



Healthcare Business Insights™

# 2022 Fall member retreat

Developing the next generation of leaders  
for your organization

**Tina Williams**  
Principal Consultant  
Clarivate Healthcare Business Insights



# About the presenter



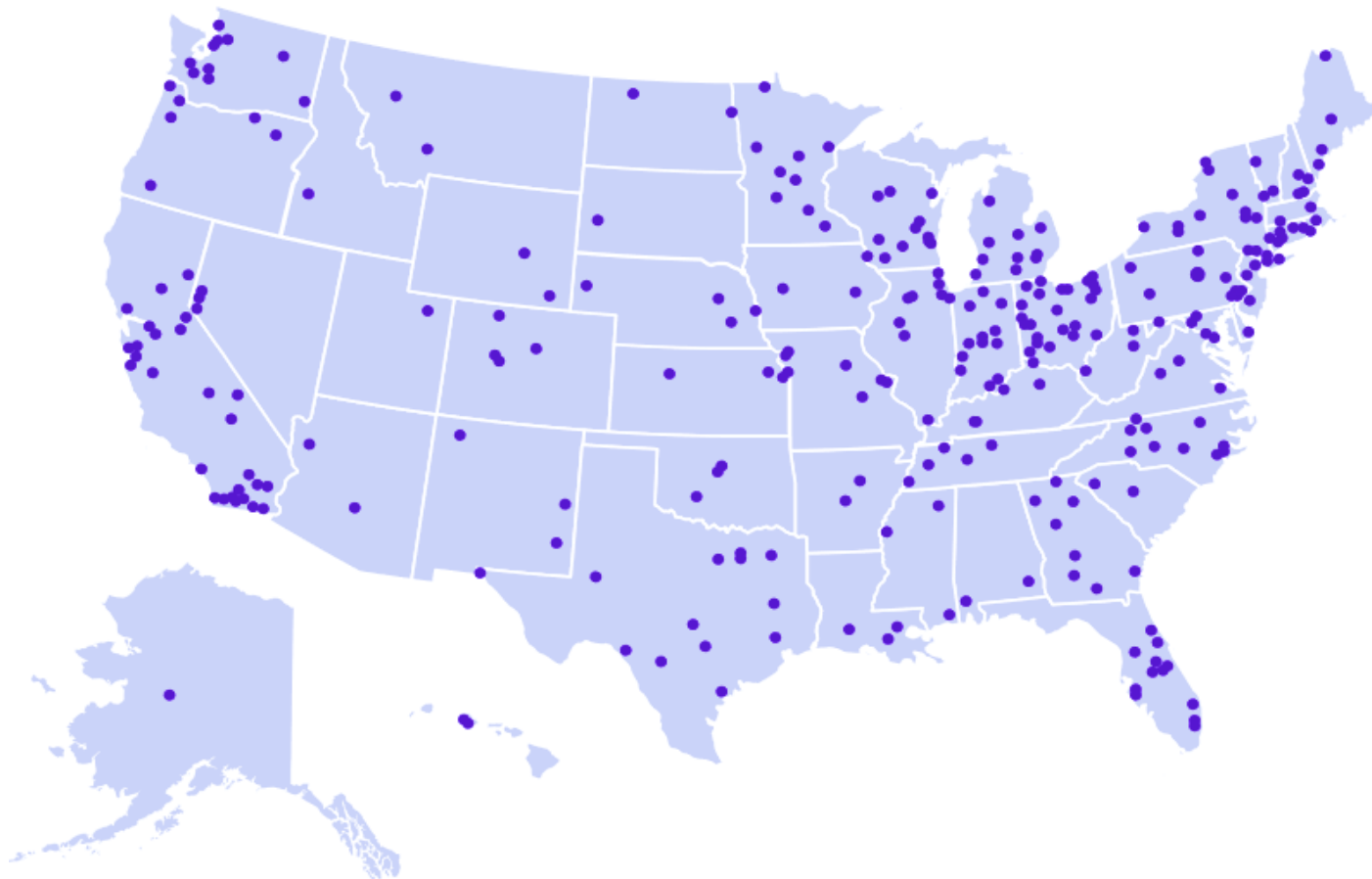
**Tina Williams, MMHC**

Principal Consultant,  
Clarivate Healthcare Business Insights

- Tina earned her Master of Management in Healthcare at Vanderbilt University and her undergraduate at University of Phoenix in Healthcare Management.
- Tina brings 25+ years of expertise in revenue cycle management, technical and professional billing consulting for provider practices and hospitals, technology solutions, best practice workflow optimization and training.
- Prior to HBI, Tina spent five years as a lead consultant for large front-end process improvement initiatives and Epic implementations, preceded by 17 years at Vanderbilt Medical Center in a range of patient access roles where she led point-of-service collection implementations, front-end process redesign, career ladder development, and front-end denials prevention initiatives.

