

# ARKANSAS HOSPITAL ASSOCIATION

## 2009 Mid-Management Leadership Series for Managers & Supervisors

A series of  
educational events  
offering skills and knowledge  
hospital managers need  
as they lead!



**April 7**  
Leaping from Staff to Management

**May 13**  
The Legal Aspects of Management

**June 16**  
Dealing with Conflict

**June 17**  
Building Influence and Credibility –  
*New!*

**August 7**  
Doing More with Less...Improving  
Productivity – *New!*

**September 16**  
Means and Methods for Quality  
Improvement – *New!*

**October 7**  
Friday Night in the ER – *New!*

**Online Courses – *New!***  
Managing Time Effectively  
Meetings that Produce Results

Research shows that managers are the primary factor determining an employee's desire to work for the hospital. That underscores the need to develop supervisors with the skills and competencies necessary to create an environment of mutual trust, respect and open communications with the people they direct. Making the transition to supervisor/manager/leader is a significant step for nearly everyone who takes it.

The Arkansas Hospital Association's (AHA) "Mid-Management Leadership Series" is designed to assist mid-level managers and supervisors in expanding their core leadership skills and can be especially helpful for those who have been promoted into management positions. This eight-part series of common sense education will provide members of your hospital management team with the proper tools to improve their organizational and communications skills needed to strengthen the relationship between themselves and their employees, and, in turn, to reduce employee turnover.

Now in its fourth year, the AHA's Mid-Management Leadership Series continues to add focus to critical leadership skills and competencies with four new workshop topics. The series will offer seven one-day workshops and a choice of two online courses offered through *careLearning.com*.

Past attendees have said this about the Mid-Management Leadership Series:

*"I found out so much about myself, and that will help as I learn to manage others."*

*"After completing the management series, I now have the skills necessary to be a more productive and successful department leader."*

*"Very useful tools, examples and scenarios for hospital and healthcare management."*

*"Outstanding series! This is the third year I have attended and learn something new each time."*

*"One of the best management seminars I've attended. I rank it in the same league as national workshops. Thank you!"*

We look forward to helping your managers achieve success!

## WHO SHOULD ATTEND?

These programs are designed for individuals new to hospital supervisory or mid-level management positions. The programs also help "groom" employees who may eventually be moving into middle-management positions. In addition, experienced managers seeking a "refresher course" should find the curriculum valuable. Class sizes are limited to 40 individuals to ensure effective interaction and learning.

## KEY BENEFITS

The AHA Mid-Management Leadership Series is more than classroom learning. Each of the leadership courses includes: A welcoming invitation that may include pre-work to be completed prior to attending

the workshop; networking opportunities with hospital staff from other facilities making the move to management; and the opportunity to learn with and from faculty with extensive experience in the area of leadership development.

## STRUCTURE/AGENDA

The AHA Mid-Management Leadership Series consists of seven "live" programs, all offered independently of each other, and two online programs.

Participants may attend one or any number of programs. Individuals seeking an AHA Mid-Management certificate, however, must attend and complete at least five of the seven programs in the series and

one online course (certificate of completion of the online course must be submitted to the AHA registrar).

### CONTINUING EDUCATION CREDIT

- Nursing contact hours (actual number of hours is listed on each individual program agenda) will be awarded for each “live” program for nurses attending the entire conference.

The Arkansas Hospital Association is an approved provider of continuing nursing education by Arkansas Nurses Association, an accredited approver by the American Nurses Credentialing Center’s Commission on Accreditation.

- The Arkansas Hospital Association is authorized to award preapproved Category II continuing education credit for **each** program toward advancement or recertification in the American College of Healthcare Executives.

### REGISTRATION

Early registration is encouraged. The registration fee is \$145 for representatives of AHA member institutions for **each** program, **except for the October 7 and online programs (see brochure for details)**. This fee includes continental breakfast, lunch, refreshments, speaker fees and all program materials. If you have questions, please contact Donna Boroughs at 501-224-7878 or [dboroughs@arkhospitals.org](mailto:dboroughs@arkhospitals.org).

