



بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



LEADERSHIP IN HEALTH

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CNS Module 4th Year MBBS Batch 48



Vision & Mission of RMU

Vision

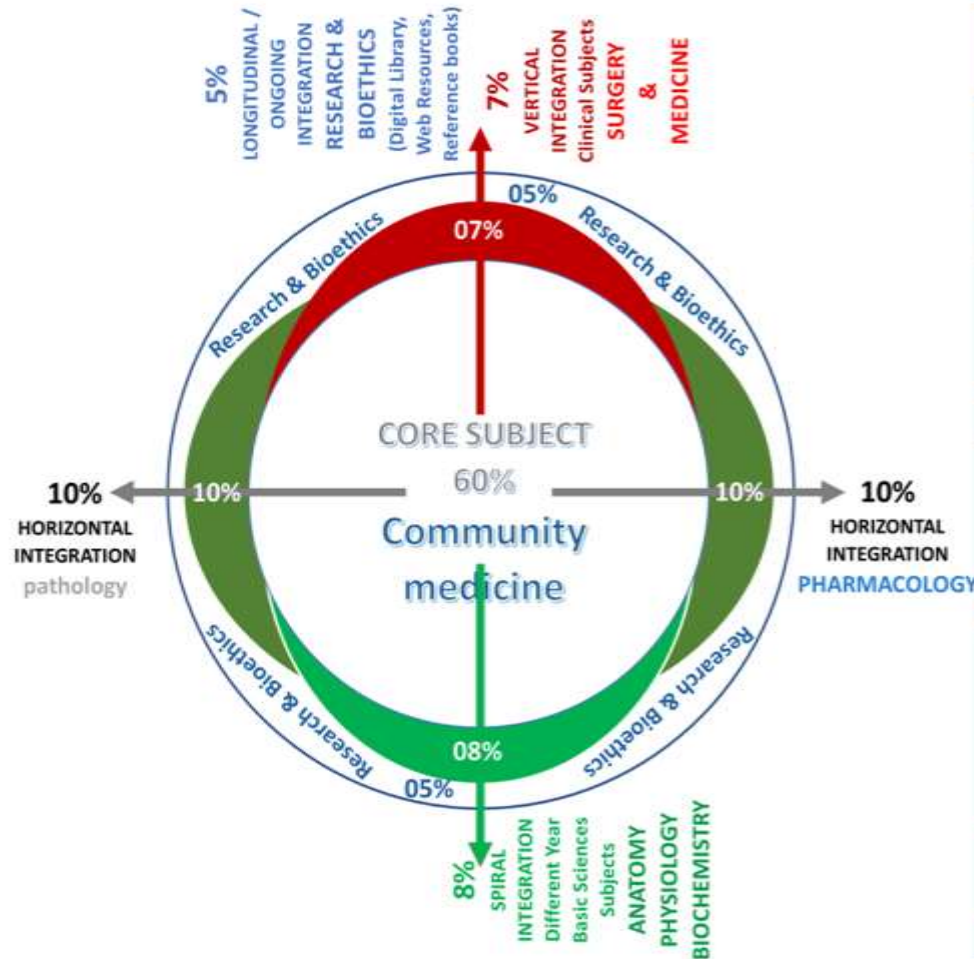
Highly recognized and accredited center of excellence in Medical Education, using evidence-based training techniques for development of highly competent health professionals, who are lifelong experiential learner and are socially accountable.

Mission Statement

To impart evidence-based research-oriented health professional education in order to provide best possible patient care and inculcate the values of mutual respect, ethical practice of healthcare and social accountability.



Prof Umar's Integration Model



4 th Year community medicine LGIS (≈30 slides)	
Core Subject – 60% (≈ 18-20 slides)	
Community medicine (≈ 18-20 slides)	
Horizontal Integration – 20% (≈ 5-6 slides)	
Same Year Subjects	<ul style="list-style-type: none"> Pharmacology (10%) (≈ 2-3 slides) Pathology (10%) (≈ 2-3 slides)
Vertical Integration – 07% (≈ 2-3 slides)	
Clinical Subjects	<ul style="list-style-type: none"> Medicine (3-5%) (≈ 1-2 slides) Surgery (3-5%) (≈ 1-2 slides)
Spiral Integration – 08% (≈ 2-3 slides)	
Different Year Basic Sciences Subjects	<ul style="list-style-type: none"> Anatomy (1-3%) (≈ 1-2 slides) Physiology (1-3%) (≈ 1-2 slides) Biochemistry (1-3%) (≈ 1-2 slides)
Longitudinal / Ongoing Integration – 05% (≈ 1-2 slides)	
Research & Bioethics (≈ 1-2 slides)	



Sequence of Lecture

1. Learning Objectives (1 slide)
2. Horizontal integration (2 slides)
3. Vertical integration (6 slides)
4. Core Subject (24 slides)
5. Research (2 slide)
6. End of lecture assessment (3 slide)
7. Reading source information



Learning Objectives

At the end of the session students will be able to

- Recognize leadership in healthcare
- Describe styles and levels of leadership
- Discuss attributes of a leader
- Illustrate role of public health professional and his leadership qualities in community development
- Recognize WHO leadership development initiative

WHAT IS LEADERSHIP ?





Leadership in Healthcare

Core
Concept

Many people today are seeking to understand and many people are writing about the concepts and practices of leadership.

