



General session

# Instilling leadership skills and values in today's staff

2023 Fall member retreat

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Senior Director, Human Resources

**Frye Regional Medical Center**

**Tina Williams**

Principal Consultant

**Clarivate's Healthcare Business Insights™**

Fort Lauderdale

# 2023 Fall member retreat speakers



## Kimberly Gullstrand, MBA

### Senior Director, Human Resources

Kimberly currently leads the Human Resources department for a multi-facility healthcare system as the Senior Director of Human Resources.

Having worked in Human Resources for over 17 years, Kimberly has extensive experience in strategic planning and operation for Human Resources, employee relations, compensation, and healthcare management.

Kim earned her Master of Business at Fitchburg State University and dual undergraduate of business and psychology at Belmont Abbey College.

Before joining the team at Frye Regional Medical Center, Kimberly was the Director of Human Resources of Duke LifePoint's Rutherford Regional Hospital in Rutherfordton, North Carolina.



## Tina Williams

### Principal Consultant

Tina leads HBI's Consulting Services and 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 5 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.

Tina earned her Master of Management in Health Care at Vanderbilt University and her undergraduate at University of Phoenix in Healthcare Management.

# Frye Regional Medical Center

A part of Duke LifePoint Healthcare, Frye Regional Medical Center has served the health and medical needs of the residents of the Catawba Valley region since 1911 with a commitment to delivering high-quality and compassionate care with a focus on patient experience and clinical outcomes.

Frye Regional Medical Center includes a 355-bed acute care hospital and an 81-bed behavioral health facility. It is the home to the Frye Regional Brain Center, Cancer Center, Heart Center, Lung Center, Orthopedics, General and Vascular Surgery, Surgical Weight Loss, and Women's Center with a Level III NICU.

Organization Facts & Figures	
Hospitals	1 acute; 1 behavioral health
Staffed beds	355 acute; 81 behavioral health
FryeCare Physicians Network	70 primary and specialty care providers
Other	32-bed ED; 29-bed inpatient rehab center; 15-bed surgical suite and inpatient/outpatient imaging



Our mission:  
*Making communities healthier*

# Gaining new perspectives

## Instilling leadership skills and values in today's staff

- Gain a new perspective on how to assess whether established values, principles, and standards are truly followed at your organizations as well as next steps for strengthening accountability
- Identify those key characteristics and qualities that will lead to effective future leaders then learn how to invest in those individuals with continuous training and successive opportunities
- Review aspects of curriculum, training and communication tactics that are effective in preparing staff for the transition from team member to team leader



# State of the industry

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# Leadership: How hard can it be?

- Leadership often seen as the next “logical” step in career paths
- Staff may feel they were born to be a leader or that leadership will be “fun”
  - ***But do they truly have the soft and technical skills to succeed?***
- Healthcare poses unique leadership challenges:
  - Clinical: travel/temp. staffing
  - Burnout greater than 50%
  - Hard to compete with remote work

**How many of you have felt  
this way or heard something  
similar as a leader?**

# Recruitment remains a challenge



## Reality

- **Leaders are the drivers of your organization**
- Strong leaders are in high demand, and future success relies on an organization's ability to attract them



## Competition

- **Still an employee market**
- What are candidates looking for?
  - Cultural fit
  - Training and development
  - Diversity and inclusion
  - Compensation
  - Leadership succession



