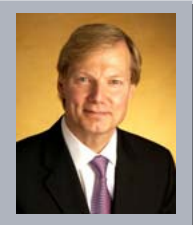


Complexity Leadership: Guiding Healthcare through the Storm of Reform

Featured Speaker



Tim Porter O'Grady, DM, EdD, ScD(h) GCNS-BC, NEA-BC, FAAN,
Senior Partner, Tim Porter-O'Grady Associates, and Associate
Professor and Leadership Scholar

Moderator



Gail E. Latimer, MSN, RN, FACHE, FAAN
Vice President, Chief Nursing Officer, Siemens Healthcare

*All speakers have completed commercial bias disclosure forms and do not have any conflicts of interest.

January 2011

A Complex World

Post-reform Realities For the Nurse Executive

Tim Porter-O'Grady, DM, EdD, ScD, APRN, FAAN

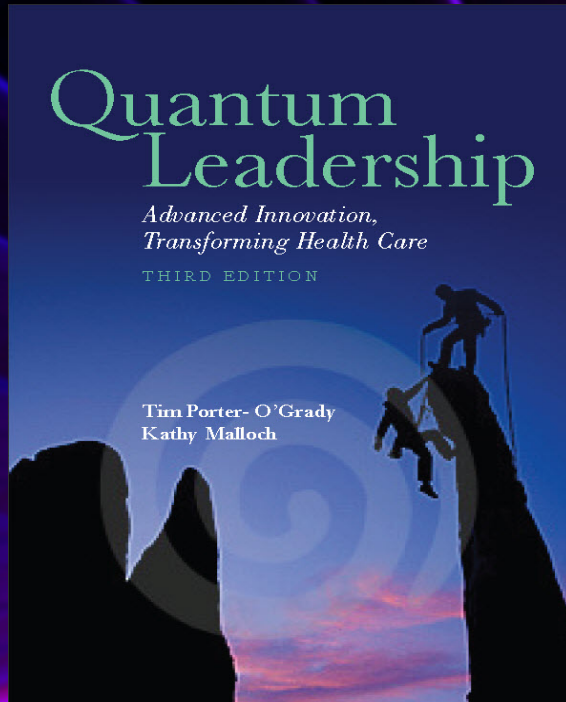
Disclosures

- It is the policy of Corexcel to ensure fair balance, independence, objectivity and scientific rigor in all programming.
- In compliance with the American Nurses Credentialing Center (ANCC), Corexcel requires faculty and planning committee members disclose all financial relationships with commercial interests over the past 12 months.

Objectives

1. Identify at least three specific elements of the sociotechnical age that will radically alter the foundations of clinical practice over the next decade.
2. Name at least three characteristics of post-health reform law changes that will require shifting critical clinical practice emphasis over the next five years.
3. Link and integrate the driving new technology forces and the demand of health reform as they work together to dramatically recalibrate the leadership within increasingly complex hospital and health services.

**NEW RESOURCE FROM THE NATION'S LEADING
VISIONARIES**



QUANTUM LEADERSHIP

*Advancing Innovation
Transforming Healthcare*

“Leadership is essentially a work in progress—a never-ending journey with facets and elements that add up to a broad and complex mosaic”
-From the Preface

Tim Porter-O’Grady, DM, EdD, FAAN

*Senior Partner, Tim Porter-O’Grady Associates, Inc
Associate Professor, Leadership Scholar, ASU
Atlanta, Georgia*

