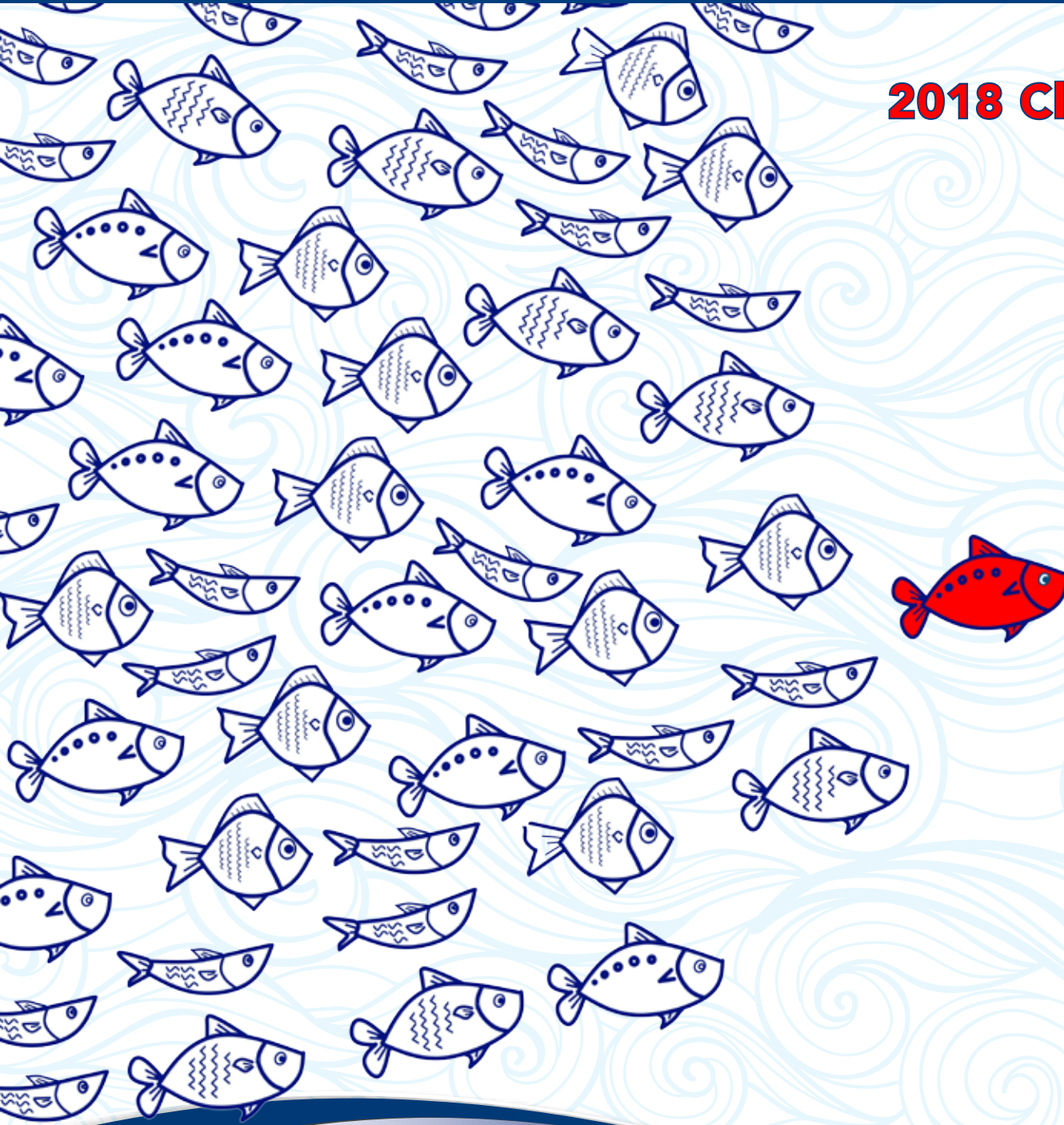


# NHA Leadership Institute

**2018 Class XV**



**NHA** Nebraska  
Hospital  
Association

The influential voice of Nebraska's hospitals

 **BELLEVUE**  
UNIVERSITY  
[bellevue.edu](http://bellevue.edu)

A collaboration with the NHA Foundation

## About the Leadership Institute

The NHA Leadership Institute is an initiative that is made of up a comprehensive curriculum that combines core leadership competency working sessions and multiple layers of applied practice in health care. Coursework focuses on the unique challenges and organizational management techniques facing hospitals.

