

Mid-Level Leaders and the Transition to Value Video Series

Senior Leader Discussion Guide

This series is designed to help mid-level leaders (MLLs) support their organization's successful transition to value-based care. The program is made up of six video modules, each of which include both educational content and interviews with hospital leaders and staff from multiple locations around the country.

Each module is accompanied by reflection/discussion questions and suggested activities to help program participants learn more about how the topics from this series apply to their organization.

This guide was created to help senior health care leaders, as the people to whom our target audience reports, reinforce the learning from this series. We encourage you to use this guide to engage your mid-level leaders in conversations about the concepts covered in the series.

We also encourage you to have your MLLs complete the Training Evaluation on page 8 before they begin the series so you have a baseline, and again after they have completed the series so you can measure the knowledge gained.

Module 1: Transforming Health Care from the Middle

- Series Intro & overview
- The state of health care and the transition to value
- Fundamental value-based concepts
- The role of a mid-level leader in the journey
- Impact of value-based care on your facility & department

Topics for discussion with mid-level leaders:

- Ask about their major takeaways from this module.
- Share your perspective on the transition to value in your organization and community:
 - Initiatives already underway and those yet to come
 - The impact of the transition on the community, the hospital and the mid-level leader's department
 - Your expectations for MLLs during the transition
- Share your thoughts about the skills and knowledge that are most critical for mid-level leaders to have.
- The Center for Creative Leadership emphasizes the importance of having "business-minded clinicians" and "patient-focused business professionals". Share your thoughts about how clinically trained mid-level leaders might expand their business knowledge and how business professionals might further develop their understanding of patient care.



Module 2: Strategic & Systems Thinking

- Strategic thinking, systems thinking and the path to value
- Your role as a “boundary spanner”
- Community care coordination

Topics for discussion with mid-level leaders:

- Ask about their major takeaways from this module.
- Share information about ways the hospital currently partners with entities outside the walls of the hospital – and why these partnerships are so important.
- Find out how well they understand the organization’s strategic plan and their role in it. Provide clarification and detail as needed.
- Identify potential collaborative relationships that mid-level leaders might develop in order to expand their understanding of the health care system and support population health initiatives. These relationships might be inside or outside the hospital.
- Ask mid-level leaders for their thoughts: Which areas of the organization would they like to learn about? Are there specific projects or processes that they could get involved in to help them learn more?



Module 3: Collaborative Leadership

- Collaborative leadership basics
- Open communication
- Collaborative decision making
- Building trust
- Learning agility

Topics for discussion with mid-level leaders:

- Ask about their major takeaways from this module.
- Share your own strategies for building trusting relationships and having difficult conversations with others.
- Ask mid-level leaders about their approach to feedback with their employees. How often do they provide it? How do they have these conversations? What impact do you see feedback having on engagement and performance across the organization?



Module 4: Change Leadership

- Leading change from the middle
- The change process
- The human side of change

Topics for discussion with mid-level leaders:

- Ask about their major takeaways from this module.
- Share information about significant changes the organization is currently going through. How are these change initiatives going? If they're going well, why? If they're not going so well, what are the challenges?
- Share any changes you see coming up. How can mid-level leaders support the change?
- Share your personal approach to leading change: What makes a change initiative successful? How do you involve others in the process? How do you address concerns and resistance?
- Share your expectations for mid-level leaders when it comes to *initiating* change in their departments and across the organization.



Module 5: Basics of Rural Healthcare Finance

- Gain a basic understanding of traditional and value-based payment methodologies
- Explore the role of wellness, transitional care, and chronic care services in value-based systems

Topics for discussion with mid-level leaders:

- Ask about their major takeaways from this module.
- Share how you see mid-level leaders' departments' contribution to the bottom line of the organization – now and in the future.
- Share your thoughts about the financial outlook for your organization in the short term (1-2 years) and longer term (3-5 years). What are your organization's finance-related strengths and vulnerabilities?



Module 6: Talent Development

- The “what” and “why” of talent development
- Thinking strategically about talent development
- Stay interviews
- Developing your team: Delegation, stretch assignments, and coaching

Topics for discussion with mid-level leaders:

- Ask about their major takeaways from this module.
- Share what you see as your organization’s most pressing current workforce-related challenges.
- Share how you see the hospital’s workforce needs changing over the next 5 years: Will more collaboration be required in this job in a new healthcare environment? New technology or interpersonal skills?
- Talk about the hospital’s current approach to employee development and succession planning. Ask mid-level leaders for any recommendations in this area.
- Share your personal approach to developing your direct reports.



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Pre- and Post-Training Evaluation

Name: _____ Date: _____ Pre or Post

Level of Agreement on Likert scale: 1 (Strongly Disagree) to 5 (Strongly Agree)

1. I understand what it means to make the transition to value and population health.

5	4	3	2	1
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2. I understand my role in my hospital's successful transition to value and population health.

5	4	3	2	1
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3. I help my direct reports understand our department's role in our hospital's strategic goals.

5	4	3	2	1
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4. I seek out opportunities to collaborate with other departments.

5	4	3	2	1
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5. I feel confident when having feedback conversations with my direct reports.

5	4	3	2	1
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6. I feel confident in my ability to lead a group through a collaborative decision.

5	4	3	2	1
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7. I feel confident leading a group through change.

5	4	3	2	1
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8. I feel confident addressing resistance to change.

5	4	3	2	1
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9. I understand the ways that healthcare revenue is expected to change over the next several years.

5	4	3	2	1
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10. I think on a regular basis about ways to develop my employees.

5	4	3	2	1
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11. I am confident in my ability to delegate tasks.

5	4	3	2	1
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12. What organizations make up the health care system in your community? (short answer)