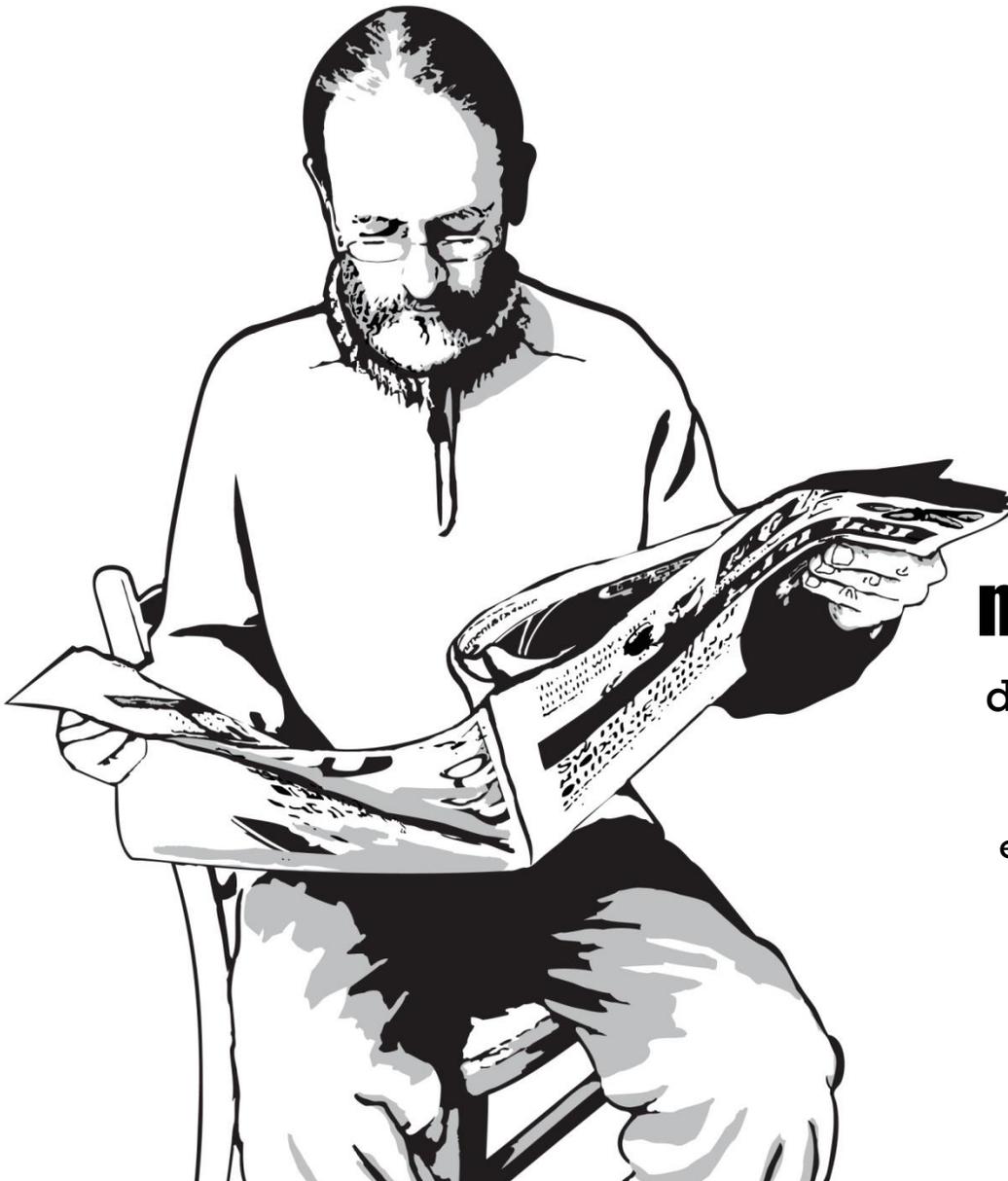




International Society for Organization Development and Change

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newsletter

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From the Editors...



Moving forward....

Before moving forward, it's good to check the rearview mirror. So here is a glance in our rearview mirror. 2014 was another important year in the history of our organization. We heralded the new year with a name change as we added Change to our name becoming The International Society for Organization Development and Change (ISODC).

2014 was a busy year for our profession and our organization. **The Organization Development Journal** continues to be a leading journal in our profession and celebrates its 2nd full year of being an electronic journal. Our editors and guest editors hope that you are enjoying and finding the various editions useful and informative.

Two well attended and lively conferences were held this year. Our first was in May at George Williams Conference Center on Lake Geneva, Wisconsin (USA). We celebrated 50 years of Organization Development and Change Education at George Williams College and Benedictine University with Drs. Peter Sorensen and Therese Yaeger. Our next conference was in July in Amsterdam, The Netherlands, hosted by International Directors, Drs. Fons Trompenaars and Jerry Glover. (Be sure to read about Dr. Glover's new book which is reviewed by Kimberley Barker in this newsletter.)

Members from over twelve countries joined us for pre-conference, conference and post-conference workshops. Many thanks to Dr. Steve Cady and Nexus4Change for their contributions to both conferences!

By the way, we are excited to announce our 2015 conference in Toronto, Canada! More details will follow. Tentatively mark your calendars for the week of May 25.

Speaking of Nexus 4 Change we continued to partner with Nexus 4 Change as we co-hosted three webinars this past year and look forward to more exciting ones in 2015. Thank you to Steve and John for their support, energy, thought leadership and collaboration.

