



Your voice. Louder.

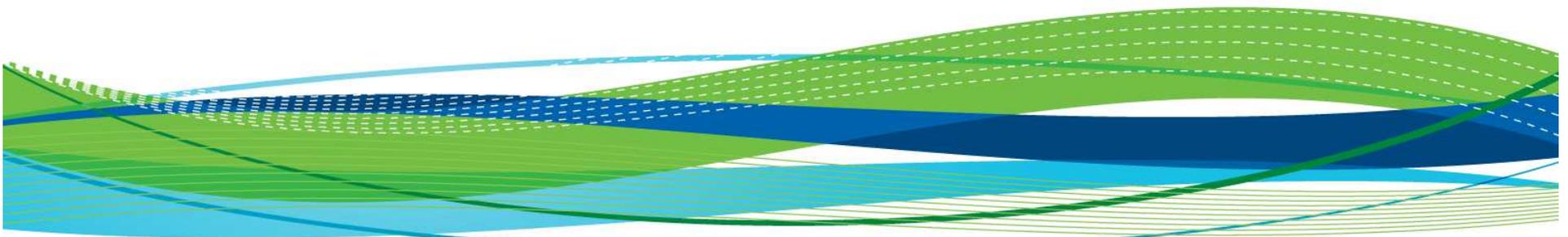
The Secret Sauce of Operations

The Evolving Rural Hospital

Brock Slabach, FACHE

Senior Vice President for Member Services

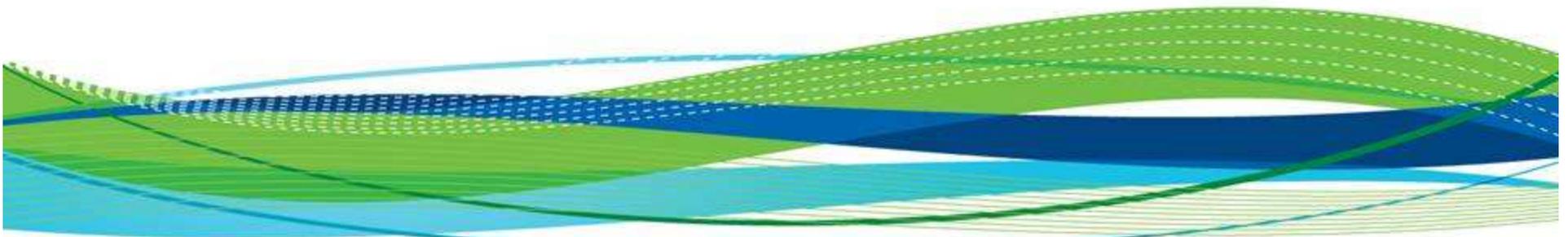
National Rural Health Association





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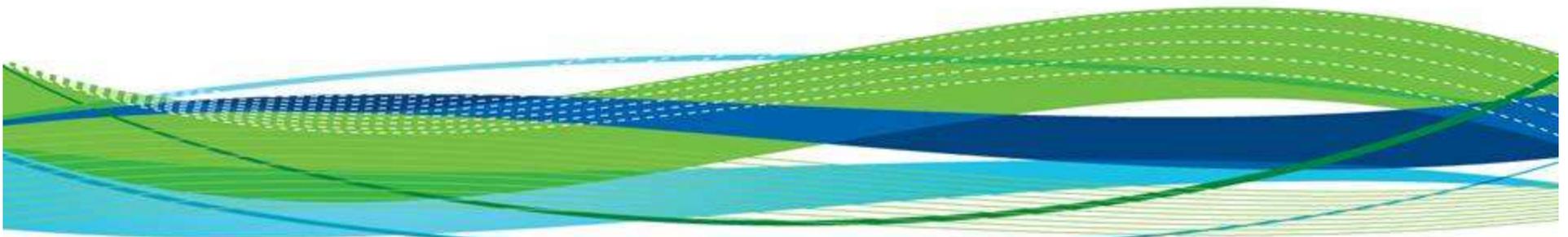
Generous Leadership for an Era of Transformation



“We live in an era
of massive
institutional
failure.”