## Costs

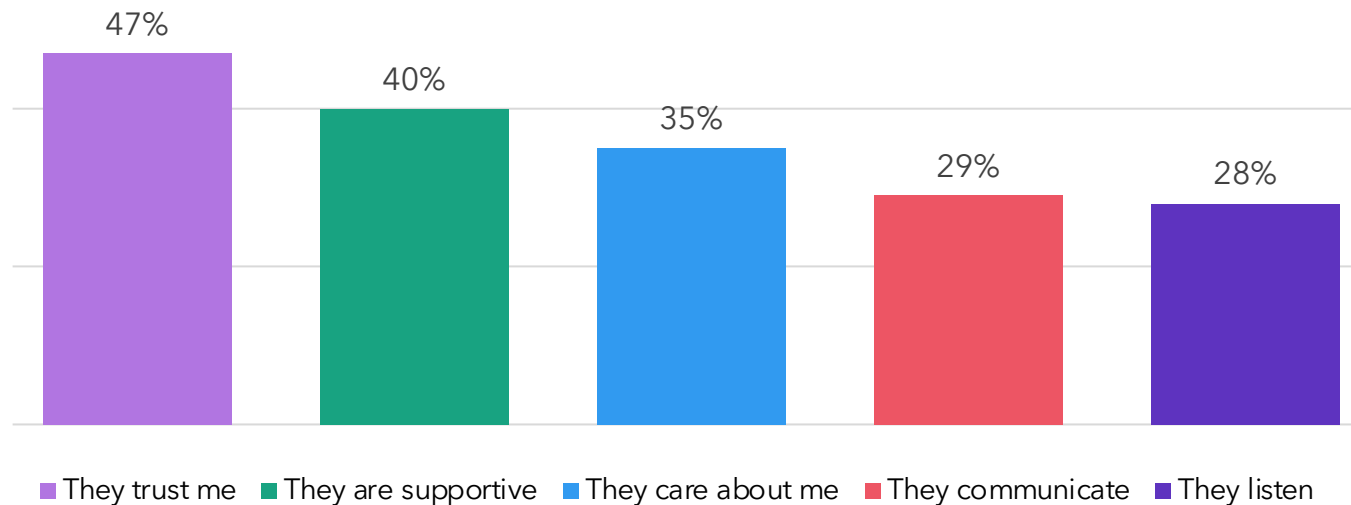
- Average cost per hire ranges from **\$4,700 to 3-4x** the position's salary (*Navarra, 2022*)
- For a **\$60K** position, costs can be as high as **\$180,000** or more

# Leadership training missing out on soft skills

Pushing past the status quo

- Companies offer annual compliance training, but managerial abilities and soft skills tend to be overlooked
- Creating a culture of feedback and communication requires acknowledging the soft skill gap and helping leaders develop these skills
  - **Key components:** mentorship, succession planning and integrating Gen Z

Most-valued traits in a leader



# 76%

Of managers want more training and development opportunities from their companies

# 47%

Of managers who want more training and do not receive it are thinking of quitting



# Frye Regional Medical Center's leadership needs

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# Why we sought Clarivate's help

## Factors influencing the decision to partner

- **Main factor:**  
**The executive team wanted to invest in our leaders**
- Contributing factors:
  - Turnover rate for leaders was **40%** from 2020 to 2022
  - Challenges with post-pandemic recruitment
  - Desire to "grow our own"
  - Recognition that recent hires may be new to leadership, the industry, our systems and expectations
  - Desire to increase leaders' confidence, skill development, and offer a roadmap for ongoing success

"As the CEO of Frye, it was my vision to develop and grow our leaders. I recognized that we had a lot of potential but lacked the fundamental management concepts. It was obvious that we needed to partner with Clarivate to help design a program that could foster growth and drive creativity among our new and experienced leaders. This unique product developed a roadmap that has helped drive outcomes both professionally and personally for our leaders."

