

Mid-Level Leaders and the Transition to Value Video Series

Discussion Questions and Recommended Activities

Each video module is accompanied by reflection questions and suggested activities that you may choose to use to learn more about how the topics from this series apply to your organization. We encourage you to go through this series with others in your organization, and if you do this, you might find value in going through these “assignments” as a group. If you’re the only one from your organization, however, you’ll still get just as much value from reflecting on these questions and engaging in the recommended activities between modules.

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

Module 1: Transforming Health Care from the Middle

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

Discussion Questions:



- Do you have all the knowledge you'd like to have about the transition to value and population health? If not, how can you learn more?
- Where does your organization currently stand in the process of transitioning to value? What changes have already been made? What would you still like to see happen?
- What are the biggest challenges for your facility in the transition to value? How is the organization addressing these challenges?
- In which critical competency areas do you feel particularly strong? In what areas would you like to strengthen your knowledge and skills – and how might you do that? (aside from this series, of course!)
 - Strategic & systems thinking
 - Collaborative leadership
 - Initiating and championing change
 - Understanding health care finance
 - Focusing on future needs when hiring and developing employees

Recommended Activities:

- Learn more about the transition to value and population health by watching these videos:
 - [Rural Hospital Care Coordination and Population Health Management Summit Video](#) Hear from rural health care experts as they identify key initiatives that leaders and providers should take to further develop a local infrastructure to best deliver and manage population health in the future.
 - [Cleveland Clinic Population Health Video](#) This four-minute video explains population health in an easy to understand way.
- Set up a time to have a discussion with your CEO about your hospital's approach to population health. Some questions you might consider asking:
 - Why are we making this transition?
 - What is the impact going to be on the hospital and my department?
 - How is the hospital going to change?
 - How will this process improve patient care and make our community safer and healthier?
 - What do you expect from me in this transition?

Module 2: Strategic & Systems Thinking

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

Discussion Questions:

- How would you define “the health care system” in your community? What other organizations would you include under this umbrella?
- How closely does your hospital work with these organizations now?
- How much do you know about what these organizations do? How can you learn more?
- How well do you understand your organization’s strategic plan? How well do you understand your role in it, and how each person who reports to you contributes to it? How well do those who report to you understand *their* role in it? If more knowledge is needed, how can you learn more?
- What department(s) or people in your hospital would it be beneficial for you to collaborate with more? How can you make this happen?
- What types of care coordination activities are currently happening in your hospital? What entities are involved in coordination? How were the populations chosen, and what outcomes have resulted?



Recommended Activities:

- Think of a change you have recently made or are about to make in your department. On a piece of paper, map out the individuals, groups, events or processes affected by this change. Then add to your map the driving forces behind the change – any individuals, groups, events, or processes that made the change necessary. Expand your drawing out as far as you can. Then step back and admire the *system* represented on your map! (there’s an [example](#) of this in the Resource Guide for this series)
- Have a conversation with your manager about the following:
 - How they view your role in the hospital’s ability to successfully achieve its strategic goals
 - Any relationships (inside or outside the hospital) that would be beneficial for you to develop in order to achieve strategic goals
- If you aren’t very familiar with care coordination initiatives taking place in your facility, reach out to those responsible for these activities to learn more about them.

Module 3: Collaborative Leadership

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

Discussion Questions:

- Which of your professional relationships have the highest level of trust? How did this trust develop?
- Which of your professional relationships have the lowest level of trust? Why is this?
- What are your biggest challenges when it comes to listening to others? What can you do to become a better listener?
- What do you do well when it comes to feedback? Where do you struggle, and why?
- Think of another leader who is particularly good at leading a group through a collaborative decision. What do they do that makes them so effective?



