



Case 26

**SMYRNA UNIVERSITY
HOSPITAL DEPARTMENT
OF INTERNAL DISEASES:
FINALLY WALKING SIDE BY SIDE**

Future Faucis: Chantal La Flamme, Anna Dunbar, and AJ Pillow



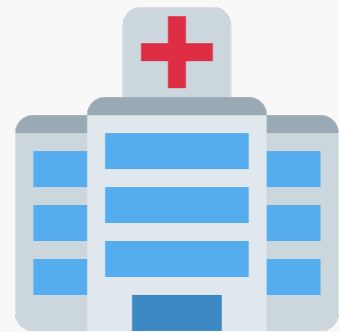
OVERVIEW

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SETTING AND KEY FACTS

SMYRNA UNIVERSITY HOSPITAL
(AEGEAN REGION, TURKEY)

MORE THAN PATIENT CARE



1. Medical Education
2. Research
3. Patient Care

DEPT. OF INTERNAL DISEASES

- Largest department in the hospital; made of 8 divisions
- Dr. Selim takes leadership

KEY FACTS ABOUT THE CASE



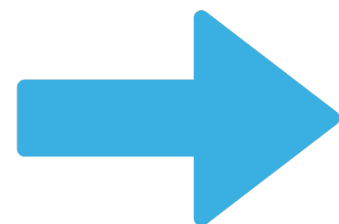
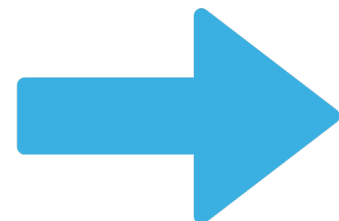
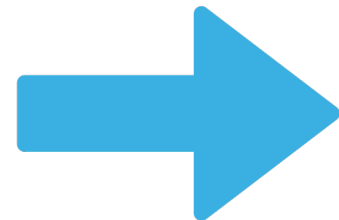
- Changing department with new leader
- Issues with the change process

ORGANIZATIONAL CHANGE PROCESS

Lewin's Forcefield Analysis - Kurt Lewin

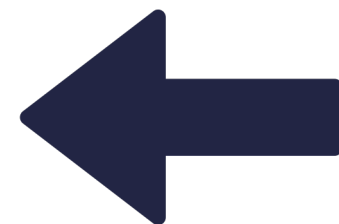
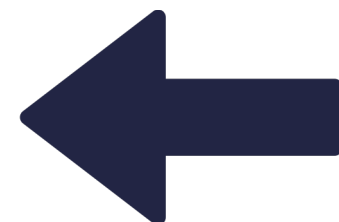
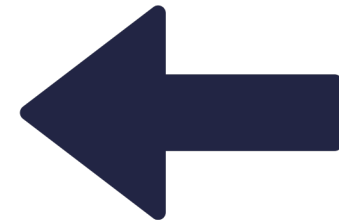
DRIVING FORCES

(Motivators
for change)



RESTRAINING FORCES

(Barriers
to change)



Change
Initiative

DRIVING FORCES:

- Possible nepotism
- Selim's commitment to ethics and desire to lead/improve DID

RESTRAINING FORCES:

- Poor attitudes and morale
- Lack of finances and infrastructure
- Lack of support from staff
- Supply and demand gap

CHANGE INITIATIVE:

- Optimal environment for both patients and healthcare workers

ORGANIZATIONAL CHANGE PROCESS

LEWIN'S CHANGE MODEL



ORGANIZATIONAL CHANGE PROCESS

8 COMMON PITFALLS TO AVOID IN ORGANIZATIONAL CHANGE



1

Neglecting to Anchor Changes Firm Into the Culture

2

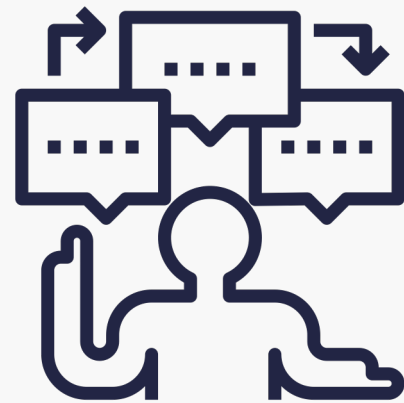
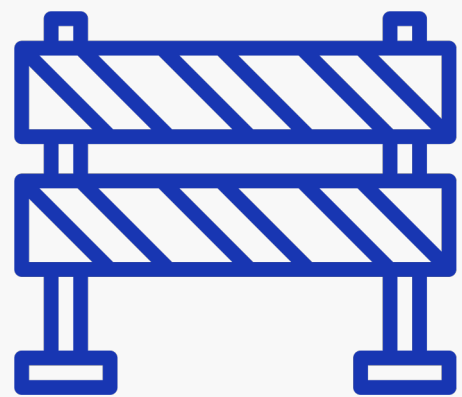
Not Removing Obstacles to the New Vision

3

Not Planning for and Creating Short Term Wins

4

Declaring Victory too Early



DR. SELIM'S LEADERSHIP STYLE

AN ALMOST-TRANSFORMATIONAL LEADER

Transformational leadership occurs when leaders engage with their followers in pursuit of jointly held goals. Their purposes, which may have started out as separate but related (as in the case of transactional leadership), become fused. Such leadership is sometimes described as “elevating” or “inspiring.”

TRANSFORMATIONAL LEADERSHIP TRAITS

- Inspired team members
- Engaged with followers
- Open-door policy communication
- Involved members in decision making with details of projects after the decision had been made

FAILED TO ACHIEVE

- Creating leadership and advancement opportunities for staff within his changes
- Delegating
 - "Wore all the hats"
- Initially involving members in a major decision
 - Undergoing a formal process to approve remodeling of patient rooms

FUTURE IMPLICATIONS



IF DR. SELIM IS ELECTED...

Even if Dr. Selim is elected again...

- Plans may not succeed
- No fellow leaders equipped to ensure sustainability of changes (Champions)



IF DR. SELIM NOT ELECTED...

If he is not a candidate in the upcoming election...

- Dr. Selim will not be there to ensure his implementations are sustained
- Since change was not stabilized, staff will be not be prepared to operate under changes without the original leader or a leader with the same vision (Successor)
- The next leader might not share his vision

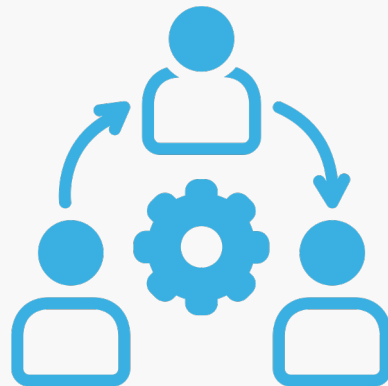
RECOMMENDATIONS FOR SMYRNA HOSPITAL

EQUIP CHAMPIONS & SECURE A SUCCESSOR



- Prepare for Dr. Selim to leave the department
- Ensure new leader is a good fit

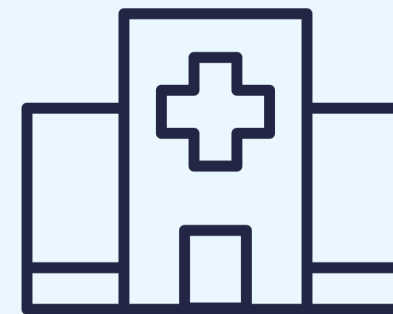
USE AN ORGANIZATIONAL CHANGE MODEL



- Use an evidence-based model
- Ensure staff is ready for & can sustain change

MAKE THE DEPARTMENT INTERNAL DISEASES A DIVISION

Smyrna Hospital Faculty of Medicine



- Basic Sciences Division
- Medical Sciences Division
- Surgical Sciences Division
- Internal Diseases Division

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QUESTIONS