Effective leadership is required to understand and navigate through the many changes



Leader and leadership

Core
Concept

- A leader is someone who can influence others and who has managerial authority.
- Leadership is a process whereby an individual influences a group of individuals to achieve a common goal



Leadership in Healthcare

Core
Concept

Unique in that there are multiple stakeholders:

- Clinicians – Medicine, Nursing & Allied Health
- Managers
- Bureaucrats
- Politicians
- Advocacy groups
- The Media



International Issues and Challenges for Healthcare Leaders

Core
Concept

- Sustainability
- Community/patient expectations
- Clinical governance and accountability
- The way health services are delivered
- Workforce capacity and sustainability
- Political influence and intervention
- Performance improvement & patient safety

Tensions between Different Key Groups

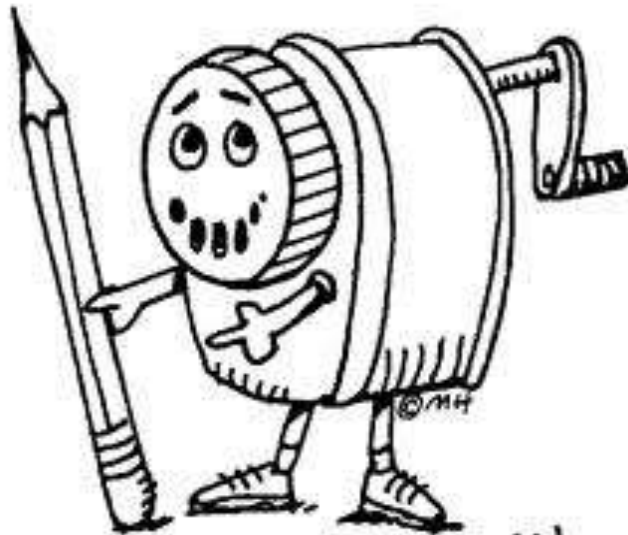
Core
Concept

- Politicians – political leaders with a short term focus and usually politically biased
- Bureaucrats – Responsible for policy development and its implementation but do they lead?
- Clinicians – Access clinical resources and accountable for delivering quality patient outcomes. Lead clinical innovation and service delivery
- Managers – Can lead an organisation / service but are accountable for the “bottom line” and organisational performance
- Patients – leading “advocacy” & self-care

Skills of a leader

Core
Concept

Whether you're leading yourself, others, teams, organizations or communities, there are certain skills that you need to have



Sharpen Your Skills

- Decision making
- Planning
- Problem solving
- Ethics and social responsibility
- Creativity and innovation
- Systems thinking

Levels of leadership

Core
Concept



National
level

District level

Community level

Is Leadership Different than Management?

Core
Concept

Management

- Traditional views of management associate it with four major functions: planning, organizing, leading and controlling/COORDINATING

Leadership

- Yes, leading is different than planning, organizing and coordinating because leading is focused on influencing people, while the other functions are focused on "resources" in addition to people.

Management

- Management involves coordinating and overseeing the work activities of others so that their activities are completed efficiently and effectively



Functions of management

Planning

Organizing

Controlling

Leading



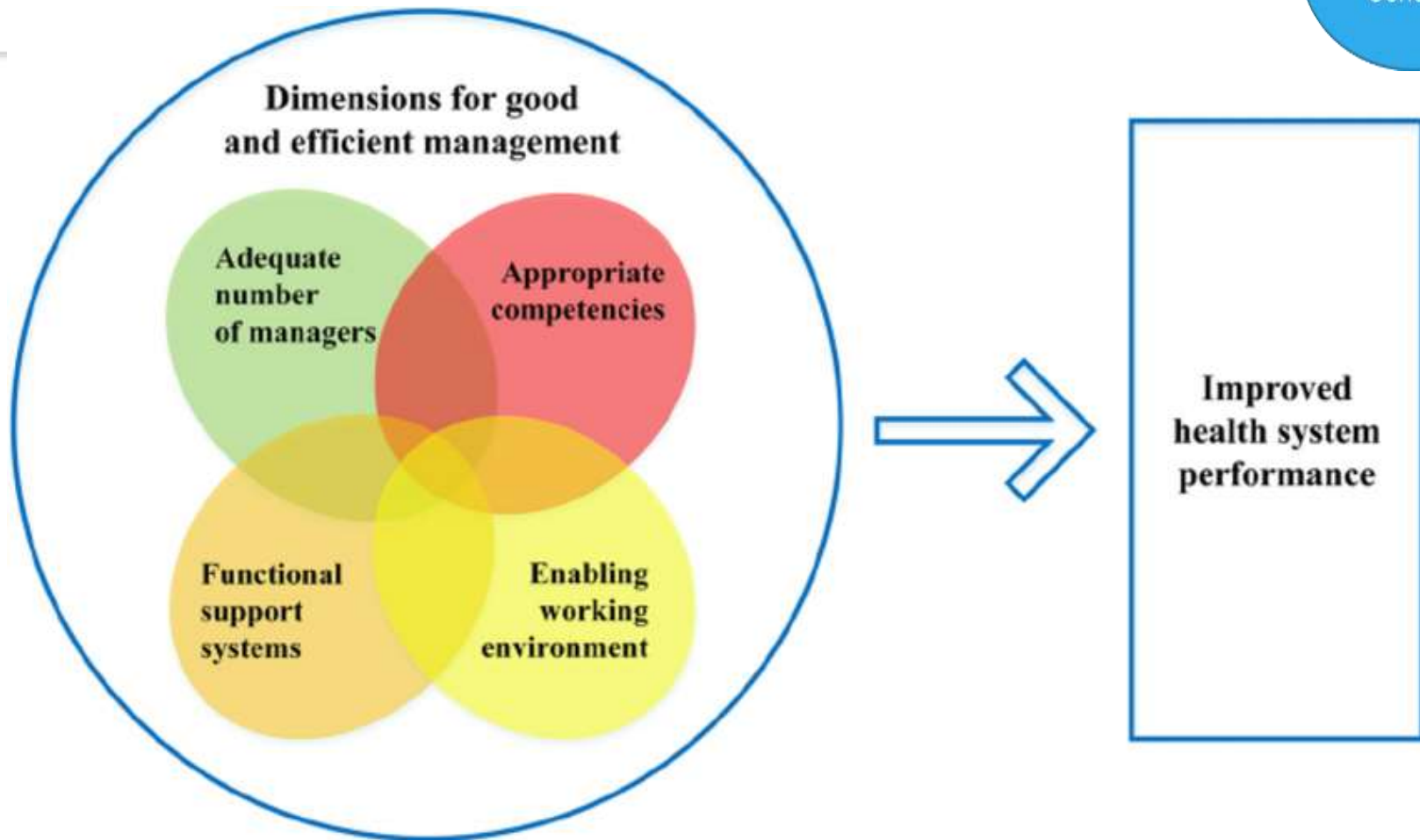
Components of leadership

Core
Concept

- Leadership is a process
- Leadership involves influence
- Leadership occurs in group context
- Leadership is group attainment