Recommended Activities:

- Identify one professional relationship that you'd like to develop more trust in. Walk through the [3Cs Trust Self-Assessment](#) in the Resource Guide for this series to identify some potential areas you might focus on as you take steps to strengthen trust with this person.
- Practice your active listening skills during a conversation with a colleague. Afterward, reflect on:
 - The impact that your listening had on the conversation
 - Any distractions that posed challenges to your active listening
- If the opportunity arises, lead a collaborative decision-making process. Be sure to follow the tips for collaborative decision making outlined in this module.
- Talk to another leader (inside or outside your organization) who is especially good at having difficult conversations with others. Learn more about how they approach these conversations and what they do to keep the conversation on track.

Module 4: Change Leadership

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

Discussion Questions:

- What kinds of changes are you currently experiencing and/or leading?
- What examples of unfreezing, changing, and/or refreezing have you seen in these changes?
- How are these change initiatives going? If they are going well, why? If they are not going so well, why aren't they?
- Think of one specific change initiative you are currently leading or have led in the past and identify one person who resisted that change. Where did they get stuck on the change curve? Would you classify the source of their resistance as technical, political, or cultural?
- Think of one specific change initiative you are currently experiencing. Where are you on the change curve? If you are a bit stuck, is it due primarily to technical, political, or cultural factors? How can you address these challenges?



Recommended Activities:

- Talk to your direct supervisor about current or upcoming change initiatives.
- Find out what they most expect from you during the course of this change, and share with them what you need most from them in order to meet these expectations.
- Find out what changes they're working on that are particularly difficult. Ask what their biggest challenges are, how they're working to address them, and what they've learned from the experience so far.
- Use the Planning and Reflection Worksheet in the Resource Guide to develop strategies for addressing technical, political, or cultural concerns that someone on your team might have about a current or upcoming change.
- Listen to one or more episodes of The Center's podcast Managing from the Middle: Leading Through Change.

Module 5: Basics of Rural Healthcare Finance

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

Discussion Questions:

- How does your department contribute to the bottom line of your organization?
- Might the transition to value change the way your department generates revenue (or savings)? If so, in what way?
- What is the financial outlook for your organization over the next 1-2 years? What about the next 3-5 years?



Recommended Activities:

- Talk to your CFO or Controller to learn more about your organization's finance-related strengths and vulnerabilities.
- Watch one or more recorded sessions of the 5-part [Value-Based Care webinar series on The Center's website](#). Topics in this series:
 - Value-Based Care Options for Rural
 - Financial Risk in Value-Based Care Models
 - Optimizing Ambulatory Healthcare for the 21st Century
 - Population Health Transition Framework: Gaining Physician Buy-in
 - Best Practices to Work with Community Partners on Population Health Initiatives

Module 6: Talent Development

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

Discussion Questions:



- If you expect any upcoming job openings in your department, take some time to think carefully about what this position might look like in the next 3-5 years. Will more collaboration be required in this job in a new healthcare environment? New technology or interpersonal skills? How might you ensure that you hire the person who’s right for the NEXT iteration of this job?
- If you were to leave your position tomorrow, who would replace you? Do you have someone ready in the wings, or would this person need to be developed if you were to promote from within? Who might be the right successor, and what skills and knowledge would they need? (and if there really isn’t anyone who might fill your shoes, how might you keep these concepts in mind the NEXT time you fill a position in your department?). Consider having a conversation with your direct supervisor about succession planning.
- Does your organization engage in any succession planning activities? If you don’t know the answer to this question, talk to your HR department to learn more.
- Are stay interviews performed regularly in your organization? If not, you might want to ask your HR department for their thoughts, and consider implementing them in your department.

Recommended Activities:

- Watch the 12-minute TEDx video [Confessions of a Recovering Micromanager](#) to hear one leader’s entertaining and insightful personal story about learning to delegate.
- Identify potential tasks and projects that could be delegated to others. Plan your approach carefully (following Harvard Business School guidelines), and ask a peer or mentor for guidance if delegation isn’t something you do on a regular basis.
- Be on the lookout for opportunities to have coaching conversation. Use the GROW Coaching Questions handout included in the Resource Guide to help you plan these conversations.

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Pre- and Post-Training Evaluation

Date: _____ Pre or Post

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

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

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

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

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

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

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

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

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

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

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

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

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