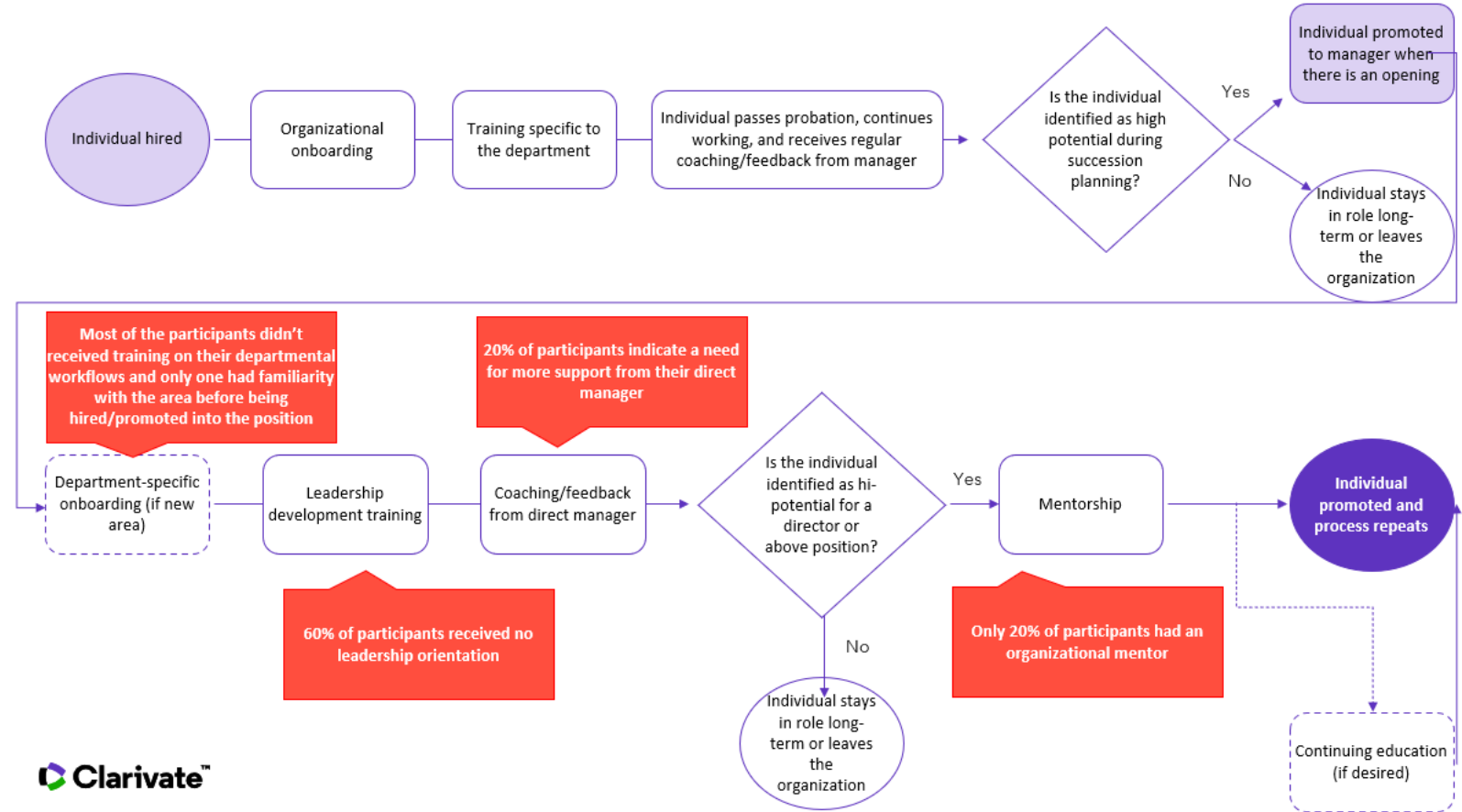
**Rod Harkleroad, RN, MMHC**

Prior CEO, Frye Regional  
Medical Center

# Why we sought a leadership program

- Onboarding was fairly simple, including:
  - Checklists of processes
  - Introductions to leaders of various departments
  - Emailed policy locations, tools
- Lacked one-on-one time to help leaders gain self-confidence and advocate for their development needs

**General leadership onboarding flowchart**



# Selecting participants

Each cohort consists of 7-10 multidisciplinary leaders, from managers to directors

- Cohort nomination, selection and notification process:
  1. Each executive nominated two-to-three leaders from their reporting structure
  2. Senior leadership discussions held to ensure cohort included director, manager and supervisor levels
  3. Decision communications and meetings with participants and their nominating leader