Leadership and management framework

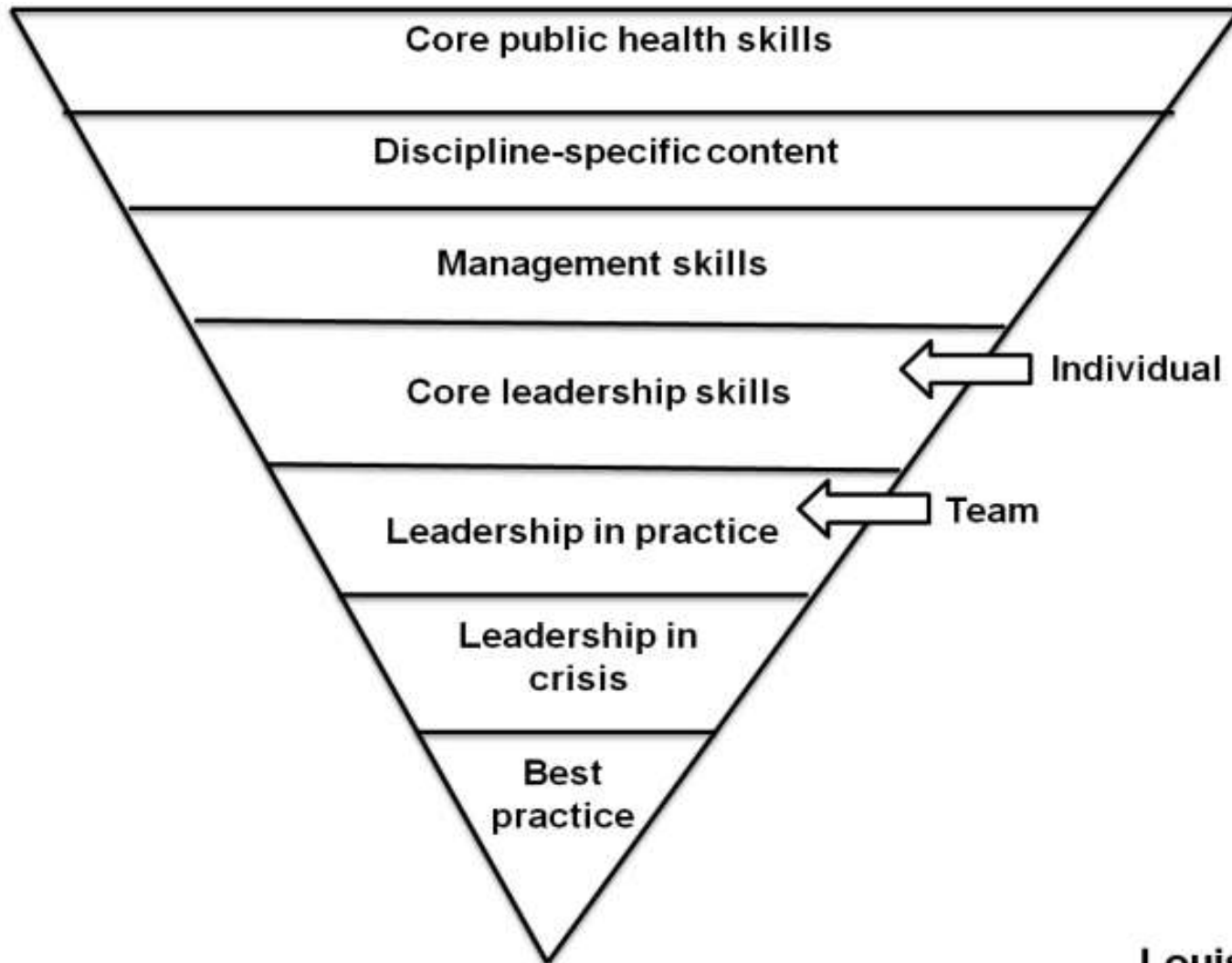
Core
Concept



Leadership pyramid

Core
Concept

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C B
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Louis Rowitz

- Ideally all managers should be leaders, but there may be informal leaders in the groups who emerge based on their inborn **leadership traits, learned attributes, skills & competencies**
- **Traits**= deeply rooted characteristics of personality
- **Attributes**= behaviors learned with experience,
- **Skills**=specific learned activities necessary for a job (tells what to do to perform a job),
- **Competencies**= a mix between behaviors and skills that are easily measurable (tells how behave & perform a job successfully)



Leadership



Core
Concept

Traits of leaders

- Adaptable to situations
- Alert
- Ambitious
- Dominant
- Dependable
- Energetic
- Persistent
- Tolerant to stress
- Decisive
- Assertive

Skills of leaders

- Communication skills
- Social skills
- Clever
- Diplomatic
- Creative
- Conceptual skills
- Organized
- Persuasive
- Knowledge about group task



