

Leadership College Modules 1-6 Final Copy

1 Human Resources Management

Module 1: Human Resources Management
(8 hours of webinar training)

1. Strategic Human Resources Management
 - a. Environment trends
 - b. SHRM Model
 - c. Organizational Mission and Strategy
 - d. Workforce planning in a changing healthcare environment
 - e. Management practices for Quality and patient safety
2. Hiring Practices (includes required forms)
 - a. Recruiting, interviewing and selection
 - b. Job Descriptions
 - c. Compensation
 - d. Benefits
 - e. Onboarding and Training
3. Employee Relations
 - a. Healthcare professionals
 - b. Professionalism
 - c. Developing a healthy work environment
 - d. Establishing a positive work environment
 - e. Setting the standards, culture and civility
 - f. Creating relationships
 - g. Workforce diversity
 - h. Turnover and retention
 - i. Performance Management
 - i. Reviews
 - ii. Rewards
 - iii. Retention
 - j. Organizational Development
4. Office policy manuals
 - a. Employee Handbook
 - b. Office Policies
 - c. Office Memos
5. Healthcare Provider Credentialing
 - a. Elements of the Credentialing Process
 - b. Concerns and Issues with Credentialing
 - c. Typical Credentialing Process
6. Documentation, Discipline and Discharge
 - a. Protecting the practice
 - b. When and what to document
 - c. How to take disciplinary action

- d. Performance Improvement Plan
- e. When to discharge
- 7. Termination Practices (includes required forms)
 - a. Best practices for termination
 - b. Exit Interview
 - c. Proper documentation
- 8. Regulations
 - a. Employment Law
 - b. Labor Laws
 - c. OSHA
 - d. EEOC
- 9. Team Building
 - a. Why is team building important?
 - b. When to do team building
 - c. Different types of team building
 - d. Examples of team building

2 Financial Management

Module 2: Financial Management
(7 hours of webinar training)

- 1. Introduction to Healthcare Financial Management
 - a. Organizational Goals
 - b. Tax Laws
 - c. Depreciation
- 2. Health Insurance
 - a. Insurance Concepts
 - b. Major health insurers
 - c. Private insurers
 - d. Public Insurers
 - e. Development of Premium Rates
 - f. Payment to Providers
 - i. Fee for service
 - ii. Reimbursement methods used by Medicare
- 3. Analysis
 - a. Time Value Analysis
 - b. Financial Risk
 - c. Project Risk Analysis
 - d. Financial Condition Analysis
 - e. Financial Forecasting
- 4. Financing
 - a. Debt Financing
 - b. Equity Financing
 - c. Lease financing
- 5. Capital Budgeting

- a. Cost of Capital
 - b. Capital Structure
 - c. Financial Services in budgeting
 - d. Overall analysis
 - e. Cashflow estimation
 - f. Payroll
 - g. Breakeven and profitability analysis
 - h. ROI
6. Reporting (month end, financial, inventory)
 - a. What reports to calculate
 - b. How often reports should be calculated
 7. Understanding financial reports
 - a. How to interpret a balance sheet
 - b. How to interpret P&L
 - c. Aging A/R
 - d. Adjustments
 - e. Credit Balances
 - f. Patient Balance
 - i. Patient A/R
 - ii. Payment Plan Status
 - iii. Collection
 8. Revenue Cycle Management
 - a. What is this
 - b. Average Collection Period
 - c. Average Daily Sales
 - d. Average collection period
 9. Benchmarking in your practice
 - a. What values should you measure
 - b. How to compare your benchmarks
 10. Reporting in small vs. large organizations
 - a. What reports are important for small organizations
 - b. What reports are important for large organizations

3 Business Management

Module 3: Business Management

(4 hours of Webinar Training)

1. Planning
 - a. Understanding budget
 - i. Operating within the budget
 - ii. Adjusting budget
 - b. Assessing internal, external environment as well as stakeholders in the planning process

- c. Decision Making
 - i. Gathering and collecting data to make decisions
- 2. Safeguarding the Organization: Insurance Necessary and Optimal
 - a. Necessary
 - i. Business Owners Liability (Property and General Liability)
 - ii. Mal-Practice-Individual
 - iii. Entity Mal-Practice
 - iv. Workers Compensation
 - b. Optional-Strongly Considered
 - i. Cyber Insurance
 - ii. Disability-Providers
 - iii. Employee Dishonesty Insurance (can be added to Property and General liability policy)
 - iv. Employment Practice Liability (wrongful termination/harassment)
 - v. Directors and Owners policy (Partnerships)
 - vi. Group Health/Dental/Life/Vision/Short- and Long-Term Disability Insurance
 - vii. Earthquake/Flood/Sinkhole/Wind/Fire
- 3. Risk Management
 - a. Regulatory Programs
 - i. HIPAA Privacy and HIPAA Security
 - ii. Compliance- Fraud/Waste/Abuse
 - iii. OCR – Office of Civil Rights
 - iv. CMS – Center for Medicare Services, MACRA/MIPS
 - v. ONC - Office of the National Coordinator for Health Information Technology
 - vi. Joint Commission
 - vii. OSHA
 - viii. Lab: CLIA, CAP, COLA
 - b. Monitoring and Managing Regulatory Programs:
 - i. Framework for Policies and Procedures
 - ii. Creating the appropriate logs
 - iii. Understanding the reporting required for each program
 - iv. Training program for the staff
- 4. Dermatology Office Policies and Procedure List
 - a. Autoclave care and cleaning P & P
 - b. Biopsy P & P
 - c. Biopsy results protocol P & P
 - d. Cleaning of surgical/exam rooms P & P
 - e. Fingernail P & P