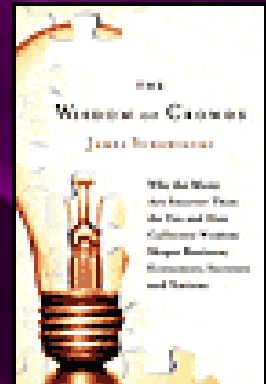
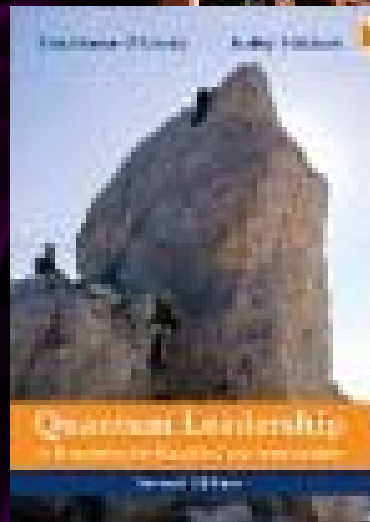
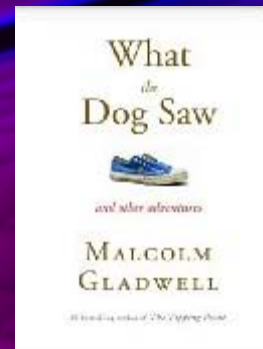
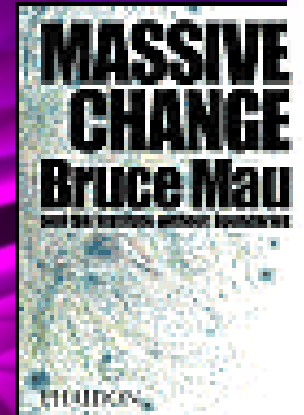
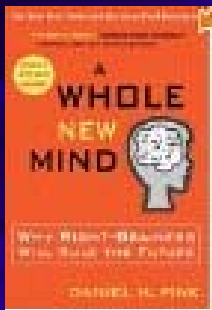
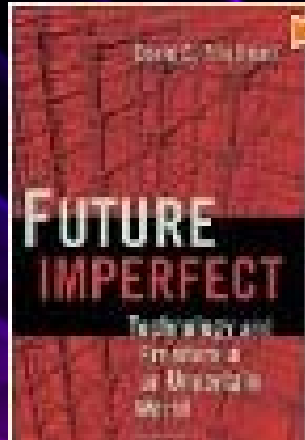
Kathy Malloch, PhD, MBA, FAAN


*President, Kathy Malloch Consulting Services
Glendale, Arizona
Associate Professor, College of Nursing
Arizona State University, Tempe, Arizona
President, Arizona State Board of Nursing
Phoenix, Arizona*

3rd Edition

A Jones and Bartlett Best Seller

Tipping Point.....