Attributes of leaders

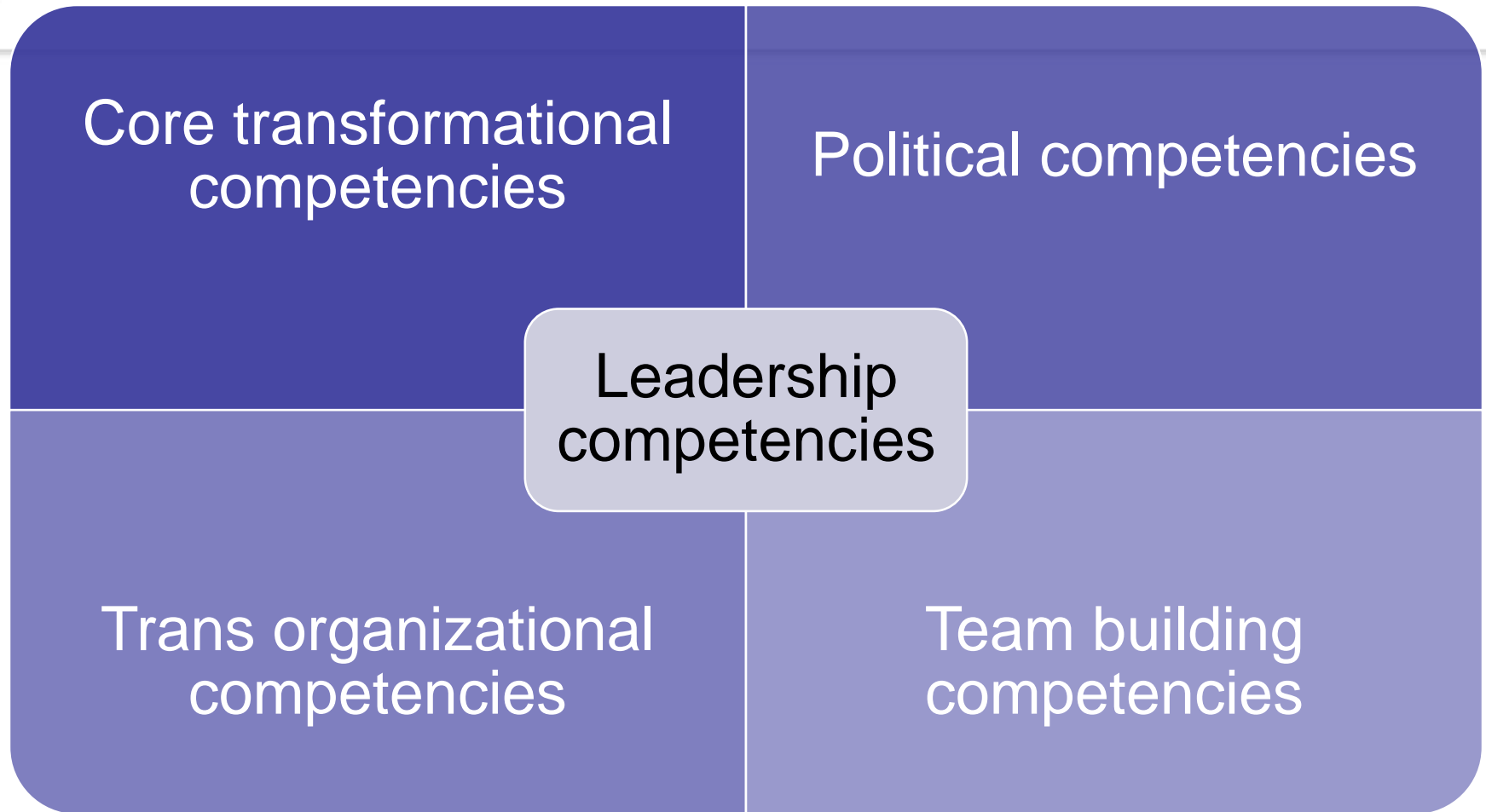


Core
Concept

- Visionary
- Enabling Change
- Working with others
- Changing self
- understanding health development
- Communication



NLN Leadership competency framework





Theories of leadership



Core
Concept

- The “Nature” theory/ Great man theory
- The Trait theory
- The “Nurture” theory
- The “Situation ” theory



Great man theory

Core
Concept

- Based on the belief that leaders are exceptional people, born with innate qualities, destined to lead.
- The use of the term 'man' was intentional since until the latter part of the twentieth century leadership was thought of as a concept which is primarily male, military and Western.
- This led to the next school of Trait Theories