Most of all we want to thank you, our members and friends for your invaluable contributions and support to our profession and our collegial, international organization. Our newsletter continues to feature contributors from all over the globe as an indication of our reach and member richness! Marcella Bremer from The Netherlands continues to expand our thinking with her newsletter columns and her magazine.



We are looking forward to another exciting, collaborative and enriching year with you and our organization. Let us hear from you about what ISODC can do for you in 2015. Please email us with your suggestions and ideas: (neallena@gmail.com) or (kimbarker@gmail.com) and share your ideas on [Facebook](#) and [LinkedIn](#).

Lena Neal
Kimberley Barker

Newsletter Editors

Dr. Fons Trompenaars' Transcultural Competence: Reconcile Dilemmas to collaborate and Innovate

*by Marcella Bremer Editor, Author and Change Guide
Co-founder of Leadership & Change magazine and ocai-online.com*

In today's connected, fast-paced world, transcultural competence is more important than it already was. Leaders and change makers must be able to collaborate around the globe, while they also create and foster a culture of innovation. Change and innovation, once an extraordinary event in an organization's life cycle, are currently more like "business as usual".

How to become transculturally competent and innovative? It's mid-July in Amsterdam when I attend the conference of the International Society for Organization Development and Change (ISODC).

Dr. Fons Trompenaars, a Dutch-French organizational theorist, management consultant, and author in the field of cross-cultural communication, who developed the 7 Dimension of Culture model for looking at national culture differences, engages us with a vibrant presentation.

From Bipolar to Connected Thinking

"Diversity is beautiful and dramatic if you don't manage it well", Trompenaars begins. "But we're not well prepared for diversity. We seem to prefer bipolar thinking - we create models that represent the world on mutually exclusive scales. Take the Myers Briggs Type Indicator (MBTI) - the famous personality assessment. Isn't that too bipolar to be true? Why would thinking occur at the cost of feeling? Our heroes score high on both thinking and feeling..."

"Another example: why do we see these waves of centralization or decentralization? Decentralization can only be done when you're centralized and vice versa."

Trompenaars' long term partner, Charles Hampden-Turner, a British management philosopher, and senior research associate at the Judge Business School at the University of Cambridge, offered an appealing vision of working with value differences. "We use many bipolar tools in business and science. We also see that any value that's disconnected from its opponent turns into a pathology. Rather than a tale of two paradigms, we need both sides of those scales. So, why not combine them?" It is dilemma reconciliation, as Fons and Charles suggest, that creates change and an innovative, resilient culture.

"Fifteen years ago - a leader needed courage. But if you have courage without caution - you're an idiot. You need to balance and reconcile competing values", explains Trompenaars.

"Take this example of a car: what is its value? The car will get you somewhere, so you might value speed and safety. You need both to enjoy the car. If you take off wheels - it gains safety but loses speed. If you double the engine, you win speed but lose safety..."

It's funny and true. We need the whole car - and reconcile dilemmas.

Reconcile Dilemmas

Trompenaars gives this definition: “To innovate is to combine values that are not easily joined - therefore scarce - therefore profitable. Innovative leaders have the propensity and the competence to help organizations and their teams reconcile dilemmas for sustainable innovation.”

He stresses we need to redesign our bipolar models that make us oscillate from one extreme to another. “Banks gave too many loans, now they don’t give loans anymore - we need a model that connects opposites.”

Our bipolar thinking created five exaggerations for organizations over the past decades: they either focused on corporate effectiveness - employee development - satisfaction of clients - shareholder value - or, contributions to society. Neither of them reconciled dilemmas and was well-balanced.

A good example of organizations working at reconciling dilemmas is HSBC as you can see in their tag line: “The world’s local bank” – where they combine global and local in a mutually enhancing way. Another example of looking at multiple values and viewpoints is the Japanese way of thinking. The Japanese don’t have a word for objectivity. They recognize something like “kyak” - the outsider’s viewpoint, and “shuk” - the insider’s viewpoint. Trompenaars explains: “A different point of view is simply the view from a place where you’re not. It may reveal something that lifts you from bipolar or singular thinking.”

Trompenaars says we need to Recognize - increase awareness, Respect - appreciate cultural differences, Reconcile - resolve cultural differences, and, Realize and Root - implement reconciling actions. That’s how we can work together. “Inclusion is about what you share, diversity is what you don’t share - and the difference is made by leadership. You need them both. A diverse team might hinder an average leader, but a great leader can create innovation from this.”

We all know competing values and dilemmas from experience. Take the issue of saving your relationship while you provide honest feedback. Each culture has their way of reconciling dilemmas.

A Dutch boy who’s in love will say he likes the ugly dress his fiancée just bought. He acts more Japanese at the onset, saying “yes” to the relationship first. But after some time in the bar - he might admit he thinks the dress is ugly.

The Dutch in general start with (sometimes blunt) feedback and then try to repair the relationship afterwards, in the bar. While in Japan, you start with the relationship - and give feedback later on, in the bar. No matter what your preferred order is, you need both values - so you need to reconcile them.

By the way - how to discern a dilemma? A problem can be solved with more money and time - while a dilemma needs another mindset. It’s like Einstein said: You need to find a solution on another level.

