RUN TOWARD THE ROAR OF CEO LEADERSHIP

PREPARING MINORITY LEADERS IN HEALTH CARE
FOR THE CEO AND C-LEVEL ROLES

Presented by:

The Institute for Diversity in Health Management
An American Hospital Association Affiliate

with

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YOU ARE INVITED TO RUN TOWARD THE ROAR

It’s a challenging time to be a health care leader. You are grappling with a host of new regulations in the face of payment reductions at both the state and federal level; at the same time, public expectations have never been higher. On top of all that, you are grappling with rapidly changing patient demographics – racial and ethnic minorities currently represent one-third of the U.S. population and will become a majority of the population in 2042.

However, only 8.9% of health care CEOs are minorities. The gap between the number of minority leaders and the growing minority patient population creates a societal risk that we must address.

Who will meet the intense leadership needs of this new and dramatically more diverse patient population? Will it be you?
STEP FORWARD & RUN TOWARD THE ROAR

Of all of today’s health care “roars,” perhaps the loudest is the increase in the number of minority patients requiring expert leadership in the CEO and C-Level roles. The nation needs its minority health care leaders to Run Toward the Roar, face this challenge head on, and prepare to assume the leadership roles that the changing patient population will require.

That’s why the Institute for Diversity in Health Management has launched this new and important program to meet the challenge of leadership diversity in the executive suite. The program is designed to accelerate the preparation of mid-level health care managers and build a new generation of leaders to represent the growing diversity of the U.S. patient population.

INTRODUCTION TO THE PROGRAM

What is the view from the CEO role? What makes it and other C-Level roles so different, especially in health care, and especially for emerging minority leaders seeking to contribute at higher levels?

These are the core questions driving this program. To answer them, emerging minority leaders will learn directly from CEOs who are successfully meeting the challenges in a changing health care environment. Participants will learn how to succeed by comparing their answers and strategies with those derived from evidence-based best practices. They also will “live the life of CEO and C-level leaders” through case studies, personal leadership self-assessments and, most importantly, through the accountability filters that stakeholders apply when evaluating CEO performance.

**Goal and Objectives:** The two-day program will unfold as a step-wise journey where participants will learn how to fulfill CEO and C-Level leadership roles in health care by achieving five key objectives:
1. Assess the Leadership Challenges at the CEO and C-Level
2. Develop a Vision and a Plan for Meeting It
3. Translate the Plan into Action
4. Create a Personal Leadership Vision and Action Plan for Growth
5. Participate in a CEO “Grand Rounds” to Meet Today’s Executive Challenges

STEP 1: ASSESS THE CHALLENGE

CEOs’ challenges are defined by the needs of the stakeholders they are charged with serving. Today’s successful health care CEO understands that patient care is the core purpose for organizational existence. Nevertheless, each CEO can face very different challenges in defining specific mission and vision requirements. That is why the successful CEO continuously examines the organization’s mission and vision to ask the question: To what extent is this organization able to meet the needs of patients and other stakeholders dedicated to serving them?

To answer this question, program participants will start by taking the “Patient Centered Organization Challenge Assessment.” Upon program registration, participants will be asked to go online and take this assessment to help them understand the “health and fitness” of an organization and the challenges a CEO will face in leading it. Participants answer questions anonymously based on their experience in their current organization. The data from all participants will be aggregated to provide a picture of the organizational realities facing today’s CEO.

STEP 2: DEVELOP A VISION AND A PLAN FOR MEETING IT

At the start of the program, participants will use the results of the “Patient Centered Organization Challenge Assessment” to identify the type of challenge that today’s CEO faces. They will use the CEO Diagnostic
Process™ to work through the data to identify meaningful information. The diagnosis helps to identify the underlying factors impacting the organization and its stakeholders.

With this information in hand, participants will proceed to the CEO Mission/Vision Definition Process™, including the important step of developing a mission/vision action plan that helps assign and delegate responsibilities for making the mission and vision become a reality.

**STEP 3: TRANSLATE THE PLAN INTO ACTION**

A CEO cannot succeed alone. A CEO is only as strong as his or her ability to mobilize the energies of his or her team. From the C-level to the front lines, two basic paths of leadership are required. Participants will explore these paths through CEO case studies, exercises and team discussion to gain a thorough understanding of the reality of CEO leadership.

**Path 1: Translate the mission/vision action plan into reality for leaders and staff throughout the organization.** A key to making this happen is the direct engagement of leaders and staff in reacting to and translating the plan into a series of “how-to” for implementation. From the board and medical staff to each C-level leader, department head and front-line manager, each person must be engaged in responding to the questions: How can we implement the plan? What will it take to make it work? And, what are the roadblocks to success?

**Path 2: Anticipate and manage roadblocks to fulfilling the action plan.** A successful CEO knows that every plan requires different levels of change and adaptation for individuals and teams. Successful CEOs have developed a “CEO Leadership Skills Toolkit” to address the various opportunities and challenges that the plan elicits. These skills include very pragmatic but empowering ways to:
o Cut through the “noise of confusion” to deliver clear communication;
o Negotiate consensus for new ways to handle challenges;
o Separate “ego from issue” to resolve conflicts;
o Put the “right person” in the “right place” to enable staff to achieve optimum results;
o Heal the “wounds of change” that can tear the cultural fabric;
o Align and redesign work and resources to improve efficiency and cost-effectiveness;
o Measure results to reinforce achievement and identify opportunities for improvement; and
o Build the ownership and responsibility that drives individual, team and organizational success.

