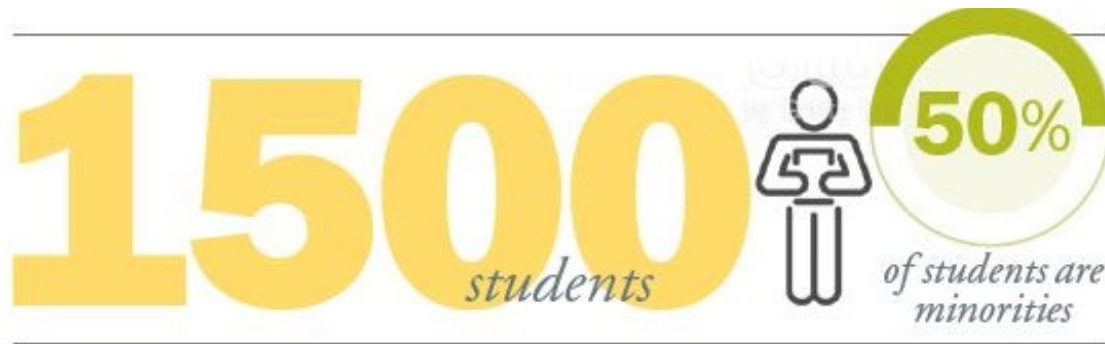# School of Health Professions

Leadership Team Development
Enhancing Group Effectiveness and Decision Making

Karen Shapiro, MBA, MPH, SPHR
Chief Administrative Officer
Rutgers School of Health Professions

SHP Snapshot: Our Success is also our Challenge

1500 students

50% of students are minorities

700 online learners

3 campuses

392 faculty

45+ academic programs

- **Rehabilitation and Movement Sciences**

- **Physician Assistant**

- **Nutrition**

- **Psychiatric Rehabilitation and Counseling**

- **Clinical Laboratory and Medical Imaging Sciences**

- **Health Informatics**

- **Interdisciplinary Studies**

Challenge of Group Decision Making

SHP is large and diverse

Each department is a unique "school"; unique profession

What's best for SHP as a whole is sometimes at odds with ideas of departments/programs

The Leaderships Team and School Governance Structure was established to be inclusive

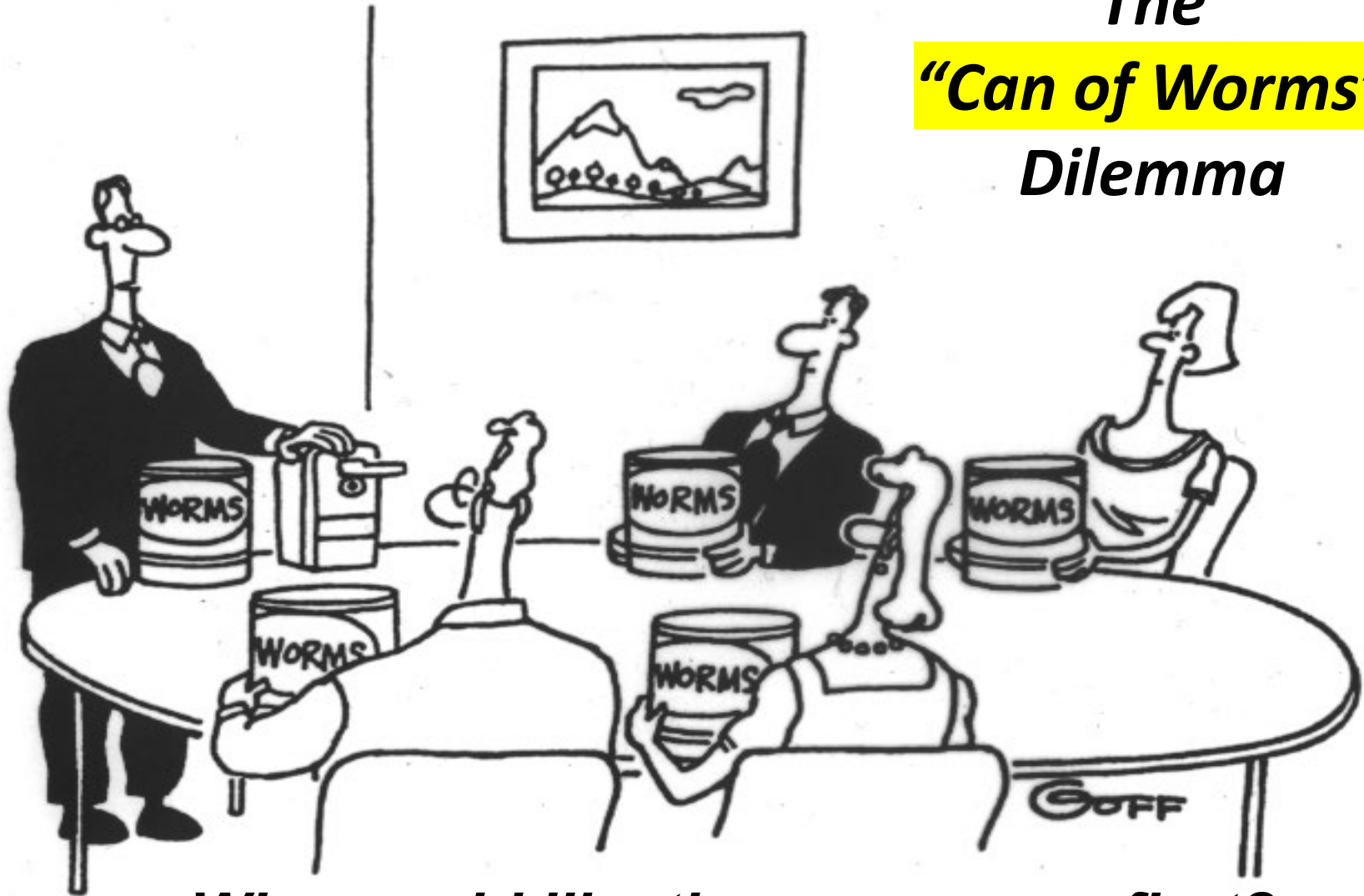Leadership Team includes Chairs/Vice-Chairs from all departments

