

Leadership and Group Collaboration

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Lynnette -

I am thankful and excited to take on the proposed project. I strongly believe effective leadership in health care is a critical component in the success of an organization. This project is a great opportunity to enhance my skills in solving organizational issues such as the diversity issue at Lakeland Medical Clinic. I understand from your e-mail the primary issue we must focus on is the staff's lack of cultural competence. Culture affects the way we comprehend our reality, how we communicate, and how we perceive our surroundings (Center for Community Health and Development, 2019). As our population becomes more culturally diverse, it is important for health care centers to be culturally competent. For an organization to be culturally competent, it is important for employees to communicate effectively and appreciate the diversity of cultures (White et al., 2019).

To handle the diversity issue effectively, a health care leader must possess skills such as excellent communication, strategic thinking, interpersonal skills, and the ability to plan efficiently. A leader should communicate to the staff the vision and the goal of the diversity project in a manner that creates a sense of unity and purpose among the staff members. A leader must plan strategically to change the system by anticipating problems the staff might face while implementing new processes. A leader should encourage staff members from interdisciplinary teams to actively voice their opinions to validate the processes that have been implemented and suggest changes that could enhance the efficiency of the staff's involvement in these processes.

An individual I would choose to lead a project such as this would be Dr. Lisa E. Harris, medical director and chief executive officer of Eskenazi Health, Indianapolis. For 30 years, Dr. Harris has practiced medicine and has been committed to improving medical services for minorities. She is constantly engaged in research, teaching, and patient care.

Today, the Eskenazi Health campus is one of the largest health care campuses to achieve a gold certification in Leadership in Energy and Environmental Design (Eskenazi Health, n.d.). Dr. Harris is an excellent example of a leader who practices the transformational style of leadership. Dr. Harris's success can be attributed to her ability to take risks to achieve her goals. She has actively worked toward developing the quality of health care services in local communities. She ran a successful campaign to seek voter approval for the construction of a new hospital that could solve existing health care issues, revolutionize health care, and provide affordable health care. There are certain similarities and differences between Dr. Harris's and my leadership style. The similarities include leading by example, being approachable, demonstrating a strong work ethic, being willing to train and motivate subordinates to achieve their goals, and working to fix issues in the system.

For the proposed project, I would implement a process flow that provides enough room for innovation. Dr. Harris implemented a complex workflow that could reduce the bandwidth for innovation within the organization. This approach might not be ideal for a clinic setting, especially when tackling sensitive issues such as diversity. Consequently, my approach would differ from Dr. Harris's; I would encourage a diverse and inclusive workplace that also promotes interprofessional collaboration. This, in turn, encourages the sharing of experiences and expertise among staff members and opens avenues for innovation.

Steps to Address the Diversity Issue

When leading the project at Lakeland Medical Clinic, I will utilize key qualities of both

diversity issue. One approach is to set up a multicultural collaboration between the staff at the clinic and the residents. This can be achieved by forming an interdisciplinary committee that consists of staff members from different disciplines as well as members from the community. Collaborations between physicians, nurses, and other health care professionals promote knowledge sharing and can make the processes that have been set up to achieve staff and patient satisfaction more efficient.

Mutual respect, trust, and collaboration are some characteristics of an effective team.

Collaboration in a health care setting involves professionals taking on complementary roles and working together, sharing responsibility to solve problems, and formulating effective plans for patient care. An important aspect of collaboration is open and effective communication, which builds respect and fosters trust. The roles and responsibilities of team members must be clearly communicated to prevent conflicts of interest. Another approach would be to analyze the strengths and weaknesses of team members through an internal assessment and delegate work based on their capabilities. Training sessions should be set up for team members who lack certain skills. It is important to motivate and encourage team members by identifying and valuing their contributions. My approach would be to mandate shared decision-making within the team to encourage negotiation, openness, and trust.

Shared- decision making can make way for various innovative strategies for handling the clinic's diversity issue (Morley & Cashell, 2017).

Diversity issues can arise from practical problems such as language barriers and cultural practices or from deeper systemic issues such as staff prejudices and racism. To address diversity issues stemming from practical problems, we will initiate training programs for staff to sensitize them to Haitian culture and values. Diversity coaches can be hired to train staff members. Diversity training provides information about dietary needs and restrictions, language barriers, and psychological triggers (Cooper-Gamson, 2017). Staff

members who actively participate in improving their cultural competency should be recognized and rewarded to motivate and encourage other staff members to do so. To address systemic issues, we will require an organization-wide assessment of employees and their cultural biases and provide mandatory antiracism and diversity training (Shepherd et al., 2019).

Another approach would be to tweak existing hiring policies. We should assess the cultural competency of candidates, rather than just their academic qualifications and previous work experience, before recruiting them. A more diverse workforce can help improve an organization's cultural competency (Rahman, 2019). We can provide employment opportunities to individuals from the local community by setting up training camps that can equip them with the required skills to work at the clinic, thereby improving cultural diversity in the workforce.

In this e-mail, I have presented multiple strategies to address the diversity issue such as initiating staff training and hiring diversity coaches along with suggestions to change existing hiring policies. Implementing these strategies can increase the organization's cultural competency and workforce diversity. Improving an organization's cultural competency assures improved efficiency of clinical staff as well as patient satisfaction (White et al., 2019).

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