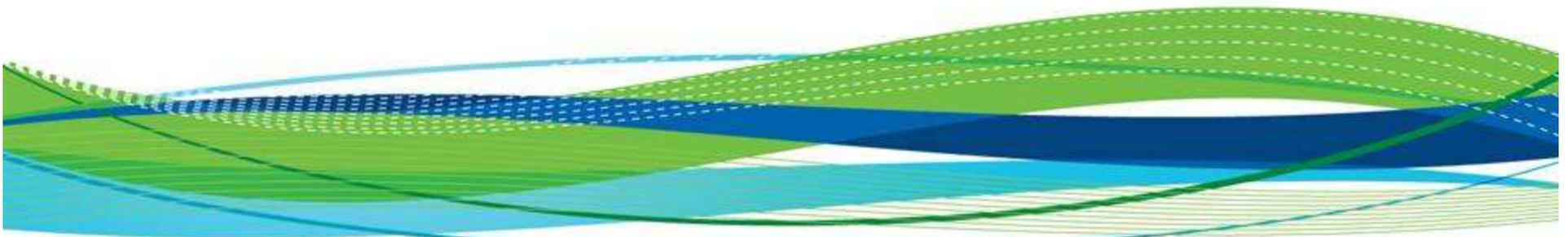
--Dee Hock, founding CEO of Visa



“When the
infrastructure
shifts, everything
rumbles.”



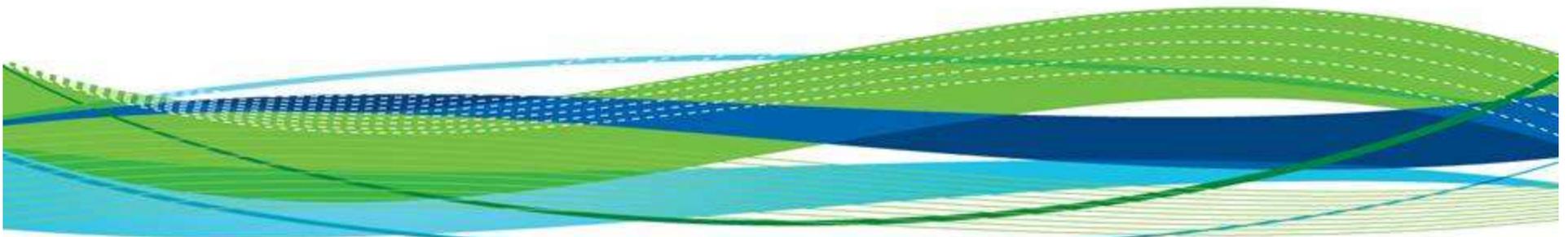
--Stan Davis, Author and Management Consultant





An Era of Transformation?

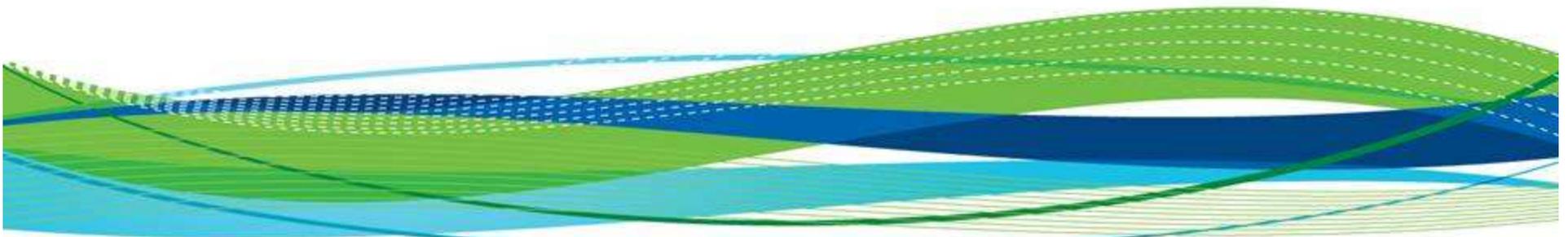
- Population Health
- MACRA
- Transparency
- APM/DSR





Healthcare Environment

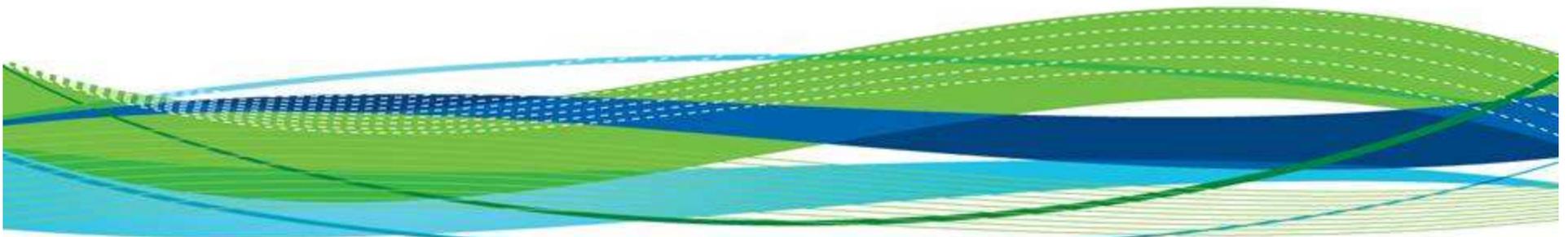
- Healthcare Reform (ACA/MACRA)
- HIT and Meaningful Use
- Reimbursement—Shrinking
- Quality and Safety
- Workforce
- Technology





In a word.....

