

## Seeing Clinician Slack As A Strategic Investment

### **Date:**

Aug 2014

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When setting budgets for any organization that plans to be around for the long term, leaders must include time for experimentation by clinical frontline staff. It is easy but shortsighted to see that time as an expensive luxury, or to sacrifice it for immediate needs. As health systems face cuts from all sides, latitude to test new health care delivery approaches is all the more important. The most forward thinking leaders appreciate the importance of experimentation, have a convincing story for those who see slack only as waste, and budget clinician time as a disciplined, strategic investment.

### **Journal:**

[Health Affairs](#)

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