

# **Social Work Collective Leadership in a Large Urban Hospital during an Era of Unprecedented Transformational Change**

## **Presenters:**

Elisa Gordon, LMSW

Christine Hamilton, PhD, LCSW-R, MPH

Nancy Xenakis, DSW, LCSW, MS

Felice Zilberfein, PhD, LCSW-R

**Monday, October 17, 2022 10-11am**

**Session: W-2**



**SSWLHC**  
Society for Social Work  
Leadership in Health Care



**Mount  
Sinai**

# Learning Objectives

1. Define & understand the relationship between Organizational Systems theory & Collective Leadership model & its practice in health care
2. Understand how the Collective Leadership model is operationalized in a large social work department within a large hospital/health system setting
3. Identify strengths & limitations of the Collective Leadership model
4. Obtain necessary tools to consider whether a Collective Leadership model (or certain components of it) should be considered in your own departments/ organizations



# Session Agenda

## **I. Introduction**

Background & Structure: Organization & Department

COVID-19: Department Response & Sequelae

Collective Leadership Model: History, Definition & Application to Department

## **II. Collective Leadership Model in Action**

Development & Approval of Model

Dual Reporting & Strategic Planning

Division of Work/Collaboration/Use of Self

Model's Evolvement: Communication, Advocacy & Buy-In

Successes & Challenges

## **III. Collective Leadership Enhancing Adaptive Leadership: Case Examples**

## **IV. Conclusion**

Lessons Learned

Application of Collective Leadership Model to Other Settings

## **V. Questions/Answers**

# Mount Sinai Health System



Mount Sinai Beth Israel



Mount Sinai Brooklyn



The Mount Sinai Hospital



Mount Sinai Queens



Mount Sinai Morningside



Mount Sinai West



New York Eye and Ear Infirmary of Mount Sinai



Mount Sinai South Nassau



# Department of Social Work Services

## Main Service Areas

Ambulatory  
Care

Inpatient

Psychiatry

Medical  
Education

Care  
Management

Emergency  
Department





## Mount Sinai Facts: An Overview

### Mount Sinai Health System (New York)

- Founded in 2013
- 8 hospitals, 1 school of medicine, extensive ambulatory network
- Diverse workforce of >40,000 employees

### Mount Sinai Hospital (Manhattan)

- Founded in 1852 and largest hospital in health system
- Straddles Manhattan's Upper East Side and East Harlem
- 1,134 inpatient beds across all medicine and surgery specialty areas including oncology and transplant
- Extensive primary and specialty care network
- One of the nation's largest and most respected hospitals
- Located on the same campus as the Icahn School of Medicine
- 2022-23 "Best Hospitals" issue of *U.S. News & World Report* - ranked in fourteen specialties nationally
- Mount Sinai Kravis Children's Hospital recognized among the country's top children's hospitals by *U.S. News & World Report* 2022-23 "Best Children's Hospital"



## MSH Department of Social Work Services

### Department Founded in 1907

- 425+ licensed social workers
- 65+ different program/service areas
- One of largest hospital SW departments in the USA

### Employment & Career Development

- Extensive onboarding and orientation program
- Strong commitment to diversity and hiring of BIPOC staff
- Pathway to LCSW licensure (experience and supervision)
- Accredited NYS Continuing Education (CE) provider (onsite courses)
- Monthly Social Work Grand Rounds lectures
- In-depth didactic and experiential learning in program/service area(s), including simulation learning groups
- 2 paid Professional Development Days annually for external use
- Clinical Career Ladder Advancement and related salary increases
- Social workers as valued members of interprofessional teams
- Variety of professional development and extra-curricular opportunities outside of one's core role/job



