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The Business Case for Leadership Diversity in Health Care [Dissertation Notice]

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DISSERTATION NOTICES

Adelman, K. S. (2010). *Employee voice and upward communication: A phenomenological collective case study of leadership behaviors in performance excellence award winning health organizations*. Ph.D., Capella University.

This study was exploratory in nature, utilizing a phenomenological collective case study approach. The phenomenon under study was the lived experiences of individuals surrounding employee voice and upward communication. The purpose was to understand CEO behaviors and actions that promote employee voice and upward communication in performance excellence award-winning healthcare organizations. The results suggested the award-winning CEOs facilitated employee voice and upward communication by being approachable, largely achieved through their regular presence throughout their organization. By being consistently visible and available to employees, these CEOs fostered relationships, built trust, and promoted open, upward communication. Leaders in the case studies created a cultural focus on continuous improvement largely built around transparency of information, and particularly looking for the bad news from their employees. Voice invitation and positive voice response from leaders reinforced critical upward feedback as not only welcome, but expected.

Barr, D. A. (2008). *Leveraging leadership in public health middle management*. M.A., Royal Roads University.

The strategic direction of Kingston, Frontenac, Lennox, and Addington Public Health, in keeping with the newly revised framework of public

health standards in the Province of Ontario, embraces leadership development. This research examines how the organization can support the emerging role and leadership development of middle management. A review of the literature includes the exploration of middle management, leadership development, and organizational culture and change. An action research approach was used to capture qualitative results through the methodology of personal interviews and focus groups. Findings and conclusions focus on communication plans, leadership competencies, and professional development. Study recommendations consist of enhancing the internal professional development tool, acting on leadership development trends, building communication systems, and creating plans for the succession of leaders.

Dotson, E. D. (2008). *The business case for leadership diversity in health care*. Ph.D., University of California, Berkeley.

This research explores the influence of leadership diversity, as defined by race and ethnicity, on the financial success of healthcare organizations and the quality of care received by patients served by the organizations. It examines whether leadership diversity is associated with financial and quality outcomes in an organized delivery system in which reduced hospital stays suggest economic savings. Patient diversity and racial concordance are also included as independent variables regressed on outcome measures.

Financial and quality of care data for a sample of 24 hospitals in an integrated health system were assessed over a five-year period. Annual discharge data are the measure of costs, while clinical process data for cardiovascular care (acute myocardial

infarction and heart failure adherence) are measures of quality of care. The analysis found an inverse association between leadership diversity and discharges, indicating a reduction in cost based on the number of hospital stays. The analysis did not provide support for an association between leadership diversity and the two measures of cardiovascular quality of hospital care. Patient diversity and racial concordance were also associated with both financial and quality outcomes.

Harrigan, M. L. (2005). *Leadership challenges in Canadian health care: Exploring exemplary professionalism under the malaise of modernity.* Ed.D., Simon Fraser University.

This thesis explores the nature of leadership within the health professions and the influences upon them of the “malaise of modernity.” In order to address this question, significant aspects of the following are dealt with: moral and political philosophy, the influences of modernity, professionalism, the moral community, the communitarian ethic, leadership theories and organizational culture. Primarily a theoretical essay, this project uses a broad range of writings from classical and contemporary scholars. The objective of the thesis is to develop a model for contemporary healthcare leadership.

An exploration of moral philosophy demonstrates that the work of Plato and Aristotle still informs contemporary scholarship on healthcare values and professional practice. Discussions of the quest for the good, virtue and ethical theories relate to views of professionalism and current challenges. A critique of leadership theories concludes that there is a need for further development of an alternative framework to support the

practice of ethical leadership within healthcare.

Law, M. J. (2011). *The study of transformational leadership and leader development of public health directors in the Midwest.* Ph.D., Capella University.

Transformational leadership is an important and well-researched theory of leadership for which research has shown a positive impact on the organization's performance. One important concept of the theory for this study is that transformational leaders are not born but can be developed. This explores the potential relationship between transformational leadership theory and formal/informal leadership development in local public health directors in the Midwest. These directors lead organizations responsible for the health and wellness of their communities. Leadership development experiences were gathered using the Leadership Development Experiences Inventory developed by the researcher, and transformational leadership was rated using a widely used leadership questionnaire. The hypotheses tested explored a potential relationship between three leadership styles (transformational, transactional, and laissez-faire) and formal or informal leadership development experiences. A significant relationship was observed between transactional leadership and formal leadership development experiences.

Liu, Y. (2012). *Linking authentic leadership to positive employee health, behavioral engagement, and job performance.* D.B.A., Louisiana Tech University.

This study explicitly focuses upon the power of positive psychological states and behaviors, such as psychological safety, job engagement, positive employee health, and proactive