CHAOS

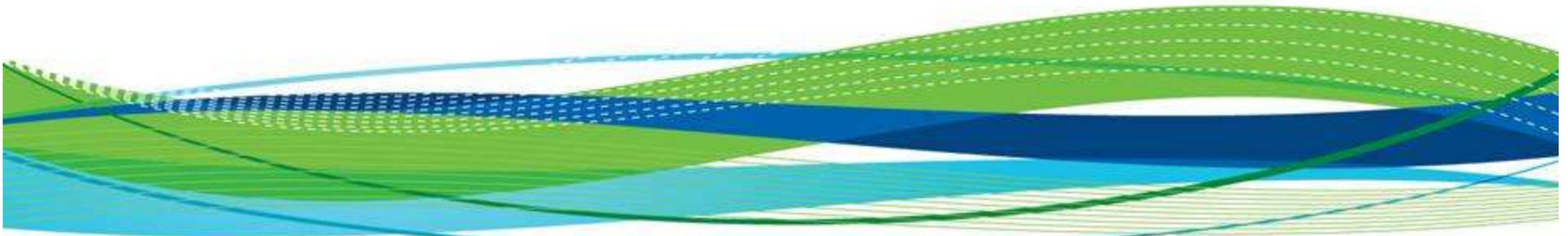




Chaos Theory for....

Have you ever thought?

- Why so many organizations feel lifeless?
- Why does progress, when it appears, often come from unexpected places?
- Why does change itself, that event we're all supposed to be "managing," keep drowning us, making us feel less capable and more confused

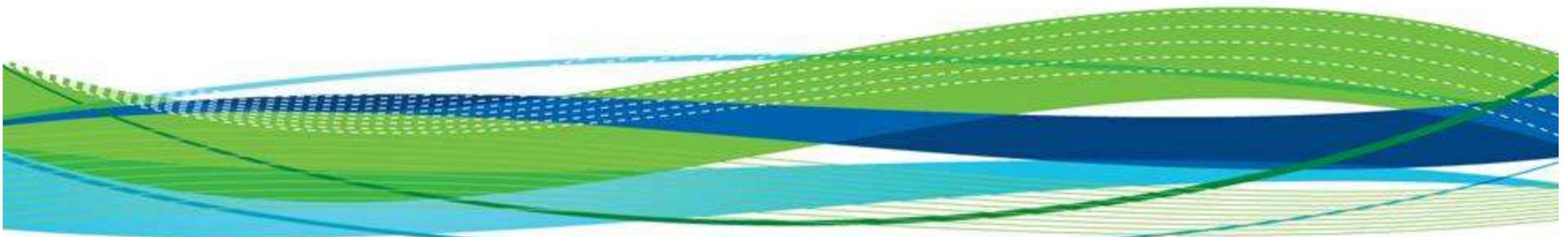




Chaos Theory for.....

Have you ever thought?

- Why have our expectations for success diminished to the point that often the best we can hope for is endurance and patience to survive the frequent disruptive forces our organizations and lives?



Chaos Theory



Chaos theory describes the complex motion and the dynamics of a system. A system can descend into chaos and unpredictably, yet within that state of chaos, the system is held within boundaries that are well ordered and predictable.

- Chaos and order are complementary partners, not polarities
- Chaos is a necessary process for the creation of a new order



Chaos Theory

- Why do we seek equilibrium and live in fear of change?
- At equilibrium, there is nothing left for the system to do. It is at this point the system has exhausted all of its capacity for change
- We have treated organizations as closed systems, like machines
- Disturbances create disequilibrium. Disequilibrium leads to growth.