Trait theory



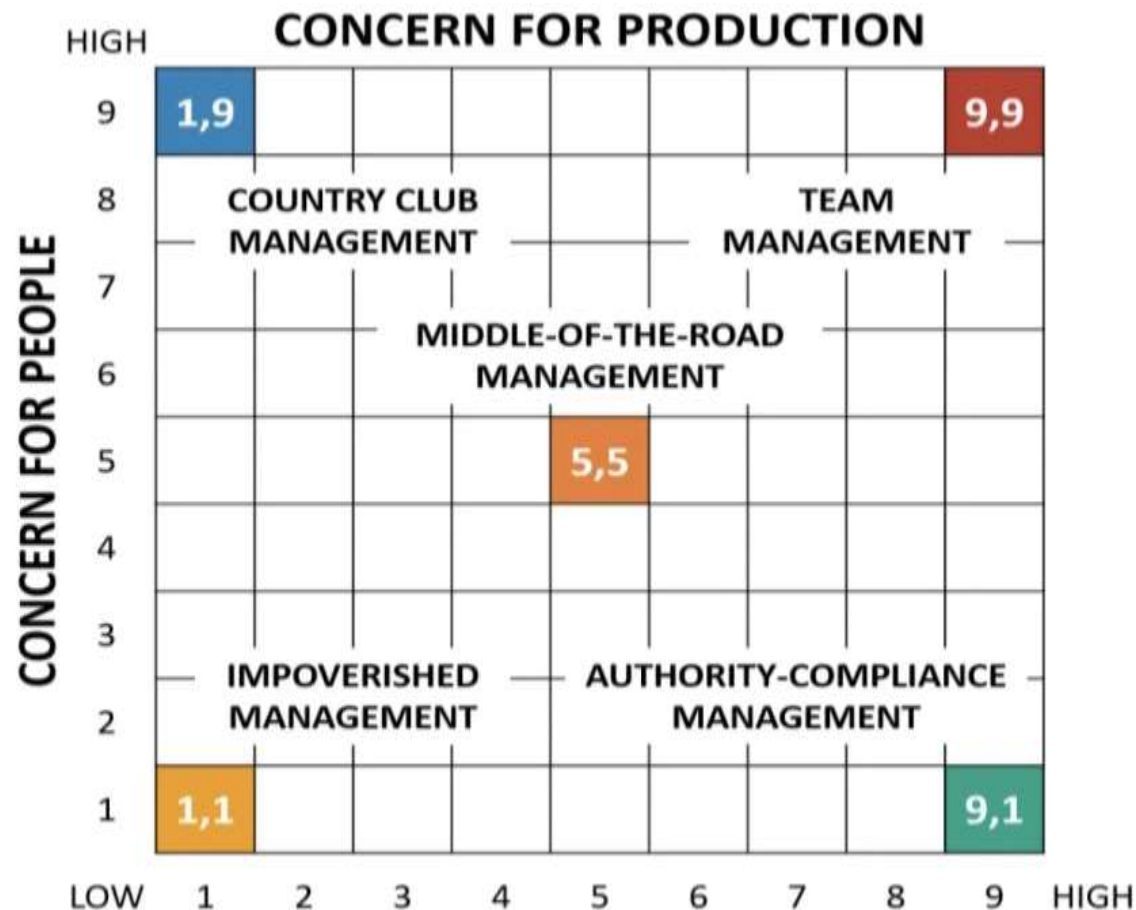
Core
Concept

- Effective and ineffective leaders could be distinguished on the basis of common traits which they inherit or acquired.
- Four primary traits are:
 1. Emotional stability and composure
 2. Admitting error
 3. Good interpersonal skills
 4. Intellectual breadth

