2022 Fall member retreat

Developing the next generation of leaders for your organization

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About the presenter

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• 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
10-year span

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

[Map showing job openings rates by state, 2010–20, with color coding for different percentage ranges.]
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.
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.

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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