

Is Leadership Style Associated with Resource Reductions in Local Health Departments?

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INTRODUCTION

- Public health organizations are consistently facing funding constraints
- Imperative to develop a better understanding of the organizational capacity, human resources and determinants of performance to maximize public health services operations with decreasing resources

Goal: To measure the economic impact of LHDs as measured by budget cuts, personnel cuts, program cuts and program reductions and the association with leadership style

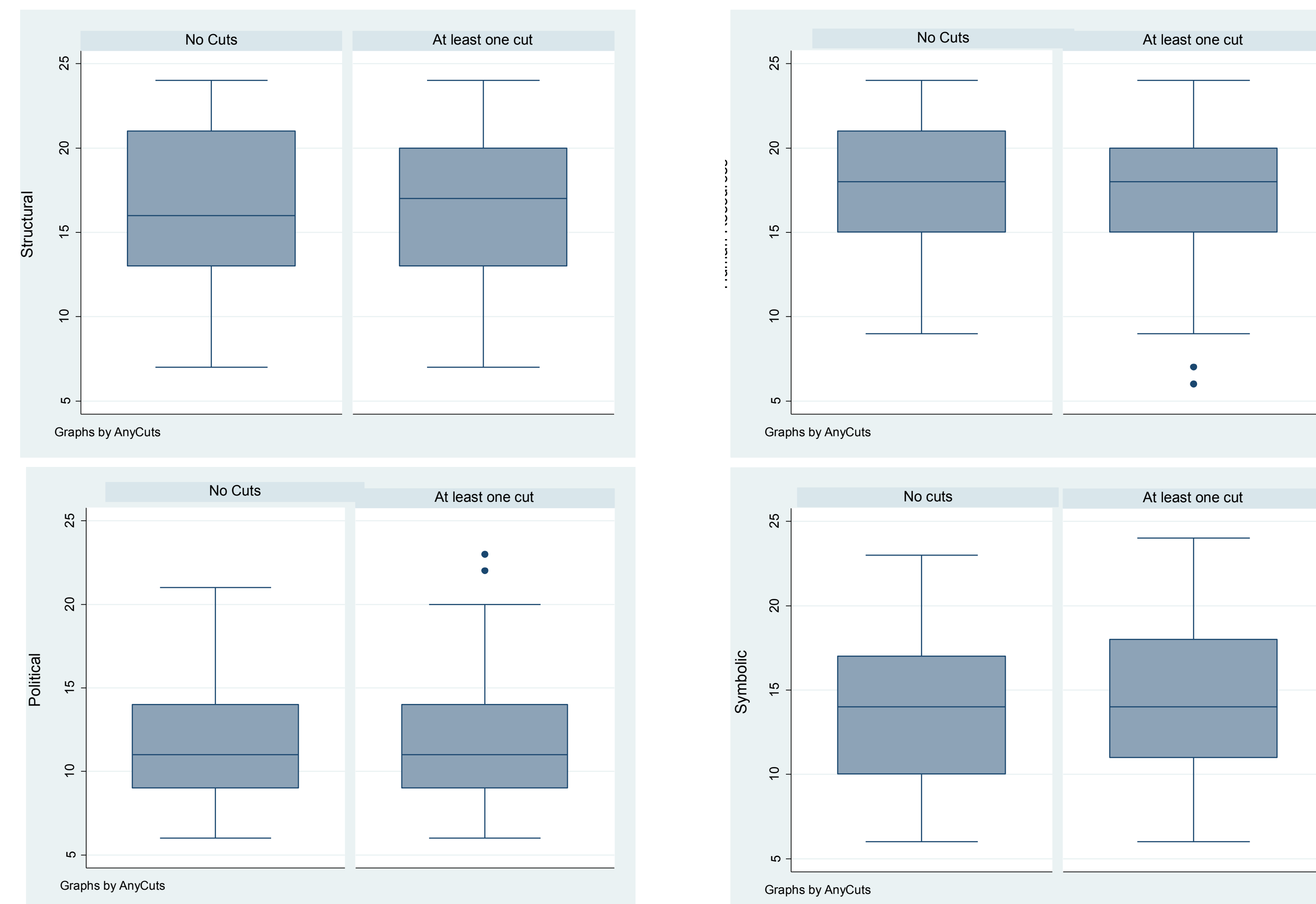
RESULTS

Population Category	Number of LHDs	Target Sample Size	Total Responses
<25,000	1,067	143	59%
25,000 - 49,999	535	82	63%
50,000-99,999	382	69	90%
100,000-249,999	318	56	84%
250,000-499,999	130	42	83%
500,000-999,999	92	35	89%
>=1000,000	41	21	90%
Total	2,565	448	74%

Strongest Frame by Education (p=0.02)

LHD executives → graduate degree → **Structural (38%)**

LHD executives → no graduate degree → **Human Resources (53%)**



Odds Ratio Associated with ≥ 1cut

- LHDs serving 250,000-499,999 OR=2.9 (p=0.04)
- LHDs serving 500,000 + OR=4.2 (p=0.009)
- Executives with a graduate degree OR= 2.9 (p<0.001)

Executives serving larger populations were more likely to have a graduate degree

SUMMARY

Smaller Population Size Served → Human Resources

- Favors the individual by aligning organizational and human needs
- Focus on the humanity of their workers and emphasize team camaraderie

Larger Population Size Served → Structural

- Priority to efficiency and effectiveness
- Rational decision over the personal, emphasizing organizational goals

Largest Population Size Served → Symbolic

- Reflects a degree of abstract thinking: may be necessary when working with larger, more diverse populations

Multiple Frames

- Association between using multiple frames and larger population size served
- More likely to have had previous leadership training
- May also be related to years of experience
- The literature suggests that multiple frame use can lead to the most effective style of leadership
- The most effective and successful are able to adapt frames and thought processes to the situation

Results may reflect cultural differences between higher and lower density populations and the way professionals interact in these cultures. Larger populations also have more resources to cut?

STUDY DESIGN AND METHODS

Cross-sectional study

- Emailed to a sample of LHD executives using probability proportional to size sampling (PPS) plan
- Partnered with NACCHO to create sampling frame representing population size served

Bolman and Deal Leadership Orientation Instrument

- Four-Frame Leadership Styles
- 6 item survey
- Used extensively in higher education institutions
- Implemented healthcare & health information management
- This is the first study to use it in PHSSR Research*

Additional Survey Questions

- Executives' years of experience
- Prior positions
- Years working in public health
- Education Level
- Participation in leadership training

Linked with NACCHO budget data file

Logistic regression analysis to identify associations between leadership style and at least one program, personnel or budget cut

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