# NYC Health Care Environment: 2020-Present

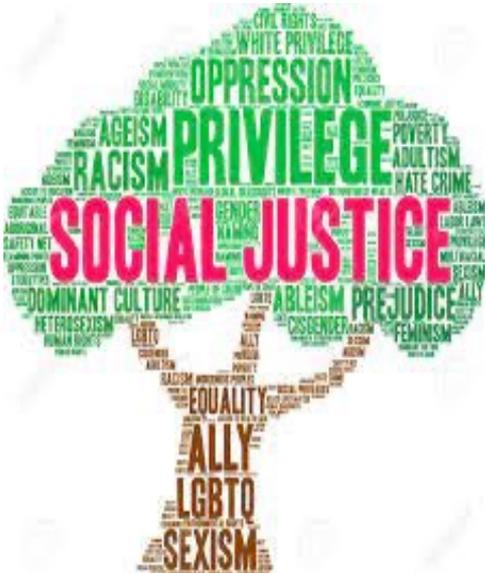


Tracking the  
Coronavirus in  
New York City



**BLACK  
LIVES  
MATTER**

Social  
workers  
are  
essential  
workers

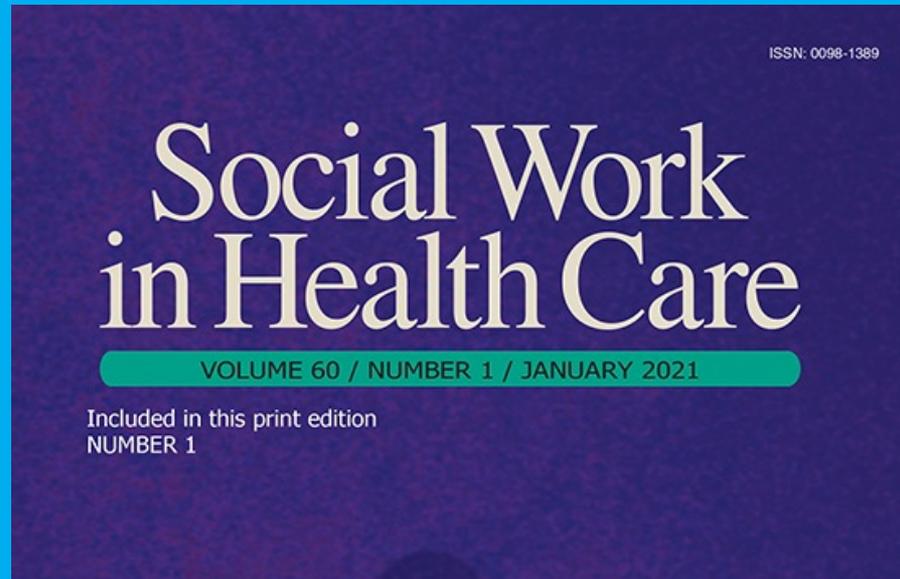


★ ★ ★ ★ ★ ★  
**ELECTION  
2020**





# MSH SWS Covid-19 Response & Sequelae



## In the Global Epicenter: Social Work Leadership in a New York City Hospital

Nancy Xenakis , Mary M. Brosnan , Laudy Burgos , Jocelyn Childs , Julia Deschamps , Judith Dobrof , Diane Weg Farquhar , Maya L. Genovesi , Kaitlin R. Goldgraben , Elisa Gordon , Christine Hamilton , Sarah R. Koppel , Murray N. Lipp , Rachel Potter , Ann Rauch , Victoria Rodriguez , Elizabeth Schubert , Emma D. Sollars & Felice Zilberfein

# VUCA

## **V**OLATILITY

Equity, bond and currency market volatility; the lack of stability and predictability.