The Leadership Team members must simultaneously advocate for their departments and act in best interest of SHP
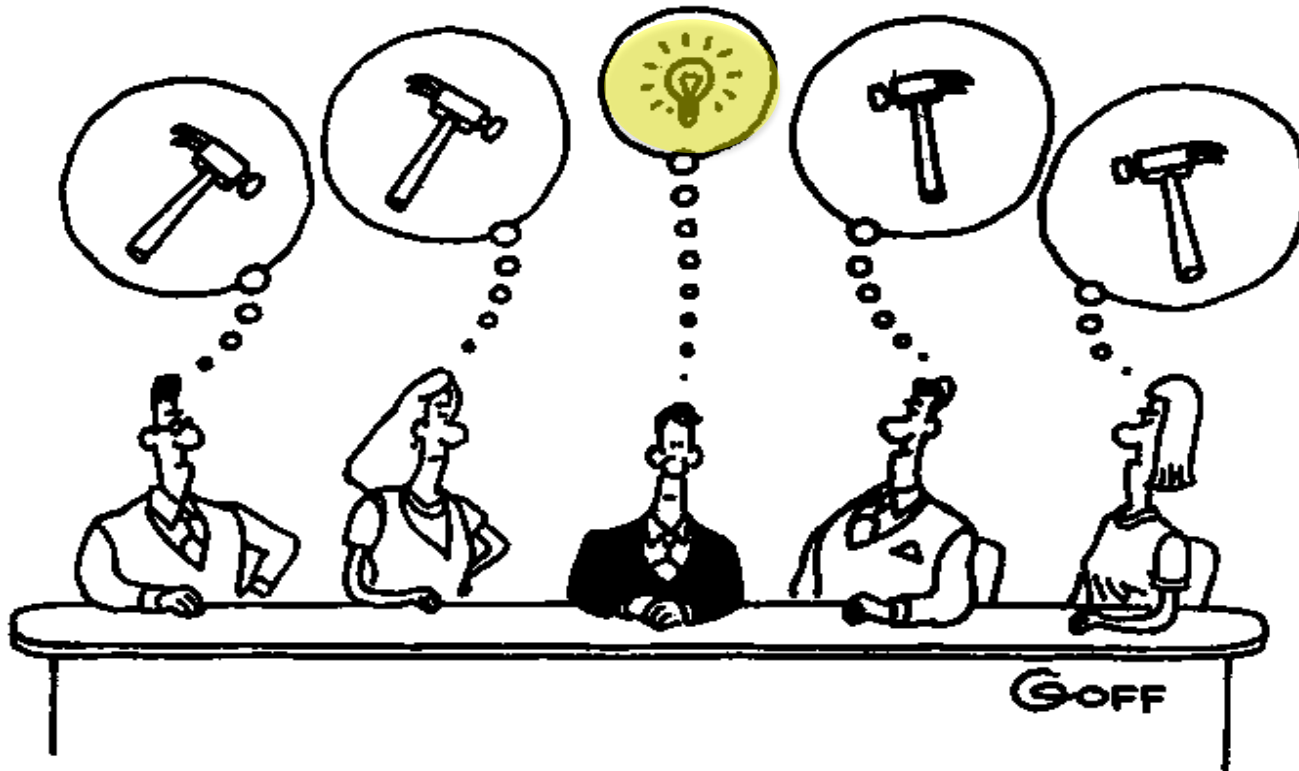
The Challenge

