Hospital leadership in a dual setting

Microsystem Festival 2016 - Scientific day

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Background

• Restructuring at Danish hospitals
• New hospitals are build
• Joint emergency rooms are established
• New ways of organizing work, staff and leaders
Background:
3 Models for organizing leaders

Method
Qualitative study

• Semi structured interviews
  • Staff (22)
  • Leaders of ward (6)
  • Leaders of department (7)
Work as imagined / Work as done

• Department level WAD is close to WAI
  • what is good about being two leaders, there is someone to share the responsibility with...and someone to spar with

• Ward level – WAD further from WAI
  • I solve the tasks, also because sometimes I do not have time to wait for the shoe ties to be tied. We have to move, and then I do it my self”
  • we [the physicians] are anarchists and we do whatever it takes not to being led.....The most important are the patients and high medical professional level, the other tasks are downgraded

Dual Leadership

Dual leadership: when two leaders are sharing the leadership task and are held jointly accountable for the results of the unit.

Interview and analysis of 3 dual leadership pairs at a Danish hospital.
Findings Dual leadership

<table>
<thead>
<tr>
<th>Seven categories for dual leadership</th>
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<tbody>
<tr>
<td>Categories</td>
</tr>
<tr>
<td>1 No differences in leader experience</td>
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<tr>
<td>2 Interchangeable assignments</td>
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<tr>
<td>3 One office</td>
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<tr>
<td>4 Veto power</td>
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<tr>
<td>5 Good human material *</td>
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<tr>
<td>6 Trust and communication</td>
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<td>7 Agreeing on decision process</td>
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Ref: Article under publication at "Leadership in Health Services". Authors: Thude, B, Thomsen, S, Stenager, E, Hollnagel, E.

*shared values, shared visions, healthy egos

Pooled leadership at the top

Pooled leadership at the top is when “a structurally plural group can become a collective source of leadership for people outside it” (Denis et al 2012).

Arguments supporting pooled leadership at the top

- Logic of appropriateness (legitimacy)
- Logic of consequentiality (Outcome)
  (March and Olsen 1989)

Are there any differences in the leader-setups towards legitimacy and outcome?
Why this Project?

- Knowledge about how leaders work together
- Knowledge about when leaders profit from being two or more leaders
- Knowledge about how a leader set-up affects the staff and the clinical work

Thankyou for your attention!

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