

Summary of Continuity Decisions December 16, 2002

Last Thursday, Admin Council announced continuity decisions after several weeks of gathering information from teams, committees and individual staff. The announcement at All-Staff meeting included a chronology of the process, a summary of the input and a description of the difficult values choices that AC considered in arriving at the decision. This is far more than I can effectively summarize online. I will highlight the values issues and summarize the decisions. **I really encourage questions and discussion about any of these issues and decisions.**

We, as an organization, are entering some very difficult times – whitewater, as David says – and we will be faced with many difficult and painful decisions in the coming months. But, in my opinion, this continuity issue and these decisions will probably have a major influence upon our decision making and upon the long-term direction of CHD. For this reason, I hope that we will continue to talk about this topic to be sure that there is clarity about the issues and decisions (or where there is not clarity that we will continue to work until it becomes clear).

Values:

The input that we received from staff was very clear in two messages:

- 1-“preserve the CHD culture, this is a great place to work”
- 2-there is a lot of confusion and frustration with CHD systems.

This wonderfully paradoxical message seems to sum up the CHD experience. Staff love the CHD culture of empowerment, flexibility and creativity. But they would also like things to be clearer, more structured or consistent, and more efficient. Admin Council took both parts of this message very seriously in our continuity decision making. Following are some of the struggles that we tried to address:

Inclusion versus Efficiency – We highly value the inclusion of everyone affected by decisions. This is why we have cross team committees and work groups and why we encourage team decision making. It is also why we are concerned that we have enough different perspectives on Admin Council. We also value efficiency. In order to be a successful business, we have to make efficient, as well as effective, decisions. Our inclusive processes take a lot of time and often seem very inefficient. We need to find systems that maximize both inclusion and efficiency.

Abundant leadership versus Needs of informal leaders for formalization or recognition – We believe that everyone at CHD has leadership potential and we want everyone to feel empowered and encouraged to be a leader. We also recognize that staff often have difficulty leading when they are not identified as leaders (formal leadership) and when they do not feel like they have the authority necessary to be effective in leadership. We want to develop an organization in which leadership is encouraged and supported and can be effective.

Team empowerment versus Accountability to AC – We want teams to be empowered to make decisions and to feel supported in the decisions that they make. At the same time, Admin Council has the responsibility to direct the whole organization and to assure that team decisions are consistent with our strategic and financial directions and with laws, regulations and political realities. This means that sometimes team decisions get “second-guessed” or overturned by Admin Council because the team may not have had enough information or did not see unanticipated consequences of their decisions. We want to develop an organization in which teams are better informed and better able to make decisions that are consistent with the organizational needs and directions so that Admin Council can be even more supportive of team decision making.

Recognition of individuals in a team environment – We struggle with the desire to recognize the importance of everyone in the organization. We want everyone to have a voice and to feel

involved in organizational decisions. At the same time, all staff are not equal in their skills, knowledge or perspectives. It is often not possible to listen to everyone equally or to give equal weight to what everyone has to say. But we want to develop an organization in which everyone is developing more knowledge and skill and in which everyone feels valued for her/his input (even when it is not followed) and where everyone knows how to make his/her voice heard through efficient systems.

Openness of information – We believe that everyone needs access to all of the information necessary to do his/her work and to make intelligent decisions. We do not believe in organizational secrets except as necessary to protect the privacy of staff and clients. At the same time, dissemination of information takes a lot of time and the inappropriate use or disclosure of information can cause major problems for the organization. So, we want to develop systems that make information available to everyone who needs it as efficiently as possible and with as little risk to the organization as possible.

Clarity versus Flexibility – This conflict in values probably underlies all of the others. We value flexibility and creativity and responsiveness to changing circumstances and conditions. At the same time, chaos creates stress and inefficiency. We want ambiguity and confusion to be the by-products of healthy creative change, and not the organizational goal. We want to develop clear and consistent processes where these make sense.

Decisions:

Based upon these, often conflicting, values we have made the following decisions regarding CHD structure and continuity:

- 1- Expand Admin Council membership (eliminate “Chief” titles for all positions except CEO).
 - David Still, CEO and Health Administrator
 - Dwight Dill, Mental Health Director
 - Lisa Ladendorff, Clinical Quality Coordinator
 - Susie Cederholm, Human Resources Coordinator
 - Mark Kubin, Community Relations Coordinator
 - Steve Ryman, Information Coordinator
 - Roni Wood, Administrative Coordinator
 - Person yet to be hired, Fiscal Coordinator (note: this position is no longer referred to as CFO)
- 2- Dissolve Internal Consulting Team.
- 3- Develop a new cross-team committee with responsibility for systems and service issues that cross teams.
- 4- Strengthen our 3 primary committees – Fiscomm, Personnel Committee and this new committee by:
 - Developing clear charters for each committee including the purpose, functions and expectations of the committee;
 - Having a clear and formal connection between the committee and Admin Council;
 - Staffing each committee with a member of AC;
 - Having teams appoint membership to the committees based upon the criteria identified by AC (this assumes that the existing members of Fiscomm and Personnel Committee will remain on these committees).
- 5- Merge some teams to create greater efficiency.
 - Immediately merge EFRT and Business Services based upon input already received from them.

- Get input from the whole organization (similar to the continuity input process) regarding merger of other teams.
- 6- Initiate a Leadership Development program connected with our competency program as recommended by Personnel Committee.
- 7- Modify and re-affirm the role of Admin Council.
- **Strategic:** Interpret and operationalize CHD Mission, vision, values and strategic directions.
 - **Financial:** Submit overall CHD budget to BOD; Implement budget and financial policies approved by BOD; Provide approved budgets to teams to manage.
 - **Personnel:** Develop and implement CHD personnel systems; Assure compliance with personnel policies.
 - **Legal:** Assure compliance with all laws, regulations and contract requirements.
 - **Community Relations:** Develop and implement public relations strategies. Appoint and/or approve all CHD representation to outside organizations.
 - **Team Boundaries:** Establish, change and interpret expectations of teams and the scope/boundaries of teams.
 - **Information:** Develop, interpret and oversee organizational information strategies.
 - **Clinical Leadership:** Develop, interpret and assure compliance with organization's clinical philosophy and practices.
- 8 - Dissolve Spiders in Space group.