WELCOME TO THE
MIDDLE OF NOWHERE
▶ OPEN 9-6 ◀

**You
Are
Leading
A
Revolution**

BusinessWeek
Investor
MAKING LIFE RICHER



**The Coming
Revolution In
Health Care**

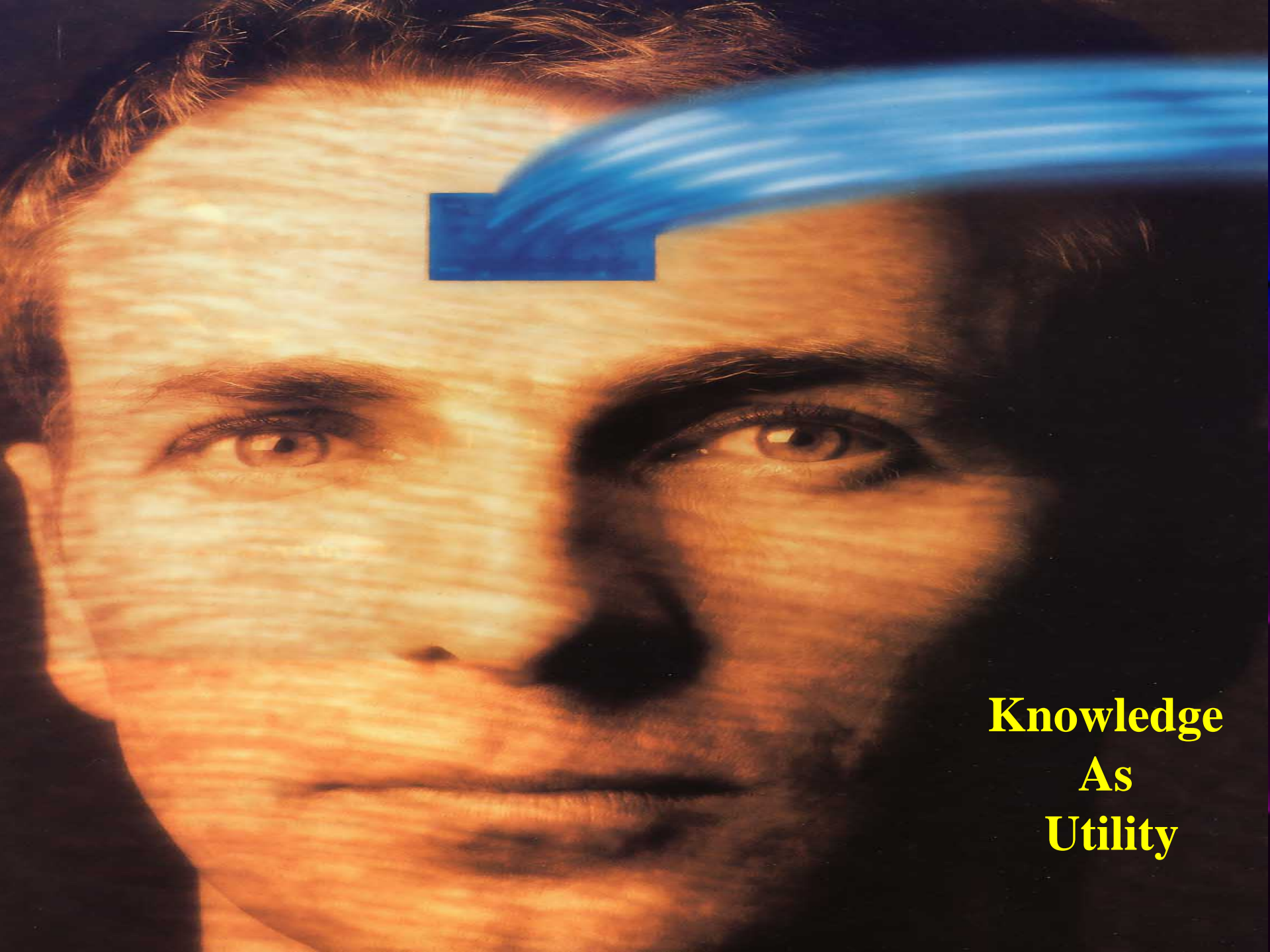
- The Lowdown
On Drug Plans
- Getting
Health Info
On the Net
- Barker:
Malone's
Liberty Media

Living in the Digital World

- ✓ Information is greater than we are
- ✓ Information is a utility not a capacity
- ✓ Access is more important than having
- ✓ Knowledge is not permanently relevant
- ✓ Work never remains the same
- ✓ Effectiveness occurs at the intersections
- ✓ Look for the nodes and networks



Humans and Technology are Linked



**Knowledge
As
Utility**

Health Reform Cascade

- **Fraud**
- **Medical technology infrastructure**
- **State/regional insurance infrastructure**
- **Value and cost reform**
- **Primary care infrastructure**
- **Workforce recalibration**
- **Structural and service innovation**

Build Sustainable Value

- Move to **measuring performance / outcomes**
- Clear **national protocols** for best practice
- Participate in good **priorities and politics**
- The ability to **change practices quickly**
- Provide **new ideas for sustainable solutions**
- **Standardize** excellence; **individualize** service

Affordable Care Act Structural *Sustainability*

- **Evidentiary dynamics**
- **Comparative effectiveness**
- **Accountable care organizations**
- **Expanding CHCs**
- **Bundled payment**
- **Wellness & prevention**

Post-Reform Continuum of Care Competence: 2010-2020

Patient Safety (in Health System);

Primary Service Structures (in Delivery System Design);

Care coordination (in Health System and Clinical Information Systems)

New Payment Models (in Community Resources and Policies); and

Value-driven models (in Delivery System Design).