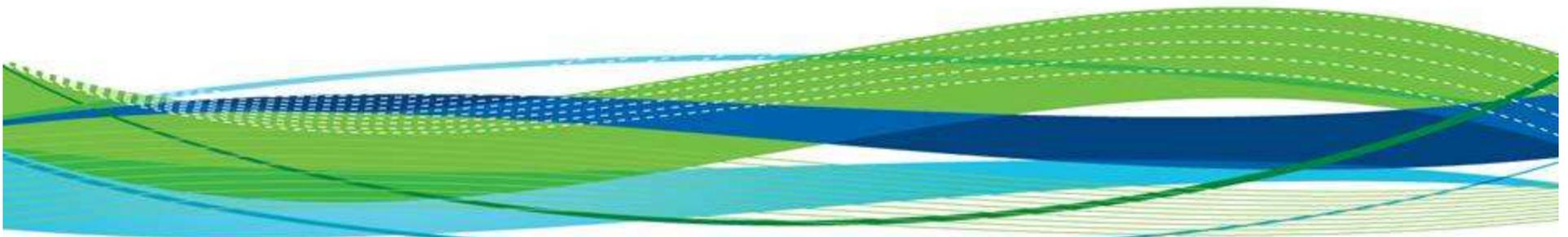
Organizations as Systems

Generous leaders inquire into three domains:

Identity

Information

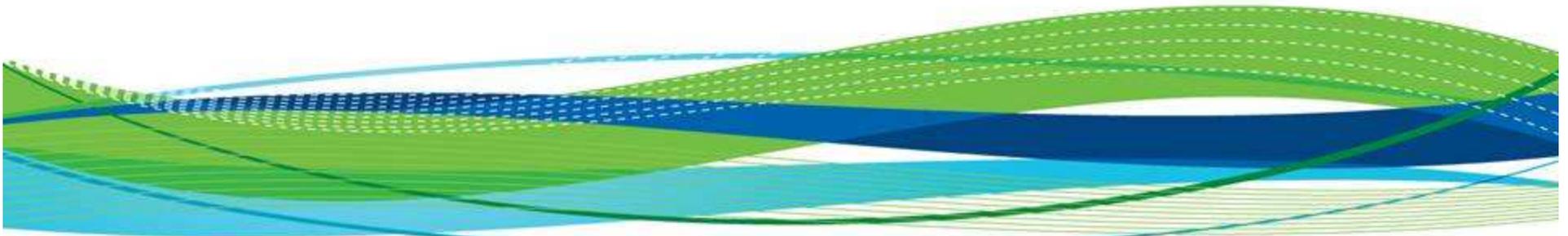
Relationships





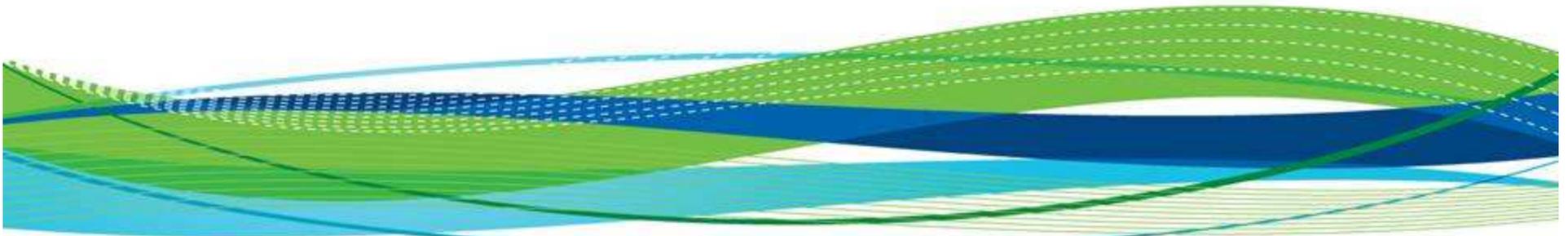
Identity

- Disruption initiates self-organization
- More freedom in self-organization, the more order
- Each individual maintains clear sense of individual identity
- Each individual shapes a system's identity ... nothing is wasted



“I go every place in my organization and talk to people about our vision; about our commitment to distribute power and authority so that people can genuinely feel they have real impact on the business from wherever they are; about trust; about openness; about eliminating political game-playing and confronting difficult issues publicly rather than in back rooms.”

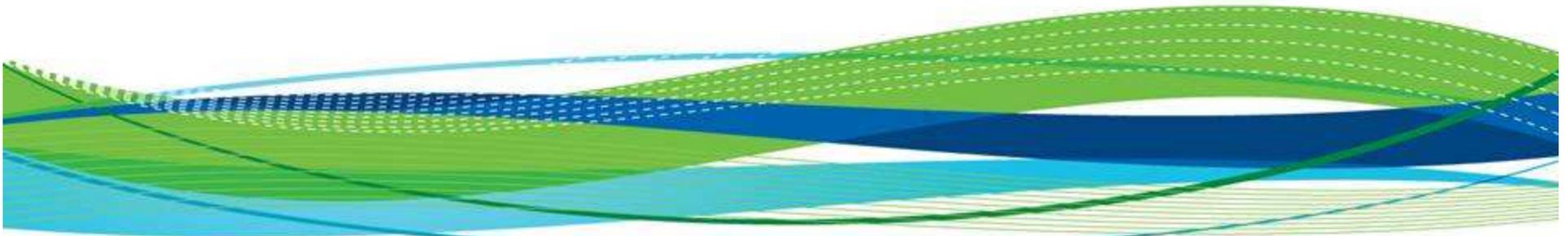
--William J. O'Brien, CEO, Property/Liability Insurance Company