# Healthcare Business Insights at a glance

We partner with our customers to achieve transformational change



**50**

50 states

**1,900+**

1,900+ hospitals

**50K**

50K professional networks

**20/30**

20 out of 30 U.S. largest not-for-profits health systems served

# The great resignation

# U.S. Bureau of Labor Statistics – Job opening rates 10-year span

Chart 1. Job openings rates by state, 2010–20

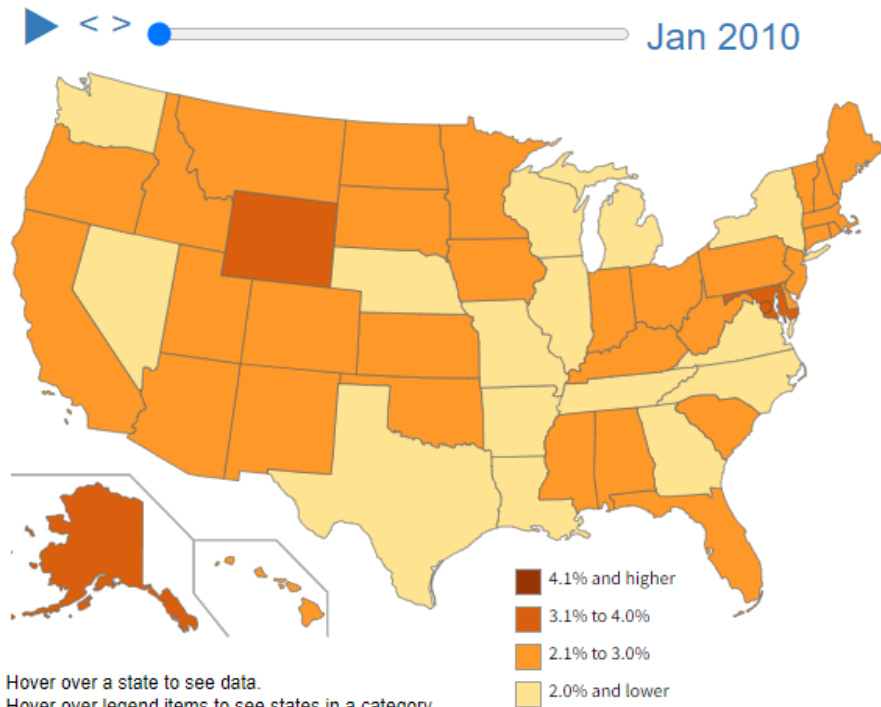
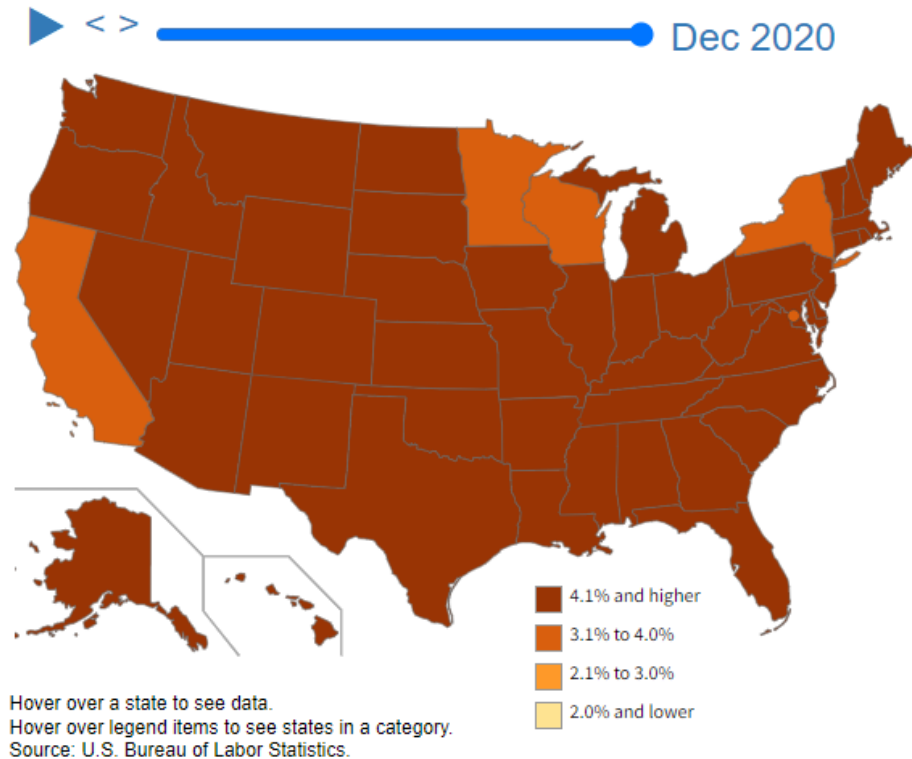
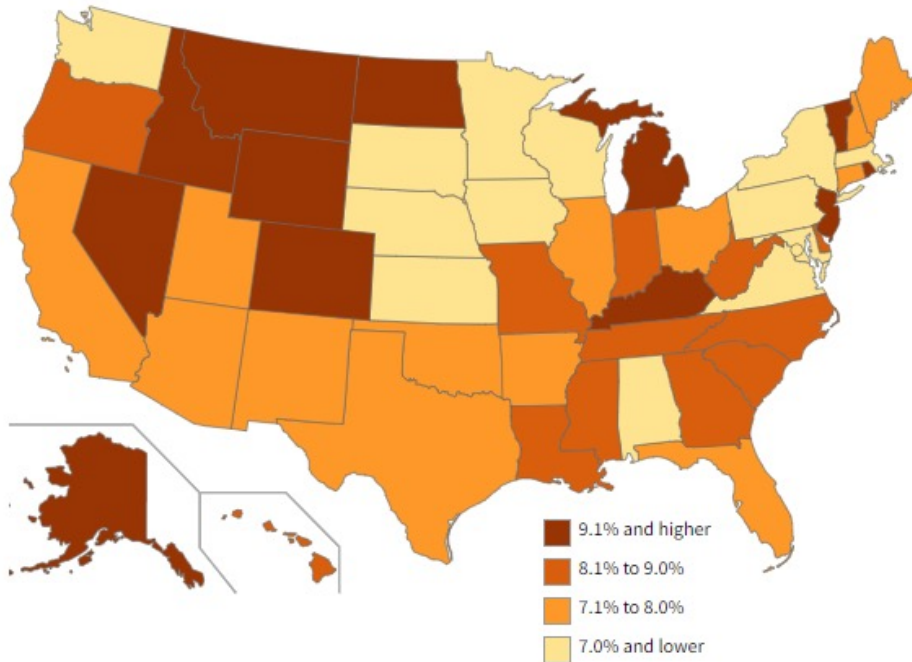


Chart 1. Job openings rates by state, 2010–20



# U.S. Bureau of Labor Statistics – Average monthly churn, hires, and separations (2020)

Chart 4. Average monthly churn, hires, and separations rates for states, 2020



Hover over a state to see data.  
Hover over legend items to see states in a category.  
Source: U.S. Bureau of Labor Statistics.

## The churn rate

- The churn rate is defined as the sum of the state hires rate and the state separations rate. A high churn rate indicates a labor market with a high hires rate, a high separations rate, or both. It can signify that workers are moving more frequently into and out of jobs in the labor market.