### REFUND/CANCELLATION POLICY

If cancellations are received in writing five business days prior the date of the program, 50% of the registration fee is refundable. Registrants who cancel the day of the program or fail to attend must pay the entire fee. Substitutions, however, are permitted. Registrations that are phoned in or faxed are subject to the same cancellation policy. (*Note: All cancellations must be received in writing by Donna Boroughs, registrar, Arkansas Hospital Association, 419 Natural Resources Drive, Little Rock, AR 72205.*)

### LOCATION/LODGING

The programs held in April - September will be held at the Arkansas Hospital Association’s classroom, 419 Natural Resources Drive, in west Little Rock. For driving directions, please see <http://arkhospitals.org/driving.htm>. A listing of nearby hotels and sleeping room rates is attached to the series brochure.

The October 7 program will be held in conjunction with the Arkansas Hospital Association’s annual meeting and will be held at the Peabody Hotel in downtown Little Rock.

### 2009 Series Programs and Dates

April 7  
**Leaping from Staff to Management**

May 13  
**The Legal Aspects of Management**

June 16  
**Dealing with Conflict**

June 17  
**Building Influence and Credibility – New!**

August 7  
**Doing More with Less...Improving Productivity – New!**

September 16  
**Means and Methods for Quality Improvement – New!**

October 7  
**Friday Night in the ER – New!**

Online Courses – New!  
**Managing Time Effectively**  
**Meetings that Produce Results**

## PROGRAM OVERVIEWS

### **April 7 - “Leaping from Staff to Management”** **Vic Walton**

Making the transition from being a staff person one day to a supervisor/manager/leader the next is a significant step for nearly everyone who takes it. In today’s healthcare arena, accepting a leadership role is much more challenging and complicated than ever before. First, there is the challenge of simply getting oriented to what it actually means to be a manager/leader. This is closely followed by the realization that YOU now have the responsibility for meeting the demands of your organization for high productivity as well as financial and regulatory prudence. You also learn that those tasks must be balanced with a keen understanding and grasp of human relations skills in working closely and collaboratively with other people in a variety of situations.

This program has been designed to help you get started, or for those of you who have been managing and leading for awhile, “restarted” by visiting and exploring some of the basics of management and leadership. Every effective leader is quick to acknowledge that there is always room for improvement and that excellence in working with people is a journey, not a destination.

### **May 13 - “The Legal Aspects of Management”** **Guy Wade and Dan Herrington**

Managers must know the laws and regulations that are effected by each decision made. Many new managers are unfamiliar with the guidelines for the Family Medical Leave Act (FMLA) and what action needs to be taken in the case that they must discipline or dismiss an employee. This program will provide valuable information for new managers on the legal aspects of their job. Such topics as FMLA, disciplinary action, interviewing questions, worker compensation and other issues will be addressed.

### **June 16 - “Dealing with Conflict”** **Tom Westbrook**

Conflict is inherent in any environment. Leaders must be able to deal effectively with conflict and learn how to shape and mold people’s differences for team productivity. This program embraces the often prickly topic of conflict and disagreements and how best to achieve personal and organizational goals when conflicts arise.

### **June 17 - “Building Influence and Credibility”** **Tom Westbrook**

Understanding the driving forces impacting change in one’s organization places increased importance on understanding the roles of managers and leaders. As John Kotter indicated, management is about dealing with the complexity of work whereas leadership is about dealing with change.

This workshop will provide participants with the knowledge and skills managers and leaders employ to

influence individuals and teams to meet and exceed organizational expectations. It will provide best-in-class practical solutions leaders can implement immediately from the most respected writers/practitioners in the field.

### **August 7 - “Doing More with Less ... Improving Productivity”** **Bill Ward**

Like it or not, healthcare has become a business. Resources are scarce and stretched to the breaking point. Doing more with less is a routine. Cost reduction strategies have failed to deliver the hoped for bottom line results. But improvements in productivity – and orientation to improve hospital throughput – can enhance both clinical outcomes and business results.

Participants will learn what productivity is and is not, how too much productivity can be harmful, roadblocks to improvement and the factors that influence productivity. This program offers healthcare managers practical tools they can use immediately in the workplace to examine and understand work processes – the key to improved productivity.

### **September 16 - “Means and Methods for Quality Improvement”** **Dean Bliss**

Quality is a buzz word throughout healthcare organizations, and managers need to understand the methodologies being used for quality improvement (i.e., Lean, Six Sigma, etc.) and the process for obtaining measurable outcomes.