The nurture theory

Core
Concept

- Leadership can be learned



Style A: Indifferent style

Core
Concept

People: Low

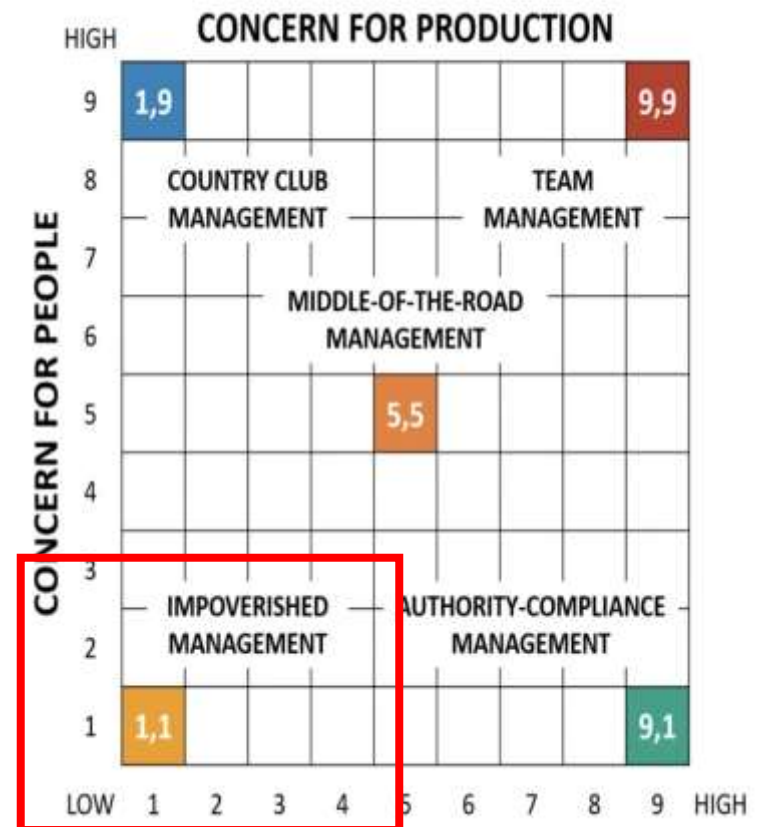
concern

Production: Low

concern

Managers use this style to preserve their jobs and job seniority

Results in less innovative decisions



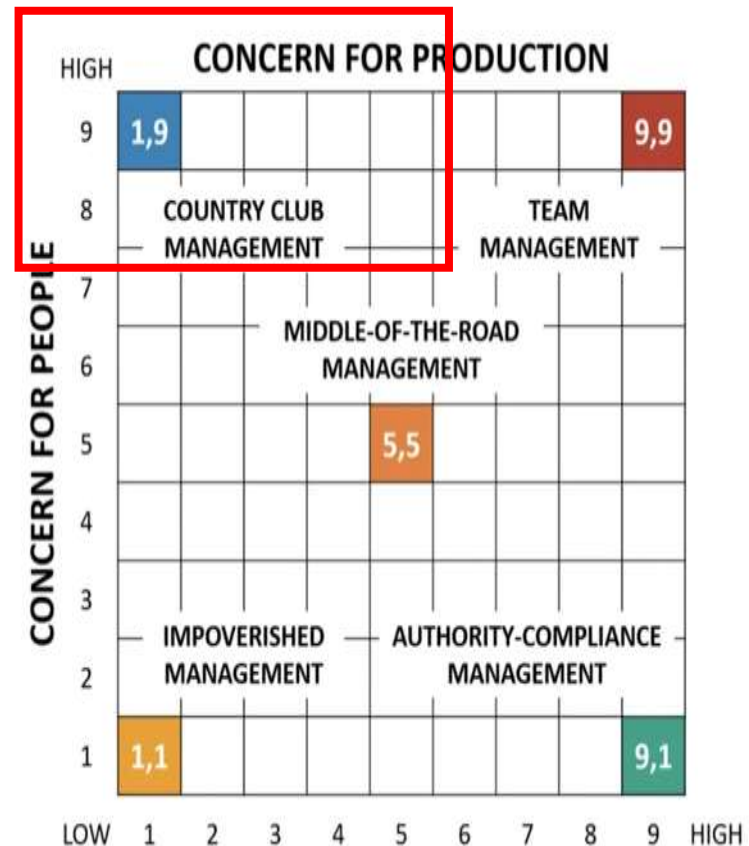
Style B: Accommodating style

People: High concern

Production: Low concern

Managers and leaders pay much attention to security and comfort of employees

Results in friendly atmosphere but necessarily productive



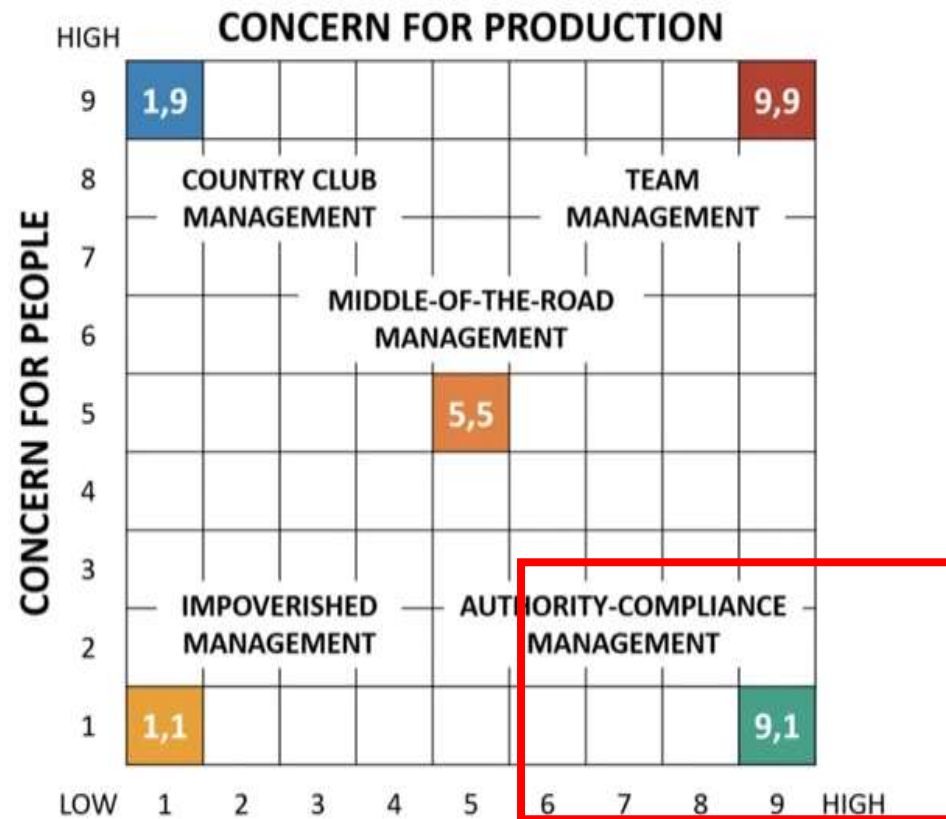
Style C: Dictatorial style

Core
Concept

People: Low concern

Production: High concern

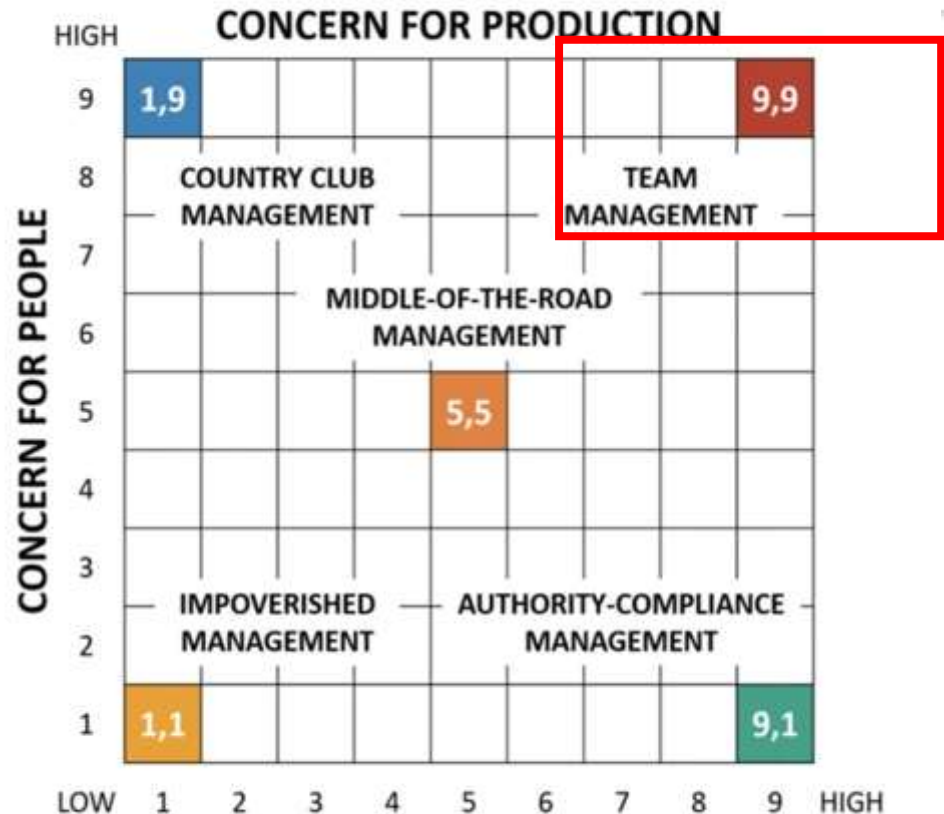
- Managers and leaders find employee needs unimportant
- Through rules and punishment company goals are achieved