- f. Fungus Culture P & P
 - g. Handwashing P & P
 - h. Liquid Nitrogen handling P & P
 - i. Medication Administration P & P
 - j. Needlestick /sharp injury exposure P & P
 - k. Patient blood pressure and pulse P & P
 - l. Patient emergency P & P
 - m. Patient threatening self-harm P & P
 - n. Safe sharp handling P & P
 - o. Surgical prep and sterile field P & P
 - p. Telephone triage P & P
5. Managing Business Relationships
- a. Motivating and Inspiring your team
 - b. Forming professional relationships with external and internal stakeholders
 - c. Conflict Management/Resolutions
 - i. Communication
 - ii. Different personalities
 - iii. Work Styles
 - d. Investing in all staff
 - i. Continuing education

4 Organization Leadership

Module 4: Organization Leadership

(6 hours of webinar training)

- 1. Leadership foundation
 - a. Leadership theory
 - b. Understanding Leaderships Role
 - c. Different types of leaders
 - d. Leadership assessment, what type of leader are you
 - e. Leadership competency assessment
 - f. How to develop your leadership skills: Crawl – Run – Walk Metaphor
- 2. Organizational culture
 - a. What is organizational culture and why is this important
 - b. How to define what is your organizations culture: Values, Beliefs, Attitudes

- c. How to determine what the organizational culture and if it aligns with the organizations Mission, Vision and Goals
- d. How to change your organizational culture
- e. Challenges with organizational culture

3. Diversity

- a. What is this and why is it important
- a. Educate staff on diversity and unconscious bias
- b. Create a culture of inclusion

4. Engaging Staff Members:

- a. Educating Staff Members
- b. Coaching
- c. Mentoring
- d. Theory of Motivation

5. Team building

- a. Types of Teams
- b. Team Evolution
- c. Team building activities
- d. Creating a culture of teams

6. Strategic management

- a. Establishing Organizations
 - i. Mission
 - ii. Vision
 - iii. Values
 - iv. Goals
 - v. Strategies,
 - vi. Objectives
 - vii. Action steps
- b. Assessing All Stakeholders
- c. Understanding Internal Environment

d. Understanding External Environment

5 Leadership Ethics

Module 5: Leadership Ethics

(4 hours of webinar training)

1. Traits/characteristics of an ethical leader
 - a. Dignity and respectfulness
 - b. Serving others
 - c. Justice
 - d. Community building
 - e. Honesty/Integrity
2. Values vs. morals vs. ethics
 - a. What is ethics: Instilling ethics into the fabric of everyday business
 - b. What are values
 - c. What are morals
3. Setting workplace standards
 - a. Code of conduct/Code of Ethics
 - b. Clear written policy
 - c. Acceptable/Unacceptable conduct
 - d. Whistleblower
 - e. Fairness
4. Employee training
 - a. Code of workplace ethics
 - b. Having a unified vision, Mission statement, and Creating a unified culture
 - c. Integrity and accountability
 - d. Performance review – individual ethical behavior
 - e. Consequences for violation of policy
5. Dilemmas
 - a. What is an ethical dilemma
 - b. Managing ethics in the workplace/Resolving Work Place Dilemmas
 - c. Documentation of potential conflict
 - d. Retribution and ultimate consequences
6. Diversity in the workplace
 - a. Mutual respect
 - b. Conflict resolution
 - c. Business reputation
 - d. Increase exposure
 - e. Benefits to drives economic growth

- f. A more qualified workforce
- 7. Social responsibilities
 - a. Education
 - b. Understanding the company culture
 - c. What's at stake for the company and business reputation
 - d. Reflection exchange
 - e. Sharing
 - f. Sustained effort
 - g. Respecting human rights
 - h. Enhance customer value
 - i. Legalities
 - j. Review code of ethics
 - k. Manage risks
 - l. Mentorship

6 Leadership Strategic Management and Planning

Module 6: Leadership Strategic Management and Planning

(4 hours of webinar training)

- 1. Strategy
 - a. History of Strategy
 - b. Strategy in Healthcare and Levels of Strategy
 - c. Evaluating Societal environment
 - d. Business Models and Common Strategies
 - e. Growth Strategies
 - f. Strategic Alliances
 - g. Management of Alliances and Strategies
- 2. Organizational purpose: stakeholders, mission, vision, and values
 - a. Determine your stakeholders and outline relationships
 - b. Clarify your mission, vision, and values
 - c. Clarify strategic intent

3. External and internal environment
 - a. External Environment
 - b. Porters Five Forces Model
 - c. Driving Forces
 - d. Internal Environment Analysis
 - e. SWOT Analysis
 - f. TOWS Analysis
 - g. Value Chain
4. Financial analysis
 - a. Exploring Companies Financial Weaknesses and Strengths
 - b. Comparative Ratios
5. Strategic business planning, development and implementation
 - a. Step of the planning process
 - b. Difference of strategic and business plan
 - c. Components of a Business plan
 - d. Strategic Thinking
 - e. Strategic Management
6. Monitoring, evaluating, and benchmarking
 - a. Engaging the right structures and procedures
 - b. Monitoring strategic effects, and monitoring tools
 - c. Integrating strategy and budget