Information

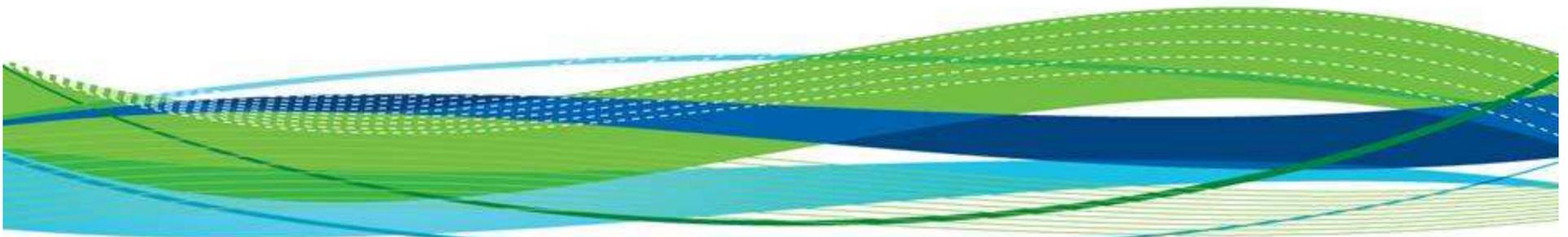
- Employ information the same way life does. Information feeding back on itself and changing in the process
- Freedom evokes trust that people can make sense of the information because they know their job and organizational purpose
- Allow information to flow freely through systems, disturbing the peace
- Develop new approaches to information





Information

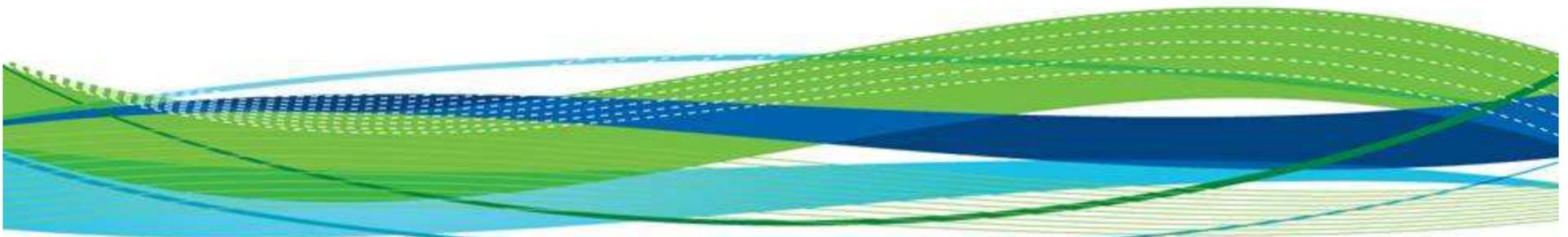
- Possible benefits of free flowing information in organizations:
 - ✓ Higher the ability to process the information, the greater the level of intelligence
 - ✓ Information-rich, ambiguous environments are the source of surprising new births





Relationships

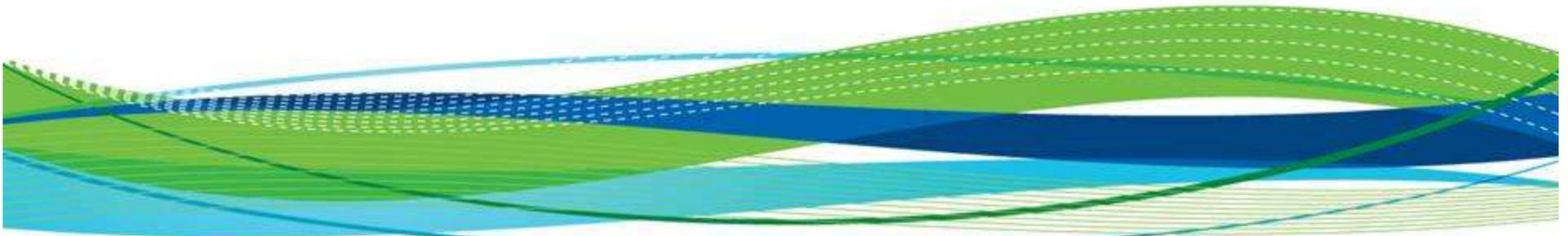
- The potential that becomes reality, depends on the relationships between multiple elements:
 - ✓ People
 - ✓ Events
 - ✓ The moment