The Institute is geared toward providing middle management and up-and-coming leaders within your hospital with the necessary skills to become exceptional leaders and puts them on the path to senior management positions. It is vital for CEOs to develop the leadership pipeline to ensure effective succession planning while enhancing employees' contributions to the organization.

Each year, approximately 30 health care professionals from across Nebraska come together for a 10-month program designed to instruct, inspire and invigorate. Participants in the NHA Leadership Institute 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. Participants also establish peer-to-peer connections and lifelong bonds with classmates and faculty.

The Nebraska Hospital Association Leadership Institute's mission is to advance the effectiveness of hospitals by providing a quality environment for professional development and support for health care leaders. **Enroll today!**  
**See page 10 for important details. Registration deadline is January 8, 2018.**

## Expert Faculty



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



The NHA Leadership Institute was recently awarded with the *Power of A Silver Award* by the American Society of Association Executives (ASAE) for their extraordinary contributions and efforts to enrich lives, create a more competitive workforce, and make a better world.



## Leadership Institute 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. He established a hospital in Stromsburg in 1907. Dr. Flippin often studied medical advances in Europe and brought them back to Nebraska.



**Dr. Elizabeth Reeves**

First female physician in Nebraska. She was 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.

## About the NHA

The Nebraska Hospital Association (NHA) is a statewide health care trade association representing Nebraska's hospitals and health systems. The NHA was organized in 1927 as a result of an informal meeting called by Miss Homer Harris, superintendent of Clarkson Hospital, to discuss pending legislation that affected hospitals in the state of Nebraska. At that meeting, the NHA founded and appointed its first board of directors. Rev. Emil G. Chinlund of Immanuel was named president; Miss Blanche Fuller of Methodist was named vice president; Miss Ida Isaacson of Evangelical Covenant was named secretary; and Miss Homer Harris was named treasurer.

Since that time, the NHA has been representing and supporting the needs of Nebraska's rural and urban hospitals and health systems. The NHA supports and encourages its members in developing various health care delivery systems geared toward improving the health and well-being of each community.

The NHA is governed by a board of directors that works closely with its membership to provide information, education, advice and collaborative leadership to advance Nebraska hospitals' ability to provide exceptional health care. Hospitals are the stewards of good health. Through our partnerships with representatives in the health care industry, legislators, government and citizens, the NHA is able to assist in the development of strong, healthy communities. The NHA serves as the influential voice of its members in the health care legislative and public policy arenas, promoting delivery of quality health care and influencing public opinion of hospitals and health networks.

## Success Stories

*The NHA Leadership Institute provided a great opportunity to network with other individuals in the healthcare industry who are in management roles —not just from C-suite, but from all areas. I am still in contact with many of the people I met, and it's very helpful to run ideas by each other for an outside perspective.*

*However, the most valuable part of the Leadership Institute for me was the 360° assessment. This tool helped identify strengths and weaknesses I have as a leader. It included a one-on-one coaching session to discuss my results. This provided an opportunity for me to be challenged by someone whose only interest was to see me succeed.*

*The Leadership Institute's professional faculty is very knowledgeable on key issues healthcare executives face today. It was very beneficial to run scenarios past them during the training and get expert advice.*

*Since I went through the Leadership Institute in 2015, I have moved from CFO to CEO at our facility. The training I received through the Leadership Institute and the contacts I made have been helpful during this transition period. With the addition of the Leadership Institute's mentoring program, I'm honored to now serve as a mentor to other individuals as they go through this program.*

**Tanya Sharp, President/Chief Executive Officer  
Boone County Health Center, Albion**



*We've sent a number of staff to participate in NHA Leadership Institute including established leaders, new managers, and even those with high potential but no current leadership role.*