The presentation will provide participants with the tools necessary to begin quality improvement projects and to effectively measure the progress of those projects.

### **October 7 - “Friday Night in the ER”** **Bill Ward**

Friday Night in the ER is a learning game that is an effective tool for hospital managers who need to work together to improve performance. It stimulates the challenge of managing a hospital during a typical 24-hour period and replicates the dynamics seen in any system when multiple goals drive people’s behavior. It is a great way for managers and staff to understand the complexities of hospital operations, even those who are not associated with the ER!

Players “manage” one of four hospital departments during a simulated 24-hour period. As the managers supervise patient flow through the facility, they make decisions about resource use and operating policy. Participants face additional challenges as the game play progresses. When the simulation concludes, success is measured by both quality of service and financial performance.

During the debriefing session immediately following the game play, teams relate the simulation to their own work and gain insights for performance improvement.

## 2009 AHA MID-MANAGEMENT LEADERSHIP SERIES FACULTY

### Dean Bliss

Dean Bliss is a Lean improvement specialist for Iowa Health System. He is responsible for leading the Lean management process for the system and affiliated organizations across the state. He most recently directed Lean efforts at St. Luke's Hospital in Cedar Rapids, joining the hospital in 2005 after a 25-year career at Rockwell Collins, an aerospace and communications electronics company. Bliss has spoken at numerous Lean conferences and seminars throughout the country.

### Dan Herrington

Dan Herrington is a partner in the Labor and Employment Litigation Section of the Little Rock law firm of Friday, Eldredge and Clark. His practice is focused on representing employers in all areas of labor and employment law, including ADA, FMLA, wage and hour, Title VII, OSHA and NLRA. He is a graduate of the University of Arkansas at Little Rock School of Law and Arkansas State University. Herrington is a frequent speaker on employment discrimination, labor law, and preventing and correcting workplace harassment.

### Guy Wade

A partner in the Little Rock law firm of Friday, Eldredge and Clark, Guy Wade's practice focuses on litigation, general insurance defense, regulation and commercial litigation, workers compensation and medical malpractice. Admitted to the bar in 1988, he is a graduate of the University of Arkansas Leflar Law Center and Ouachita Baptist University. He is a frequent speaker on medical documentation, ADA, workers compensation, Arkansas labor and employment law and injuries in the workplace.

### Victor H. Walton

Vic Walton is a leadership consultant, professional educator and trainer to organizations throughout the United States. He has a deep personal involvement and interest in both the professional and personal growth and development of people in changing organizations. Walton has a master's degree in psychology of individual and organizational change and is certified by the National Training Laboratory as a Specialist in Organizational Development. He is a former director of the Health Education Consortium in New Hampshire and was a senior training consultant for the New England Healthcare Assembly. His 25 years of experience and more than 1,000 programs in the areas of human relations, management and leadership skills and organization development are a perfect background for his work with AHA members.

### William J. Ward, Jr., MBA

Director of the master's of health science degree program in health finance and management at the Johns Hopkins University Bloomberg School of Public Health, Bill Ward is also principal with Healthcare Management Resources, Inc., a Baltimore area consulting firm. Ward is a former senior healthcare executive with more than 20 years of experience in healthcare finance and operations. He is the author of two textbooks on healthcare accounting and financial management, as well as numerous financial articles. In addition to the Bloomberg School of Public Health, Ward holds faculty appointments at the University of Maryland School of Nursing and the Johns Hopkins University School of Nursing.

### Tom Westbrook, PhD

Tom Westbrook serves as Professor of Leadership and Adult Development at Drake University and is CEO of Learn Associates. He is a frequent presenter with corporations on topics including situational leadership, the five practices of exemplary leaders, leading with emotional intelligence, conflict, change, communication, adult learning and brain-based selling. Westbrook also is a frequent presenter on leadership, training and development with the Society of Certified Public Accountants.

# AHA 2009 MID-MANAGEMENT LEADERSHIP SERIES

## LEAPING FROM STAFF TO MANAGEMENT

Faculty: Vic Walton – April 7

Making the transition from being a staff person one day to a supervisor/manager/leader the next is a significant step for nearly everyone who takes it. In today's healthcare arena, accepting a leadership role is much more challenging and complicated than ever before. First, there is the challenge of simply getting oriented to what it actually means to be a manager/leader. This is closely followed by the realization that YOU now have the responsibility for meeting the demands of your organization for high productivity as well as financial and regulatory prudence. You also learn that those tasks must be balanced with a keen understanding and grasp of human relations skills in working closely and collaboratively with other people in a variety of situations.

