▶ Becker, B. (2022). *Leadership styles: The 11 most common & how to find your style [Quiz]*. <https://blog.hubspot.com/marketing/leadership-styles.com>
- ▶ Kruse, K. (2019). *The ROI of leadership development in the rapidly changing healthcare industry*. Forbes. <https://www.forbes.com/sites/kevinkruse/2019/03/06/leadership-development-healthcare/?sh=57d7ee7022b7>
- ▶ Hargett, C.W. (2017). *Developing a model for effective leadership in healthcare: A concept mapping approach*. *Journal of Healthcare Leadership* 9:69-78. DOI: 10.2147/JHL.S141664.



Thank you!

➤ Tiffany.facile@sanfordhealth.org

