

Effective Clinical Leader

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AGENDA

- Deskripsi Materi
- Tujuan Materi
- Isi:
 - Isu manajemen rumah sakit yang aktual
 - Mengembangkan kemampuan Leadership
- Tugas
- Referensi

Deskripsi Materi

- Pengembangan kepemimpinan masih diperdebatkan apakah berbasis pada warisan genetik dan nasib atau pada kemampuan untuk mengembangkan diri secara kontekstual.
- Materi ini menggunakan konsep pengembangan kepemimpinan berdasarkan kemampuan untuk mengembangkan diri yang sejalan dengan kondisi lingkungan organisasi rumah sakit
- Proses pembelajaran dilaksanakan dalam bentuk diskusi dan refleksi atas fakta yang terjadi di rumah sakit.

Pemimpin yang Kontekstual

- Unit pelayanan di rumah sakit memerlukan pemimpin yang akan memandu arah pelayanan sesuai dengan misi organisasi rumah sakit
- Sensitifitas pemimpin di tingkat pelayanan terhadap isu yang berkembang di sekitar unitnya menjadi kata kunci keberhasilan seorang pemimpin untuk membangun dan mengembangkan pelayanan yang berkualitas

Tujuan Materi

- Materi ini bertujuan untuk mengembangkan kemampuan kepemimpinan klinik dokter di rumah sakit yang berbasis pada konteks organisasi pelayanan kesehatan

MATERI 1.