## **U**NCERTAINTY

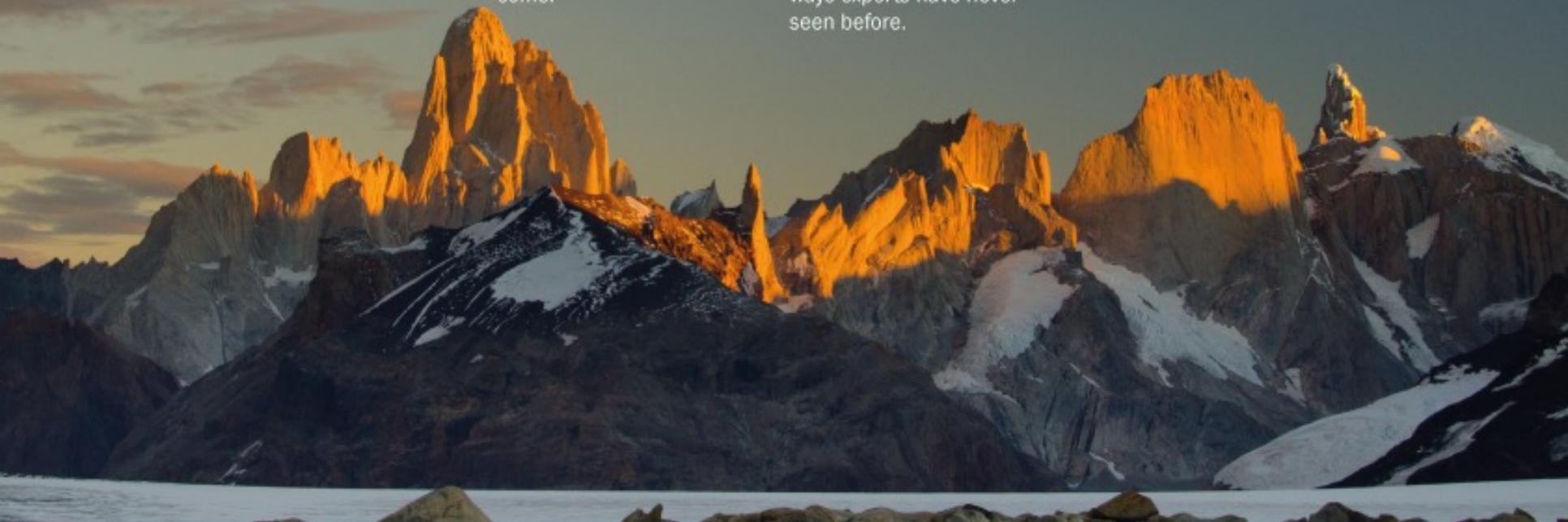
The potential change in the inflation index calculation, the potential switch to "smoothing" for pension funds calculating their recovery plan; the lack of ability to foresee what major changes might come.

## **C**OMPLEXITY

In understanding these financial markets in the era of the "new normal". The proliferation and increasing complexity of new financial instruments and regulation to deal with increasingly complex markets, moving in ways experts have never seen before.

## **A**MBIGUITY

The resulting feeling. Is this the great rotation from bonds to equities? Or will bond yields stay low for longer? What is the best course of action?



# Collective Leadership: Its History & Definition

- Original concept: Mary Parker Follett (1924): “Power with others rather than power over others”

- Everyone *can & should* lead; success depends on the leadership within entire group rather than the skills of one person
- People are internally & externally motivated—working together toward a shared vision within a group & using their unique talents & skills to contribute to the success. Lasting success is not possible without diverse perspectives & contributions

- Next 70 years: many contributions to leadership & management theory helped lay the groundwork for collective leadership; late 1990s scholars returned to the idea of collective leadership in organizations, researched & published

- Based on tenets of Organizational Systems Theory (Bertalanffy, 1973)

