ORGANIZATION AND LEADERSHIP STRUCTURE

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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
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
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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
• **Highlights of additional PACE Site organization 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