Trompenaars continues: “Culture is a dynamic process of solving dilemmas in the areas of human relationships, time, and nature. National culture affects corporate culture affects teams... What you do,

is your culture. And that becomes more and more a challenge since we are living everywhere – together with different backgrounds.”

The Car Dilemma

We, the audience, engage in a Car Dilemma. Our friend has caused an accident driving too fast in his car and hit a pedestrian. Our friend is summoned to court, as are we, as a witness to testify about his driving speed. What do we do? Can he expect us to lie for the sake of friendship? Do we value truth most of all and do we testify against his interests?

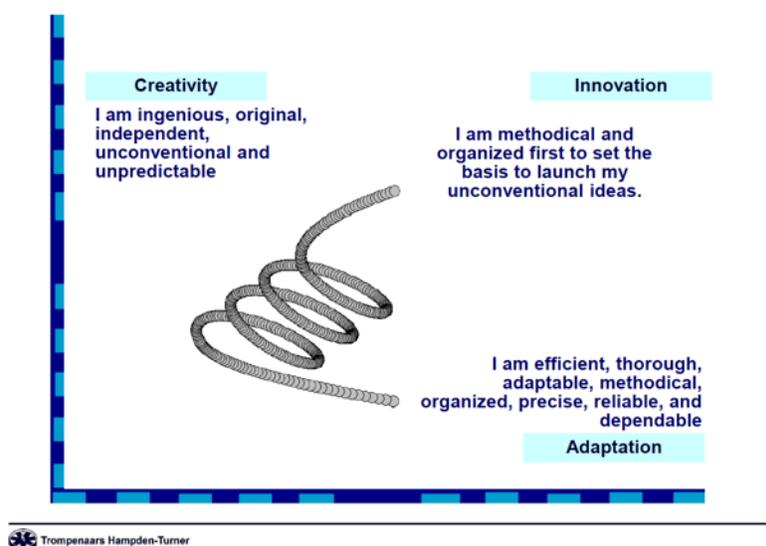
The answer depends on your culture. What’s more, whatever answer we choose, we can both claim that we value Integrity as a super value. Integrity could mean: helping our friend or - telling the truth.

The problem is the question - you cannot find integrity on a linear scale. Integrity is finding wholeness by integrating opposites - so we don’t settle for half the logic. In reality, we’ll try to bridge the contradiction. We’ll try to find criteria and conditions. We’ll talk about friendship, entice our friends to own their actions and help them in any other way - even, visit them in jail.

Welcome to reality, that is both yin and yang. Instead of: or/or.

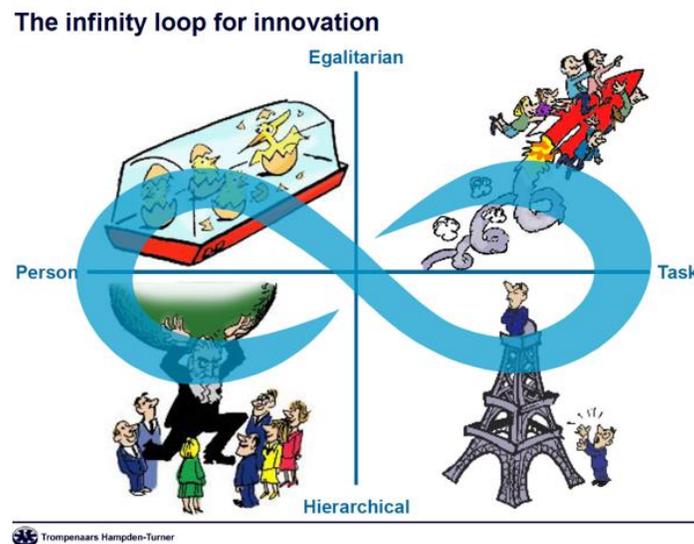
Trompenaars shows interesting slides of which competing values different countries tend to emphasize: universal versus particular, individual versus collective, neutral versus affective etc. We judge from our own cultural point of view: “The USA are corrupt because they don’t help their friends after a car accident”, or: “Korea is corrupt because they don’t tell the truth when testifying in court”.

Innovation = the reconciliation between creativity and adaptation



Innovation is the reconciliation between creativity and adaptation, states Trompenaars. Interesting enough, this looks just like the Competing Values Framework by Cameron & Quinn (discussed in earlier issues of this magazine) that organizations need to balance to create a healthy organizational culture. Culture types in the CVF can be innovative versus efficient, people versus results-oriented.

Trompenaars culture model is slightly different but just as recognizable: he distinguishes four corporate cultures and you need them all to create innovation. So you make the movement of a figure 8 to stir innovation.



Personally, I think that reconciling dilemmas as Trompenaars explains, is exactly what the world and workplaces need to become un-stuck and move away from conflict. We must foster diversity and respect and collaborate and innovate to solve the challenges of our time. If we can learn from these dilemmas - learn how to have a dialogue and solve them - and benefit from Trompenaars' research and model - we could develop our organizations and ourselves further.

Fons Trompenaars can be reached via <http://www.thtconsulting.com/>

- Where and when do you use bipolar thinking?
- How can you reconcile your current dilemmas?
- See, how this makes you more innovative...?
- How would you solve the Car Dilemma in your national culture?
- What are dilemmas in your workplace?
- How are they solved – if at all? What does that tell you about your current workplace culture?

Take note of the dilemmas you face in the next weeks – and how you solve them. You will become more aware of your value hierarchy!