*Many of our recent leadership hires have come from the ranks of those who have gone through this class. It gives good training, exposure to situations outside of their current roles, and confidence to accept new challenges, and our organization is stronger for it.*

**Ryan Larsen, CEO  
Community Medical Center, Falls City**

*From the moment I walked my first session of the Nebraska Hospital Association's Leadership Institute, I knew it was going to be a special experience that would grant me leadership tools to use throughout my career. As the program progressed, I learned leadership lessons about myself and others that have enabled me to become a more successful leader. Those tools and lessons have become an invaluable part of my daily life and have given me the confidence to share my Leadership Institute resources and knowledge with my team. The 10-month course was well planned and meaningful, as it related to both healthcare and personal growth. I feel so fortunate to be a NHA Leadership Institute alum and would highly recommend this course to anyone interested in advancing their leadership skills.*

**Danielle Proskocil, PHR, SHRM-CP, Director of Human Resources  
Valley County Health System, Ord**



*The true value of NHA Leadership Institute is in the chance for participants to learn first-hand from faculty and current healthcare leaders. It is an invaluable immersion into the realities of today's complex healthcare environment for today's healthcare leaders and those that aspire to lead these organizations in the future. The breadth and depth of the readings and instruction were exceptional.*

*I would highly recommend the program to the seasoned as well as the newer healthcare professional. It was a transformational experience for me.*

**Amy Blaser, MBA, Vice President, Physician Relations/Business Development  
Columbus Community Hospital, Columbus**



# NHA Leadership Institute

## 2017 Class XIV Testimonials

- *A great learning experience that takes you beyond formal on-the-job knowledge and skills, and provides you with the tools to be a more effective leader with your team.*
- *Well worth it. I have seen previous participants who don't follow through or live it. So if you take the class, please keep it in your soul.*
- *This is an excellent opportunity to develop your professional leadership skills, to network with other health care professionals, and to learn how to use your strengths to achieve your goals.*
- *We learned something in every session, even if you have been in the leadership position for many years. All great information and techniques for leadership.*
- *The topics are interesting and the presenters really interesting. The presenters really make you think about things in different ways.*
- *A great tool to improve yourself as a leader and to give you a better understanding of what it takes to be a successful manager of people.*
- *I think the Leadership Institute is a good asset to have. It opened my eyes to the potential that I could have and it opened my eyes to the differences in others that make up a team.*
- *The Leadership Institute is a great program to go through. It gets you out of your comfort zone and you learn effective ways to handle different situations.*



## Course Descriptions

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JANUARY 19-20, 2018 | ORIENTATION RETREAT | Lied Lodge & Conference Center, Nebraska City

- **Building a Foundation of Leadership**

The NHA Leadership Institute orientation retreat will give Class XV 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.

Participants are welcome to bring their spouse and/or family members to enjoy the 260-acre Arbor Day Farm. A spouse/guest is also welcome to attend the dinner on Friday night. 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 required. Absence from this retreat may cause your participation in this program to be cancelled.**

FEBRUARY 20, 2018 | BREWSTER SESSION | Faith Regional Health Services, Norfolk

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

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. This session begins with an initial private, one-on-one coaching session with a certified executive coach from Bellevue University. Near the conclusion of the Institute, a second private, one-on-one coaching session will be held.

MARCH 20, 2018 | CHINLUND SESSION | Mary Lanning Healthcare, Hastings

- **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.

APRIL 17, 2018 | PICOTTE SESSION | Columbus Community Hospital, Columbus

- **Working With Conflict**

Conflict 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. The benefits of conflict will be considered and the causes and types of conflict that a leader is likely to come across will be explored.

MAY 15, 2018 | ISAACSON SESSION | St. Francis Memorial Hospital, West Point

- **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

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JULY 17, 2018 | REEVES SESSION | Box Butte General Hospital, Alliance

- **Coaching for Improved Performance**

We will learn how to integrate effective coaching into a leadership toolbox! 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 to create a culture of coaching within your organization.