2022 cohort titles	2023 cohort titles
Director, Surgical Services	Practice Manager I
Director, Imaging	Revenue Integrity Manager
Manager, IMCU	Case Management Director
ED Charge Nurse	Clinical Lab Director
Regional Manager, Sports Medicine	Oncology/Infusion Director
Supervisor, Physical Therapy	Clinical Pharmacy Manager
Market Operations Mgr.	Facilities Manager
	Assistant Director, ED
	Practice Manager III
	Manager, Rehab & NEON

# Cohort communication

## Positioning the program to participants

- Meetings held with participants and nominating leaders
- Conversations emphasized:
  - Selection criteria
  - Prestige of the opportunity
  - The hospital's financial investment in each leader
  - Expectations for participation and time commitment
  - The industry-recognized leadership certificate available upon completion
  - That the discussions were a confidential space to advocate for their development and training needs without judgment of a perceived weakness

*Dear Leader,  
To support our leaders here at Frye Regional Medical Center, we have solicited the assistance of Healthcare Business Insights, Part of Clarivate, to facilitate a Leadership Development Program. As a valued member of our leadership team, you have been selected along with some of your peers to participate.*

*This program provides development opportunities through self-paced learning, virtual and face-to-face group sessions, and interviews that offer knowledge, coaching, and mentoring support for new and experienced leaders.*

*Thank you for all you do to support our Mission, Vision, and Values here at Frye Regional.*

*Regards,*



# Clarivate's leadership development solution for Frye Regional Medical Center

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# Engagement methodology

Tailored to Frye Regional Medical Center's culture and individual participants' needs

Component	Assess	Deliver	Sustain
Objective	Examine current state leadership and development of the directors, managers, and supervisors.	Develop short and long-term strategies for existing, new, and potential leaders within the organization.	Periodic check-in with key stakeholders on the progress of the program implementation. We use different modalities to mentor and coach existing and new leaders based on need.
Methods	<ul style="list-style-type: none"><li>• Perform quantitative analysis on organization data sources, including employee engagement scores, relevant HCAHPS/CGCAHPS scores, incentives and evaluation methodology, and productivity reports.</li><li>• Deploy and analyze a customized participant assessment survey focused on leadership background, perception of the organization's leadership development opportunities, role, and team.</li><li>• Perform a qualitative and comparative analysis of management's effectiveness by interviewing program participants and critical leaders (in collaboration with Human Resources).</li></ul>	<ul style="list-style-type: none"><li>• Key summary and recommendations reports.</li><li>• Customized group and individual coaching and learning sessions for program participants.</li><li>• Leadership curriculum implementation.</li><li>• Weekly learning progress reports.</li></ul>	<ul style="list-style-type: none"><li>• Regular, interactive participant mentoring sessions</li><li>• Self-paced leadership curriculum assignments and certification.</li><li>• Continuous tracking and monitoring program efficacy through learning progress reporting and participant feedback.</li><li>• Best practice research materials on customizable topics.</li></ul>
Outputs	Specific findings and recommendations highlight strengths and opportunities for individual and organizational leadership development and onboarding within the organization.	Clarivate and industry subject matter resources will assist in implementing best practices for building a sustainable leadership development program.	Project management, partner sourcing, e-learning solutions, and ongoing managed services (staff audits and analytics).

# Assess

## Program structure and 2023 cohort findings

### Organizational profile:

- Completed to identify organizational needs and goals
- Helps guide framework for content delivery

### Participant profile:

- Self and manager assessments
- 1:1 interviews (beginning, mid-point and end)
- Current job description versus resume to assess how past work experience relates to current role

### Adjustments made as program progresses:

- Ongoing discussions within each group session
- Biweekly program sponsor meeting

## Sample of information collected from assessment of 2023 cohort

Average leadership effectiveness score:  
(manager assessment)



Experience level (participant assessment):

10%

Have been a leader  
for 7-12 months.