This article appeared in issue 12 of Leadership & Change Magazine, a digital PDF magazine and membership website about Positive Leadership, Culture & Change that helps YOU make a difference.

Annual subscription (\$ 27) at: <http://www.leadershipandchangemagazine.com/product/annual201409/>

Or join the free members area at <http://www.leadershipandchangemagazine.com/join-us/>



Marcella Bremer is an experienced consultant in the field of organizational culture, change, leadership and personal development. Her motto is: "Develop the workers, the workplace and the world." She's the co-founder of the consultancy firm Kikker Groep and co-founder of OCAI Online. Next to consultant and trainer/coach, she's an author, speaker and "inspirator".

Benedictine University Lecture Series Review: *Dynamic Strategy Making*

By Melonie Hays

In October, 2014, a lecture series was held at Benedictine University's Lisle campus in celebration of the 50th anniversary of their Organizational Development (OD) program with an emphasis on the 6th decade! Those in attendance were Ben U alumni and faculty and students from the Lisle, Springfield, and online venues who are currently enrolled in the University's PhD OD Program or the MSMOB Program. Our guest speaker and visiting scholar was Dr. Thomas Cummings, co-author of the book entitled, *Dynamic Strategy-Making: A Real-Time Approach for the 21st Century*.

Dr. Cummings is a leading expert in designing high-performing organizations and strategic change. He has published more than 20 books, including *Handbook of Organization Development* and *Organizational Development and Change*, and more than 60 articles. He has served on the editorial board or as editor for 10 journals, including *Academy of Management Review*. He received best paper awards in 1990 and 1994, and in 2007 received a Book of the Year Award from the Academy of Human Resource Management. Professor Cummings served as President of the Academy of Management, the leading professional organization for scholars in management and organization.

(<http://www.marshall.usc.edu/faculty/directory/tcummings>)

Our day began with a fundamental reminder that strategy is what ties an organization to its business environment and that it is an organization's engine for competing. Highlighting key concepts from his book, Dr. Cummings described dynamic strategy-making as a unique approach that consists of four key elements and four correlated strategic stages. They are:

- Stage 1:** Strategic Assessment using competitive logic with the 4D (SWOT) analysis;
- Stage 2:** Statement of Strategic Direction by setting goals: the target for achievement;
- Stage 3:** Reality Check & Commitment within the organization: examining shared values (culture) and people;
- Stage 4:** Finalize Strategy Statement & Design Implementation Plan by creating an action plan inclusive of initiatives and specific steps to implement the strategic system.

Dr. Cummings generously walked us through each stage, providing real world examples at each phase or variation in the process. At the end of Dr. Cummings lecture we participated in a breakout session where we were challenged to apply the Dynamic Strategy-Making model in a group exercise providing feedback in conclusion.

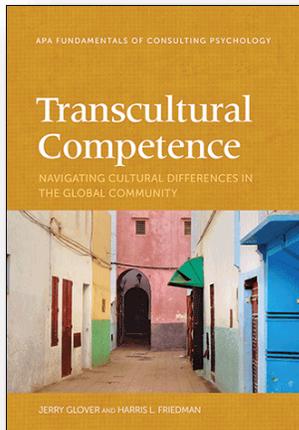
Overall, this lecture series was a fantastic learning experience taught by one of the world's best in organizational development. Dr. Cummings shared with us his wisdom and instruction on how to

proceed with great strategy execution that is applicable to any organization and provided a very dynamic platform in which to engage the organizations in which we are involved. Special thanks to Dr. Thomas Cummings, Benedictine University, Dr. Peter Sorensen and Dr. Therese Yeager for what was a truly phenomenal and professionally enriching experience!

Melonie Hays is currently enrolled in the MSMOB online program with Benedictine University. She lives in Sandwich, IL and works at Fermilab in Batavia, IL as the FFM (Field Financial Manager) for the Technical Division.

Book Review: Transcultural Competence: Navigating Cultural Differences in the Global Community by Jerry Glover, Ph.D. and Harris Friedman, Ph.D.

Reviewed by Kimberley Barker



Glover and Friedman have given a gift to those who study culture and are interested in becoming more transculturally competent. This book offers a look at the history of the study of culture arriving at the present day approaches to understanding interest in culture from various disciplinary perspectives. Psychologists, sociologists, anthropologists, organization development and change professionals, management and organizational behavior professionals, as well as educators, social workers, healthcare professionals, economists, and political scientists can all benefit by reading this book. In fact, anyone who deals with culture, which is practically everyone in our globalized world, can benefit from this book.

This book begins with a discussion on what is transcultural competence and why it is sorely needed in today's global community. Transcultural competence can be defined as the ability to successfully deal with and develop solutions to issues and problems created by cultural differences within any cultural setting.

The book reviews what Fons Trompenaars, one of the world's top consultants on culture, calls the 4R's of applying transcultural competence: recognition, respect, reconciliation and realization. The first step is recognizing what the cultural dilemma may be primary in a situation. The second step is respecting that there is a dilemma and that both sides of the dilemma have cultural legitimacy. The third is reconciling the dilemma through coming to some sort of agreement that honors all sides. And, the fourth is bringing into realization the needed change to sustain a reconciled solution (Trompenaars & Woolliams, 2004).