AUGUST 21, 2018 | FLIPPIN SESSION | Memorial Community Hospital & Health System, Blair

- **Recruitment and Performance Management**

This session focuses on the fundamental components of recruiting and selection practices and performance management principles. This interactive session includes practical application of "best practices" for recruiting, screening and selecting from among job candidates, as well as effective performance management. Recruitment and selection topics include critically assessing resumes/cover letters, reviewing of various types of interview formats and assessing job/cultural fit within an organization. Performance management topics include a review of the overall process, setting performance goals and effectively delivering feedback. Also included in this session are the legal issues that are applicable to these functions.

- **Workplace Diversity/Leading Across the Generations**

The demographics of our workplaces today are very different than in years past. As organizational leaders, it is very important to be aware of these changes, as well as the impact that they have on the workforce/workplace as a whole. This session addresses the changing demographics of the workforce, as well as the various external forces that impact diversity initiatives. The external forces addressed in this session include legal and regulatory changes, economic trends and political issues. Finally, participants will explore how these factors impact human resource functions and policy development.

SEPTEMBER 18, 2018 | HARRIS SESSION | Great Plains Health, North Platte

- **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.

OCTOBER 24, 2018 | FULLER SESSION | Embassy Suites Conference Center, La Vista

- **Leadership in Action**

The 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 will take place prior to the end of the Institute.

This session is held in conjunction with the Nebraska Hospital Association Annual Convention. Participants will graduate after the session on October 24 by receiving their completion plaques at the Annual Banquet held that evening.

# NHA Leadership Institute

## Agenda At-A-Glance 2017

### January

#### ORIENTATION RETREAT

##### Building a Foundation of Leadership

January 19-20, 2018  
Lied Lodge & Conference Center  
Nebraska City, Nebraska

### February

#### BREWSTER SESSION

##### Round and Round: Using 360° Assessments for Improved Leadership

February 20, 2018  
9:00 a.m. – 4:00 p.m. CT  
Faith Regional Health Services  
Norfolk, Nebraska

### March

#### CHINLUND SESSION

##### What's My Type? Traits at Work

March 20, 2018  
9:00 a.m. – 4:00 p.m. CT  
Mary Lanning Healthcare  
Hastings, Nebraska

### April

#### PICOTTE SESSION

##### Working with Conflict

April 17, 2018  
9:00 a.m. – 4:00 p.m. CT  
Columbus Community Hospital  
Columbus, Nebraska

### May

#### ISAACSON SESSION

##### Analyzing Performance Issues

May 15, 2018  
9:00 a.m. – 4:00 p.m. CT  
St. Francis Memorial Hospital  
West Point, Nebraska

### June

Break - no session

### July

#### REEVES SESSION

##### Coaching for Improved Performance

July 17, 2018  
9:00 a.m. – 4:00 p.m. CT  
Box Butte General Hospital  
Alliance, Nebraska

### August

#### FLIPPIN SESSION

##### Recruitment & Performance Management Workplace Diversity/Leading Across the Generations

August 21, 2018  
9:00 a.m. – 4:00 p.m. CT  
Memorial Community Health System  
Blair, Nebraska

### September

#### HARRIS SESSION

##### Leading Teams

September 18, 2018  
9:00 a.m. – 4:00 p.m. CT  
Great Plains Health  
North Platte, Nebraska

### October

#### FULLER SESSION

##### Leadership in Action

October 24, 2018  
9:00 a.m. – 4:00 p.m. CT  
Embassy Suites Conference Center  
La Vista, Nebraska

## Stay Connected



[twitter.com/NHA\\_LEAD](https://twitter.com/NHA_LEAD)



NHA Leadership Institute

The NHA Leadership Institute is made possible through:

**NHA** Nebraska  
Hospital  
Association

RESEARCH AND EDUCATIONAL FOUNDATION



## What You Need to Know

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- **360° Assessment**

Participants 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 & Curriculum**

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. 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 materials distributed at the various sessions.

- **Download Center**

Participants will be able to download session presentations, handouts, location of class dinners, and directions to the hotel and the hospital from this portal on the NHA website. The NHA does not provide copies of presentations for the sessions, so please print them out and bring them with you or download to your mobile device for access.