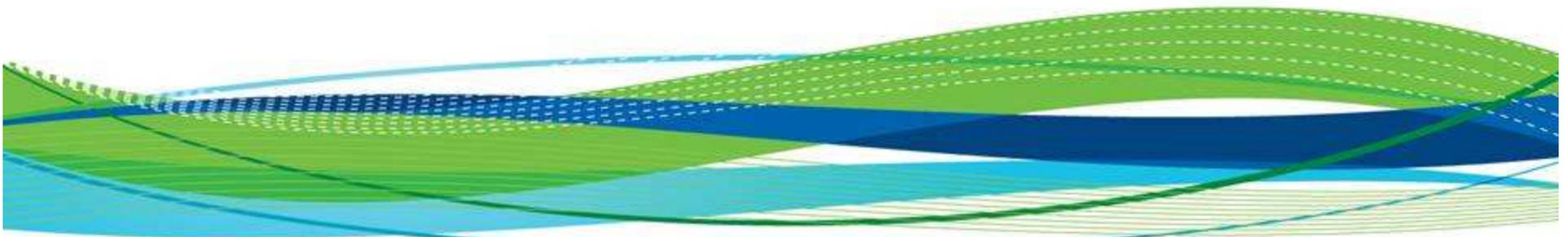
Relationships

- None of us exists independent of our relationships with others
- Power is the capacity generated by our organizational relationships
- Assessing an organization's capacity for healthy relationships ... a prime role for generous leaders



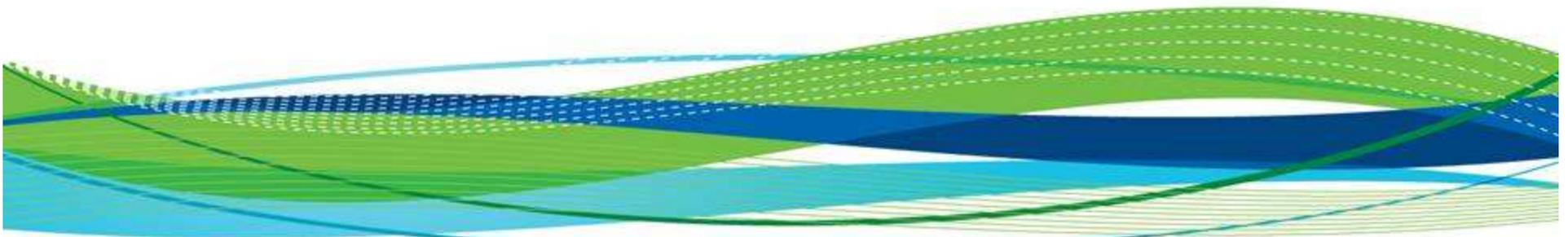
“There has to be something at the soul of an organization that does not change but that will enable people to live with change.”

--Stephen Covey



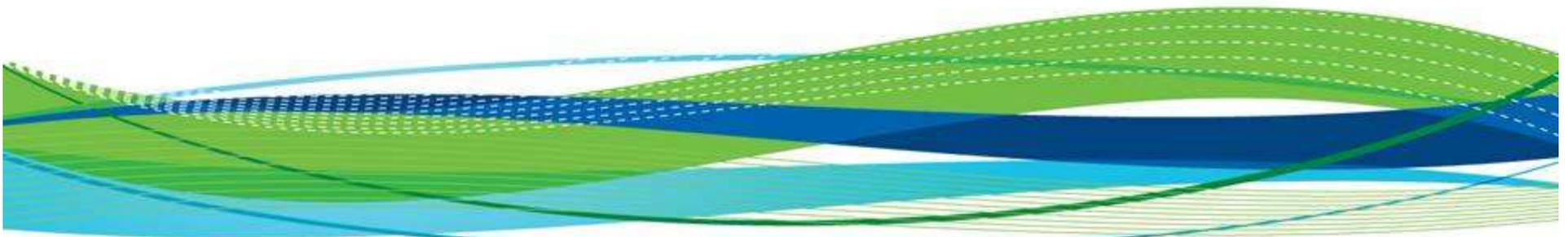
A Generous Leader Should

- Learn how to facilitate process
- Become savvy about how to foster relationships
- Learn how to nurture growth and development
- Become better at listening, conversing and respecting one another's uniqueness



