



HPM 232: LEADERSHIP IN HEALTHCARE ORGANIZATIONS

**UCLA SCHOOL OF PUBLIC HEALTH
PROGRAM IN HEALTH POLICY AND
MANAGEMENT**

Spring 2017

Mondays 4-6:50pm

Location: 43-105

Instructor:

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COURSE DESCRIPTION

This course will introduce students to the main skills, theories, and practices of leadership in US healthcare organization and places leadership within a broader personal strategy of management in practice. The course also focuses on the personal development of students as future healthcare leaders and managers. The overarching principle in this course is that healthcare leadership is a long-term, continuous, intentionally-focused effort and not just a series of short-term, single issue, limited endeavors put together to deal with short-term transient events or projects.

COURSE OBJECTIVES

1. Identify key characteristics of effective organizational leaders and understand the connections between leadership and practice
2. Identify the features of health care and health care organizations that affect the role and requirements of health care leaders
3. Draw upon self-evaluations to create a personal leadership development plan
4. Understand the relationship between performance and individual motivation and apply motivational methods ensure effective performance of workers
5. Understand principles of organizational change and identify methods to implement change in health care settings
6. Understand and develop a business case for diversity
7. Understand the cultural and ethical complexities of healthcare leadership and be able to suggest ways to promote ethical behavior.

OBJECTIVES, COMPETENCIES, and ASSESSMENT METHODS

LEARNING OBJECTIVES:		Health Policy and Management Competencies	FSPH Competencies	Assessment Method
1.	Identify key characteristics of effective organizational leaders and understand the connections between leadership and practice	K5.1/L5.1. Describes the attributes of leadership K6.1/L6.1. Promotes high standards of personal and organizational integrity, compassion, and respect for all people	E10. Demonstrate leadership skills for developing partnerships.	1. Cases 2. Group presentations 3. Guest speakers
2.	Identify the features of health care and health care organizations that affect the role and requirements of health care leaders	K2.1. Human Resources: Understands basic human resources policies and practices in order to ensure the appropriate mix of employee skills, knowledge and abilities so the organization can achieve its strategic goals. K2.7. Organizational Awareness and Behavior Theory: Ability to understand and use the formal and informal decision-making structures, interpersonal networks, and power relationship in an organization to accomplish personal and organizational goals. K5.1/L5.1. Describes the attributes of leadership K5.10/L5.10. Applies evidence-based principles to strategic and operational decision-making and performance management.	E10. Demonstrate leadership skills for developing partnerships.	1. Cases 2. Guest speakers
3.	Draw upon self-evaluations to create a personal leadership development plan	K6.6/L6.6. Engages in lifelong learning to assure personal and professional growth K6.8/L6.8. Develops professional identity and values.		1. Leadership Development Plan 2. Personal Assessments
4.	Understand the relationship between performance and individual motivation and apply motivational methods ensure effective performance of workers	K1.9/L.10. Understands workforce issues and policies and their impact on the health system. K2.1. Human Resources: Understands basic human resources policies and practices in order to ensure the appropriate mix of		1. Leadership Development Plan 2. Cases 3. Guest speakers

		<p>employee skills, knowledge and abilities so the organization can achieve its strategic goals.</p> <p>K5.8/L5.8. Develops strategies to motivate others for collaborative problem-solving, decision-making, and evaluation.</p> <p>K5.10/L5.10. Applies evidence-based principles to strategic and operational decision-making and performance management.</p>		
5.	<p>Understand principles of organizational change and identify methods to implement change in health care settings</p>	<p>K2.2. Organization Development and Change: Recognizes the need to change; determines what and how to change; and manages and leads the change process in order to improve organizational effectiveness.</p> <p>K5.4/L5.4. Contributes to high-performance teams using team building, negotiation, and conflict management skills.</p> <p>K5.9/L5.9. Articulates the principles of leading organizational change, including assessment and measurement of organizational change efforts.</p>	<p>B5. Describes the steps and procedures for the planning, implementation, and evaluation of public health programs, policies and interventions.</p>	<ol style="list-style-type: none"> 1. Change Management Simulation 2. Cases 3. Guest speakers
8.	<p>Understand and develop a business case for diversity</p>	<p>K4.10/L4.10. Represents values of diversity and sensitivity to underrepresented and underserved groups in public health</p>	<p>F16. Explain how the contexts of gender, race, poverty, history, migration, and culture are important in the design of interventions within PH systems.</p>	<ol style="list-style-type: none"> 1. Group Presentations 2. Leadership Development Plan 3. Cases 4. Guest speakers
9.	<p>Understand the cultural and ethical complexities of healthcare leadership and be able to suggest ways to promote ethical behavior.</p>	<p>K6.2/L6.2. Operates in an open and honest manner consistent with professional standards of ethics and practice.</p> <p>K6.7/L6.7. Promotes community stewardship and social accountability.</p>	<p>F7. Identify public health programs and strategies that are responsive to the diverse cultural values and traditions of the communities being served.</p>	<ol style="list-style-type: none"> 1. Cases 2. Group Presentations 3. Guest speakers

