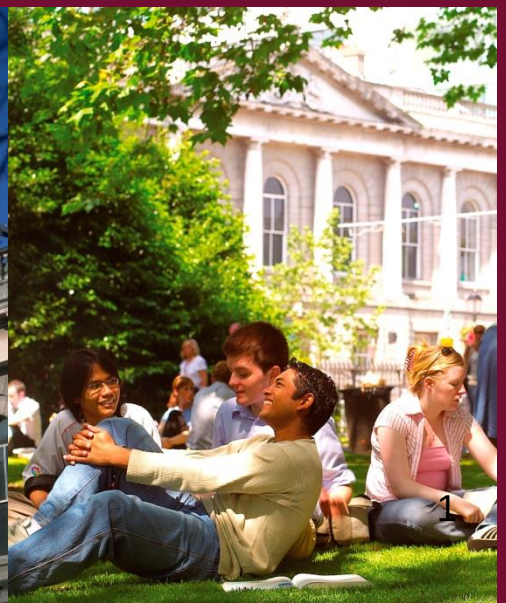
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RCSI

International General Practice & Hospital Management Conference, Dubai 8/9 December 2016

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International General Practice & Hospital Management Conference, Dubai

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Consensus Management in Healthcare 0rganizations: Consensus as a Management Strategy

Aims

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To present the Consensus Management Model of Healthcare

Discuss how the Model was developed and how it may be used to assist managers in leading their organization

Consensus Management Model of Healthcare

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Model integrates the concepts of strategic involvement, commitment to the organization and organizational culture and depicts a multidisciplinary approach to health care management

How was the Consensus Model developed?

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The 'Consensus Management Model of Healthcare' (Carney 2006) was developed from three sets of findings:

Research with 860 professional health care managers in 60 acute care hospitals in the Republic of Ireland

Interviews with 50 senior nurse managers

International Literature Review (2016)

Consensus Perspectives

Consensus is agreement about an organization's goals and strategies

Consensus management encourages multidisciplinary cooperation, collaboration and enhanced organizational performance

Historical Origins

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Link between cohesiveness and decision making (Bourgeois 1980, LACE 2012)

Integration of organizational environment, structure and strategic consensus needed in formulating strategy. 4 levels of strategic consensus identified (Floyd & Wooldridge 1996)

Disadvantages in Achieving Consensus

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Negative consequences included slow decision making and lowest-common-denominator decision making

May lead to lack of accountability and poor resolution of difficult decisions

Consensus Statements

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Medical bodies in Australia and New Zealand jointly introduced a consensus statement on the Health Benefits of Work (AFOEM 2011)

Organizational Culture

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Culture is viewed as a critical driver of norms and the 'way we do things around here' (Deal & Kennedy 1988)

Shared cultural values are associated with commitment, self-confidence and ethical behaviour (Carney 2016).

Culture is constantly being reinforced through employees behaving in a similar manner to their colleagues (Wickens1995)

Strong culture is a precondition for strategic consensus to occur (Carney 2006).

Combining Involvement with Commitment to Organizations' Strategy and Strong Culture

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Strategic consensus is present when high levels of strategic involvement are combined with high commitment to the organizations' strategy and where strong organizational culture exists (Carney 2016)

Strong culture promotes involvement, collaboration and participation (Carney 2006)

Cultural Influences on Consensus

Certain influences work together to form an organizations' culture. One such influence is the values of the organization (White 2016)

Values determine the individual's action system

Emphasis is placed on ethical dimensions that encompass such concepts as accountability and professional standards of care

Values underpin professional practice rights (NMBI 2014; Valvira 2014)

Organization Statement's Leading to Behaviours & Values

(White M. 2016)

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Involvement as a Concept in the Strategic Process

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Health services delivery places emphasis on strategic involvement and agreement of strategy (Ashmos et al.1998)

For consensus to occur senior managers should invest effort in ensuring that the organizations' strategy is known and accepted (Carney 2006)

Commitment Influences to Support Consensus

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Commitment to the organization influences strategic involvement (Floyd & Wooldridge,1996, Carney 2004).

Commitment allied with strong organizational culture leads to consensus of strategy (Dutton et al 1997)

Commitment Values to Support Consensus

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A positive relationship between a culture of excellence and a high level of commitment to the strategic aims of the organization ensures that strategic consensus is fostered and maintained

Professionalism and recognition of expertise are two determinants of culture in seeking strategic involvement and consensus of strategy (Carney 2006)

CONSENSUS MANAGEMENT MODEL CONCEPTS & DIMENSIONS

- COMMITMENT TO ORGANIZATION
- ORGANIZATIONAL CULTURE
- STRATEGIC INVOLVEMENT
- CONSENSUS MANAGEMENT

Strategic Consensus Model



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