

Innovative • Influential • Inspiring • Invaluable

Nebraska Hospital Association

LEADERSHIP INSTITUTE



Class XI 2014

NHA Nebraska
Hospital
Association

The influential voice of Nebraska's hospitals

 **BELLEVUE UNIVERSITY**

A collaboration with the NHA

Leadership Institute success stories



"My experience with the Leadership Institute was one of the most rewarding experiences of my management career. At the time I participated in the Institute, I was still very 'green' in my knowledge of the business and how I needed to improve my leadership skills to take me to the next level in health care. The teachers and presenters gave me the knowledge and confidence to apply for the CEO position at my facility and to be offered that job.

I also used Bellevue University to complete master's degree in health care administration. I encourage every facility to make a commitment to its employees and send them to the Institute, and help assure we have strong leadership in Nebraska moving forward."

Arlan D. Johnson, MHA
Chief Executive Officer
Howard County Medical Center - St. Paul, NE
2010 Class VII Leadership Institute graduate

"I am thankful that I was given the opportunity to attend the Nebraska Hospital Association Leadership Institute. The program provided a unique and valuable opportunity for me to build on knowledge that I had previously obtained through work experience and formal education by providing a varied curriculum of essential leadership skills.

The networking opportunities were invaluable and from the 360° degree assessment to the coaching session, the program provided me with many of the skills I needed in my growth through the ranks in my organization to my current position as CEO. Course faculty was always helpful and accessible. To this day, I often look toward the knowledge I gained about myself, my co-workers and my organization when facing the various challenges in my day-to-day routine."

Manuela Wolf, RN, BSN
Chief Executive Officer
Harlan County Health System - Alma, NE
2010 Class VII Leadership Institute graduate



2013 Class X Testimonials

Very beneficial. We are already deciding in our facility who will attend next.

It is a great experience in which you will learn a lot about yourself.

Try it. You will learn so much about yourself that will make you a better leader, because you can't lead others if you do not understand yourself.

The Leadership Institute is a great opportunity to learn about leadership through assessments and feedback. The sessions provided by Bellevue University instructors provide information that is current and extremely useful.

The program teaches you ways to develop your skills as a leader. The knowledge gained helps guide individuals to improve skills and encourage them to achieve goals to be successful.

It is a great program for anybody in a leadership role. You learn about yourself and about how to lead others.

If you are willing to invest yourself in the Institute, it is an exceptional opportunity for professional improvement.

I found out a lot about myself and my leadership skills. I have changed a few ways that I approach things now verses before.



NHA LEADERSHIP INSTITUTE

Mission

The Institute's mission is to advance the effectiveness of hospitals by providing a quality environment of professional development and support for health care leaders. Coursework focuses on the unique challenges and organizational management techniques facing hospitals. Each year, approximately 30 health care professionals from across Nebraska come together for a 10-month program designed to instruct, inspire and invigorate. Participants establish peer-to-peer connections and lifelong bonds with classmates and faculty.

The NHA Leadership Institute provides up-and-coming leaders within your hospital the necessary skills to become exceptional leaders and puts them on the path to senior management positions. It is important for current CEOs to develop the leadership pipeline to ensure effective succession planning while enhancing employees' contributions to your organizations.

This initiative includes a comprehensive curriculum, combining core leadership competency working sessions and multiple layers of applied practice in health care. Participants in the NHA Leadership Institute will improve their leadership skills and enhance their effectiveness in the health care field, while preserving the care and compassion critical to quality health care delivery.

History

In our commitment to strengthen and promote the leadership skills of Nebraska hospital employees, the Nebraska Hospital Association developed the NHA Leadership Institute in 2004. The Institute honors the following legendary leaders in Nebraska hospital history throughout the program as shown below.



Dr. Frank A. Brewster

Nebraska physician who attracted worldwide attention for being the first physician to use an airplane to perform emergency surgery.



Blanche Fuller

Head of Methodist Hospital and founding member of the NHA, serving as its first Vice President.



Dr. Susan La Flesche Picotte

Physician who served her tribe on the Omaha Reservation from 1889-1893, and also as a medical missionary for the U.S. government's Office of Indian Affairs.



Ida Isaacson

Head of Evangelical Covenant and founding member of the NHA, serving as its first Secretary.



Rev. E.G. Chinlund

Head of Immanuel Hospital and founding member of the NHA, serving as its first President.



George Flippin

First Black athlete at the University of Nebraska. Completed medical school in three years. After practicing medicine in Illinois and Arkansas, returned to Nebraska to establish a hospital in Stromsburg in 1907. A world traveler, Flippin often studied advances in Europe and brought them back to Nebraska.



Dr. Elizabeth Reeves

First female physician in Nebraska. Known for assisting the poor who could not afford medical care.



Miss Homer Harris

Superintendent of Clarkson Hospital and founding member of the NHA, serving as its first Treasurer.