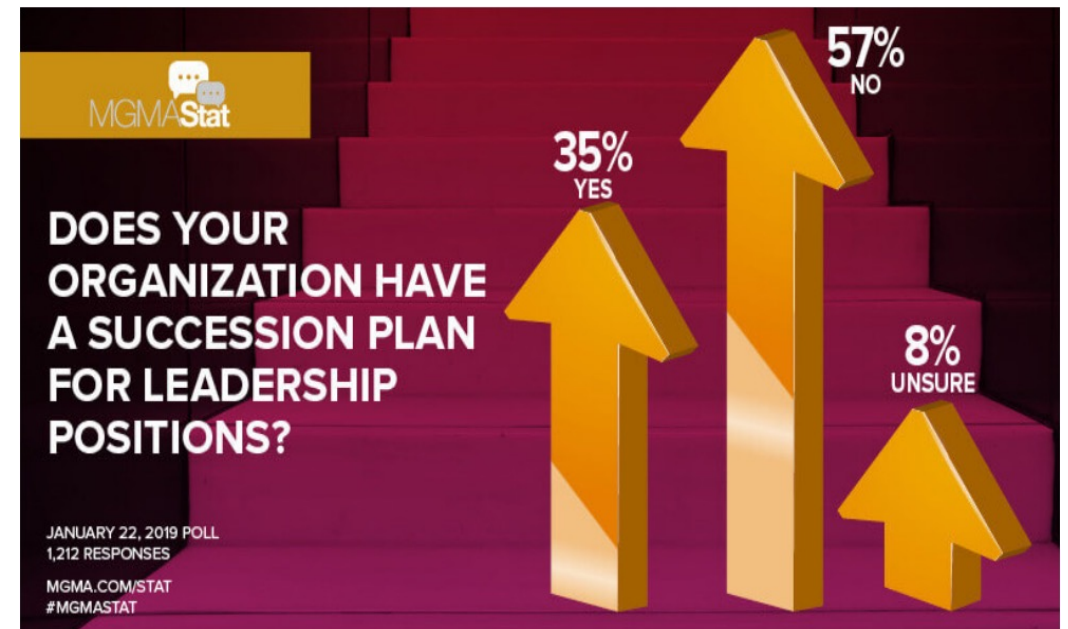
*U.S. Bureau of Labor Statistics*

- When an employee quits, it's estimated businesses spend **50-60%** of the employee's salary to replace them, while SHRM reports actual, total costs associated with individual turnover can range from **90-200%**.

# The great resignation to the great realignment —Leadership development

# Why now?

- Effective management and leadership are essential for everyday health system resilience, but actors charged with these roles are often **underprepared** and **undersupported** to perform them.
- Particular challenges have been observed in interpersonal and relational aspects of health managers' work, including **communication skills**, **emotional competence** and **supportive oversight**.



# Gallup's engagement survey:

There are **12** needs  
managers can meet to  
improve employees'  
productivity

1. I know what is **expected** of me at work.
2. I have the **materials** and equipment I need to do my work right.
3. At work, I have the **opportunity** to do what I do best every day.
4. In the last seven days, I have received **recognition** or praise for doing good work.
5. My supervisor, or someone at work, seems to **care** about me as a person.
6. There is someone at work who encourages my **development**.
7. At work, my **opinions** seem to count.
8. The **mission** or purpose of my company makes me feel my job is important.
9. My associates or fellow employees are committed to doing **quality work**.
10. I have a best **friend** at work.
11. In the last six months, someone at work has talked to me about my **progress**.
12. This last year, I have had opportunities at work to **learn and grow**.

# Key objectives of a Leadership development program

## Organizations are looking to:

- Understand where their directors and managers are in the leadership development stage of their careers by assessing strengths and gaps in leadership skills through multiple channels.
- Support internal opportunities and create a robust leadership development and succession plan for areas across the organization.
- Reduce turnover, increase retention, and be an employer of choice.