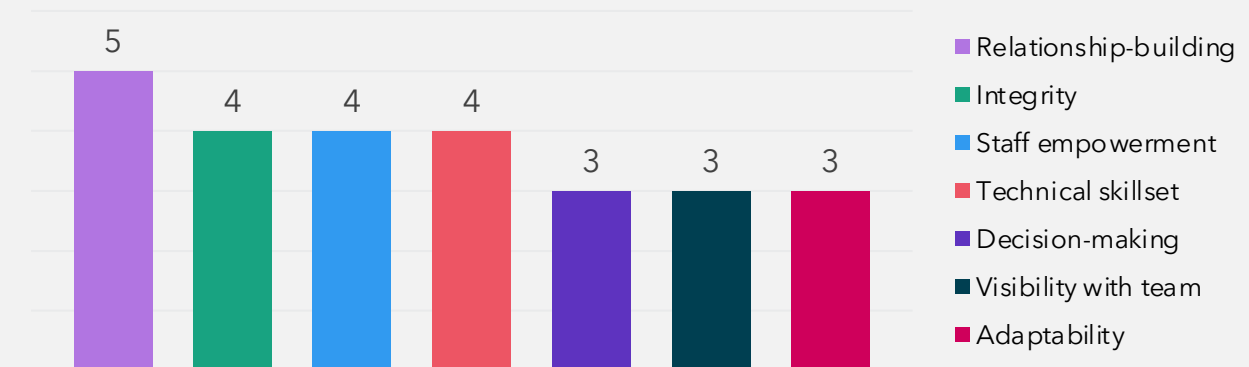
20%

Have been a leader  
for 1-2 years.

70%

Have been a leader  
for more than 5  
years.

Leadership strengths (consulting assessment):



# Deliver

Custom education, coaching for development and foundational e-learning courses

- **Six educational sessions:**

- Topics align to cohort needs from initial assessment and pre-work surveys
- 45 minutes of instruction
- 45 minutes of guided discussion

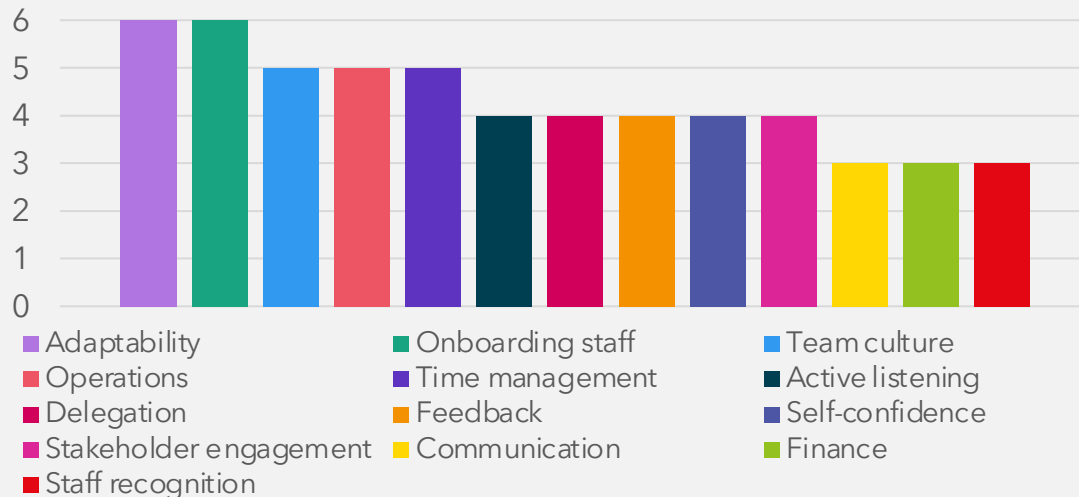
- **Individualized coaching:**

- Provided in 1x1 interviews
- Coaching available ad hoc and as participants needing additional support are identified