STEP 4: CREATE A PERSONAL LEADERSHIP VISION AND ACTION PLAN FOR GROWTH

As this program unfolds, each participant will be challenged to think in terms of their own preparation to meet the challenges of the CEO and C-level roles. This will culminate in an opportunity to take the Executive IQ Readiness Assessment™ and preparation of a personal CEO/C-Level Leadership Development Plan™. These will provide participants with a blueprint for moving forward, both by building on current strengths as well as identifying areas needing further work. Central to this effort will be the identification of mentors, coaches and partners, who can assist along the journey.

STEP 5: PARTICIPATE IN THE CEO/C-LEVEL GRAND ROUNDS FOR MEETING TODAY’S CHALLENGES

The program will culminate in a “CEO Grand Rounds.” These will be initiated by participants submitting specific issues and questions to Dr. Murphy for discussion and examination. Building on what has been learned,
research and evidence from the experiences of successful – and, where appropriate, unsuccessful – CEOs, participants will discuss and debate important issues that will contribute to their leadership development.

**Seminar Materials:** Each participant will receive an electronic copy of the *CEO/C-Level Program Sourcebook*, which contains all program PowerPoint presentations, exercises, guides and materials for executive career development, including articles and chapters excerpted from Dr. Murphy’s writings. In addition, each participant leader will receive an autographed copy of Dr. Murphy’s book *Talent IQ*.

**Follow-up:** After returning home following the presentation phase of the program, participants will be invited to speak with Dr. Murphy in a coaching session to discuss their thoughts on their career development.

**Faculty:**

**Frederick Hobby** joined the Institute for Diversity in Health Management (Institute) as president and CEO in 2005 with more than 25 years of hospital administration experience in three states and six hospital systems. Hobby leads the Institute into its second decade of service, developing tools and resources to enhance diversity in our nation’s hospitals, and helping health care organizations with their diversity activities.

Hobby began his hospital administration career with Humana Inc. in Louisville, KY, after serving four years as the Executive of the City’s Affirmative Action Department and three years on the faculty of the University of Louisville.

Before joining the Institute, Hobby spent 10 years with the Greenville (SC) Hospital System (GHS), a 1,086-bed acute care teaching hospital
system. As an administrator and chief diversity officer at GHS, he developed and implemented a system-wide diversity initiative that is nationally recognized for its comprehensiveness and success. Its components include diversity training and education for the system’s 7,200 employees as well as an extensive language interpretation center to better serve patients who speak languages other than English. The GHS Language Center was the first recipient of a recognition letter from the Department of Health and Human Services Office of Civil Rights recognizing the system’s compliance with the Federal LEP Guidelines. Prior to joining GHS, Hobby served as the chief operating officer with the Portsmouth (VA) General Hospital and is a former CEO of the Newport News General Hospital.

Hobby received a bachelor’s degree in history and political science from Kentucky State University in Frankfort, KY, and a master’s degree in sociology from Washington University in St. Louis. He is a frequent guest speaker on diversity and featured at a number of prestigious national conferences. In 1999, he was named “Senior Executive of the Year” by the National Association for Health Services Executives. Fred was named to Modern Healthcare magazine’s “100 Most Powerful People in Healthcare” in August, 2006 and 2007. He was the cover story in the 2006 Winter issue of HR Pulse, the official publication of the American Society for Healthcare Human Administration.

Hobby currently serves on the National Board of the Certification Commission for Healthcare Interpreters (CCHI). He was selected to represent the interest of hospitals and has served since its inception. He is also and a member of the CCHI Executive Committee.
In 2010, Hobby was selected as a content expert to serve on the National Project Advisory Committee (NPAC) of the CLAS Standards Enhancement Initiative. The NPAC was created by HHS’ Office of Minority Health to modify current standards or create new ones to advance equity in the health care delivery system.

**Dr. Emmett C. Murphy** is former chairman and CEO of EC Murphy, VHA, LLC, the management consulting subsidiary of the Voluntary Hospital Association of America (VHA), the world’s largest business and health care alliance. He also served as CEO and/or consulting executive to numerous hospitals and businesses going through significant change, including such organizations as University Hospital of University of Medicine and Dentistry of New Jersey (UMDNJ), St. Francis Hospital, Hospital System of the Archdiocese of New York including Mercy Medical Center, Lenox Hill Hospital, Ellis Hospital among others. Dr. Murphy’s clients range from small and regional corporations to such organizations as IBM, GE, Hewlett-Packard, and the Department of Defense in addition to more than 400 health care systems, including such organizations as Johns Hopkins, Stanford University, Massachusetts General Hospital and the Institute for Healthcare Improvement. For the Hospital Corporation of America, Dr. Murphy designed the CEO and C-Level Evaluation System for Owned and Managed Hospitals.

As a leadership analyst and commentator, he has been called on by such national media as CBS, CNN, ABC, NPR and MSNBC as well as USA Today, the Chicago Tribune, the Los Angeles and New York Times, and the International Herald, among others. He has received the American Management Association’s Outstanding Lecturer Award, The Chancellor’s Award for Excellence from the State University of NY, the Yerger Prize for Outstanding Research from the Healthcare Financial Management Association, Commendation from the US Joint Commission on Hospital Accreditation, among others.

He has held faculty, administrative, and consulting positions with the State University of New York, Harvard School of Medicine/Brigham Hospitals, Beckhard Associates, affiliated with M.I.T.’s Sloan School of Management, the American Management Associations, William Mercer, Booz-Allen Hamilton, and London University, among others. He holds a Ph.D. in Organizational Psychology from the State University of New York, with advanced studies in Operations Research at the Massachusetts Institute of Technology and in Clinical Counseling at Upstate Medical Center of S.U.N.Y. and the Johns Hopkins Center for the Neurosciences.