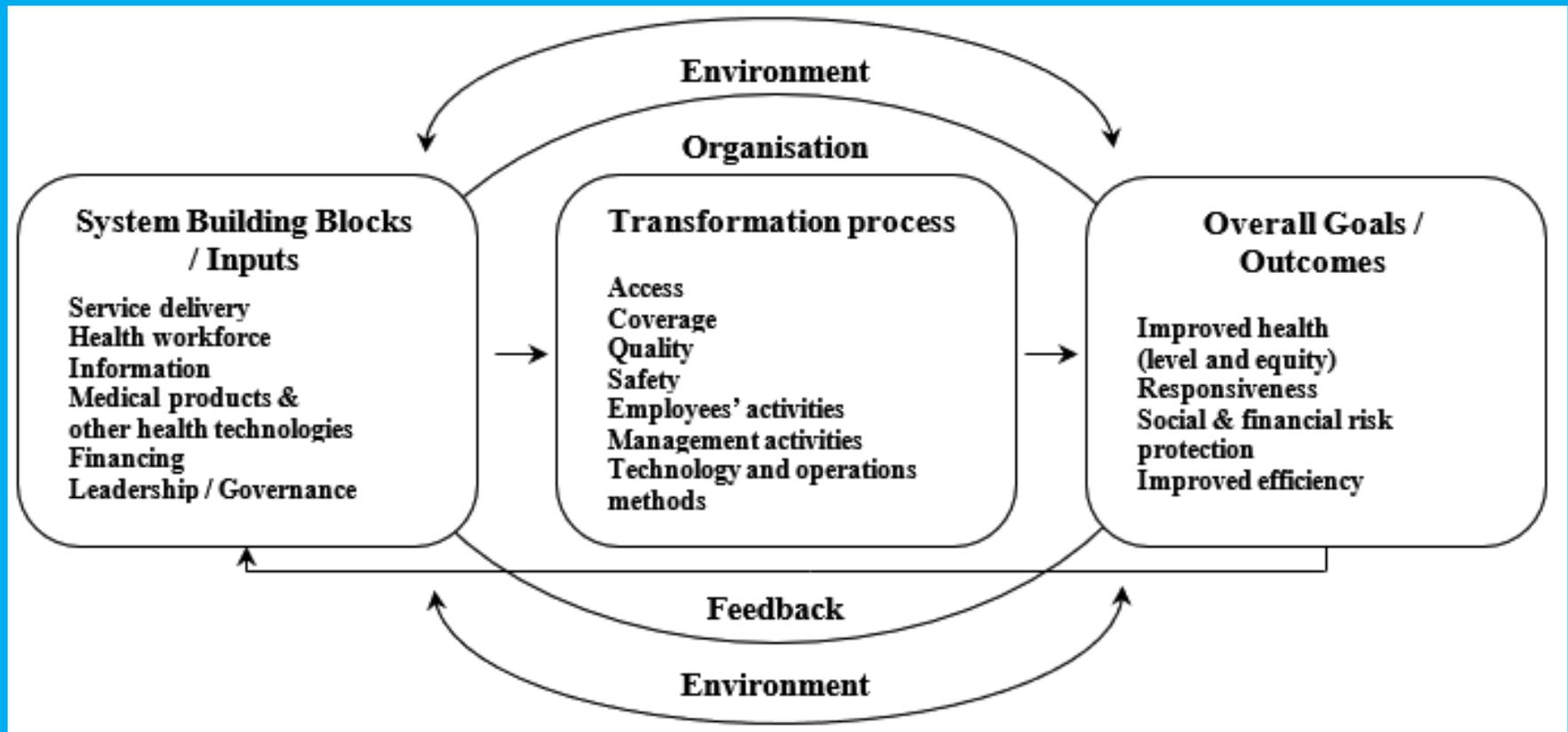
- Collective leadership used in a variety of fields: health care, community development, educational leadership, environmental science, non-profit management & the military