ISU MANAJEMEN RUMAH SAKIT

Quality Blind Side



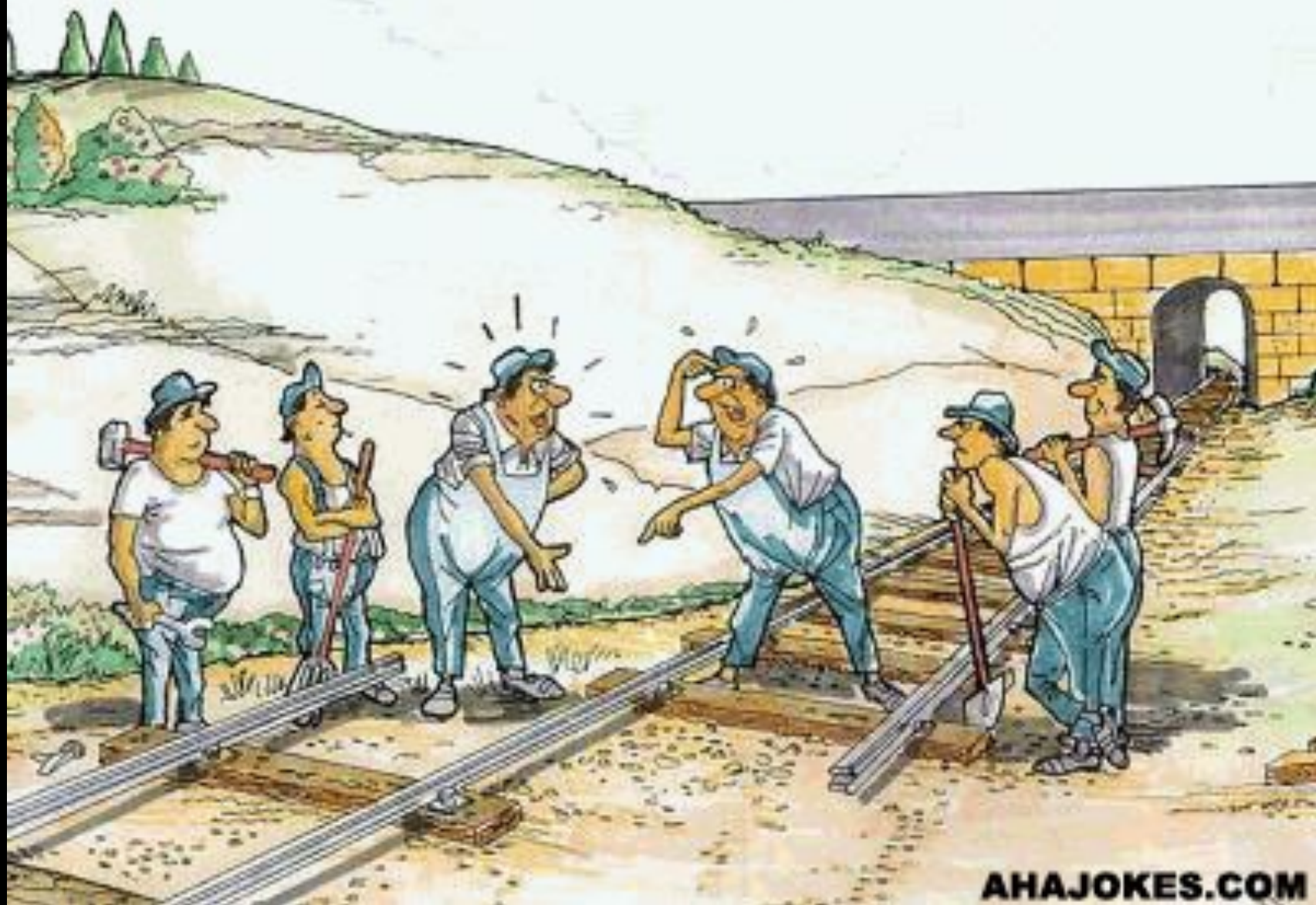
Clinical Management Issues

- Berapa angka *medical error* (termasuk *nursing error* dan *medication error*) di Rumah Sakit?
- Apakah tersedia data kejadian *hospital acquired infection* di Rumah Sakit?
- Apakah *audit medik* dilakukan secara berkala?
- Apakah pelayanan medis menggunakan standar pelayanan terkini?
- Apakah “*readmission-without-planning*” menjadi tanggungan Rumah Sakit?

Service Process Issues

- Berapa lama saya harus **menunggu dokter** di Rumah Sakit?
- Bagaimana **team-work** di Rumah Sakit ?
- Berapa lama “**door to needle standard**” di ruang Emergency Rumah Sakit?

Team Work



MATERI 2

LEADERSHIP

Leadership

- *Leadership is the process through which an individual attempts to intentionally influence another individual or a group in order to accomplish a goal.*

- International Management Basic, 2005

Strategic Leadership

A person's ability to anticipate, **envision**, maintain **flexibility**, **think strategically**, and **work with others** to initiate **changes** that will create a **viable future** for the organization.

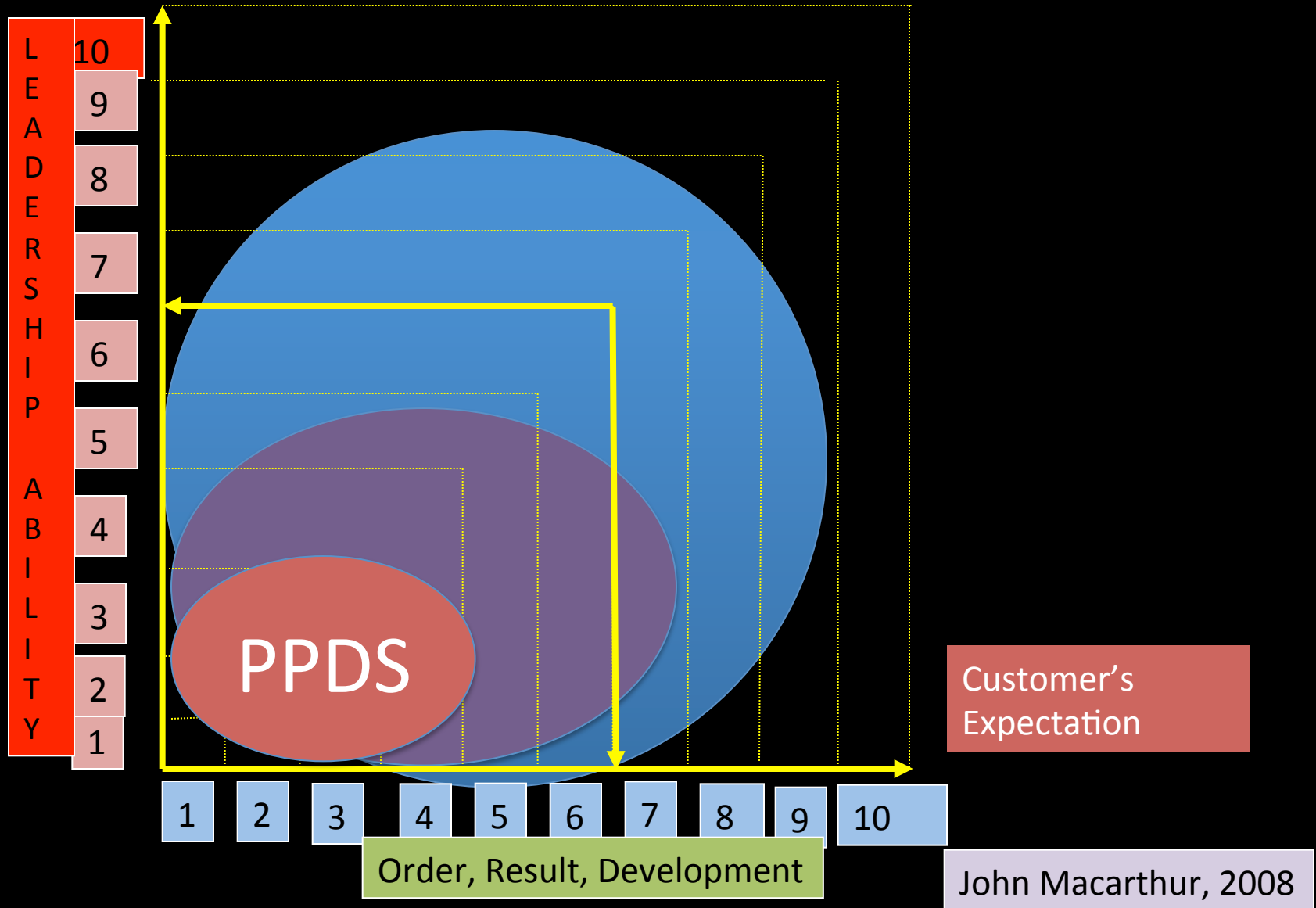
Ireland and Hitt (1999)