COURSE REQUIREMENTS

This course is required for the MPH in the Health Policy and Management Program. Some case studies are available for purchase at: <http://cb.hbsp.harvard.edu/cbmp/access/62394850>. Other course materials will be posted on the CCLE course site.

Learning Assessment	Due Date	Points
Professional Development Workshop Completion		
Active Class Contribution	ongoing	20
Case Reactions	multiple	15
Simulation Reflection	May 28	15
Group Presentations	June 6	15
Personal Leadership Development Plan	June 8	35

Grade Structure

98-100 = A+, 93-97 = A, 90-92 = A-, 88-89 = B+, 83-87 = B, 80-82 = B-, 78-79 = C+, 73-78 = C, 70-72 = C-, 69 or less = F.

Classroom Contribution

Students learn from each other as well as from the instructor. The diversity of settings and experiences of the students contributes to class learning. Therefore, **class contribution and attendance are required**. Class contribution grades will reflect your attendance and quality of participation in class discussions and your timely submission of intermediate deliverables.

Contribution to Class: With regard to quality, expectations include:

Relevance – does the comment bear on the subject at hand?

Causal Linkage – are the logical antecedents or consequences of a particular argument detailed?

Comments that push implications as far as possible are generally superior.

Responsiveness – does the comment react in a useful way to what someone else has said?

Analysis – is the reasoning employed consistent and logical?

Evidence – have data from the reading, along with personal experience, and general knowledge, been employed to support the assertions made?

Importance – does the contribution further the understanding of the issues at hand? Is a connection made with other previously analyzed issues?

Individual conviction – Is it clear that the student really believes in what he/she is saying?

Laptop and Phone Policy

To maximize our time together, we ask that laptops be turned off and put away and cell phones silenced during class. Surfing the web, checking email, typing notes, etc. can be distracting to you, to other students around you, and to the instructor. **Please have all notes, slides, and articles printed out prior to the start of class.**

Academic Integrity

Please visit the UCLA Dean of Students for information regarding academic integrity and the honor code at <http://www.deanofstudents.ucla.edu/integrity.html>

Weekly Schedule

The syllabus and schedule are subject to change by the professor at any time. Changes will be announced in class and communicated via email. If a student is absent, he or she is responsible for obtaining the information about the changes.