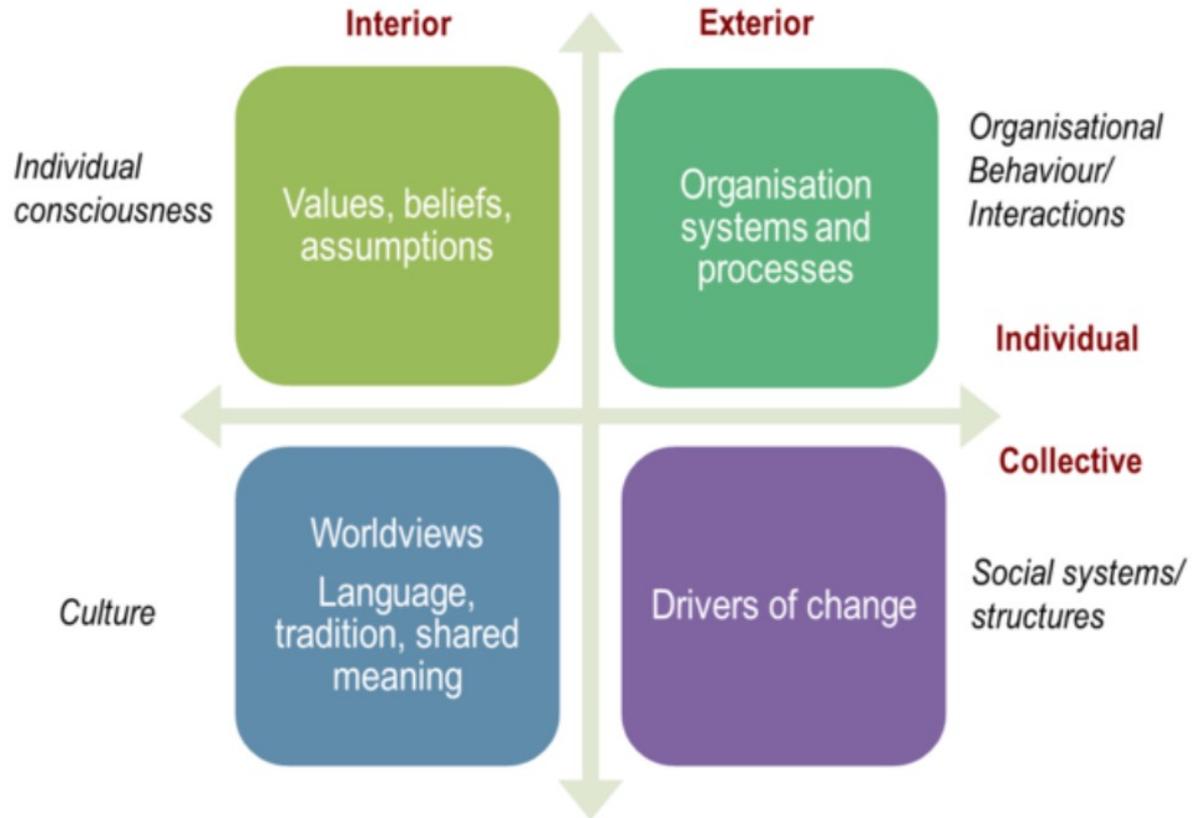
# Key Differences Between Traditional And Collective Leadership

	<b>Traditional Leadership Approach</b>	<b>Collective Leadership Approach</b>
<b>View of Organisations</b>	Organisations as machines	Organisations as communities
<b>Structure</b>	Hierarchical, pyramid	Connected networks, flattened structure
<b>Who leads?</b>	Individual managers	A team
<b>Who makes decisions?</b>	Top management	Distributed and aligned with areas of responsibility
<b>Basis for authority</b>	Positional power – based on title	Personal power – based on knowledge and strengths
<b>Communications</b>	Top down, holding on to information, exclusive	Multi-directional, more transparent, inclusive
<b>Diversity and Inclusion</b>	Less likely for multiple cultural influences	More likely for multiple cultural influences
<b>Processes</b>	Directive – people need to be told what to do	Collective – people are capable and trustworthy to do the right thing
<b>Accountability</b>	Buck stops at the top	Shared
<b>Beliefs about success</b>	A few individuals have the skill or talent to create success	Success comes from the diverse perspectives and skills of many