All of that being said,

meetings can sometimes

feel like this:

The
"Can of Worms"
Dilemma

Who would like the can opener first?

The "Bright Idea" Dilemma

Project Goals

◆ **Strengthen ability of SHP leadership team to:**

- **Engage in difficult conversations**

- **Make decisions that build the health of SHP as whole; come out of siloes**

- **Take personal accountability for leadership team effectiveness and performance**

Key Activities To-Date

◆ **New approach to content and structure of meetings.**

◆ **Experiment with redesigning some key planning processes; starting with Budget.**

◆ **Engage in EHE evaluation and improvement process.**

Begin a Meeting Differently

Purpose – Use case studies to more thoroughly explore difficult issues, such as viability of new/current programs.

<u>*New Program Proposal*</u>

A department has brought forward a substantive proposal for a new degree program. The proposal is excellent, showing a strong academic and clinical curriculum to build a specialty workforce very much needed in the healthcare industry…..

Even though we can, should we?
What's the opportunity cost of saying "Yes"?

Personal Accountability for Group Effectiveness

Purpose: To have individual accountability for meeting productivity and group effectiveness

Meeting Productivity Tally

5	
4	
3	
2	
1	
0	

Like Death   Life Support   Breathing   Functional   Best Shape Ever
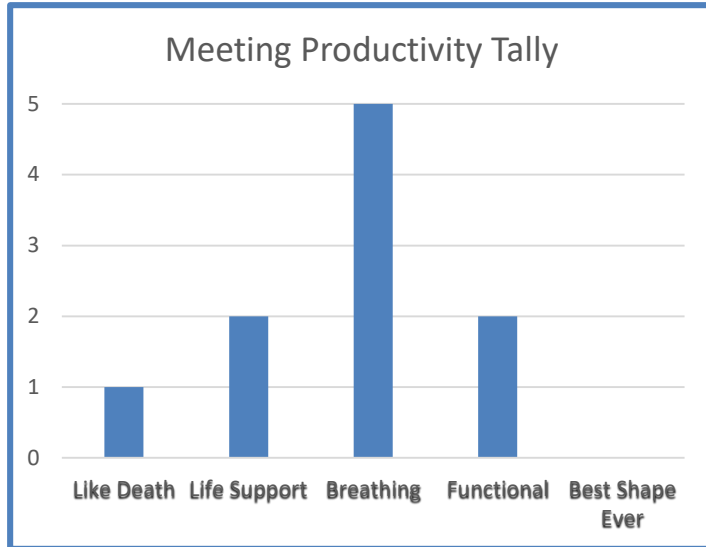
1 = Like I Imagine Death

2 = On Life Support

3= Breathing Independently

4= All Systems Go

5 = Best Shape of My Life

Redesign Key Planning Processes: Budget

◆ **Major effort to heighten transparency and understanding of SHP budget, including:**
   » Overall Budget; RCM; State Appropriation; Fringe; School/Department/Program P&L

◆ **Department budget presentations moved away from line-by-line review to more strategic positioning of department. Included:**
   » Department Overview and SWOT Analysis
   » 5-year P&L for each program
   » Requested increases provided as "strategic funding request" including projected ROI.