This program has been designed to help you get started, or for those of you who have been managing and leading for awhile, "restarted" by visiting and exploring some of the basics of management and leadership. We will lay the groundwork for the continued development of your management and leadership skills. Every effective leader is quick to acknowledge that there is ALWAYS room for improvement and that excellence in working with people is a journey, not a destination.

*At the conclusion of this session, participants will:*

- Identify the characteristics of an effective and successful management leader
- Identify the issues and challenges in making the transition from a staff to a management position
- Describe current trends in management and leadership practice
- Describe five alternative leadership styles
- Define your "personality style" and its probably impact upon your "leadership style"
- Define "conflict," its role in the change process and your personal style in dealing with it
- Define "anger" and apply guidelines for handling highly emotional situations more effectively
- Differentiate between "assigning" and "delegating" work
- Express and enhanced understanding of "trust" and the role it plays in building an effective and dynamic work team
- Describe "assertive communication" as your "style of choice" in working with others
- Describe the nature and dynamics of "attitudes" and implement guidelines for building a positive work environment

### Program Agenda

8:15 a.m. Registration/Refreshments  
8:45 a.m. Welcome/Introductions  
8:50 a.m. Program begins  
12 noon Lunch (provided)  
12:45 p.m. Program continues  
3:45 p.m. Adjournment

5.6 Nursing Contact Hours

## THE LEGAL ASPECTS OF MANAGEMENT

Faculty: Guy Wade and Dan Herrington – May 13

Managers must know the laws and regulations that are effected by each decision made. Many new managers are unfamiliar with the guidelines for the Family Medical Leave Act (FMLA) and what action needs to be taken in the case that they must discipline or dismiss an employee. This program will provide valuable information for new managers on the legal aspects of their job. Such topics as FMLA, disciplinary action, interviewing questions, worker compensation and other issues will be addressed.

*In this session, participants will:*

- Define ADA/FMLA and the workforce issues that can arise
- Identify legal issues important to managers regarding disciplinary action, reviews, interviewing and more
- Identify legal strategies pertinent to day-to-day workforce issues
- Identify practical solutions to problems

### Program Agenda

8:15 a.m. Registration/Refreshments  
8:45 a.m. Welcome/Introductions  
8:50 a.m. Program begins  
12 noon Lunch (provided)  
12:45 p.m. Program continues  
3:45 p.m. Adjournment

5.6 Nursing Contact Hours

## AHA 2009 MID-MANAGEMENT LEADERSHIP SERIES

### DEALING WITH CONFLICT

Faculty: Tom Westbrook – June 16

Conflict is inherent in any environment. Leaders must be able to deal effectively with conflict and learn how to shape and mold people's differences for team productivity. This program embraces the often prickly topic of conflict and disagreements and how best to achieve personal and organizational goals when conflicts arise.

*In this session, participants will:*

- Describe how and why conflict is often part of a leader's attempt to influence individuals and teams toward goal achievement
- Identify one's dominant style for dealing with conflict
- Discuss various conflict resolution strategies and when to utilize them, given the situation
- Develop one's ability to conduct crucial conversations with employees and teams around conflicting issues
- Complete case studies that place each participant in conflict situations for real-life implementation practice
- Role-play typical conflict situations to gain competence and confidence in your ability to address and resolve conflict with employees and teams
- Draft an action plan for improved performance on the job

#### Program Agenda

8:15 a.m. Registration/Refreshments  
8:45 a.m. Welcome/Introductions  
8:50 a.m. Program begins  
12 noon Lunch (provided)  
12:45 p.m. Program continues  
3:45 p.m. Adjournment

5.6 Nursing Contact Hours

### BUILDING INFLUENCE AND CREDIBILITY

Faculty: Tom Westbrook – June 17

Understanding the driving forces impacting change in one's organization places increased importance on understanding the roles of managers and leaders. As John Kotter indicated, management is about dealing with the complexity of work whereas leadership is about dealing with change.