# Organizational Systems Model



# Conditions for Collective Leadership



Ken Wilbur's four-quadrant model

# Benefits of Collective Leadership

- Break Down of Silos
- Better Decisions & Increased Effectiveness
- Faster Acceptance & Implementation of Change & Innovation
- Increased Self-Direction & Motivation
- Stronger Professional Relationships
- Fosters Learning & Professional Growth
- Shared Responsibility
- Realizing Potential
- Inclusion
- Increased Engagement, Commitment & Investment
- Superior Productivity & Performance
- Sustainability



# Collective Leadership at MSH Department of Social Work Services

## Historical Leadership Structure and Leadership Principles for All Staff

**ALIGN**

**COLLABORATE**



Department of Social Work Services

**Leadership Principles**

**PERSEVERE**

**OWN**

# Collective Leadership at MSH Department of Social Work Services

## New Model to Lead the Department

- Summer 2020-Unique Time in MSHS' History
- Development & Approval of Model with Four Department Senior Leaders
- Dual Reporting of to CMO-Hospital, Sr VP-Health System (strategic planning)
- Division of Work/Collaboration/Use of Self in Leadership
- Model's Evolvement-Communication, Advocacy & Buy-In on Multiple Levels



# Successes

- Communication & Presence to Department Managers & Staff
- Cohesion, Collaboration & Transparency to Department Staff
- Active Participation & Presence in Hospital/Health System Initiatives
- Learning & Accountability Among Department Co-Leaders
- Honesty & Transparency Among Department Co-Leaders
- Increased Ability To Work on Multiple Large Initiatives
- Reduced Decision-Making Time
- Increased Productivity
- Increased Empowerment of Other Managers & Staff
- Learning Different Perspectives & Possibilities About the Work
- Effectively Manage Dual Reporting on Hospital & System Levels
- Creating a Culture Based on Trust (ongoing)

# Challenges

- Determining Lead Ownership on New Projects/Initiatives
- Prioritizing What/How Much to Share with One Another Given Time Limitations
- Managing Time & Priorities Given Ever-Changing Landscape
- Staying Informed in Large Hospital/Health System with Different Players
- Delegating Certain Responsibilities to Other Department Managers
- Remaining Focused on the Big Picture/Future Vision
- Maintaining Uniqueness of Department when Moving Towards Systemness

# Case Example One: Communication Across All Levels of Department, Hospital & Health System

- Daily Leadership Huddle
- Management Meetings
- Department Town Halls & Broadcast E-Mails
- SW Advocacy Committee (Professionalism)
- Dual Reporting



# Case Example Two: Human Resources

- Clinical Career Ladder
- Salaries, Promotions
- Covid Specific:, Masking, Social Distancing, Vaccination Requirements, Telehealth, Medical Leave, Federal Reduced Work Program, Bonus Pay
- Recruitment & Hiring: Diversity, The Great Resignation, Applicant Market
- Recognition: Within Department, Within Hospital, Externally (Social Media)