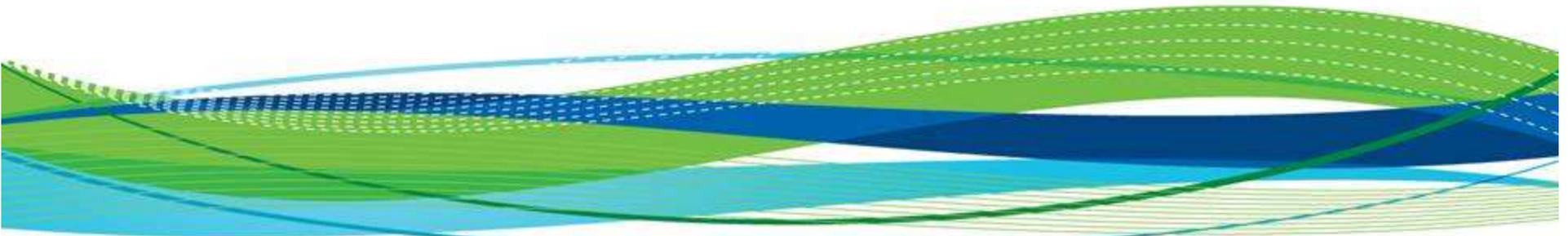
A Generous Leader Should

- Help develop a clear identity that lights the dark in moments of confusion
- Support employees as they learn to incorporate values into their organizational lives
- Understand that we are controlled by concepts that invite our participation, not policies and procedures that curtail our contribution
- Create space where people, ideas and information circulate freely

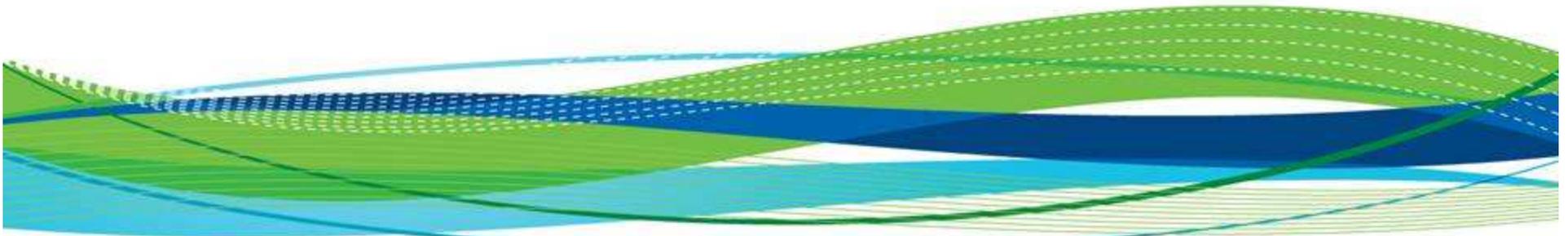


A Generous Leader Should

- Understand complexity
 - “*For every great problem, there is a simple solution—and it’s wrong.*” --Oscar Wilde
- Realizes that aspiration drives all fundamental learning
- Know that ends and means are inseparable.



7 Things That Will Destroy Us

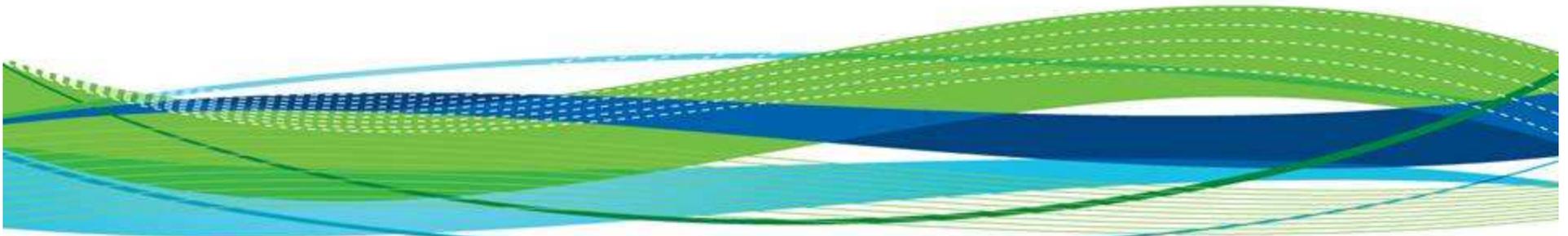


Most Important...