Agenda at-a-Glance 2014

January

ORIENTATION RETREAT

Building a Foundation of Leadership

January 24-25, 2014

Lied Lodge & Conference Center
Nebraska City, Nebraska

February

BREWSTER SESSION

Round and Round: Using 360° Assessments for Improved Leadership

February 18, 2014

9:00 a.m. – 4:00 p.m. CT
Columbus Community Hospital
Columbus, Nebraska

March

CHINLUND SESSION

Working With Conflict/Coaching for Improved Performance

March 18, 2014

9:00 a.m. – 4:00 p.m. CT
Bellevue University
Bellevue, Nebraska

April

PICOTTE SESSION

Analyzing Performance Issues

April 22, 2014

9:00 a.m. – 4:00 p.m. CT
Faith Regional Health Services
Norfolk, Nebraska

May

ISAACSON SESSION

What's My Type? Traits at Work

May 13, 2014

9:00 a.m. – 4:00 p.m. CT
Community Hospital
McCook, Nebraska

June

Break - no session

July

REEVES SESSION

Leading Across the Generations

July 22, 2014

10:00 a.m. – 11:00 a.m. CT
Webinar

August

HARRIS SESSION

Leading Teams

August 19, 2014

9:00 a.m. – 4:00 p.m. CT
Box Butte General Hospital
Alliance, Nebraska

September

FLIPPIN SESSION

Succession Management

September 23, 2014

10:00 a.m. – 11:00 a.m. CT
Webinar

October

FULLER SESSION

Leadership Today

October 14, 2014

9:00 a.m. – 4:00 p.m. CT
Bryan Medical Center West Campus
Lincoln, Nebraska

The NHA Leadership Institute is made possible through:

NHA Nebraska
Hospital
Association

RESEARCH AND EDUCATIONAL FOUNDATION

Course Descriptions

ORIENTATION RETREAT

- **Building a Foundation of Leadership**

The NHA Leadership Institute orientation retreat will give Class XI participants the opportunity to meet one another and Institute faculty members. The retreat will include team-building activities, and a review of the Institute standards and the curriculum. The ultimate goal of the orientation retreat will be to begin each class member's personal leadership journey.

There is a difference between management and leadership. During this interactive workshop, we'll explore several of the most widely applied leadership styles and models and consider how and why they work. Knowing when and how to utilize an appropriate leadership style is the key to getting the individual performance and organizational results you want.

The Lied Lodge & Conference Center in Nebraska City has been the setting for the orientation retreat for several years. Participants are encouraged to bring their spouses and family members to enjoy the 260-acre Arbor Day Farm. The Lodge will inspire you with timbered meeting and guest rooms, exceptional guest service and award-winning food, all in a natural setting. The Lied Lodge has been awarded "Best of MidAmerica" by Meetings MidAmerica for consecutive years. **Attendance at this retreat is mandatory.**

BREWSTER SESSION

- **Round and Round: Using 360° Assessments for Improved Leadership**

This session includes an initial one-hour coaching session. Self-assessments are valuable in identifying your leadership strengths and opportunities for development. During this very interactive course, participants will identify their own set of leadership competencies and then develop their own 360° assessment. You will actually implement and evaluate your 360° assessment, and use the results to develop an Individual Development Plan (IDP) to be used throughout the NHA Leadership Institute. This session culminates with a private, one-on-one coaching session with a certified executive coach from Bellevue University (scheduled separately).

CHINLUND SESSION

- **Working With Conflict/Coaching for Improved Performance**

This is a dual-topic workshop. The first topic includes a discussion of conflict, which is everywhere. But not all conflict is bad. Participants will complete a conflict self-assessment and discuss how their results affect how they deal with conflict. We will consider the benefits of conflict and explore the causes and types of conflict that a leader is likely to come across.

In the second part of this session, we'll learn how to integrate effective coaching into your leadership tool box! Coaching is a leader's number one priority for employee and organizational performance, yet very few leaders ever receive the opportunity to learn how to be a good coach. Learn what skills it takes to become a good coach and how you can create a culture of coaching within your organization.

PICOTTE SESSION

- **Analyzing Performance Issues**

The ability to maximize employee performance is a key competency for any leader. Yet, we often see a gap between the level of performance we expect, and the level of performance we get. So, why don't employees do what we want them to do? How do you motivate employees? Sometimes, leaders actually de-motivate employees when they intend the opposite. This session reviews what works and why with regard to employee motivation and performance.

Course Descriptions

ISAACSON SESSION

- **What's My Type? Traits at Work**

Leadership development is about improving your skills and examining your attitudes about leadership, management, relationships, career and yourself. But before you can decide on where to go, it's important that you know where you are. Your preferences for doing things one way may conflict with how others like to do things. This session gives you the opportunity to reflect on your own personality traits for communicating, solving problems and working with others.