The book also discusses features and levels of culture. All humans perceive the world through their cultural lenses and give meaning by interpreting sociocultural contexts using their worldviews, beliefs and values. The process of how culture is learned and shared, how it needs to be framed in both diachronic and synchronic ways, and many other basics for understanding culture are given in understandable ways.

The book also reviews the importance of understanding that cultural value dimensions are important for transcultural competence, and how they provide a means for making culture operational through

observing sociocultural encounters. Each of Trompenaars' dimensions as well as a few others are reviewed, accompanied by a rich assortment of relevant cases studies. These case studies, emphasizing sociocultural encounters in which dilemmas were both successfully and unsuccessfully reconciled shed valued light on how these values operate in action. These case examples from: the United States, including Hawai'i and Puerto Rico, Fiji, Afghanistan, Japan, Australia, as well as many other places that evidence the global applicability of the book.

In one case example from the South Pacific, Dr. Glover and his team observed how an expatriate-led forestry company ignored cultural communal traditions and instead of honoring the wishes of the village chief to send 40 workers who would be paid a collective wage, sent three people to clear a field for individual wages. Even though the particular expatriate manager "won the battle" through imposing his model of how work should be done in this incident, he eventually "lost the war" and ended up leaving his post after six months. He did not understand the importance of the communal traditions and by trying to reward performance individually in a collective context demonstrated a lack of transcultural competence.

Another case involved Dr. Glover consulting at a New York City hotel that was owned by an Asian company. The Asian CEO would fly in to meet with Dr. Glover periodically and they would discuss many items, but never the project. When Dr. Glover attempted to focus on the project, the CEO said that his management team would deal with the specifics of the project, but he wanted to spend his time getting to know Dr. Glover so he could be comfortable with Dr. Glover's approach in general, trusting that the specifics would work out well if the proper leadership values were in place. That Dr. Glover accepted this style of indirect, but perhaps deeper oversight exemplified transcultural competence.

The book closes with examples of how to create "New Boxes" with which contemporary leaders can know the world anew and create contemporary solutions that are adaptive to the constant change of culture. As Trompenaars wrote in the book's foreword, "This book clearly shows the developments the cultural field has been going through and what learners need in order to develop transcultural competence. In the earlier chapters, a lot of attention is given to cultural understanding, what is culture, and how does it apply to me? Later parts of the book deal with cross-cultural and multicultural understandings leading to respect. Then the book focuses on how to deal effectively and appropriately with cultural difference and comes to the core of what we call transcultural competence. Finally, its authors provide insights on how to be careful with the cultural context that creates and influences cultural models and social institutions."

The need to avoid biases and optimize opportunities when dealing with culture is not new, yet this book provides fresh innovative ways that are clear, easy to understand and extremely relevant to our times. This book is geared to the seasoned scholar who studies culture, as well as the practitioner or leader who wants to learn more about culture and encourages all to become more transculturally competent. I have found this book useful in my practice and highly recommend it.

Reference

Trompenaars, F., & Woolliams, P. (2004). *Business across cultures*. West Sussex, England. John Wiley & Sons.

Transcultural Competence: Navigating Cultural Differences in the Global Community

By Jerry Glover, Ph.D. and Harris Friedman, Ph.D.

Washington, DC: American Psychological Association. 176pp. \$34.95/ \$29.95

To order: <http://www.apa.org/pubs/books/4317366.aspx>



Kimberley Barker has a Bachelor of Science degree in Business Administration and MBA from Hawai'i Pacific University, in Honolulu, HI. She was a student of Dr. Glover and has known both authors for a number of years. She is currently a Doctoral Candidate in Organization Development at Benedictine University. Barker has more than 24 years of management in operations and customer service. She has worked as a manager in the University of Michigan Health System for 14 years. Prior to that, she had 10 years of commercial banking experience. Barker also teaches management, organization development, marketing, business research & communication at Cleary University in Ann Arbor, MI. She can be reached at kimjbarker@gmail.com.

NEXUS and ISODC: Partnering for the Future of Organization Development and Change



As 2014 comes to a close, we here at NEXUS4change were reflecting on our accomplishments this year and noticing how many of them were intricately related to our partnership with the International Society for Organization Development and Change. We have been partnering with the society for several years now, but 2014 was truly a year where both organizations did a lot of great work together. Here are some of the highlights:

NEXUS4change Webinars

NEXUS and ISODC partnered to deliver some truly groundbreaking and informative sessions this year. Overall around 200-300 people have attended all or some of the following sessions:

- Opening Doors: 4 Keys that Change Everything with Judith Katz and Fred Miller of the [Kaleel Jamison Consulting Group](#).
- The Birth of OD - Stories and Reflections on our Origins with Marv Weisbord, Harrison Owen, Peter Sorensen, and Emily Axelrod.
- On the Shoulders of Giants: Four Trends for the Future of OD with Therese Yeager, Jake Jacobs, and Lena Neal.

These webinars were three of the most popular sessions for 2014 and they highlight the past, present, and future of our field. If you want to see any of the recordings or webinar materials please visit <http://www.nexus4change.org/webinars>. There are over 200 cutting edge webinars available.

ISODC Conferences

NEXUS4change had two great conference experiences with ISODC members this year. We met first at the beautiful conference center at George Williams College for the ISODC Information Exchange. NEXUS facilitated the opening and closing of the session. During the opening of the session, participants learned by doing as they shared their expectations of the event using the Civic Engagement (Block), Open Space (Owen), and Conversation Cafe (Robin) methods. We closed the conference by summarizing the highlights of the session and determining next steps using the World Cafe (Brown, Isaacs) method.

