

This is a sample of the instructor materials for *Leadership in Healthcare: Essential Values and Skills*, third edition, by Carson F. Dye.

The complete instructor materials include the following:

- PowerPoint slides for each chapter
- An instructor guide covering each chapter (with discussion questions and web links)

This sample includes the PowerPoint slides and instructor guide material for Chapter 1, “The Leadership Imperative.”

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 and include the following information in your message:

- Book title
- Your name and institution name
- Title of the course for which the book was adopted and the season the course is taught
- Course level (graduate, undergraduate, or continuing education) and expected enrollment
- The use of the text (primary, supplemental, or recommended reading)
- A contact name and phone number/e-mail address we can use to verify your employment as an instructor

You will receive an e-mail containing access information after we have verified your instructor status. Thank you for your interest in this text and the accompanying instructor resources.

Digital and Alternative Formats

Individual chapters of this book are available for instructors to create customized textbooks or course packs at XanEdu/AcademicPub. Students can also purchase this book in digital formats from the following e-book partners: BrytWave, Chegg, CourseSmart, Kno, and Packback. For more information about pricing and availability, please visit one of these preferred partners or contact Health Administration Press at hapbooks@ache.org.

Leadership in Healthcare: Essential Values and Skills Third Edition

Carson F. Dye, FACHE

Health Administration Press, 2017

PowerPoints for Course Use

The Leadership Imperative

Chapter One

Key Precepts

- Effective leadership is difficult to define.
- The ethics of leadership are on the decline.
- The constant stresses in healthcare cause burnout and career changes.
- Leadership development is not a top priority.
- Effective leaders are almost always values-driven.
- Effective leadership can be learned.

Perhaps the Best Summary of the Entire Book

“We are crossing a line into a territory with unpredictable turmoil and exponentially growing change—change for which we are not prepared.” —John Kotter (2014)

As such, the study and practice of leadership have become much more imperative.

New Challenges

- Shift from volume to value
- Clinical integration
- Population health management
- Management of the continuum of care—and care moving out of the acute care setting
- Consolidation, alliances, affiliations, and consortiums among providers

New Challenges

- Retail incursion into healthcare
- Continuing pressures of Big Data—more and more issues with electronic health record systems and other clinical and information technologies
- Impact of the Internet
- Patient use of smartphones
- Loss of public respect for the healthcare field

Issues Identified in the Prior Edition but Still with Us

- Aging of the population and changing
- Higher expectations from consumers
- Worker shortages
- Public pressure for more transparency and accountability

Current Leadership Challenges

- Organizations today are more complex.
- Employee commitment, engagement, and loyalty are low.
- Physicians are generationally fragmented and are dissatisfied with the industry.
- Patients are dissatisfied with the industry.
- Succession planning is not a priority for some retiring leaders.

Consider the Canyon Illustration

“The Canyon reflects the reality of people’s day-to-day jobs at all levels and functions of an organization. Dealing with those realities is the first step toward creating engaged employees and executing strategies like superstars. When leaders don’t face reality head-on, it does not bode well for goal achievement.”

(See illustration on p. 15 of the text or at <https://www.rootinc.com/about-us/canyon/>)

For Class Discussion

Answer the question:

Do I view myself as a leader?

LEADERSHIP IN HEALTHCARE: ESSENTIAL VALUES AND SKILLS, 3RD EDITION
BY CARSON F. DYE
A BRIEF GUIDE FOR HEALTHCARE ADMINISTRATION INSTRUCTORS

In addition to the case studies, the opening chapter vignettes, and the assigned readings at the end of each chapter, the following can be used for additional guidance in using the book in a healthcare leadership course.

BROAD SUMMARY

Though this book is not a complete leadership text (as compared to more traditional texts such as *Leadership: Theory and Practice*, 7th ed., by P. G. Northouse, or *Leadership: Enhancing the Lessons of Experience*, 8th ed., by R. L. Hughes, R. C. Ginnett, and G. J. Curphy), it is the only leadership book that is focused exclusively on the healthcare field. Students of healthcare administration typically find it more applicable and thus more stimulating than the traditional leadership texts. Ample citations from professional journals provide students an excellent review of academic leadership literature.

PART I – LEADERSHIP IN HEALTHCARE

CHAPTER 1: The Leadership Imperative

This chapter presents many challenging (and frustrating for some) aspects of working inside the healthcare field, and the topic could generate excellent class discussion. Possible questions include the following:

- What types of leaders are needed to work in this kind of a field?
- Are there generational differences that might play a factor in the type of leaders best suited for these new kinds of challenges?
- What kinds of things do students need to do to best prepare themselves for this field?
- Healthcare is complex, lines of authority are often not clear, and leadership in the field can be especially tough. What motivates people to seek leadership in this type of field?

The “Canyon” on page 15 portrays the gaps between leaders and followers. It also shows the importance of involving people in communication—essentially, “Show, don’t tell.” Students can gain great insight into the Canyon and other aspects of it by exploring www.rootinc.com.