- **E-learning coursework:**

- Self-paced courses on leadership pillars
- Organizational governance, work environment/HR, communication, and professional/regulatory responsibilities

**Top opportunities for improvement identified within the cohort**



Date	Topic	Relevant improvement areas
April 27	Receiving feedback	Active listening, feedback, communication
May 18	Giving feedback	Feedback, stakeholder engagement, communication, staff recognition
June 22	Building a dynamic team	Onboarding, team culture, staff recognition
July 20	Time management	Time management, delegation
August 17	Budgeting overview	Operations, finance
September 14	Adaptability	Adaptability, self-confidence, stakeholder engagement, communication

# Deliver

## Excerpt from educational session and e-learning curriculum

### How to establish a connection with your team:

- **Five key questions to get started:**

1. What part of your work excites you most?
2. In the past, what has your leader or team done that specifically motivated you to do a good job?
3. What do you love most about your job?
4. How do you like to be recognized?
5. What is fun fact I don't know about you?
6. What part of your job makes you feel like you have made a difference at the end of the day?



- **Use this information to follow up by:**

- Identifying individual motivators that can be used to your advantage
- Involving staff in opportunities that excite them
- Watching for things that you can recognize them for in their preferred manner
- Mentoring staff on the areas they struggle with
- Finding ways to show each person that the work they do is important
- Sharing information about yourself, too, to establish stronger rapport

### Leadership Pillars

Mapping our work together back to pillars

#### Structural Frame

- Process Management
- Managing through systems
- Information technology management
- Restructuring – Change Management
- Project Management
- Analytical thinking
- Financial skills

#### Work Environment/HR

- Promote diversity
- Facilitate and negotiate
- Organizational climate
- Personnel processes: appraisals, coaching, mentoring
- Succession planning
- Managing interpersonal conflict
- Empowering employees: providing information and support

#### Communication

- Organizational culture
- Patient's perspective
- Written and spoken
- Interpersonal understanding
- Seeks and acts on feedback: positive and negative
- Combine advocacy with inquiry

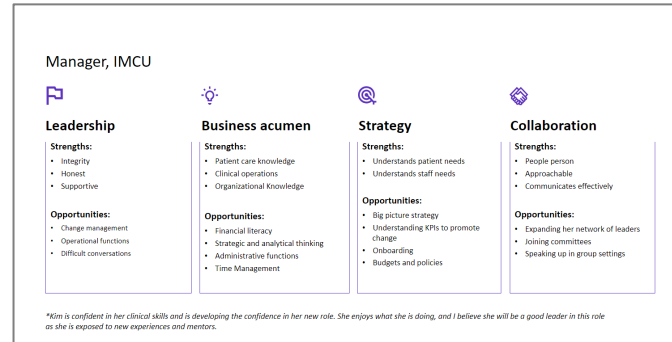
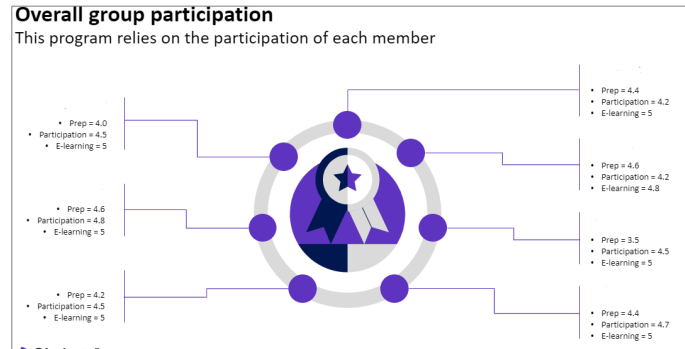
#### Professional & Regulatory Responsibilities

- Regulatory
- Quality
- Reimbursement



# Sustain

## Final deliverables after program completion



### • Final report-out:

- Executive leaders provided a participant summary outlining each participant's attendance, participation and e-learning completion
- Report also includes a summary of individual strengths and opportunities
- Strong leaders are identified to assist with succession planning, and opportunities for continuing development provided for those needing more growth