- **Class Dinners (Optional)**

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. Directions and RSVP forms will be posted on the Download Center.

- **Hospital Tours (Optional)**

Tours are provided of the hospital where the session is held. 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 class. A web page on the NHA website is also dedicated to the current class that features your name, title and hospital name. 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 is recognized during the Awards Banquet at the NHA Annual Convention.

- **Mentorship Program (Optional)**

Current participants are paired with a health care professional to serve as a mentor. Mentors will be a professional sounding board to ask questions and to discuss real issues they have dealt with at their hospitals. Mentors and mentees decide on a schedule of how often to connect and in what manner (in person, phone call, video chat, etc).

- **Alumni Program**

After graduation, the class becomes part of the Leadership Institute Alumni Program, which is also listed on the NHA website. Alumni are invited to an biennial educational programming event to further network with peers and renew bonds with classmates. Alumni also have the opportunity to participate in the mentorship program, which would pair current Leadership Institute class participants with a Leadership Institute Alumni.

## General Information

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### Absence

Attendance in the Institute classroom instruction is essential for participants to successfully complete the program and receive an award of completion. Participants who miss one in-person session will be asked to complete a personal interview with their hospital CEO or member of the hospital C-Suite about their leadership journey and will give a short report at the next in-person session. Participants who miss more than one on site session during the Institute will consequently be dismissed from the program. *Note:* Participation in the Orientation Retreat in Nebraska City is also required.

### Dress

Casual dress for the sessions is acceptable.

### Handling Concerns

The NHA Leadership Institute is intended to be a safe, educational and productive professional development experience for all participants. Any concerns should be brought to the attention of the faculty or the Nebraska Hospital Association staff promptly. These individuals will do their best to quickly resolve a participant's concerns.

### Promotional Materials

By enrolling in the NHA Leadership Institute, participants grant the Nebraska Hospital Association the right to use their likeness in promotional media and in promotional materials.

### Special Needs

In accordance with the Americans with Disabilities Act, the Nebraska Hospital Association seeks to make the NHA Leadership Institute accessible to all. If you have a disability that may require special accommodations or have any dietary restrictions, please e-mail your needs before the Orientation Retreat to [klarson@nebraskahospitals.org](mailto:klarson@nebraskahospitals.org) or call Kim Larson at (402) 742-8143.

## Enrollment Information

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NHA Leadership Institute program registration = \$3,200

To enroll, mail your registration and payment to Nebraska Hospital Association, P.O. Box 82653, Lincoln, NE 68501-2653 or fax your registration to (402) 742-8191. This line is available 24/7.

**Enrollment deadline is January 8, 2018. Space is limited. Enroll early to secure your seat.** You will receive a letter after enrollment containing additional information.

### Questions?

For general questions regarding the NHA Leadership Institute, please contact Kim Larson, director of marketing, at [klarson@nebraskahospitals.org](mailto:klarson@nebraskahospitals.org) or call (402) 742-8143.

## Lodging for Orientation Retreat

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The Orientation Retreat will be held at the Lied Lodge & Conference Center in Nebraska City. **To guarantee a room and at the group discounted rate, you must book your room reservation by December 27.** There is no flexibility on this date.

Lied Lodge & Conference Center

2700 Sylvan Road

Nebraska City, NE 68410

(800) 546-5433

Rate: \$109 + tax/per night

**Cut-off date for discounted group rate: December 27, 2017**

# 350 Nebraska Healthcare leaders *...and counting.*



*"The NHA Leadership Institute is a consistent opportunity for developing leaders using a nice core curriculum through Bellevue University."*

**James P. Ulrich, Jr., MHA, FHFMA**

Chief Executive Officer

York General

York, Nebraska

EDUCATION PARTNER



The Nebraska Hospital Association Leadership Institute has propelled more than 350 Nebraska healthcare professionals into leadership roles since its start in 2003.

Leadership development is essential to providing quality care at Critical Access Hospitals, and we're proud that we have been the education partner with NHA in delivering on this mission.



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