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## Quotes:

***“The single biggest way to impact an organization is to focus on Leadership Development.”***

-John C. Maxwell

***“A person who never made a mistake never tried anything new.”***

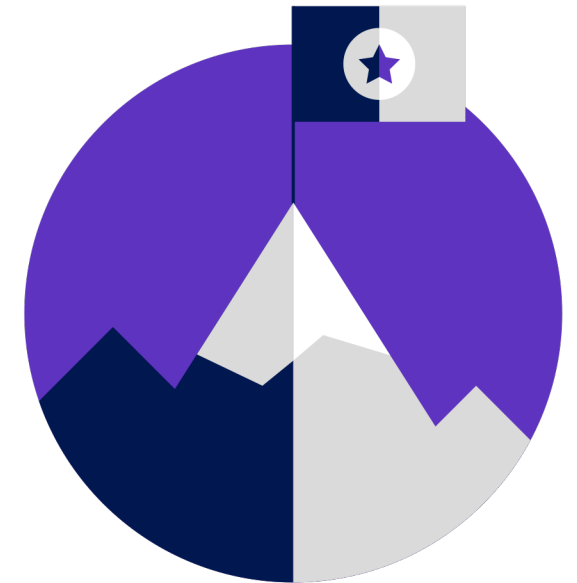
-Albert Einstein

# Clarivate's leadership development program

# What have clients told us they want in a leadership program?

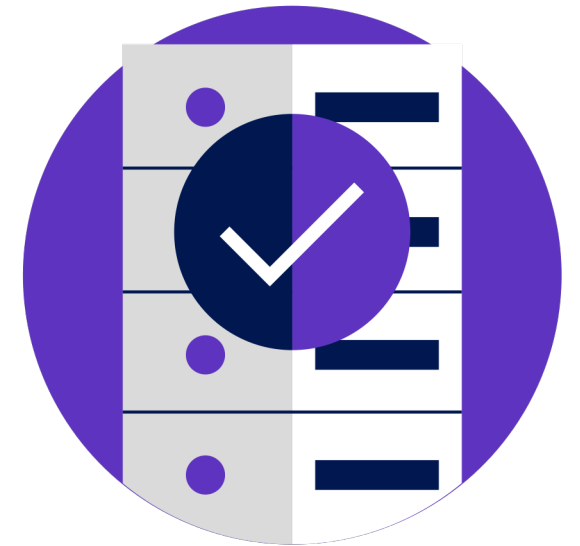
## They want to:

- ☐ Understand the effectiveness of their leaders
- ☐ Know if they have the right leaders in the right roles
- ☐ What leadership skills do their leaders possess and what are opportunities for growth
- ☐ How can they provide continuous development to retain, attract, and provide a career path for the right leaders
- ☐ How do they ensure there is a strong succession planning strategy in place
- ☐ Know what key performance indicators (KPIs) should they be using for evaluation



# Key components of Clarivate's leadership development program

- Organizational leadership program assessment
- Participant's profile and key performance indicators
- Continuous feedback from participants via anonymous surveys
- One-on-one and group coaching sessions
  - Organization's executive leadership ad hoc participation
  - Interactive live polling
  - Open discussions about practical scenarios identified by participants
  - Subject Matter Expert guest speakers
- Self-paced e-learning leadership courses
  - Basic, intermediate, and advanced – certification
  - Analytics dashboard
- Periodic executive leadership program updates



# Healthcare leadership e-learning curriculum

A new program designed to help support new and potential leaders

## Basics (10 courses/5 hours)

- Principles in Management: Coaching, Leadership, and Negotiation
- Forming a Winning Management Team
- Project Management 101
- Effective Onboarding
- Setting Goals to Improve Performance for Leaders
- Vendor Management
- FMLA/First Injury Reporting
- Understanding the Patient Journey
- Service Excellence for Leaders
- Empower Employees: Providing Information and Support

## Intermediate (8 courses/4 hours)

- EMTALA Overview
- Critical Conversations
- Managing a Remote Team
- Principles in Management: Communication and Change
- Increasing Patient and Family Engagement
- Driving HCAHPS Score Improvement: Patient Care Experience
- Driving CG-CAHPS Score Improvement: Patient Care Experience
- Succession Planning

## Advanced (12 courses/6 hours)

- Elements of a Compliance Plan
- Establishing Non-Discriminatory Policies and Practices
- Key Performance Indicators for Leaders
- Productivity Measurement and Evaluation
- Creating a High-Reliability Organization
- Root Cause Analysis to Drive Improvement
- Financial Skills: Budgeting Process and Accountability
- Designing and Implementing a Process Improvement Plan
- Change Management
- HIPAA Omnibus Rule
- Maintaining Survey Readiness
- Federal Agencies & Regulations that Influence the Healthcare Industry



# Thank you

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