Style D: Sound style

Core
Concept

- **People:** High concern
- **Production:** High concern
- Managers and leaders use this to encourage team work and commitment among employees



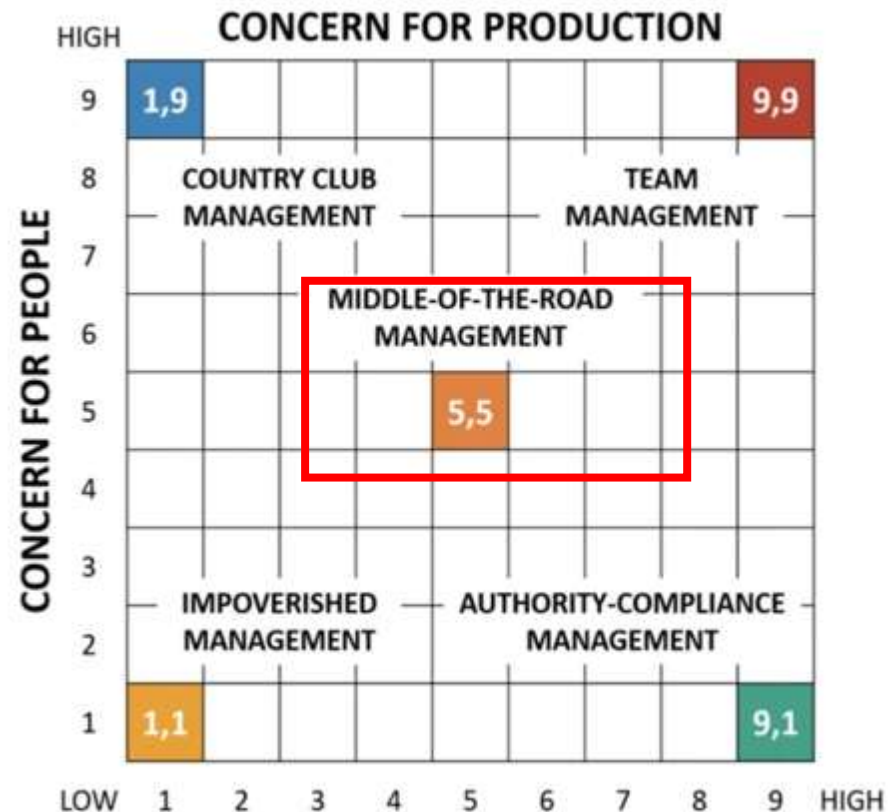
Style E: Status Quo style

Core
Concept

People: Some concern

Production: Some concern

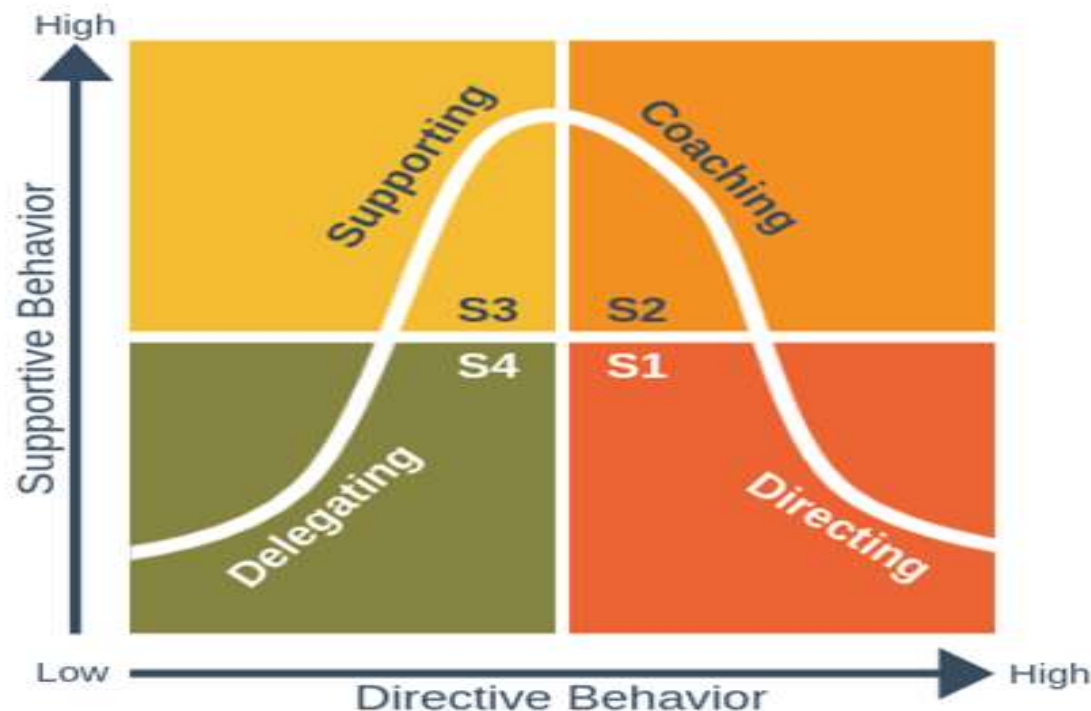
- Managers and leaders to balance company goals and employees needs



Situation theory

Core
Concept

- Most important predictor for success is situation or context





Styles of leadership

Core
Concept

- Leadership styles is how you behave when you are trying to influence the performance of some one else
- Directive behavior
- Supportive behavior