### • Cohort member benefits:

- Year-over-year growth of their support network within Frye Regional Medical Center
- Optional – Leadership exam and certification through the e-learning curriculum (valid for two years after completion)

# Performance

2023 cohort educational session feedback for first four sessions



**Relevance of materials**

4.7 out of 5.0



**Clarity of presentation**

4.8 out of 5.0



**Satisfaction w/ open dialogue**

4.7 out of 5.0



**Satisfaction w/ peer insight**

4.7 out of 5.0



**Satisfaction with facilitators**

4.8 out of 5.0



**Average session rating (total)**

4.8 out of 5.0



# Return on investment

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# The impact of investing in leaders

2022 cohort

## Performance

- Two participants promoted from manager to director
- Executive leaders observe more value in conversations, stronger levels of strategic understanding and more leadership competency
- Cohort members expressed that they have observed their own growth, as well as more confidence holding employee conversations and setting goals

## Implementation

- Graduated leaders now use recruitment/retention tools introduced through sessions to welcome and engage new hires from offer acceptance
- This, along with the impact strong management has on staff engagement, has helped increase retention within their departments

# 100%

Of 2022 participants remain  
at Frye Regional Medical  
Center

# 2

Participants have been  
promoted in the year since  
the program

**"Being chosen to participate in the leadership development program gave me confidence. I felt invested in by my employer. As a new leader, I felt siloed, but now part of a group (the other leaders in the training). There was immense value in group discussions it made me realize others were struggling with similar situations."**

**Nick S.**

Manager, Physician Practices

2022 Cohort

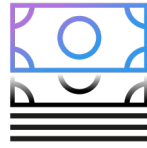
# Participant feedback

Key themes in feedback from the 2022 cohort were around...



## Leadership growth

"I've noticed **growth in my leadership style** and it's always hard to talk about this because I hate bragging about anything I do. **I've had more feedback from my employees in the past six months than I had in the first six months I was in the position.** I've been able to see those results, and know what, ultimately, was the expectation to be a better leader. I'm seeing some of the fruits of this now."



## Financial awareness

"Leadership and business are sometimes too difficult [to understand], and it scares people off. I have no business background whatsoever, so **each time we met, I got something out of the program because you guys made everything very relatable and applicable.**"



## Network expansion

"It's really cool to have had the **opportunity to be in this class with other leaders throughout the facility,** because we've bonded."



## Confidence

"The simple act of being chosen to participate in this leadership development program **instilled a sense of confidence that my efforts are valued.**"

"Our house supervisor told me the other day that she was so proud of me. **When this happened, she said how I responded to it was almost textbook. She said, 'I'm blown away. I'm proud of you.'**"

**"I am honored to get to have you as a mentor and blessed that our leadership team picked me to go through this program. I pray with the activities, lessons and the guidance from the above that I can lead a team to success—one that people want to work for and if nothing else we all show respect for one another knowing we all share the common goal of providing the best patient care for our community. I have enjoyed this class very much. Thank you for your guidance and leadership."**

**2022 Cohort feedback**

Anonymous, Frye Regional Medical Center

# Program impact

- Since starting the leadership development program, Frye has had a decrease in our leader **turnover** by **31%**.
- Leadership **stabilization** has assisted in decreased employee turnover and **increased retention** in several of the departments that have had leaders go thru the development program.
- Leaders now add value in conversations, increase strategic understanding, and become **stronger/competent leaders**.
- Greater understanding of the big picture and how to grow business.

While growth of leaders shows up as changes in mindset and behavior, these changes can either save or earn your organization money because they translate into:

- Greater employee retention
- Greater likelihood of promotion
- Enhanced job performance
- Better team coordination and performance
- Increased employee and team engagement

- *Measuring program value, Torch*



# Thank you Questions?

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# Citations

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