Spring 2017 - WEEKLY SCHEDULE

Week	Date	Topic	Tasks/Assignments
1	4/3	<p>Introduction and Expectations, Analyzing a Case</p> <p>Krisianna Bock, MPH Vice President HKS Knox Advisors</p>	<p>Pointer – A Framework for Thinking and Acting Zalesnick – Managers and Leaders: Are They Different? Case: Harrison & Lockington (distributed in class)</p>
2	4/10	<p>Leadership Traits, Values, and Skills Diversity</p> <p>Early Career Panel Danielle Andrews (2015), UCLA Health Erika Graves (2012), Healthways/Blue Zones Project Susan Kum (2014), HealthDataVision Alvin Kwong (2011), Greg Facktor & Associates Allison Maxwell (2015), KYNE</p>	<p>Due: MBTI Case: A New Executive Director Drucker – Managing Oneself Goleman – Focused Leader Hewitt, Marshall & Sherbin – Diversity Drives Innovation Sexton et al. – Career Inflection Points of Women Who Successfully Achieved the Hospital CEO Position</p>
3	4/17	<p>Communication, Culture</p> <p>John Nhieu, MBA Senior Managerial Consultant Kaiser Permanente SCPMG Innovation</p>	<p>Due: Draft: Part I of LDP: Information Gathering and Reflection Case: John Ellis in the Pima-Maricopa Indian Community Earley & Mosakowski – Cultural Intelligence Ferrazzi – Managing Change, One Day at a Time Halvorson – The Culture to Cultivate</p>
4	4/24	<p>Ethics & Corruption in Health Leadership</p> <p>Alan Dubovsky, MBA VP, Patient Experience Cedars-Sinai Health System</p>	<p>Due: Topic proposals for group presentations Case: Abiomed and the AbioCor Clinical Trials (A) Badaracco & Webb – Business Ethics: A View from the Trenches Ciulla – Ethics and Leadership Effectiveness Fox – From “Economic Man” to Behavioral Economics</p>
5	5/1	<p>Leading Others – Followers, Colleagues, and Teams Leadership Challenges – Conflict Management, Difficult Employees, and Difficult Conversations</p> <p>Lara Khouri, MBA, MPH Senior Vice President & Chief Strategy Officer Children’s Hospital Los Angeles CHLA Medical Group</p>	<p>Due: Draft of Part 2 of LDP: Personal Vision, Mission and Values Case: MediSys Corp.: The IntensCare Product Development Team Bennis – The End of Leadership Hackman – Why Teams Don’t Work Kellerman – What Every Leader Needs to Know about Followers Janis – Groupthink</p>
6	5/8	<p>Strategic & Operational Leadership</p> <p>Christine Evans, PhD Assistant Medical Group Administrator SCPMG Riverside Medical Center</p>	<p>Case: Boston Children’s Hospital Kaplan & Porter – How to Solve the Cost Crisis in Healthcare Ulrich – Intellectual Capital = Competence* Commitment</p>

7	5/15	<p>Creating a Business Case</p> <p>Christina Ghaly, MD Chief Operations Officer Los Angeles County, Department of Health Services</p>	<p>Case: Pleasant Bluffs Due: One class reading for group presentations Duncan & Ritter – Next Frontiers for Lean</p>
8	5/22	<p>Change Management</p> <p>CLASS DOES NOT MEET IN PERSON</p>	<p>Simulation: Harvard Change Due: Reflection on Harvard Change Simulation Garvin & Roberto – Change Through Persuasion Kotter – Leading Change: Why Transformation Efforts Fail Moore – Change is Pain</p>
9	5/29	NO CLASS: MEMORIAL DAY HOLIDAY	
10	6/5	Leadership Challenges in US Healthcare and Reform	Topics and Readings: TBD
	6/8	Leadership Development Plan	DUE @ 9am

LEADERSHIP BOOKSHELF

Articles

Mapped to: Carson Dye & Andrew Garman - Exceptional Leadership: 16 Critical Competencies for Healthcare Executives, 2nd Edition ISBN: 978-1-567-93673-5

Great Leaders: Identification & Characteristics

1. In praise of the incomplete leader (Ancona et al.)
2. Leading in the 21st century (Barton et al.)
3. Don't treat your career marathon like a sprint (Behson)
4. Ethics and leadership effectiveness (Ciulla)
5. Level 5 Leadership (Collins)
6. How resilience works (Coutu)
7. Emotional agility (David & Congleton)
8. Managing oneself (Drucker)
9. Discovering your authentic leadership (George et al.)
10. The Focused Leader (Goleman)
11. What makes a leader (Goleman)
12. The dark side of emotional intelligence (Grant)
13. Where will we find tomorrow's leaders (Hill)
14. How Bad Leadership Happens (Kellerman)
15. Leadership... warts and all (Kellerman)
16. What leaders really do (Kotter)
17. When executives burn out (Levinson)
18. Seven transformations of leadership (Rooke & Torbert)

Communication Skills

1. Crucibles of Leadership (Bennis & Thomas)
2. Building your company's vision (Collins & Porras)
3. The decision to trust (Hurley)
4. Women and the vision thing (Ibarra & Obodaru)
5. Culture and the Chief Executive (Katzenbach)
6. Managing yourself: don't let power corrupt you (Keltner)
7. Turning doctors into leaders (Lee)
8. Engaging doctors in the health care revolution (Lee & Cosgrove)
9. Lead for loyalty (Riechheld)
10. The neuroscience of trust (Zak)