“The servant-leader is servant first. It begins with a natural feeling that one wants to serve, to serve first, as opposed to wanting power, influence, fame or wealth”

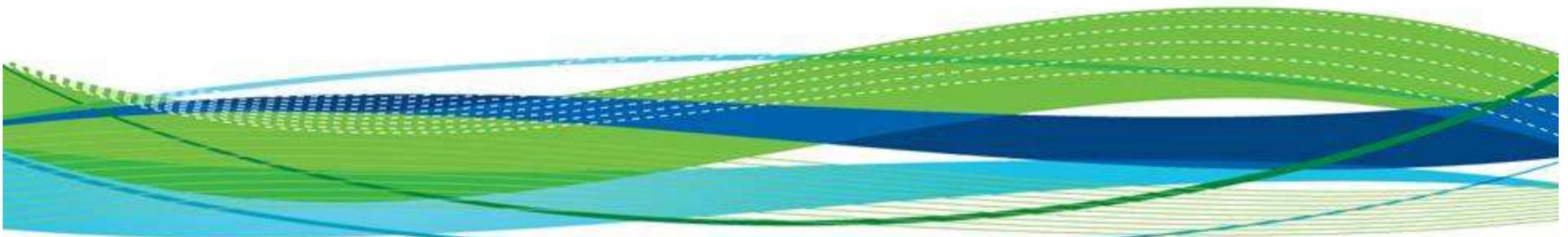
-Robert K. Greenleaf





In Summary

- Era of Transformation is here
- Transformation is a disturbance that is, and will, create disequilibrium
- Generous leaders understand organizations as living systems:
 - ✓ Identity
 - ✓ Information
 - ✓ Relationships





In Summary

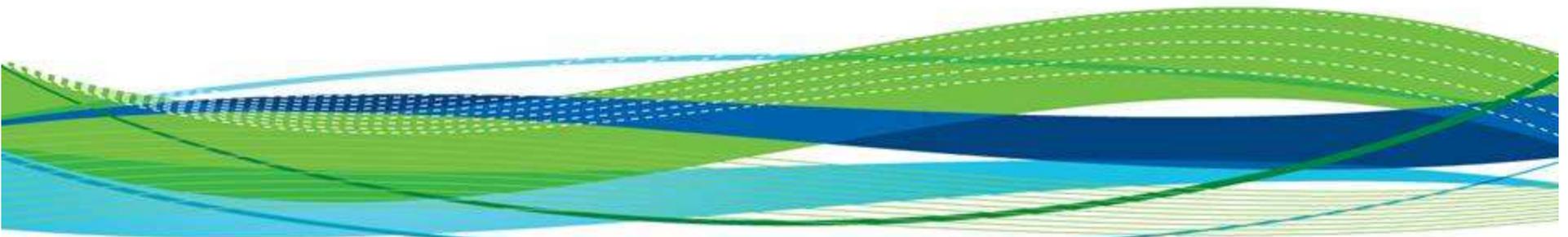
- Change should be the normal
- A generous leader is a servant at heart
- Islands of Excellence in a sea of mediocrity
- We are all leaders!
 - ✓ “We are the leaders we have been waiting for”



Paradox of Generous Leadership

“Genuine leadership is deeply *personal*
and inherently *collective*.”

--Peter Senge, Author, *The Fifth Discipline*

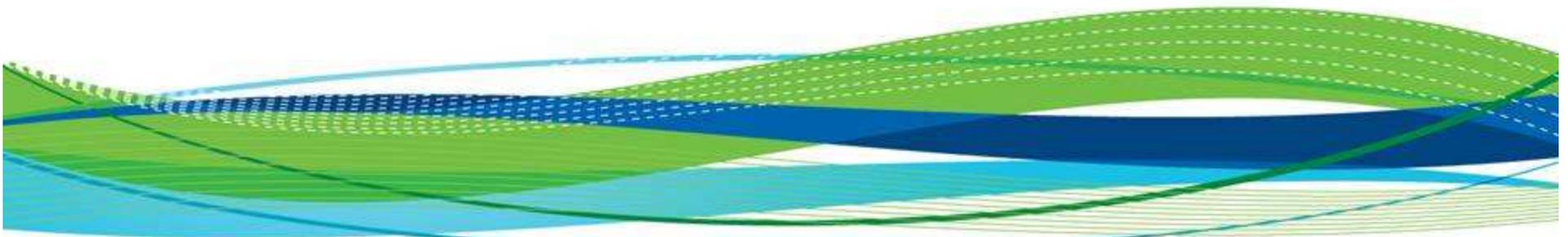




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Resources

- Wheatley, Margaret, *Leadership and the New Science: Discovering Order in a Chaotic World*. San Francisco, 1999
<http://www.margaretwheatley.com>
- Greenleaf, Robert K, *Servant Leadership: a Journey into the Nation of Legitimate Power and Greatness*. New York, 2002
<http://www.scottlondon.com/interviews/wheatley.html>





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THANK YOU

Brock Slabach, MPH, FACHE

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National Rural Health Association