Second, we were able to participate in the Second International Conference in Amsterdam, Netherlands. This was a diverse and truly informative session that brought together several international communities of OD&C practitioners and scholars. NEXUS lead a discussion about [What's NEXT for the future of OD?](#) - highlighting key work from the conference presenters. We also facilitated a

live webinar session during the conference, highlighting [digital trends in OD](#). In addition, we facilitated the post conference activities in Amsterdam. Participants discussed creating PLAN's, designing interventions, and creating long term change roadmaps. The individual sessions, post conference activities, and networking made for a great experience in Amsterdam.

We here at NEXUS would like to personally thank the ISODC for your dedication to the research, practice, and promotion of key OD&C issues. We look forward to continuing our partnership as we build relationships and grow together. Stay on the lookout for 2015 as we have several more activities already lined up including: A webinar series featuring contributors to the Winter 2014 Organization Development Journal titled OD in the Digital Age and NEXUS participation in the 2015 ISODC conference and Think Tanks. Stay tuned at [NEXUS4change](#) for more opportunities as we continue to collaborate.

Cheers from the NEXUS4change team,
John Spalding, Steven Cady and Jeremy Grandstaff

Year in Review for Healthcare 2014

By Linda Lennox

Somehow the end of the year is almost upon us. The holiday season is just around the corner and people are already reflecting on the past 12 months. This past year was full of surprises for members of the healthcare and healthcare technology world. Big announcements from federal agencies made for head-turning headlines, and a deadly virus reaching the United States from Africa riveted the healthcare community. Meanwhile, the sweeping Patient Protection and Affordable Care Act in the United States (US) continued to make its presence felt for employers, health insurance companies, and healthcare facilities



A lot has happened, but as we take a look at the health care year in review, we can point to three significant factors in the US in particular that we noticed throughout the year:

- The question of regulation in healthcare information technology.
- The rise of the consumerism of health care.
- The value of acquisitions and mergers to impact financial support for out-of-pocket benefits costs.

So let's take a closer look.

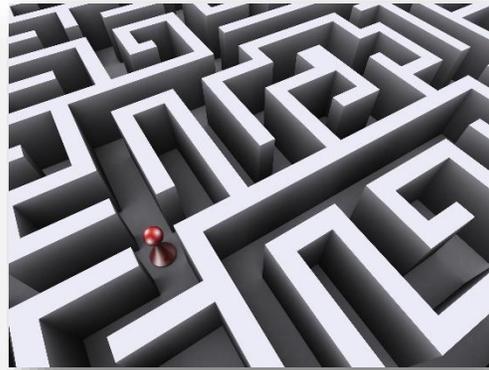
Healthcare Information Technology

In April, when the U.S. Food and Drug Administration (FDA), Office of the Coordinator for Health IT, and the Federal Communications Commission unveiled the eagerly anticipated plan to regulate health IT products. The draft framework identified three categories of health IT products based on the potential risk to patient safety: administrative, health management, and medical device health IT. The first two categories pose little or no risks to patients, so the FDA will not regulate them so aggressively. Meanwhile, the latter will be more closely regulated, as these products can have an adverse impact on patient safety.

Stakeholders have had mixed views on the plan. Healthcare organizations have called on the government to clarify certain aspects of the plan. "Clarity in this area is urgently needed—the difficulty in knowing what health IT products are subject to which regulation creates chaos for health IT developers and producers, inhibits investment in the field, and hinders the advancement of technology. For example, the taping of video/audio of the scene of crash sites as well as the emergency medical team's treatment of patient presentations could be valuable not only for learning medical purposes, however, save on legal implications (potential) and keep the record accurate. However, what is the impact on patient confidentiality vs appropriate and timely medical intervention?"

Consumerism in Healthcare

This year, many employees found themselves in the driver's seat when it came time to make decisions for their health care. Since many businesses moved away from fixed benefits models to fixed contribution models, employees had to determine how to allocate their employers' contributions among health insurance options. Outside the capitol, health systems searched for ways to adjust to weak demand for inpatient and elective care, as unemployment remained high following the Great Recession and employers imposed increased cost-sharing in their health benefit plans that further dampened demand for medical services.



Healthcare experts and economists marveled at the continued moderation of U.S. healthcare spending—about 4% a year—though American households may not have realized it because employers and health plans were imposing higher out-of-pocket costs on families. The percentage of Americans in a health plan with a deductible of at least \$1,000 grew from 18% in 2008 to 38% in 2013, according to the Kaiser Family Foundation, renewing a long-standing debate about whether high cost-sharing discourages people from seeking needed care.

Financial Impact of Acquisitions and Mergers in Healthcare Corps

Two large investor-owned chains, [Tenet Healthcare Corp.](#) and [Community Health Systems](#), responded to the growing economic pressure by cutting deals to acquire rival chains, hoping to build market share and reduce costs. Other hospitals formed non-ownership affiliations to boost their purchasing power and their population health management skills. “Merger integration is a tough business,” said Joe Lupica, chairman of Newpoint Healthcare Advisors. “I think they can get everything they want without a merger.”

US Government regulators watched these consolidations with a critical eye. The Federal Trade Commission filed complaints to block a handful of deals, particularly involving hospitals buying physician practices. It is yet to be determined if this will lower healthcare cost for the consumer as well as provide employers better options for their employees.