Macy Foundation Primary Care

- **Innovative models**
- **Reimbursement change**
- **Academic/primary care partnership**
- **Primary care technology**
- **Academics, AHEC, CHC, ACO interaction**
- **Inter-professional education**

Macy Report

Macy Foundation Primary Care

- **Curriculum for primary care ed.**
- **Translation science / research**
- **Academic/primary care partnership**
- **Multi-disciplinary leadership in policy**
- **Population health-based models of service**

RWJ/IOM Report on the Future of Nursing Needs

- ❑ **Nurses should practice to the full extent of their education and training.**
- ❑ **Nurses should achieve higher levels of education and training through an improved education system that promotes seamless academic progression.**
- ❑ **Nurses should be full partners, with physicians and other health care professionals, in redesigning health care in the United States.**
- ❑ **Effective workforce planning and policy making require better data collection and information infrastructure.**

IOM Report, 2010

RWJ/IOM Report on the Future of Nursing Priorities

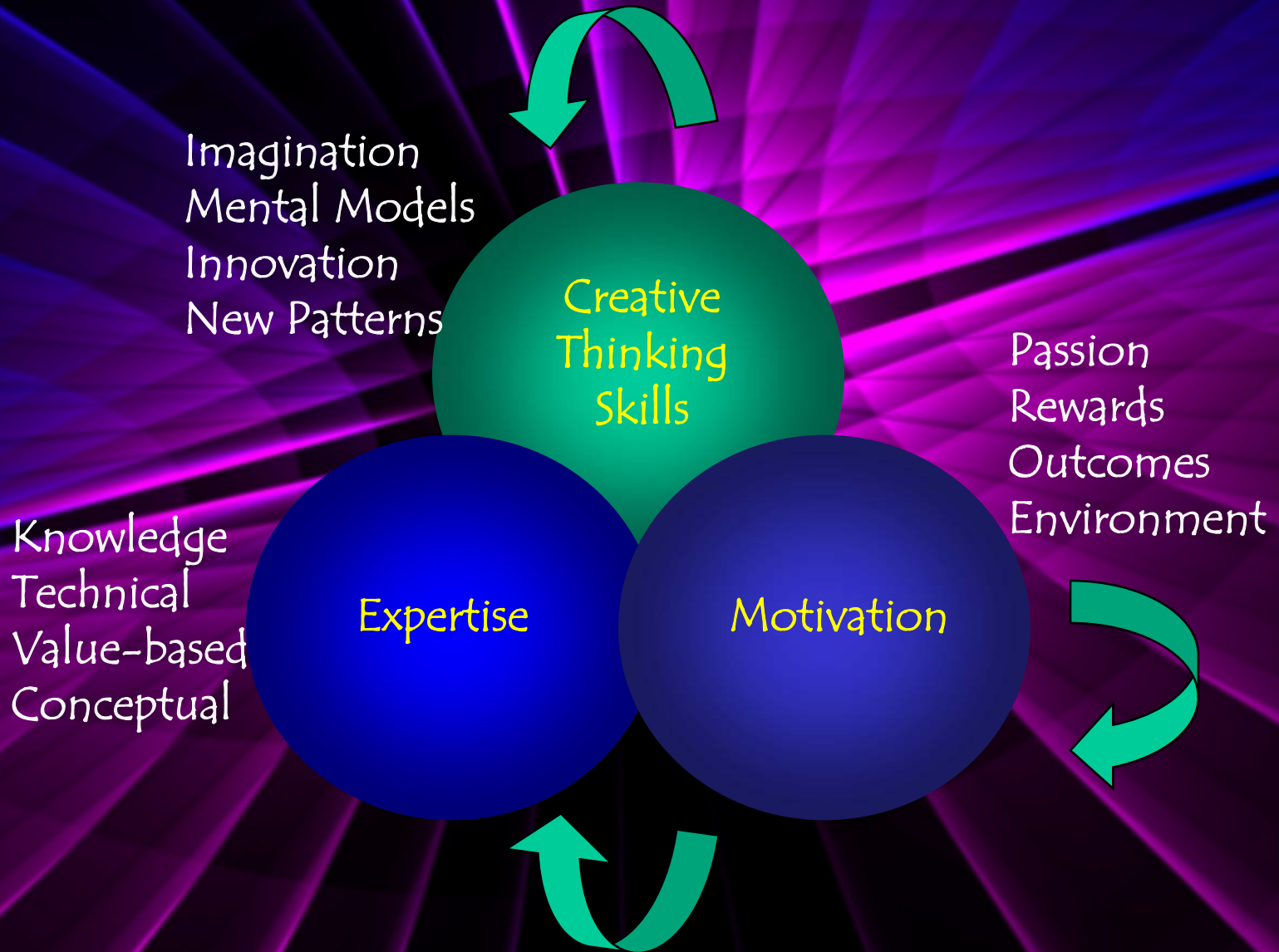
- **Remove scope-of-practice barriers;**
- **Expand opportunities for nurses to lead and diffuse collaborative improvement efforts;**
- **Implement nurse residency programs;**
- **Increase the proportion of nurses with baccalaureate degree to 80 percent by 2020;**
- **Double the number of nurses with a doctorate by 2020;**
- **Ensure that nurses engage in lifelong learning;**
- **Prepare and enable nurses to lead change to advance health; and**
- **Build an infrastructure for the collection and analysis of inter-professional health care workforce data**

