

ORGANIZATIONAL AND LEADERSHIP STRUCTURE



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- With contributions by Lori Frank, MBA Director of PACE Services
 - Providence Elderplace, Oregon

IMPORTANCE OF ORGANIZATIONAL STRUCTURE

- ❑ Provides guidelines about responsibilities and accountabilities
- ❑ Guides decision making
- ❑ Gives meaning and identity to the members of the group

WHAT DETERMINES AN ORGANIZATION'S STRUCTURE?

- Number of Employees
- Geographic Dispersion of Facilities
- Range of Businesses/Diversification across markets

ELEMENTS OF ORGANIZATIONAL STRUCTURE

- Division of Labor
- Departmentalization
- Span of Control-center vs dept leading to power struggle
- Authority/Decision Making Distribution

TYPES OF ORGANIZATIONAL STRUCTURE

□ FUNCTIONAL-Small organizations with specialized departments

- + Increased Efficiency
- + Promotes Expertise
- Lack of Interaction and Communication of Departments
- Narrow Departmental Focus

TYPES OF ORGANIZATIONAL STRUCTURE

□ DIVISIONAL-Departmentalization based on product line or geographical location

- + Increased operational efficiency and improved capability and expertise
- Too much diversification can reduce focus and lead to duplication of tasks in different divisions

TYPES OF ORGANIZATIONAL STRUCTURE

- ❑ **MATRIX**-Developed to allow a certain degree of flexibility, combining two or more structures ~ Departments divided based on their functions, but then subsequently grouped according to product line

FUNCTIONAL AND PRODUCT MANAGERS

- + Decentralization of decision-making results better performance monitoring and adaptability
- + Increased operational efficiency with results being achieved more quickly because of horizontal information flow
- + Highly specialized staff and equipment

TYPES OF ORGANIZATIONAL STRUCTURE

FUNCTIONAL AND PRODUCT MANAGERS

- Risk of conflicts brought about by confusion on authority, responsibility and accountability
- Conflicts potential for managers and team
- Power struggles
- Administrative costs likely to be high

BUSINESS TRENDS

- ❑ Shift from large centrally located teams to smaller more globally distributed teams held together by technology
- ❑ Future is about breaking down barriers between teams and geographies
- ❑ Flatter structure/less hierarchy and layers~to improve communication and collaboration~horizontal relationship emphasized more than vertical relationships~middle management eliminated
- ❑ More women in management roles
- ❑ More story telling to form connections/relationships attract customers and engage employees

BUSINESS TRENDS

- ❑ Flattening the organization through technology

- ❑ Increased organic model of organization

 - De-emphasizes job specialization

 - Relatively informal

 - Decentralizes authority

 - Planning, decision-making and goal setting processes at all levels

 - Expanded job-scope

 - Free flowing communication

 - Self directed work teams are the basic production group

BUSINESS TRENDS

□ STRUCTURAL REORGANIZATION

Popular response to financial difficulties

Reorient the organizational culture and behaviors to enhance productivity and profits

Increase competitiveness

Can be a short-term solution and often companies end up back where they started

ORGANIZATIONAL AND LEADERSHIP STRUCTURE

- AUDIENCE DISCUSSION
- WHERE DO WE GO FROM HERE?
- HOW DO WE KEEP THIS DISCUSSION ALIVE?

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ORGANIZATIONAL & LEADERSHIP STRUCTURE

- **Evolution of Providence ElderPlace Oregon Leadership Structure**
 - **Lori Frank, MBA**
 - **Director PACE Services**

ORGANIZATIONAL & LEADERSHIP STRUCTURE

- Providence ElderPlace started in 1990
- One center / One Manager / One Medical Director
- At 4 centers and census of ~400, added lead positions in Nursing, Social Work, Day Center, and Transportation
- All site staff, including leads, all disciplines and PCP's reported to site Operations Manager
- At 6 centers and census of 550, added Supervisor positions for nursing, social work, day center
- All site staff, PCP's and supervisors continued to report to site Operations Manager

ORGANIZATIONAL & LEADERSHIP STRUCTURE

- Highlights of Current 2016 Structure
 - Program census of 1200 +
 - 10 sites total ~ 2 residential care facilities ~ 1 assisted living facility ~ 1 partnership ~ 1 rural site ~ 1 Alternative Care Setting
 - Have added Discipline Managers / Directors in Nursing / Social Work / Rehabilitation
 - Have changed PCP reporting structure to Assistant Medical Director
 - Have created matrixed leadership structure at sites with above disciplines reporting to off-site clinical managers / directors
 - Have reduced site Operations Manager direct reports significantly

ORGANIZATIONAL & LEADERSHIP STRUCTURE

- Strengths / Challenges of current structure:
 - Strengthened clinical practices / infrastructure with PCP's, Nursing, Social Work, Rehabilitation
 - Above site leaders report to off-site clinical managers / directors
 - Communication is vital between clinical and operational leaders
 - Creation of a collaborative leadership council meets monthly, including above clinical and operational leaders

ORGANIZATIONAL & LEADERSHIP STRUCTURE

- Highlights of additional PACE Site organizations structure

- **Care Resources PACE~ Grand Rapids, Michigan**
- **Tom Muszynski RN, BSN, CCM ~ Chief Operating Officer ~ Care Resources PACE**
 - ✓ **Opened 10.2006**
 - ✓ **Currently 200 prts / one site**
 - ✓ **Initial structure led by Executive Director**
 - ✓ **At 80 implemented leads for recreational therapy, PT/OT, day center, and dementia care rooms**
 - ✓ **Eventually added RN Supervisor & Social Work Supervisor**
 - ✓ **At 200 implemented CEO / COO leadership roles in place of ED**