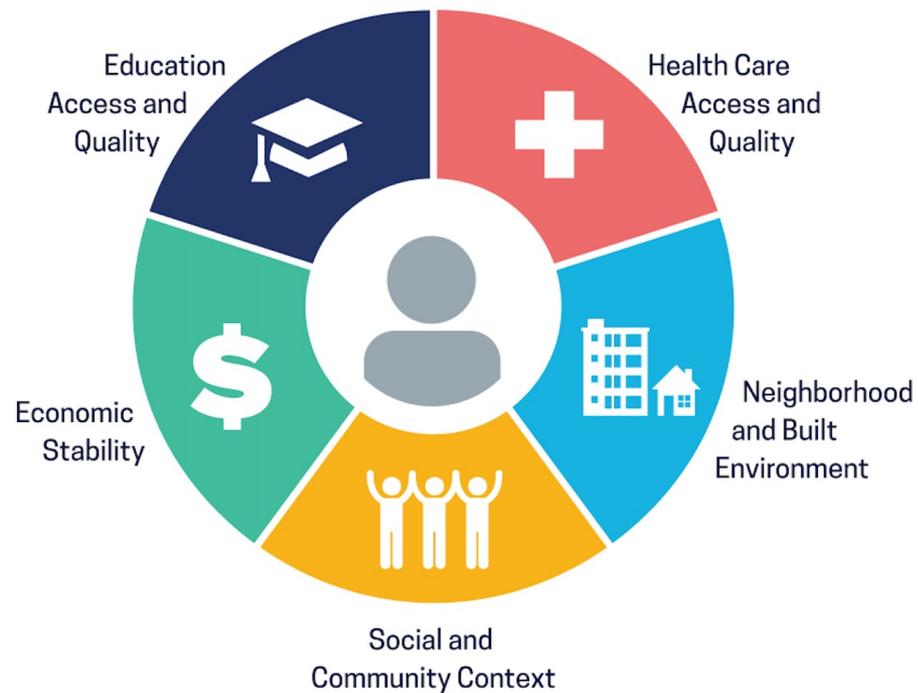


# Case Example Three: Department Presence

- Department's Active Participation in Hospital-Wide Meetings & Committees
- Maintaining Department's Uniqueness During Time of "Systemness"
- Social Determinants of Health Initiative: Department's Role/Ownership



## Social Determinants of Health



# Case Example Four: Social Work Anti-Racism and Inclusion Initiative (SWARI)



Established in January 2021 to address all forms of racism and create greater diversity, equity and inclusion, with the goal of becoming an anti-racist Department



# Lessons Learned

- Realize There Will Always be Critics Especially When Seeking Feedback
- Be Respected, not Always Liked
- Take Calculated Risks
- Seek Input from the Right People at the Right Time
- Make Informed, Firm Decisions, Explaining Rationale & Remaining Consistent
- Stay Grounded in Mission/Purpose of the Department/Profession
- Be Well Prepared: Know the History/Past Practice, Have the Data, Anticipate the Questions, Rehearse the Responses
- Convey Clear, Concise, Accurate Information, in all Forums, at all Times
- Accept that the Answer is not Always Apparent/Known
- Trust the Process: Sometimes Inaction is Action
- Identify Champions & Resources & When/How to Access Them
- Debrief After Key Meetings: Exchange Perceptions/Experiences/Determine Next Steps
- Leave One's Ego at the Door/Be Open to Learning from Every Experience

# Application of Model to Other Settings

## **Consider Conditions for Collective Leadership (Wilbur's Model)**

- Assess Organization's Environment & Openness to Innovative Change
- Speak to Trusted Others in Leadership (Internal/External to Organization) About the Idea & Consider Their Feedback
- Determine Members of Collective Leadership Based on Current & Future Work Needs & Identify Complementary Education, Skills & Experiences
- Discuss Idea Among Potential Collective Leadership Members for Buy-In & Ownership
- Develop Proposal Outlining Clear Advantages/Disadvantages Including Fiscal & Examples Where it is Successful (Internal/External to Organization)
- Determine Presentation Plan (by Whom, to Whom, When, How, Various Phases & Sequencing)

THANK  
YOU!



# References

- Aufegger, L., Alabi, M., Darzi, A. & Bicknell, C. (2020). Sharing leadership: current attitudes, barriers and needs of clinical and non-clinical managers in UK's integrated care system. *British Medical Journal*, 4, 128-134. doi:10.1136/leader-2020-000228
- Bertalanffy, L. (1973). *General system theory: Foundations, development, applications*. New York: G. Braziller.
- Chikere, C.C. & Nwoka, J. (2015). The systems theory of management in modern day organizations. *International Journal of Scientific and Research Publications*, 5 (9).
- Chun-Mei, L. & Zhang, L. (2017). How can collective leadership influence the implementation of change in health care? *Chinese Nursing Research*, 4, 182-195.
- DeBrun, A., O'Donovan, R. & McAuliffe, E. (2019). Interventions to develop collectivistic leadership in healthcare settings: A systemic review. *BMC Health Services Research*, 19 (72), 1-22. <https://doi.org/10.1186/s12913-019-3883-x>
- Eckert, R., West, M., Altman, D., Steward, K. & Pasmore, B. (N.D.). Delivering a collective leadership strategy for health care. *The King's Fund: Center for Creative Leadership*. 1-28.
- Follett, M.P. (1924). *Creative Experience-Introduction*. Retrieved August 11, 2022  
<https://pqm-online.com/assets/files/lib/books/follett.pdf>
- Gauthier, A. (2006). Developing Collective Leadership: Partnering in Multi-stakeholder Contexts in *Leadership is Global: Bridging Sectors and Communities*

