



# Preparing resilient leaders for value and population health: The role of higher education

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# Agenda

Four questions—

- The current healthcare climate and “rurality”
- The key role of higher education in preparing healthcare leaders: An MBA model— Goals, program design, faculty development, & student recruitment
- Learning professionals: What they want, what is good education, who are students, what works
- Leadership development to transform healthcare

What is the climate of national healthcare that is driving change?



# The National Health Environment



A national challenge of co-occurring events—simultaneous implementation of numerous health delivery models and policy changes within the complex and rapidly changing U.S. “laboratory”.

Shrank, W. (2013). The Center for Medicare and Medicaid Innovation’s Blueprint for Rapid-Cycle Evaluation of New Care and Payment Models. *Health Affairs* 32:4(1-6).



# The Challenges for Rural Health

*“The rural health system of today is the product of legacy policies and programs that often do not fit current local needs and often have misaligned incentives that undermine high-value and efficient care delivery.”*



Alfero, C., Coburn, A.F., Lundblad, J.P., MacKinney, A.C., McBride, T.D., Mueller, K.J., Weigel, P. (2014). Advancing the Transition to a High Performance Rural Health System. University of Iowa. Rural Policy Research Institute, 1-31.

# Rurality: Place Matters

*“Living and working in rural America should not have dire or significant implications for health status....rural residents still lag in health status in comparison to their urban counterparts. This knowledge lends itself to a great urgency for addressing rural health disparities, above all, to improve the quality of life for those who choose to call rural America home.”*



Bolin J.N., Bellamy G, Ferdinand A.O., Kach B.A., Helduser J.W., eds. (2015). *Rural Healthy People 2020*. Vol. 1. College Station, Texas: Texas A&M Health Science Center School of Public Health, Southwest Rural Health Research Center.

# Rural Healthy People Top 10 Priorities

1. Access to quality health services	6. Heart disease and stroke
2. Nutrition and weight status	7. Physical activity and health
3. Diabetes	8. Older adults
4. Mental health and mental disorders	9. Maternal, infant and child health
5. Substance abuse	10. Tobacco use

# Health Care Leadership Challenges

*“The essential function of a leader is to produce change. To make leadership an accessible and appealing goal for all..... it requires a redesigned brand as a multifaceted construct; an everyday instinct, a set of skills, a menu of options, and a professional obligation.”*



Dhaliwal, G., Schgal, N.L. (2014). Demystify Leadership in Order to Cultivate It. *Academic Medicine*, 89. 1441



Lakewood Healthcare System, Staples, MN

# What is the role of Higher Education in developing rural leadership?: Our experience



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## MBA\_Advisory

### Online MBA for Rural Health Administration Advisory Board



**Brock A. Slabach, MPH, FACHE**, Senior Vice President for Member Services, National Rural Health Association, Kansas City, MO. Brock Slabach currently serves as the National Rural Health Association (NRHA), a membership organization with over 20,000 members nationwide. Mr. Slabach has over 22 years of experience in rural health. Through 2007, he was the administrator of the Field Memorial Community Hospital in Centerville, Mississippi. His experiences have led him to be a member of the American Hospital Association's Regional Policy Board (RPB) for Region 4 (2004–2007); Chair of the NRHA Hospital and Health Systems Constituency Group (2004–2007); Chair of the National Rural Health Policy (ORHP) (2006–2007); and the President of the Delta Rural Health Network (2004). He earned his Bachelor of Science from Oklahoma State University and his Master of Public Administration from the University of Oklahoma.



**Terry Hill, MPA** is Senior Advisor for Leadership and Policy and Former Director of the National Rural Health Resource Center in Duluth, MN. Terry Hill is currently the HIT Regional Extension Center for MN and ND. He led the development of two rural health networks, the Community Health Information Collaboration Network grantee, and the Northern Lakes Health Consortium, a network of clinics, hospitals and long term care facilities in northeast MN. He twice served as the Director of Rural Health Networks (2008 and 2010), and has worked with rural health providers in more than 35 states. Terry is an adjunct professor at St. Scholastica and earned his Master of Public Administration from Shippensburg University.



**Ann Bussey, MAM**. (Advisory Board) As a Healthcare Executive, Ann has 40+ years experience in healthcare. Her experience includes senior level leadership in rural health care across four states in north central United States, providing care for a population of one million. Ann most recently served as the Vice President for the health and health care for the rural populations in the United States through research and education. Prior to this position, Ann held a number of positions including Director of Physician and Professional Services, Administrative Executive of Neuro-musculoskeletal Service Line, Director of Rehabilitation and Behavioral Health, and earned her Master of Arts in Management at the College of St. Scholastica. Ann has authored articles in the Group Practice Journal for the American Medical Group and presented at national conferences. Her areas of competency include integrated delivery systems, leadership, rural health, and practice administration, research and education.