The Role

- An organization's ability to learn and translate learning into action rapidly is the ultimate competitive advantage. It is **CREATED BY LEADERS**

- Jack Welch, Chairman, General Electric

The Result of Leadership



The New Reality for Leadership

OLD Paradigm

- Stability
- Control
- Competition
- Uniformity
- Self-centered
- Hero

NEW Paradigm

- Change and crisis management
- Empowerment
- Collaboration
- Diversity
- Higher purpose
- Humble

THE 8 WAYS

HOW TO BECOME A GOOD LEADER

1. THE FACTORS & LEVEL OF LEADERSHIP

Factors

Ordinary	Genetic	Behavior	Contingency
Extra Ordinary	GB	GC	BC
Special One	Genetic + Behavior + Contingency		

2. VISION

- Linking the **current achievement** to the **Future State**
- MARI MENGGAMBARKAN:
 - **APA YANG MENJADI IMPIAN DALAM PELAYANAN DI RUMAH SAKIT KITA?**

The Dream

- Team work: Air Crew Management
- Clinical Process: Singapore Airlines
- Clinical Outcome: Mayo Clinic
- Wellness: Delnore Hospital

Persepsi

Image

*Great leader adalah orang yang ahli dalam menciptakan gambaran-gambaran positif, optimis serta jelas dalam **benak orang lain** dan terutama dalam **benak sendiri**.*

-Schwartz-

Experience

Internalisasi

3. INFLUENCING CAPACITY

Personal Characters

- Intelligent
- Credibility
- Humanity
- Discipline

Idealism

Idealisme meningkat sebanding dengan jarak seorang pemimpin dari masalahnya

-John Galsworthy-

Emotional Intelligence

- Emotional intelligence is the ability to know and manage oneself along with an awareness and ability to manage one's relationships with others.

EI Competency

- Self Awareness
- Self Management
- Social Awareness
- Relationship Management

Be Decisive

PIKIR

banyak

sedikit

banyak

ACTION

sedikit

1	3
2	4

Risk Taker

TAAT ATURAN

banyak

sedikit

banyak

TEROBOSAN

sedikit

1	3
2	4

**4. DARE TO SEE & TO DECLARE THE
REALITY**

Trends in Rates of Patient Harms

- 14 Hospital and 2341 reviews:
 - 588 harms: 25.1 harms per admission
- Topics:
 - Procedures: 31.6%
 - Medications: 27.6%
 - Nosocomial inf.: 16.8%
 - Other therapies: 10%
 - Diagnostic eva: 2%
- Source: Landrigan et al., N Engl J Med 2010;363:2124-34.

Element-Element Clinical Governance

(Nigel Starey, 2000)