# References

- Goksoy, S. (2016). Analysis of the relationship between shared leadership and distributed leadership. *Eurasian Journal of Educational Research*, 65, 295-312. <http://dx.doi.org/10.14689/ejer.2016.65.17>
- Healthy People 2030. U.S. Department of Health and Human Services, Office of Disease Prevention and Health Promotion. Retrieved August 11, 2022 <https://health.gov/healthypeople/objectives-and-data/social-determinants>
- Holosko, M.J. (2009). Social work leadership: Identifying core attributes. *Journal of Human Behavior in the Social Environment*, 19 (4), 448-459, DOI: 10.1080/10911350902872395
- N.A. (2020). How shared leadership leads to more effective management. *Leadership and Management*. Retrieved August 11, 2022 <https://www.omniagroup.com/shared-power-effective-management/>
- Ospina, S. & Foldy, E.G. (2015). Enacting collective leadership in a shared-power world. In James Perry and Robert K. Christenen (Eds) *Handbook of Public Administration*, 3<sup>rd</sup> Edition. Jossey-Bass.
- Pearce, C.L. & Conger, J.A. (2003). All those years ago: The historical underpinnings of shared leadership, in *Shared Leadership: Reframing the Hows and Whys of Leadership*, ed. Craig L. Pearce and Jay A. Conger, Thousand Oaks, CA: Sage Publications, 1–18.
- Peters, S.C. (2017). Social work leadership: An analysis of historical and contemporary challenges. *Human Service Organizations: Management, Leadership & Governance*, 41 (4), 336-345.  
DOI: 10.1080/23303131.2017.1302375

# References

- Rank, M.G. & Hutchison, W.S. (2000) An Analysis of leadership within the social work profession, *Journal of Social Work Education*, 36:3, 487-502, DOI: 10.1080/10437797.2000.10779024
- Sanfilippo, M. (2021, December). Shared leadership: How modern businesses run themselves. *Business News Daily*.
- Senge, P., Hamilton, H. & Kania, J. (2015). The dawn of system leadership. *Stanford Social Innovation Review*, 30, Winter 2015.
- Sullivan, W.P. (2016). Leadership in social work: Where are we? *Journal of Social Work Education*, 52:sup1, S51-S61, DOI: 10.1080/10437797.2016.1174644
- West, M., Eckert, R., Steward, K. & Pasmore, B. (2014). Developing collective leadership for health care. The Kings Fund-Center for Creative Leadership.
- Wheatley, M. & Frieze, D. (2011). Leadership in the age of complexity: From hero to host. *Resurgence & Ecologist*, 264, January/February 2011.
- Wilson, R. (2018) Collective Leadership: The what, why and how. *Straight Talk*. Retrieved July 18. 2022  
<https://growingorganisations.com/collective-leadership-what-why-how/>
- Xenakis, N., Brosnan, M.M., Burgos, L., Childs, J., Deschamps, J., Dobrof, J., Farquhar, D.W., Genovesi, M.L., Goldgraben, K.R., Gordon, E., Hamilton, C., Koppel, S.R., Lipp, M.N., Potter, R., Rauch, A., Rodriguez, V., Schubert, E., Sollars, E.D., Zilberfein, F. (2021): In the global epicenter: Social work leadership in a New York City hospital, *Social Work in Health Care*, DOI: 10.1080/00981389.2021.1885563