P&Ls are shared across leadership team

Excellence in Higher Education
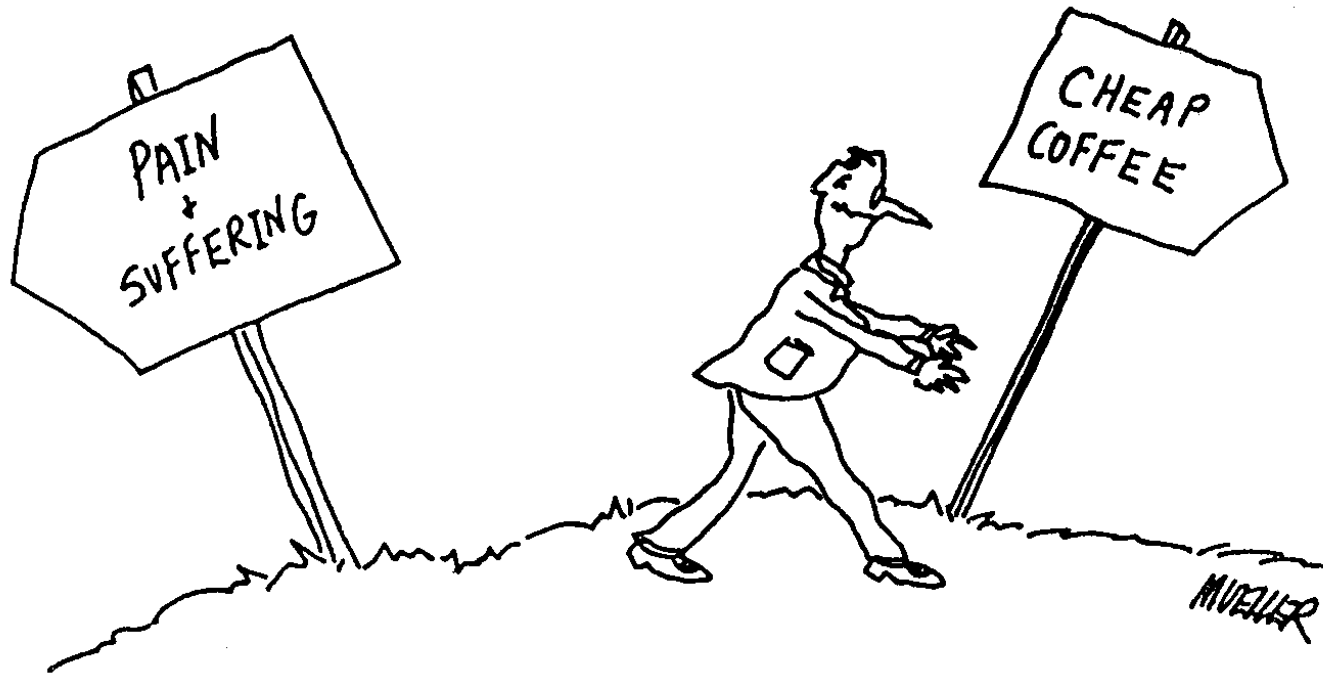
◆ **Initial Leadership Exposure**