5. LEADERSHIP IN MANAGING SERVICES

Leaders

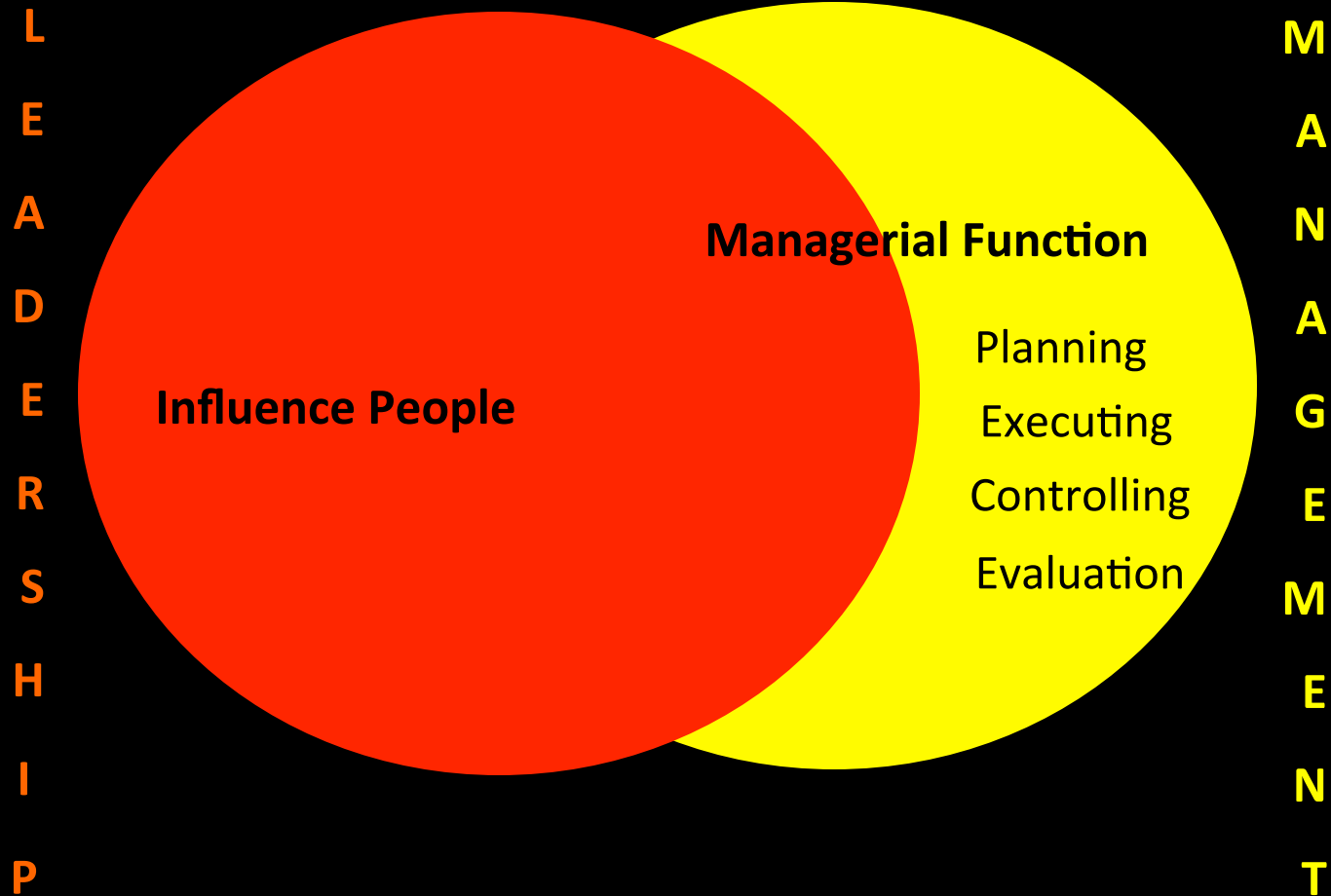
- Innovate
- Develop
- Inspire
- Long-Term View
- Ask What and Why
- Originate
- Challenge the Status Quo
- Do the Right Things

Managers

- Administer
- Maintain
- Control
- Short-Term View
- Ask How and When
- Initiate
- Accept the Status Quo
- Do the Things Right

Warren Bennis

Combination



6. STYLE OF LEADERSHIP: CREATING GOOD TEAM

- **Transactional Leadership**

Concerned with changes and exchanges. Seeking to alter both the objective and nature of leader-follower interactions, in a very rational way

- **Charismatic Leadership**

Distinct social relationship between the leader and follower, in which the leader presents the revolutionary idea & Follower accepts the idea not by rationally, but by believes