IOM Report, 2010



Catalyst

A Context for Creativity



Innovation Priorities

- **9 Principles**

- *Ideas come from everywhere in the system*
- *Share, share, share*
- *You're brilliant, we want you*
- *Engage you in creating our future*
- *Innovation and instant creation*
- *No data, no direction*
- *Creativity needs parameters*
- *Worry about use and user, not money*
- *Don't kill: morph*

Innovation Strategies

- **6 Key Elements**

- *Avoid innovation titling*
- *Use collective wisdom*
- *Set metrics in advance*
- *Aim for the quick hits and build*
- *Trust your gut but get the data*
- *Ownership, membership, engagement*

Nurse-related care/cost management

Infection prevention \$6685.00

Pressure ulcers \$3569.00

Falls \$3222.00

Catheter/urinary tract infections \$2355.00

Challenges from the *Dark Side*

- ✓ Dwindling nature resources
- ✓ Dwindling financial resources
- ✓ Global natural disasters
- ✓ Local natural disasters
- ✓ Limited government capacity to solve
- ✓ Swelling populations
- ✓ Waning western-centric world culture
- ✓ Emerging eastern/second-third world culture
- ✓ Economic center shifting east
- ✓ Burgeoning technology
- ✓ Diminishing political effectiveness

Practice Leadership Realities

Convergence around strategy

*Coalescing unique effort
around a common agenda*

*Consonance around
demonstrations of excellence*

Nurses Employed Outside of Hospitals



322,000

1983



1,000,000

2009

Nurse Characteristics, 2010

- 24% part-time in 1983; 17% in 2009
- Up to 43% BSN at end of 2009
- Highest rate of turnover in the 1st year of practice
- Nurses drawn from specific socio-economic class
- Still viewed as an employee work group, not KW

Fewer Nurses; Changing Roles

- More decisions—fewer actions
- Better educated—more value expectations
- Higher outcomes, more economic value
- More coordination- “center of the earth”
- Maturation into full profession
- Evidentiary and value-driven

New Model of 21st Century Health

**Capacity
Tools
Connection
Control**



**Mobility/Synthesis/Access
Inter-disciplinary
Early Engage/Facilitate
Techno-Clinical
Genomics
Virtual / Telecom
Pharma/Nano
Mobile**

**Population-based
Health Prescriptive
Sustained / Safe
Resource Sensitive
Socio-political Priority**

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Upcoming Siemens Webcast Topics

Contact Information:

Gail E. Latimer, MSN, RN, FACHE, FAAN, Vice President,
Chief Nursing Officer, Siemens Healthcare
gail.latimer@siemens.com

Upcoming Nursing Education Webcasts

February 14, 2011 - 2:00 - 3:00 pm ET

Reviewing Joint Commission Standards with a Focus on Information Technology

Roberta Fruth, PhD, RN, FAAN, JCR/JCI Senior Consultant, Joint Commission Resources

March 29, 2011 - 2:00 - 3:00 pm ET,

Exemplars of Nursing Professional Practice

Joanne Hambleton, RN, MSN, NE-BC, CNO and Vice President at Fox Chase Cancer Center and Jan Nash, RN, MSN, PhD, Vice President, Patient Care Services, Paoli Hospital

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