

The Role of Leadership in Planning Clinical Services to Meet Patient Needs

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Embrace Change:
Building today's leaders

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Disclosure of Conflict of Interest

I do not have any relevant financial relationships
with any commercial interests.

Learning Objectives

1. Describe the importance of selecting patient care services which are consistent with community needs and the hospital's or clinic's mission.
2. Describe how the institution communicates its services to the community.
3. Describe methods of fostering collaborative referral relationships with area institutions.

The importance of selecting patient care services which are consistent with community needs and the hospital's or clinic's mission.

» How do we usually select our services to provide ?

~ Our technical background / Expertise / Skills / Abilities /
Resources available / health regulations

» But it is also necessary to add or even more to start by

~ The purpose of your organization / The Needs of the
community, while taking into account the local culture and
people's expectations from an organization like yours



Organizations should identify goals that :

- » Are consistent with their mission
- » Have the purpose of furthering the attainment of the vision, making it become a reality



Why to Start with a Why?

» To adopt a meaningful purpose (vision) for the institution /
Understanding the Purpose revolution

~Adopt and Publicize Clear Statements

- ~ Mission statement needs to describe the organization's purpose, should not be vague, and should motivate its people
- ~ Why a vision statement needs to be inspiring, clear, concise, and reflect a desired future state attainable within a reasonable amount of time
- ~ Adopt a so called "Mantra (slogan)" that captures your driving forces



Why to Start with a Why?

» For effectively and durably motivate your staff

- ~ More and more people are looking for jobs that are not only a paying job but also a fulfilling job
- ~ What does that worth?
- ~ In times of crisis it is more likely to rally your staff around a cause and for them to be willing to make sacrifices – if need be - for that cause



Why to Start with a Why?

- » To foster community appropriation of the services rendered
- » To facilitate fundraising efforts
- » To achieve the mandate of an Adventist Hospital to continue the vision of compassion of Jesus-Christ



HOW AN INSTITUTION COMMUNICATES ITS SERVICES



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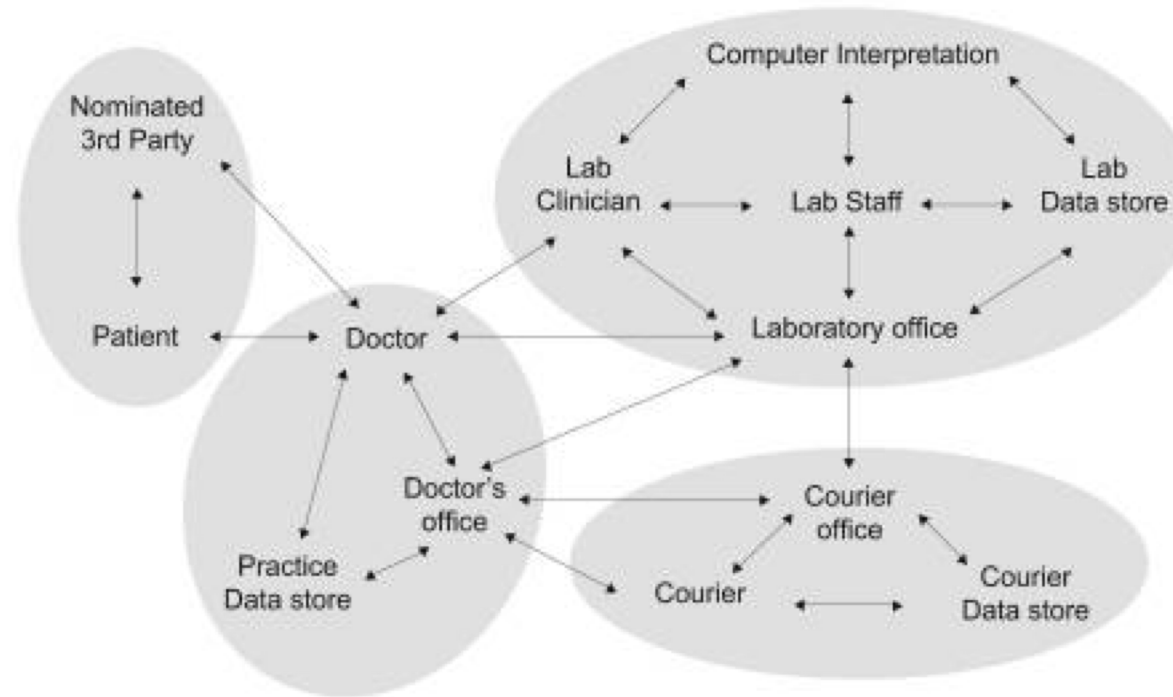
Communication system

»A communication system involves

- ~ people,
- ~the messages they wish to convey,
- ~the technologies that mediate conversations,
- ~and the organisational structures that define and constrain the conversations that are allowed to occur



Complexities of communication in healthcare systems



- » The sheer scale and complexity of these interactions within the healthcare system puts a heavy burden on the process of communication, and miscommunication can have terrible consequences.
- » “Communication failures are a large contributor to adverse clinical events and outcomes. In a retrospective review of 14,000 in-hospital deaths, communication errors were found to be the lead cause, twice as frequent as errors due to inadequate clinical skill”.



How the Institution communicates its services

»Standard ways include:

- ~Notice boards
- ~Signage around the facility stating clearly the service provided and direction to service points
- ~Branding
 - uniforms for service cadre eg nurses, porters etc; vehicles
- ~Name tags (may or may not have designation depending on strategic direction)



How the institution communicates its services cont..

» Specialized or targeted include:

- ~ Media use: Print ; Radio/TV ; Social
- ~ Public gatherings
- ~ Focus groups
- ~ Established local systems eg. Governance structures
- ~ Word of mouth from **service** recipients



FOSTERING COLLABORATIVE REFERRAL RELATIONSHIPS



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Collaborative Care models

- » Much research done in mental health followed by other chronic conditions. Comparative analysis show better outcomes in collaborative care
- » Chronic conditions especially demand some collaborative care leading to collaborative referrals
- » DOCC – Doctor office collaborative care
- » EUC – Enhanced Usual Care



Challenges to CCM & CC referrals

- » Financing or funds issues
- » Levels of qualification of referrals centers
- » Patient comprehensive assessment issues
 - ~ From referring center
- » Through put time through the care system
 - ~ Waiting lists & patient care implication
 - ~ Long term stay in referral center



Challenges cont..

- » Country health system organization and regulation
- » Self management support – patient empowerment systems
- » Decision support – when to refer? Who decides?
- » Clinical information systems – How much of what data to pass on. (note previous communication slides)
- » Community resources



Keys for fostering collaboration⁴

- » Don't collaborate just to collaborate,
- » Create the “structure” for collaboration
- » Demonstrate vulnerability
- » Model collaboration
- » Appreciate others and show that you value ideas
- » Actively seek input and criticism
- » Think about and train on specific collaboration skills



Sustainable collaborative referral relationships

- » Do your honest part & choose relations wisely
- » Be principled (remember your strategy) and respect the principles of other institutions
- » Create a platform for reflection and reviews to strengthen institutional relationships
- » Own up when and where you fall sort and actively redress
- » Patient and other service recipients must come first



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Questions