This workshop will provide participants with the knowledge and skills managers and leaders employ to influence individuals and teams to meet and exceed organizational expectations. It will provide best-in-class practical solutions leaders can implement immediately from the most respected writers/practitioner in the field.

*Participants will achieve the following:*

- Identify the driving forces shaping change in our society and organizations
- Define the differences between managing and leading
- Describe the characteristics and traits of highly effective leaders
- List the four components of leader credibility and how to enhance your credibility in the workplace
- Describe the "fatal flaws" that derail otherwise successful leaders
- Discuss the means to build a shared vision that advances follower commitment and trust
- Illustrate a proven process to create buy-in and to implement change in one's organization
- Characterize the political reality of organizational life and how to improve your use of high integrity political tactics
- Create a personal action plan to move learning to performance

#### Program Agenda

8:15 a.m. Registration/Refreshments  
8:45 a.m. Welcome/Introductions  
8:50 a.m. Program begins  
12 noon Lunch (provided)  
12:45 p.m. Program continues  
3:45 p.m. Adjournment

5.6 Nursing Contact Hours

## AHA 2009 MID-MANAGEMENT LEADERSHIP SERIES

### DOING MORE WITH LESS...IMPROVING PRODUCTIVITY

Faculty: Bill Ward – August 7

Like it or not, healthcare has become a business. Resources are scarce and stretched to the breaking point. Doing more with less is a routine. Cost reduction strategies have failed to deliver the hoped for bottom line results. But improvements in productivity – and orientation to improve hospital throughput – can enhance both clinical outcomes and business results.

Participants will learn what productivity is and is not, how too much productivity can be harmful, roadblocks to improvement and the factors that influence productivity. This program offers healthcare managers practical tools they can use immediately in the workplace to examine and understand work processes – the key to improved productivity.

*In this session, participants will learn how to:*

- Prepare a Bilateral Performance Map to objectively identify potential productivity improvement targets
- Utilize work processes using Process Flow Analysis to identify opportunities to improve productivity
- Construct a Brown Paper Analysis to involve others in identifying ways to improve various work processes
- Develop a Resource Consumption Matrix to establish standards for labor usage and cost
- Develop Implementation Plans to make necessary changes happen

Following the program, participants will receive a copy of a process improvement cash flow calculation model and a monograph written by the presenter.

#### Program Agenda

8:15 a.m. Registration/Refreshments  
8:45 a.m. Welcome/Introductions  
8:50 a.m. Program begins  
12 noon Lunch (provided)  
1:00 p.m. Program continues  
4:00 p.m. Adjournment

5.6 Nursing Contact Hours

### MEANS AND METHODS FOR QUALITY IMPROVEMENT

Faculty: Dean Bliss – September 16

Quality is a buzz word throughout healthcare organizations, and managers need to understand the methodologies being used for quality improvement (i.e., Lean, Six Sigma, etc.) and the process for obtaining measurable outcomes.

The presentation will provide participants with the tools necessary to begin quality improvement projects and to effectively measure the progress of those projects.

*In this session, participants will learn to:*

- Explain the reasons for the recent emphasis on quality improvement
- Discuss traditional and new clinical quality efforts
- Explore the tools available for improvement, with an emphasis on Lean
- Discuss measures and why they are important

#### Program Agenda

8:15 a.m. Registration/Refreshments  
8:45 a.m. Welcome/Introductions  
8:50 a.m. Program begins  
12 noon Lunch (provided)  
12:45 p.m. Program continues  
3:45 p.m. Adjournment

5.6 Nursing Contact Hours

## AHA 2009 MID-MANAGEMENT LEADERSHIP SERIES

### FRIDAY NIGHT IN THE ER

Faculty: Bill Ward – October 7\*

Friday Night in the ER is a learning game that is an effective tool for hospital managers who need to work together to improve performance. It stimulates the challenge of managing a hospital during a typical 24-hour period and replicates the dynamics seen in any system when multiple goals drive people's behavior. It is a great way for managers and staff to understand the complexities of hospital operations, even those who are not associated with the ER!

Players "manage" one of four hospital departments during a simulated 24-hour period. As the managers supervise patient flow through the facility, they make decisions about resource use and operating policy. Participants face additional challenges as the game play progresses. When the simulation concludes, success is measured by both quality of service and financial performance.