7. CHANGE AGENT

- Leader is the first change-agent

Perubahan

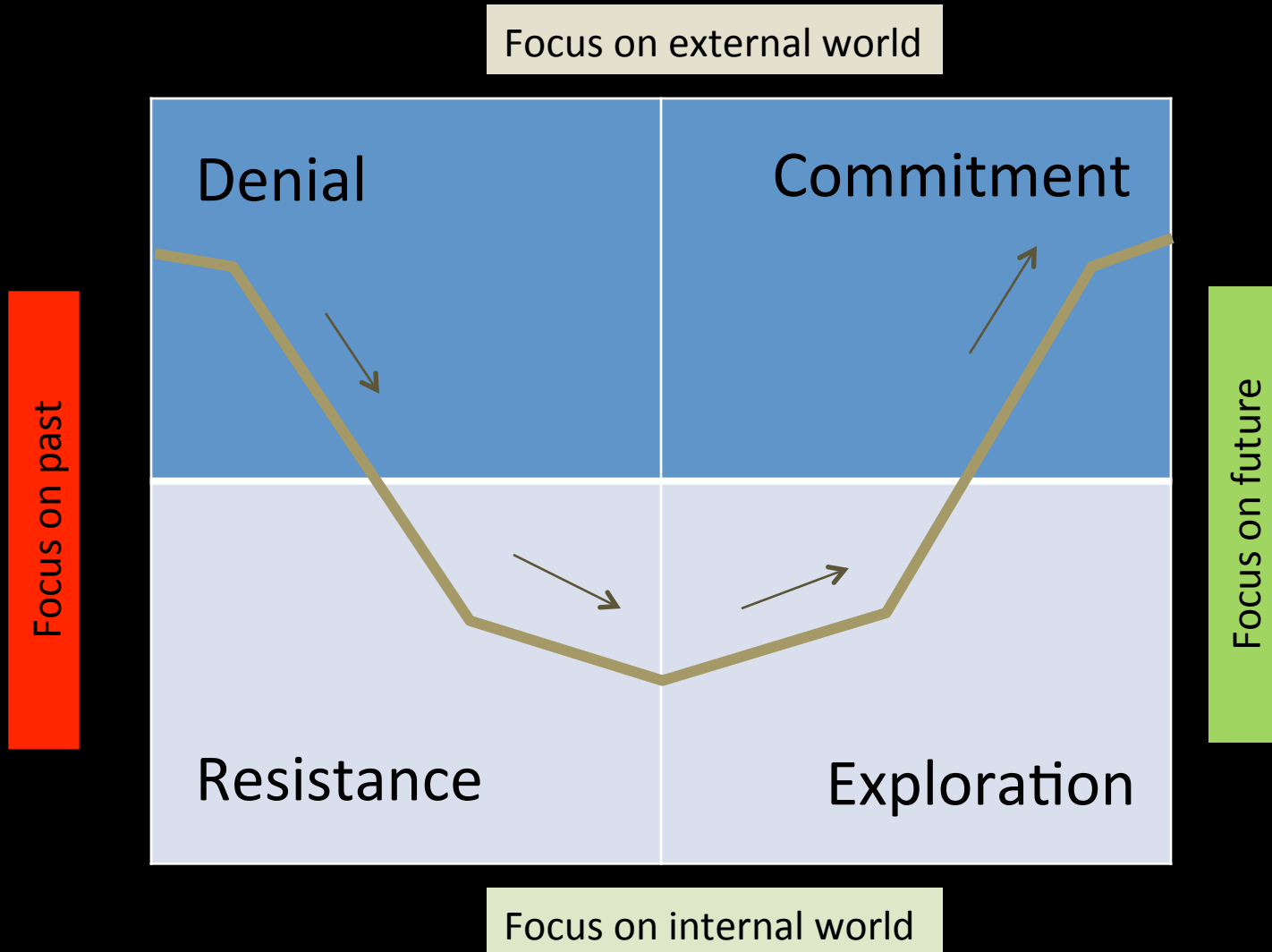
- Perubahan adalah hukum kehidupan. Mereka yang hanya memperhatikan urusan hari ini dan hari kemarin akan kehilangan **kesempatan** untuk hari esok

- JFK

Perubahan (2)

- Melakukan hal yang sama terus menerus tetapi mengharapkan hasil yang berbeda adalah tindakan ORANG GILA
 - Einstein

Response to Change



Mengapa Takut Berubah

- Takut akan hal baru
- Perbedaan perspektif
- Adanya kepentingan pribadi
- Konservatif & kemapanan

Pola Resistensi

Mampu

Tidak mampu

Mau

1

3

Tidak mau

2

4

Are You Ready

***Semua orang ingin mengubah dunia,
tetapi tidak seorangpun ingin mengubah
.....dirinya***

-Leo Tolstoy-

Status Quo

Resistensi

Keyakinan

8. COMMUNICATION EXPERT

Communication at Work

- Presentation
- Interpersonal

RESULT OF LEADERSHIP

Result of Leadership

Indikator	Ada	Tidak
Keteraturan		
Hasil		
Improvement		

Kerangka
Kompetensi
Kepemimpinan Klinik



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