# Program goals

- Demonstrate a broad knowledge base in all areas of healthcare management and organizational behavior
- Utilize strong technical and analytical business skills
- Become an effective leader and exhibit proficiency in finance, marketing, human resources, information technology, change management, and other key areas that impact your facilities, staff, and patients
- Enhance your professional and personal effectiveness
- Possess a keen understanding of the cultural and ethical aspects of the business environment

# Survey of Advisory Board on Curriculum

Q16



**MGT6307 Healthcare Economics for Decision Making.** Economics is one of the primary drivers of change in healthcare. This course will introduce key concepts and vocabulary of economics, examine the forces that shape healthcare (with emphasis on rural settings), applying economic principles and techniques to answer managerial questions, and issues such as insurance trends, sustainability, etc.

Unimportant



Somewhat Important



Moderately Important



Very Important



Essential



Q22



**MGT6455 Strategic Leadership for Change** (Strategic Management). Healthcare organizations must carefully plan their strategic direction. This course covers high level strategic management, consideration of the change drivers that influence strategy, use of strategic tools (e.g., SWOT, Balanced Scorecard, Scenarios), business intelligence, and consider the application of these principles and tools to strategic management in rural healthcare.

Unimportant



Somewhat Important



Moderately Important



Very Important



Essential



Q36



**MGT6352 Performance Improvement in Healthcare.** This course will outline the key components of a performance management system (using the Baldrige Criteria for Quality, Balanced Scorecard, and Studer as frameworks), and then examine each of the components, including leadership, strategic planning, customer service, culture, process improvement, measurement of outcomes, and evaluation.

Unimportant



Somewhat Important



Moderately Important



Very Important



Essential



# Rural Health MBA Curriculum

## Year 1: 2015-16

Fall Semester		Spring Semester		Summer Semester	
Management Writing & Resources	Organizational Behavior	Marketing: Consumer Behavior	Research Methods	Economics for Healthcare Decision Making	Organization Development

## Year 2: 2016-17

Fall Semester		Spring Semester		Summer Semester	
Human Resource Management	Healthcare Administration	Performance Improvement in Healthcare	Monitoring & Evaluating Health Programs	Healthcare Finance	Strategic Leadership for Change

## Year 3: 2017-18

Fall Semester					
Applied Capstone Research (Thesis Project)					

## Faculty Profile: “Scholars with their sleeves rolled up”

- Not just academics, but professionals in healthcare who are also excellent teachers
- Diverse backgrounds in healthcare with expertise in the topics they teach
- Not just deliver information but are available to students, provide detailed feedback on performance.
- Experienced in providing online education and using collaborative software
- Available to participate in faculty development activities (online meetings, archiving excellent assignments, etc.)



# Student Recruitment



- Current and prospective health care professionals interested in leadership
- Diverse healthcare disciplines to practice multidisciplinary collaboration
- Nationally based recruitment plan
- Channels: Medical Managers Group Association (MMGA) e-blast!; NRHA and NRHRC memberships and newsletters; radio, banner and blogs; College contacts

# What is Good Online Professional Education?

- Student professionals in the field
- Expert faculty in the field
- Broad range of business skills taught
- Applied & relevant topics to rural healthcare
- Available faculty to student communication
- Constructive feedback and rapid turnaround time
- Accommodation to student/professional situations
- Faculty meeting and development
- Ongoing research about changes in the field
- Continual course review and revision





Who are the professional students of an MBA in Rural Healthcare?

## Who is Interested in this Kind of Program?

25 Healthcare managers

5 HIIT

5 Nursing

3 Physicians and medical student

3 Financial specialists

2 Rehabilitation specialists

2 Mental health providers

2 Pharmacists

2 other healthcare

2 Non-healthcare

1 Radiology

1 Exercise physiology

1 Medical technology

1 Healthcare Attorney

30 Female (73%), 11 Male (27%)

40 average age (range 24-55)

37 rural healthcare

1 urban healthcare

Across 9 states

12 MBTI Types

Modal type: E S/N T J

# Professional Goals for Entering the Program

- “Change the healthcare system”
- “Increase knowledge and skills”
- “Increase responsibilities”
- “Improve community health and healthcare quality”
- Greater career mobility & advancement
- Seek leadership roles (CEO, CFO, COO, CIO, administrator, director)



## **The Student Perspective: What Works**

- Market segmentation and how to identify needs and respond to different groups
- Writing, communicating and collaborating in a more organized way
- Developing reflective, critical and systems thinking
- Recruitment, selection, employee engagement, and performance improvement methodologies in HR
- Effective performance design, management and compensation systems
- Strategic leadership and change
- Learning to balance being a full time professional, parent and student
- Final applied project (thesis)

How can leadership be developed to transform healthcare in rural communities?



## Conclusion

- There is a need for rural health specific programs in higher education
- Practitioners in the field need additional knowledge and skills to be successful
- Leadership is a Three-legged stool: Healthcare, Education, Business