REEVES SESSION

- **Leading Across the Generations**

Today's leaders are faced with a cross-section of The Silent Generation, the Baby Boomer Generation, Generations X & Y and Generation Next. Each of these generations has a different set of needs and expectations from their career and their employers. Class members will explore techniques for managing members of each generation. They will also examine methods for meeting the needs and desires of each group.

HARRIS SESSION

- **Leading Teams**

The ability to build and maintain high performing teams is one of the fundamental elements of true leadership, and an important skill to possess. In this session, participants will learn the characteristics of effective teams and why teams need strong leaders. We will discuss the stages of team development and consider the interaction between different team player styles leading to improved performance.

FLIPPIN SESSION

- **Succession Management**

You've decided to create a succession plan for your organization, but you don't know where to start. This session explains how to begin the process. You will discover how to initiate a succession planning process from the conceptualization of the problem to developing an action plan. You will also discover opportunities for customizing the plan. Your understanding of succession planning strategy will help ensure that your planning process starts off on the right foot.

FULLER SESSION

- **Leadership Today**

Leadership is a practice, discipline and responsibility that requires self-awareness and energy. As one noted leadership author has said, "You can be given leadership, but you cannot be given a following – you must earn it." This workshop focuses on leadership, followership and interpersonal skills. Participants will consider how they engage followers, the personal characteristics they bring to the workplace, and the dynamic nature of the leader-follower relationship.

A follow-up coaching session discussing Individual Development Plan (IDP) progress will take place at the end of the Institute.

Professional Faculty



Institute participants have expert faculty to guide them through the program. Knowledgeable instructors from Bellevue University are ready to steer you to professional success and engage you on the pressing issues your hospital encounters. These experts are drawn from diverse departments of the University including management, human services, leadership development, business administration and health care administration.



Mike Freel, Ph.D.

Mike Freel is the center director for health care programs at Bellevue University's College of Arts and Sciences. In this role, Dr. Freel has administrative and faculty duties with Bellevue University's Master of Healthcare Administration, Master of International Healthcare Administration, Bachelor of Healthcare Management and RN to BSN programs.

Dr. Freel has a professional background in health care, as well as experience in corporate organization and employee development. He has served in several health care roles in the clinical and academic fields. He is a member of the American College of Healthcare Executives and serves on the Education Advisory Group for the Nebraska Hospital Association. He earned his Ph.D. in human resource development from the University of Nebraska at Lincoln with a focus in leadership and organizational change. His doctoral research involved the exploration of emotional intelligence and clinical nurses.



Victor Harms, Ph.D.

Victor Harms is an associate professor at Bellevue University. He teaches human services, clinical counseling, life coaching and executive coaching courses in the College of Arts and Sciences. He has served as a board member of the Nebraska Counseling Association (NCA) and currently serves on the board of the Graduate School Alliance for Executive Coaching (GSAEC). Dr. Harms earned his Master of Arts in Agency Counseling from the University of Nebraska at Omaha and his Doctor of Philosophy in Family Science from the University of Nebraska-Lincoln. Dr. Harms is a Licensed Independent Mental Health Practitioner (LIMHP) and is a Certified Coach through the Coach Training Alliance. He was president and founder of one of the largest full service outpatient private practice counseling centers in the state of Nebraska from 1991-2001.



Angie Longe, MBA

Angie Longe has been in the human resources field in a management capacity for more than 15 years and has a diverse background in both the types of companies she has worked for, as well as the activities she has engaged in. She has worked for Fortune 500 companies, as well as small to medium-sized companies.

Longe's experience includes due diligence/integration activities during mergers and acquisitions, executive and managerial level training and coaching, incentive program design and implementation, recruitment and selection, reduction in force administration, diversity initiatives and employee relations. Her current position is the program director for the Human Resource Management Bachelor's Degree Program at Bellevue University. Longe's educational background includes a bachelor's degree in business administration from University of Nebraska-Lincoln and a master's degree in business administration from Drake University.

Professional Faculty



Kimberley Meisinger RN, DNP, MSN, MS, NE-BC

Dr. Kimberley Meisinger has over 13 years of experience as a professional registered nurse. Her career began in the acute setting of critical care and medical surgical nursing. Her career progressed to include experience in nursing education and administration in the areas of quality management, nursing management and corporate education. She earned her BSN from the University Nebraska Medical Center, MSN from Nebraska Wesleyan University, MS in Alternative Dispute Resolution from Creighton University School of Law. She recently completed her Doctor of Nursing Practice (DNP) specializing in clinical systems administration from Creighton University School of Nursing.

Dr. Meisinger is a board-certified nurse executive and a certified mediator for the State of Nebraska. Her areas of specializations include authentic leadership, health care as complex systems and alternative dispute resolution. She joined Bellevue University in 2012 as assistant professor for health care.