◆ **Half-Day Session with Broader SHP Team**

◆ **Full EHE Workshop with Broader Team + others**

◆ **Initial Prioritization Survey**

◆ **A Survey on the Survey**

◆ **SHP Retreat to Review Results and Identify Priorities**

Priorities Identified from EHE
Learning from Great Communicators

Spread the Word

Inspire

Engage

Connect

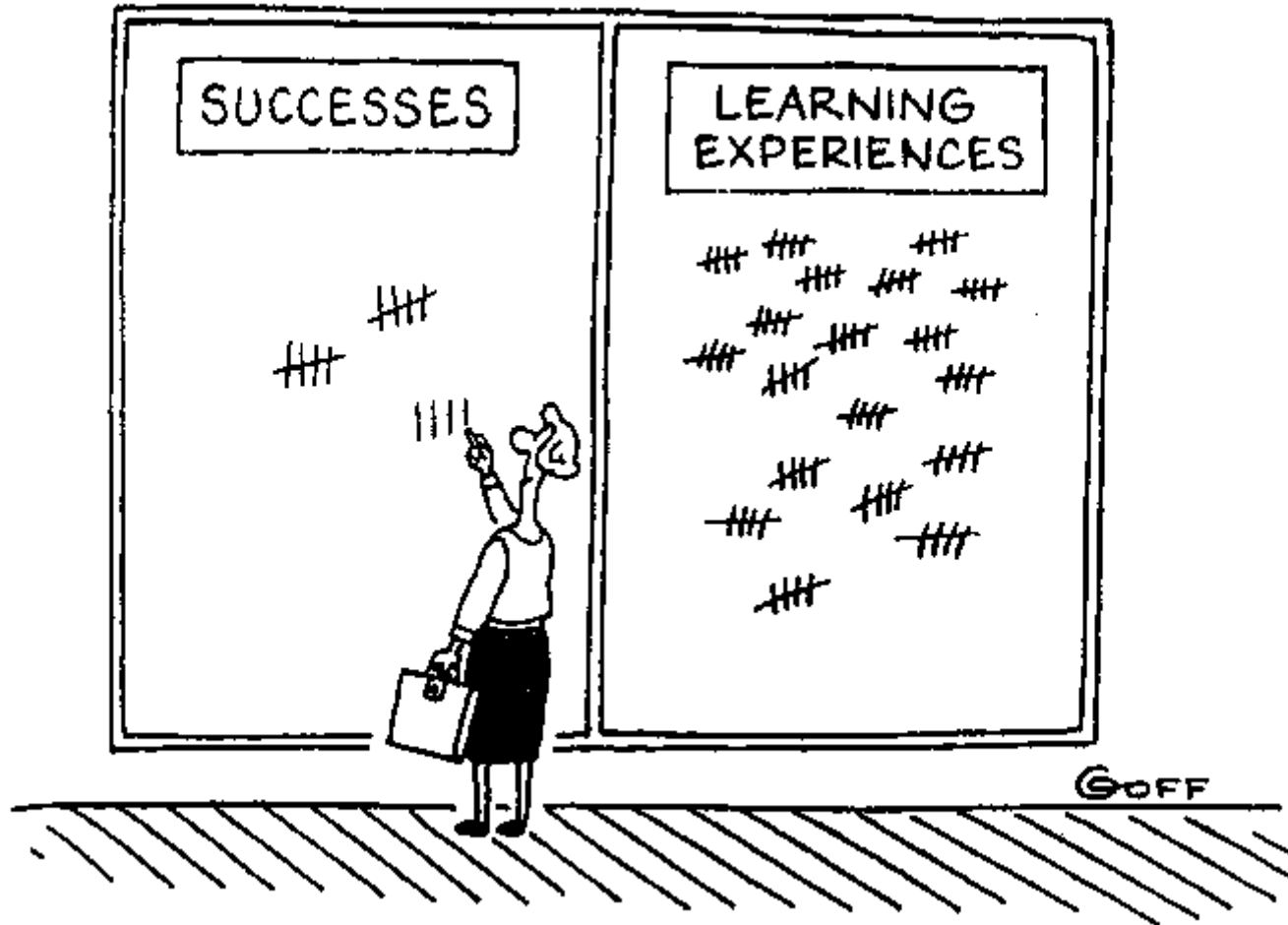Nurture

We now have a decision to make

Re-Affirm/Revitalize **Vision, Mission and Guiding Principles**.

Connect the work of every faculty and staff member to SHP mission, vision, and strategic goals.

Build and publish **School Dashboard.**

Re-invent Internal Communication practices.

Lessons in Leadership

It's a Learning Process

Lessons in Leadership

- **Identify a <u>framework/language that anchors the group</u> and builds common understanding (i.e., EHE, Change or Improvement Model, Vision, Mission, Plan).**

- **Measures/metrics are important but only if there is a <u>common definition/meaning of the metric.</u>**

- **If personalities get in the way of progress, or create conflict, <u>focus on changing the process not the people.</u>**

- **<u>Balance advocacy and inquiry</u>….with a heavy focus on inquiry... When trying to reach decisions/actions.**

Thank You!

Mentor – Dean Mahon

ODL Faculty/RLA Facilitators

Everyone in RLA Cohort