

This is a sample of the instructor materials for *Principles of Healthcare Leadership* by Bernard J. Healey.

The complete instructor materials include the following:

- Test bank
- PowerPoint slides for each chapter
- An Instructor's Manual (with answers for textbook discussion questions)

This sample includes the PowerPoint slides and Instructor's Manual section for Chapter 4, "Creativity and Innovation in Healthcare."

If you adopt this text, you will be given access to the complete materials. To obtain access, e-mail your request to [hapbooks@ache.org](mailto:hapbooks@ache.org) and include the following information in your message:

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# Chapter 4

## Creativity and Innovation in Healthcare

# Learning Objectives

- Describe the process of developing creativity and innovation in employees
- Discuss the role played by leaders in creating a climate of creativity and innovation
- Explain the differences between intrinsic motivation and extrinsic motivation
- Summarize the process of innovation

# Reinvention of healthcare

- Reinvention is the activity of making major changes and improvements.
- Reinvention requires the emergence of strong leadership supplemented by empowered followers.
- Followers must be empowered to think creatively.

# Creativity

- Creativity will only occur when the climate is right.
- Creativity is all around us, as are creative people who advocate radical or simply different ideas or ways of thinking.
- To think creatively is to use one's imagination to discover deficiencies or gaps in current knowledge.

# Concept of Flow

- Creativity in employees has become mandatory for any organization facing challenges like healthcare.
- Csikszentimihaly (2009) points to the development of flow in employees' work, which triggers an enjoyable feeling when work is challenging.
- Flow and creativity at work create satisfaction and retention of innovative employees.

# Innovation

- The healthcare delivery system in our country cannot exist without innovation.
- Innovation not only involves the envisioning of solutions to problems but also includes the implementation or commercialization of the new idea.
- The starting point for innovation is a creative idea, which can originate anywhere.

# The Innovation Process

- The most common steps in an innovation process are the following:
  - Idea generation
  - Idea screening
  - Experimentation
  - Commercialization



# Bureaucracy and Innovation

- Bureaucratic organizations, such as hospitals and health systems, do not usually foster creativity and innovation among their employees.
- As a business grows, a bureaucracy is created, which always ends the creative process.
- This is exactly what we see in healthcare delivery today.
- Two resolutions capable of reversing this spiral in healthcare delivery are collaboration and the creation of a dual operating system.

# Collaboration

- The role of the leader is to look inside and outside the organization for advice on problems.
- By including the viewpoints of other disciplines, one may see possible solutions to healthcare delivery that would not otherwise be discovered.

# Dual Operating System

- According to Kotter (2014), organizations need to exploit available opportunities through the creation of a dual operating system.
- In a dual operating system, the organization is divided into two sections: a traditional hierarchy and a network structure that mimics a start-up in the introductory or entrepreneurial phase of development.
- Kotter (2014) argues that this dual organization ushers in the opportunity to exploit the most important duties of managers and leaders.

# Disruptive Innovation

- With the healthcare industry now ripe for major changes, creative destruction and disruptive innovation have been unleashed.
- According to Christensen, Grossman, and Hwang (2009), disruptive innovation has worked well to lower costs and improve quality in many sectors of the business world and is now hard at work doing the same in healthcare.

# Creating a Climate for Creativity and Innovation

- The climate present in an organization is the ultimate responsibility of the leader of the organization.
- This environment is a direct reflection of the leaders thought process and is one of the most important aspects of the creative and innovative potential of the business.

## Chapter 4

### Creativity and Innovation in Healthcare

#### Chapter Overview

Creativity and innovation have become increasingly necessary components for healthcare organizations in recent years. This chapter introduces the reader to the concepts of creativity and innovation in healthcare services delivery. Special attention is paid to the need for the leader to encourage all employees of the healthcare facility to gain a better understanding the process of innovation, along with the need for collaboration of all members of the healthcare team.

#### Main Topics Covered

- Continuous quality improvement
- Innovation
- Creativity
- Intrinsic motivation
- Flow

#### Textbook Discussion Questions

1. Explain the process of disruptive innovation in the healthcare industry.

*Disruptive innovation consists of major change in the way things are done that is designed to create value for consumers of a given service or product. In a simplistic form, it is nothing more than thinking differently about the way things are done. Leaders have the ability to empower their employees to become disruptive and in this process create value where there was none before.*

2. Explain in detail the value of creative employees in the healthcare organization.

*Creativity represents the ability to create something new and valuable. This is exactly what is needed in healthcare delivery today. In fact, creativity may very well be one of the most important determinants of reducing the cost of healthcare delivery while at the same time improving the quality of the services delivered.*

3. What is the major difference between intrinsic motivation and extrinsic motivation?

*Intrinsic motivation comes from within an individual. It is the desire found in most individuals to grow and develop individually. On the other hand, extrinsic motivation comes from outside the individual and usually includes things like wage and benefit increases.*

4. What is the role of leadership in the development of creativity and innovation in a healthcare organization?

*Leadership is one of the most important determinants of creativity and innovation in healthcare organizations. It is the leader who has the ability to empower his staff to think differently and give them the freedom to take risks on innovations designed to improve the delivery of healthcare services.*

### **Additional Questions**

1. Please offer a complete explanation of the process of innovation.

*Innovation involves not only the envisioning of solutions to problems but also the creation of something new. This process begins with idea generation and is followed by idea screening, experimentation, and, finally, commercialization.*

2. Why is the development and motivation of human capital so very important in healthcare organizations in the twenty-first century?

*Human capital is the most important resource of the healthcare institution. In fact, the future of healthcare delivery in our country is almost completely dependent on the motivation and creativity of the people who deliver healthcare services.*