Jennifer A. Moss, Ph.D.

Jennifer Moss is director of the Human Capital Management Program at Bellevue University in their College of Business. Dr. Moss received her Ph.D. in leadership studies from the University of Nebraska-Lincoln in 2006. She also has earned master's degree in leadership education in 2002, a master's degree in qualitative and quantitative psychometric measures in 2007, and a bachelor's degree in business education.

Dr. Moss was a full-time research and teaching associate at the University of Nebraska. She has also worked as a project manager for an educational consulting company, office manager in the financial services business, program director in a nonprofit organization and as a middle school teacher.



Kristen Wessel, BSN, MSN

Kristen Bryan Wessel obtained her BSN degree from Morningside College in Sioux City, IA and her MSN degree from the University of Phoenix. She is currently a graduate student in the college of educational studies at the University of Nebraska-Lincoln where she is working on her Ph.D., specializing in instructional technology. Her clinical nursing experience began in 1996, specializing in high-risk obstetrical and women's health nursing.

Wessel's MSN degree placed emphasis on leadership, management and concepts of education, which served her well in both clinical nursing and charge positions. Her formal education and clinical experience led her to professional pursuit in higher education. She has been an educator in nursing science since 2005, specializing in simulation, student-centered learning and instructional technology integration.

What You Need to Know

- **360° Assessment**

Participants will identify their own set of leadership competencies and then develop their own 360° assessment. This assessment provides participants with a clear perspective on their strengths and areas of improvement related to leading and managing in a hospital setting. Participants will have a private, one-on-one coaching session to discuss the results of their 360° assessment with a certified executive coach from Bellevue University.

- **Executive Leadership Coaching**

One-on-one executive coaching from a Leadership Institute faculty member. The coach will work with each participant to develop a detailed action plan. Each participant will have two individual coaching sessions—one at the beginning of the program and one at the end.

- **Core Courses**

The NHA Leadership Institute has 10 core courses that are designed to build upon each other. Participants complete these required courses throughout the 10-month program, building camaraderie with classmates.

- **Curriculum**

The NHA Leadership Institute is proud to offer in-depth courses and expert faculty to keep your organization moving with the current health care industry trends. Both academic and practical instruction help students implement cutting edge ideas and best practices into their organizations immediately. Leadership Institute curriculum is aligned with management and leadership concepts, allowing you to reach all of your career goals.

- **Leadership Institute Portfolio**

Participants can stay connected throughout the Institute with this portfolio for handouts materials distributed at the various sessions of the program.

- **Class Dinners**

Share good times and good food as you gather with your classmates for dinner the night before an Institute session in that Nebraska community. Class dinners are an optional activity for those who arrive the evening before a session. Class members are responsible for payment of their own meal.

- **Job Shadowing Experience (Optional)**

The optional job shadowing experience provides participants with an opportunity to learn more about their area of interest in another hospital. Through this program, participants have the opportunity to spend a day or a few hours in a relevant health care work setting in order to observe and question through exposure to another hospital. The NHA will assist in making arrangements for job shadowing experiences. For those participating in this activity, all visits should be completed before the session in August.

- **Hospital Tours (Optional)**

Hospital tours are provided at sessions which are being held in health care facilities. Institute participants are allowed to participate in tours of these facilities and various departments. The tours provide participants the opportunity to explore different sectors and departments of another hospital and share their experiences with co-workers back home.

- **Recognition**

A press release will be published from the Nebraska Hospital Association containing all of the participants of the current Leadership Institute (LI) class. A web page on the NHA website is also dedicated to the current class that features a photo, name, title and a short description of each participant's job responsibilities. The NHA is sensitive to security issues and your personal information will not be displayed without your consent. At completion of the program, the class becomes part of the Leadership Institute Alumni Program, which is also listed on the website.

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As a regionally accredited, private, non-profit University, our success is yours. Get in touch today to find out how Bellevue University will help you make an even bigger impact!

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- MIS with a concentration in Healthcare
- MBA with a concentration in Healthcare

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**Thank you
NHA Leadership Institute
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STEP ONE: Your Information (please print)

Name

Title

Hospital/Organization

Address

City, State, ZIP

Phone

Fax

Cell Phone

Email

STEP TWO: Payment Information

- Leadership Institute program registration = \$2,500
- Pay by Check (Please make check payable to NHA Foundation) Bill Me
- Pay by Credit Card: Visa MasterCard

Name on Card: _____

Credit Card #: _____

Expiration Date: _____

Signature: _____

STEP THREE: Register

MAIL your registration and payment to Nebraska Hospital Association, P.O. Box 82653, Lincoln, NE 68501-2653

FAX your registration to (402) 742-8191. This line is available 24/7.

Registration deadline is January 10, 2014. Space is limited, so please register early to secure your seat.