During the debriefing session immediately following the game play, teams relate the simulation to their own work and gain insights for performance improvement.

*In this session, participants will learn to:*

- Communicate, cooperate and collaborate for the achievement of objectives
- Assign the core principles of Systems Thinking into action
- Manage process as opposed to merely departments
- Create situational awareness across departments for enhanced decision making
- Improve organizational performance

#### **Program Agenda**

9:30 a.m. Registration/Refreshments  
9:55 a.m. Welcome/Introductions  
10:00 a.m. Program begins  
12 noon Lunch (provided)  
1:00 p.m. Program continues  
3:00 p.m. Adjournment

4 Nursing Contact Hours

\* This program is a preconference session associated with the Arkansas Hospital Association Annual Meeting. Participants may register for this session individually from the Annual Meeting registration.

### ONLINE COURSES – [www.careLearning.com](http://www.careLearning.com)

#### Managing Time Effectively

Participants will learn effective time management skills, including the principles of time management, identifying major time wasters in everyday life and strategies that can be used to overcome time wasters. (Registration fee: \$12)

#### Meetings that Produce Results

Learn how to make meetings more productive and valuable; set a purpose and agenda; run and participate in a meeting; and correct ineffective meetings. (Registration fee: \$20)

Go to [www.carelearning.com](http://www.carelearning.com) to register for these courses. Participants must submit a certificate of completion to the AHA in order to receive the certificate of completion for the Mid-Management Leadership Series.

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ARKANSAS HOSPITAL ASSOCIATION  
**2009 MID-MANAGEMENT LEADERSHIP SERIES**

Name \_\_\_\_\_  
Title \_\_\_\_\_  
Organization \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_  
Telephone \_\_\_\_\_ FAX \_\_\_\_\_ E-Mail \_\_\_\_\_

**Please enroll me in the following program(s):** (You may register for individual programs, but you must complete at least 5 of the 7 programs and 1 online program to receive the 2009 Mid-Management certificate.) **April - August programs, register TWO for the price of one! Must register at the same time to receive the special rate.**

- |   |  |
|---|--|
| <input type="checkbox"/> April 7 - Leaping from Staff to Management               | Fee: \$145 <i>two for one special!</i> |
| <input type="checkbox"/> May 13 - The Legal Aspects of Management                 | Fee: \$145 <i>two for one special!</i> |
| <input type="checkbox"/> June 16 - Dealing with Conflict                          | Fee: \$145 <i>two for one special!</i> |
| <input type="checkbox"/> June 17 - Building Influence and Credibility             | Fee: \$145 <i>two for one special!</i> |
| <input type="checkbox"/> August 7 - Doing More with Less...Improving Productivity | Fee: \$145 <i>two for one special!</i> |
| <input type="checkbox"/> September 16 - Means and Methods for Quality Improvement | Fee: \$145                             |
| <input type="checkbox"/> October 7 - Friday Night in the ER                       | Fee: \$100                             |

**Registration Fee information**

The fee is \$145 per program for representatives of AHA member institutions, except for the October 7 and online programs. The registration fee includes printed materials, refreshments, lunch and speaker fees.

**Method of Payment**

- Check Enclosed (Please make checks payable to: Arkansas Hospital Association)
- Credit Card:                       VISA                       MasterCard

Cardholder's name: \_\_\_\_\_  
Credit card number: \_\_\_\_\_ Exp. date: \_\_\_\_\_  
Cardholder's signature: \_\_\_\_\_

**Refunds and Cancellations**

If cancellations are received in writing five business days prior to the date of the workshop, 50% of the registration fee is refundable. Registrants who cancel the day of the program or fail to attend must pay the entire fee. Substitutions, however, are permitted. Registrations that are phoned in or faxed are subject to the same cancellation policy. (*Note: All cancellations must be received in writing by the registrar.*)

**Return registration form and payment to:**

Donna Boroughs, registrar, AHA, 419 Natural Resources Drive, Little Rock, AR 72205  
Fax (with credit card payment) to: 501-224-0519      Telephone (with questions): 501-224-7878



419 Natural Resources Drive  
Little Rock, AR 72205  
501-224-7878  
[www.arkhospitals.org](http://www.arkhospitals.org)