The Affordable Care Act (ACA) 2014

The Affordable Care Act (ACA) had its big rollout with much fanfare in the fall of 2013. Policies were intended to be effective January 1, 2014, with many provisions of the ACA becoming effective the same date. Now, in the fall of 2014, we can see how The ACA has fared in its first year.

ACA Technical Issues Plagued the Marketplaces

Right away on October 1, 2013, it was clear that the rollout of state Marketplaces was not going smoothly. The federal website hit an array of problems, and the state Marketplaces did not fare so well, either. Some states chose to abandon their own websites and moved users to the federal healthcare.gov.

The government has worked with engineers at Google, Oracle, and other companies to ensure the reliability of the site. The new site is being called “Marketplace 2.0” by developers. The application will be streamlined and made more efficient. Plan comparisons will be more reliable and will include new screens to guide applicants through the steps. The account creation and identity management will be brand new.

ACA Enrollment Goals Were Met

Despite the technical problems, the national enrollment goals of the ACA for the first year were met. The administration hoped to get 7 million Americans newly-enrolled in health insurance. The final number came in at 8 million, with 7.3 million paying premiums and staying enrolled through September 2014. Twenty-eight percent of those who signed up were between 18 and 34 years old, which indicated a strong showing among younger Americans. In addition, 3 million young adults gained new coverage by being able to stay on their parent’s insurance plan.

Also, 71 million Americans gained coverage for preventive health services at no cost, and almost 8 million seniors have saved money on prescription drugs as the Medicare Part D donut hole begins to close.

The ACA Faced Legal Challenges

Those who opposed the changes were not silent or still during 2014. While the Supreme Court upheld the major provisions of the law in their 2012 decision, there were significant legal challenges brought against the law with varying results.

Challenging the Employer Mandate. The Obama administration used an executive order to change the effective date of the Employer Mandate, which states that companies with over 50 full-time equivalent employees must provide insurance for their full-time staff. The House of Representatives filed a lawsuit on July 30 challenging the constitutionality of the change. The mandate will remain in place while this case works its way through the courts.

Paying for Contraceptives. Contraceptives are a deep moral issue for many Americans, including Americans who own businesses and provide health insurance for employees. In a June 2014 decision, the Supreme Court held that closely held corporations cannot be required to provide contraceptives if doing so violates the owners’ religious beliefs. It’s important to note that the contraceptives are still available for female employees; they simply aren’t paid for by the company.

Ebola Comes to the United States

With the virus killing thousands in three West African countries, healthcare professionals and the public were alarmed when the first patient was reported in the United States. The infectious disease community in particular had many questions about the handling of bio hazardous waste contaminated by the virus. To provide some answers, the Center for Disease Control produces a task force to address the protocols for healthcare workers and patients that would provide appropriate protection. However, new cases arose and these protocols were questioned. The questions ventured into the public and political arena sparking a debate about quarantine and prohibiting immigration from selected countries and even closing immigrant access to airlines entering the United States.

Several organizations loomed large in the media coverage about the protective gear that healthcare workers should wear when treating Ebola patients. In a new protocol, the American College of Surgeons recommended that surgeons and healthcare workers wear "Level 4" surgical gowns and drapes when operating on these patients. The protocol adapted relevant recommendations made by the Centers for Disease Control and Prevention and applies them to the operating room environment.

So how did the other countries squelch the EBOLA virus? How did they work together to rid their countries of this dreaded virus? The US sent troops as well as Red Cross Aid to assist these countries with limited resources to save their population and eradicate this deadly virus.

What does this mean for Organization Development Scholar/Practitioners?

Crafting Healthcare Identity in Management, Human Resources, Mergers and Acquisitions, Patient Care Organizations for Cost Decision Making and identifying industry Best Practices leaves more fertile ground for organization development scholar/practitioners than any other time in recent decades. The healthcare industry could leverage lessons learned from experts in organization development about identity management and human relations. When faced with moving to an electronic environment (electronic medical record and new technologies) the industry could capitalize on organizations expertise from other countries implementation of technological advancements that have occurred over the past several years.

2014 has been a difficult yet successful year for the ACA. As the next enrollment period began on November 15, 2014, time will tell how the enrollment cycle goes and whether legal challenges eventually stop the law in its tracks.

The health care landscape has evolved continually this year, and will likely continue to shift over the next few years. Do your best to stay abreast of changes and consult trustworthy resources to keep yourself informed.



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Ms. Lennox has had a professional career in the healthcare arena for the past 30 plus years. Her experience includes the acquisition and merger of a for profit company and the first university/hospital medical teaching facility in the US, strategic management and repositioning of a mental health hospital from 52% indigent care to 10% indigent care under the DRG guidelines, implementation of the Composite Health Care System (CHCS) - electronic information systems - for the Tri-Services, and publication of a Business Plan Manual for Nurse Executives, White Paper on Alcoholism for the White House, and Symposiums on Pediatric

Emergency Care for Head Trauma, Upper Airway Obstruction, and Infant Dehydration.. Currently, she is completing her dissertation for her doctorate at Benedictine University.

UH Pacific Business Center Program Wins National Economic Development Award

University of Hawai'i

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A University of Hawai'i project to promote and expand breadfruit use in the Pacific has won a top award from the University Economic Development Association (UEDA). Recently the Pacific Regional Breadfruit Initiative, a project of UH's Pacific Business Center Program (PBCP), won UEDA's award for Research and Analysis in Santa Fe, New Mexico.