1.Directive behaviour

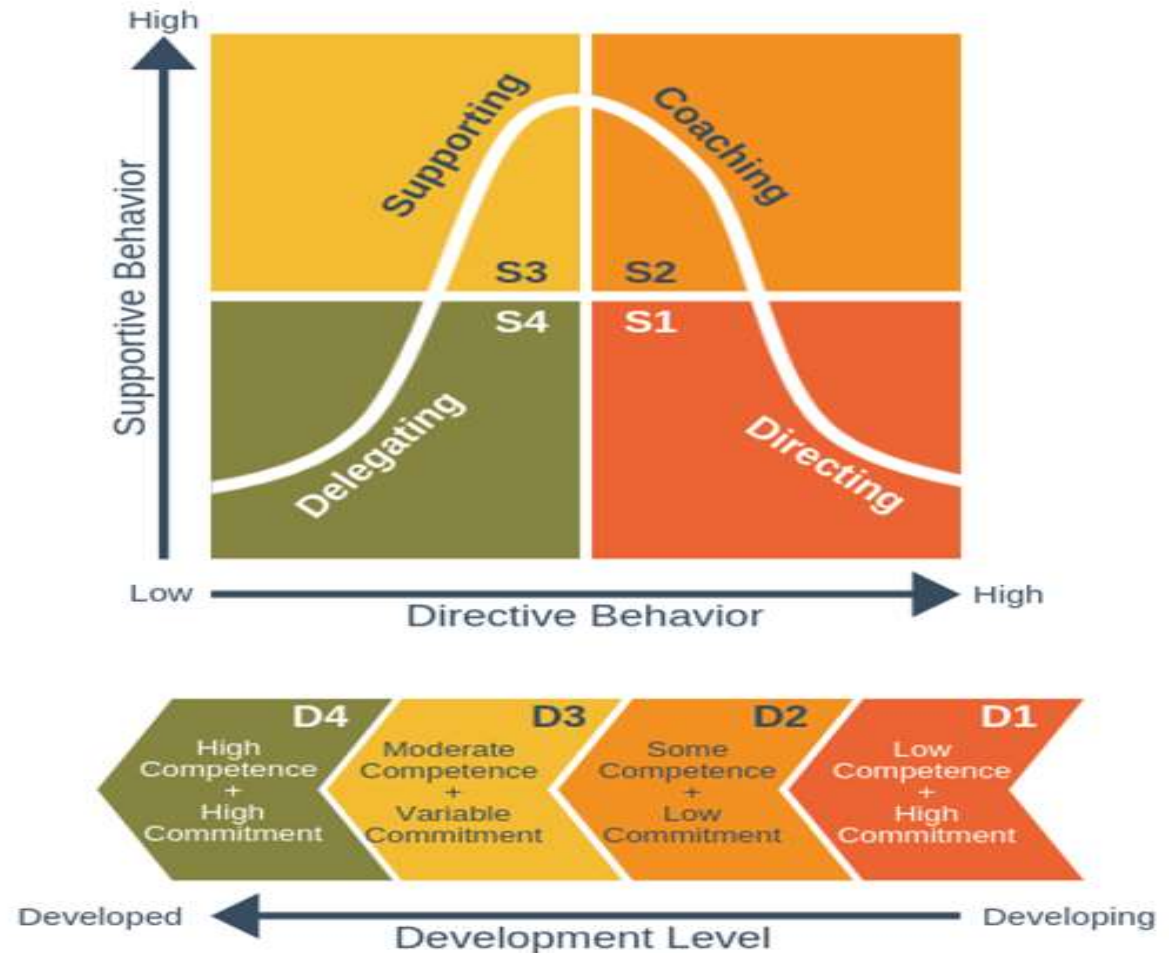
Core
Concept

- Leader involves clearly telling people what to do ,how to do, where to do ,and when to do and then closely supervise performance

2.Supportive behavior

Core
Concept

- Leader involves listening to people, providing support and encouragement ,facilitating involvement in decision making





2.Supportive behavior

Core
Concept

- **Directing:** leader provides specific instructions and closely supervise
- **Coaching:** leader continues to direct and closely supervise task accomplishment, but also explains decisions, suggestions,
- **Supporting:** leader facilitates and supports subordinates efforts towards task accomplishment
- **Delegating:** leader turnover responsibility to subordinate



Requirements for effective leadership in health

Core
Concept

- Hierarchical framework and leadership support
- Pre requisite education and knowledge of health system
- Technical requirements
- Social requirements
- Formal training in management
- Environmental influences



Basic principles of leadership for community development

- System perspective
- Local perspective
- Community involvement
- Awareness of community culture
- Minimization of conflicts
- Relevance to local needs



Core
Concept

Leadership in healthcare organizations: A retrospective study

Article Full-text available

Leadership in healthcare organizations: A retrospective study

April 2022 · [International Journal of Health Scie...](#)

DOI: [10.53730/ijhs.v6nS3.5427](#)

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 Berhane Aradom Tedla · Abdu Selim Hamid

Overview

Stats

Comments

Citations (4)

References (5)

Abstract

Leadership is the working component of any organization; it's the nerve cell for organizations to exist, function, progress, and flourish by utilizing human and material resources wisely and effectively. Hence, the study of leadership, particularly, in the healthcare sector is very important to bring about quality service delivery both in private and public sectors. The 21st century is characterized by a high pace of changes in technology, social, economic and political, and that healthcare leaders will have a tremendous impact on the lives of many people around the globe, if they possess the technical and functional competences of leadership styles. Leaders at all levels of a healthcare culture can learn the timeless and inevitable lessons through participating stakeholders to have their voices on the critical healthcare issues. The purpose of the review is to explore and highlight the importance of leadership in healthcare organizations. Throughout the review, the authors have learnt that a genuine healthcare



Recommended Reading Stuff

- Park's Text Book Of Preventive & Social Medicine
- Public Health And Community Medicine By Ilyas Ansari

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