Being Real: Individual Level

1. The art of followership (Bennis)
2. The young and the clueless (Bunker et al.)
3. Listening is an overlooked leadership tool (Daimler)
4. Why Mentoring Matters in a Hypercompetitive World (DeLong et al.)
5. The Art of Giving and Receiving Advice (Garvin & Margolis)
6. A 6-part structure for giving clear and actionable feedback (Goldsmith)
7. How to make feedback feel normal (Grenny)
8. The Human Moment at Work (Hallowell)
9. Fear of feedback (Jackman & Strober)
10. The price of incivility (Porath & Pearson)

Being Real: Teams

1. Bringing minds together (Abele)
2. How leaders kill meaning at work (Amabile & Kramer)
3. The more you energize your coworkers (Baker)
4. Why it's so hard to be fair (Brockner)
5. Social intelligence and the biology of leadership (Goleman & Boyatzis)

6. Why leadership development programs fail (Gurdjian et al.)
7. One more time: How do you motivate employees (Herzberg)
8. Give your team more effective positive feedback (Porath)
9. Eight Ways to Build Collaborative Teams (Gratton & Erickson)
10. Building the Emotional Intelligence of Groups (Urch Druskat & Wolff)
11. Want Collaboration? Accept and Actively Manage Conflict (Weiss & Hughes)

Masterful Execution: Power, Consensus, Decision Making

1. Learning charisma (Antonakis et al.)
2. Why good leaders make bad decisions (Campbell et al.)
3. The necessary art of persuasion (Conger)
4. Tapping the Power of Hidden Influencers (Duan et al.)
5. Managing your boss (Gabarro & Kotter)
6. Why should anyone be led by you? (Goffee & Jones)
7. What Effective General Managers Really Do (Kotter)
8. Lead for loyalty (Reichheld)
9. Making Judgment Calls (Tichy & Bennis)

Masterful Execution: Results, Creativity, Adaptability

1. Execution is a people problem, not a strategy problem (Bregman)
2. What makes an effective executive (Drucker)
3. Overloaded circuits: why smart people underperform (Hallowell)
4. Moon shots for management (Hamel)
5. The Work of Leadership (Heifetz & Laurie)
6. Why Innovation in Healthcare is So Hard (Herzlinger)
7. Firing up the front line (Katzenbach & Santamaria)
8. Leadership and the art of plate spinning (Price)
9. Manage your time, not your energy (Schwartz & McCarthy)
10. The stretch goal paradox (Sitkin, Miller, See)
11. Are You Solving the Right Problems? (Wedell-Wedellsborg)

Books

- Bazerman, M. H., & Tenbrunsel, A. E. (2011). *Blind spots: Why we fail to do what's right and what to do about it*. Princeton University Press.
- Bennis, W. (2003). *On Becoming a Leader*. Cambridge, MA: Perseus Publishing.
- Cameron, K. S. (2006). *Competing values leadership: Creating value in organizations*. Edward Elgar Publishing.
- Covey, S. (2013). *7 Habits of Highly Effective People*, Free Press.
- Gardner, J. (1990). *On Leadership*. New York: The Free Press.
- Gladwell, M. (2008). *Outliers: The Story of Success*. Penguin UK.
- Goleman, D., Boyatzis, R., & McKee, A. (2013). *Primal Leadership: Unleashing the Power of Emotional Intelligence*. Boston: Harvard Business Press.
- Isaacson, W. (2011). *Steve Jobs*. JC Lattès.
- Johnson, C. E. (2013). *Meeting the ethical challenges of leadership*. Sage.
- Kotter, J. P. (1996). *Leading Change*. Boston: Harvard Business Press.
- Kouzes, J. and Posner, B. *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations*. 5th Ed., 2012. San Francisco: Jossey-Bass.
- McCall, M., Lombardo, M., and Morrison, A. (1988). *The Lessons of Experience*. New York: Lexington Books.
- Rath, T. (2007). *Strengthsfinder 2.0*. New York, NY: Gallup Press.
- Rath, T., & Conchie, B. (2009). *Strengths based leadership. City: Gallup Press*.
- Sandberg, S. (2013). *Lean In*. Knopf Doubleday.
- Thaler, R. H., & Sunstein, C. R. (2009). *Nudge: Improving Decisions about Health, Wealth, and Happiness*. New York: Penguin Books.