Receiving the UEDA Award of Excellence was the PBCP's Senior Business Development Manager C. L. Cheshire, and Director Failautusi Avegalio.



Failautusi Avegalio (center), Director of UH's Pacific Business Center Program with award

Avegalio attributes the Pacific Regional Breadfruit Initiative's success to the groundbreaking research and analysis led by the National Tropical Botanical Garden (NTBG) Breadfruit Institute and its Director, Professor Diane Ragone. That research affirmed the many uses of the breadfruit tree and fruit or *'ulu* in Hawaiian. According to Avegalio, breadfruit is gluten free and the U.S. market demand for gluten free products is projected to hit \$15.5 billion in 2016. Major byproducts of breadfruit include the breadfruit sap that is 100 percent organic latex, and the breadfruit flower, which contains several powerful chemical compounds more potent than those used in the leading synthetic insect repellent on the market. The tree's wood is resistant to marine worms and termites. The breadfruit tree also has a high salinity tolerance, enabling it to survive inundation from rising tides where traditional food crops such as taro, banana, tapioca, and yams cannot.

Aveglio said, "There is no better combination for natural food security in the world than breadfruit, together with the coconut tree for water."

The Pacific Regional Breadfruit Initiative team includes the NTBG Breadfruit Institute, the University of Hawai'i at Mānoa's College of Tropical Agriculture and Human Resources (CTAHR) and Shidler College of Business; Kansas State University College of Agriculture; University of British Columbia, Okanaga, Fipke Centre for Innovative Research; Scientific Research Organization of Samoa (SROS); Robinson Fresh/C.H. Robinson, California; Natural Foods International, Samoa; Intertribal Council On Utility Policy (COUP) Rosebud, South Dakota; Olohana Foundation, Hawai'i; Agroforestry Net, Inc. Hawai'i; and the American Samoa Department of Commerce.

"We've assembled a world class team of experts," said Avegalio, "From that core group, we've developed an amazing and enthusiastic network of collaborators"

The network spans millions of square miles from Washington D.C. to the Commonwealth of the Northern Marianas in the Northwest Pacific, to the Federated States of Micronesia, in the Central Pacific, and to the Samoas and Fiji Islands in the South Pacific. Collaborators include U.S. and Pacific land-grant community colleges, regional universities, research institutions, health and nutrition organizations, medical technology, non-profit, community, faith based, native Hawaiian and indigenous organizations, and local and federal government agencies.

The PBCP envisions Hawai'i as the major processing, refinement, and export hub to the U.S. market for sustainable and gluten-free food products, such as flour made from breadfruit. The Commonwealth of the Northern Marianas Islands (CNMI) would serve a similar function for the Asian market.

A regional approach is imperative if the developing industry is to achieve fruition within the projected three-year time frame, according to Avegalio. He noted that global food distributor C. H. Robinson moves at least 300 tons of regular flour a week. "No one island group can supply that demand," he said. "Only a collaborative regional approach can expect to do so."

Support from the Ulu Pono Initiative of Hawai'i helped to launch the Pacific Regional Breadfruit Initiative's inaugural Breadfruit Summit in 2012, which was hosted in Pago Pago by former Governor Togiola of American Samoa. American and Western Samoa are leading the initiative in Polynesia. In 2013 the Micronesian Chief Executives Summit endorsed the Breadfruit Initiative for Micronesia under the leadership of Governor Inos of the Commonwealth of the Northern Marianas Islands in Saipan. Fiji-based agriculture consulting firm Koko Siga Pacific, the University of the South Pacific, and the U.S. Embassy in Fiji are collaborating on a Melanesian Breadfruit Summit in early 2015. A Pacific Regional Breadfruit Conference is being planned for October 2015 in Hawai'i.

Aveglio serves in two management roles for the University of Hawai'i. He serves as the Director of the PBCP and as the Executive Director of the Honolulu Minority Business Enterprise Center (HMBEC), both housed at UH Mānoa's Shidler College of Business. The UEDA Award marks the second national honor for programs under his management within months of each other. In August, the HMBEC was inducted into the Minority Business Development Agency Century Club and further recognized as a National Top Performing Center by the U.S. Department of Commerce. Avegalio credits this national recognition to the outstanding leadership of HMBEC Director Dana Hauanio.

"My PBCP and HMBEC office colleagues are exceptional," said Avegalio. "Their commitment, knowledge, expertise, work, and passion for Hawai'i and the Pacific region reflect well on our University of Hawai'i System, the State of Hawai'i, our Pacific community, and our nation."

ABOUT THE PACIFIC BUSINESS CENTER PROGRAM (PBCP)

The Pacific Business Center Program was established in 1979 to provide governments, companies, and institutions in Hawai'i with business-related services such as financial analysis, management reviews, business plans, and other business technical support. Since its inception, PBCP has expanded its span of services to include other Pacific Basin islands, including the territories of American Samoa and Guam, the Commonwealth of the Northern Mariana Islands, the Federated States of Micronesia, and the Republics of Palau and the Marshall Islands. Current funders of the PBCP include the U.S. Department of Commerce's Economic Development Administration and the U.S. Department of Interior's Office of Insular Affairs with matching support by the University of Hawai'i.

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