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The Baldrige Foundation Institute for Performance Excellence Presents:

The Impact of COVID-19 on the Future of Health Care Leadership: *A Baldrige/CAHME Perspective*

July 22, 2021



BUSINESS SCHOOL
EXECUTIVE MBA IN
HEALTH ADMINISTRATION

Opening Remarks/Agenda

Introduction

Al Faber, President & CEO, Baldrige Foundation

Guest Presenters

- **Rulon Stacey, PhD., Program Director for Graduate Programs in Health Administration, University of Colorado and Partner, Hospitals and Health Systems, Guidehouse, Chicago, IL**
- **Anthony Stanowski, DHA, President & CEO Commission on Accreditation of Healthcare Management Education, Spring House, PA**

Questions

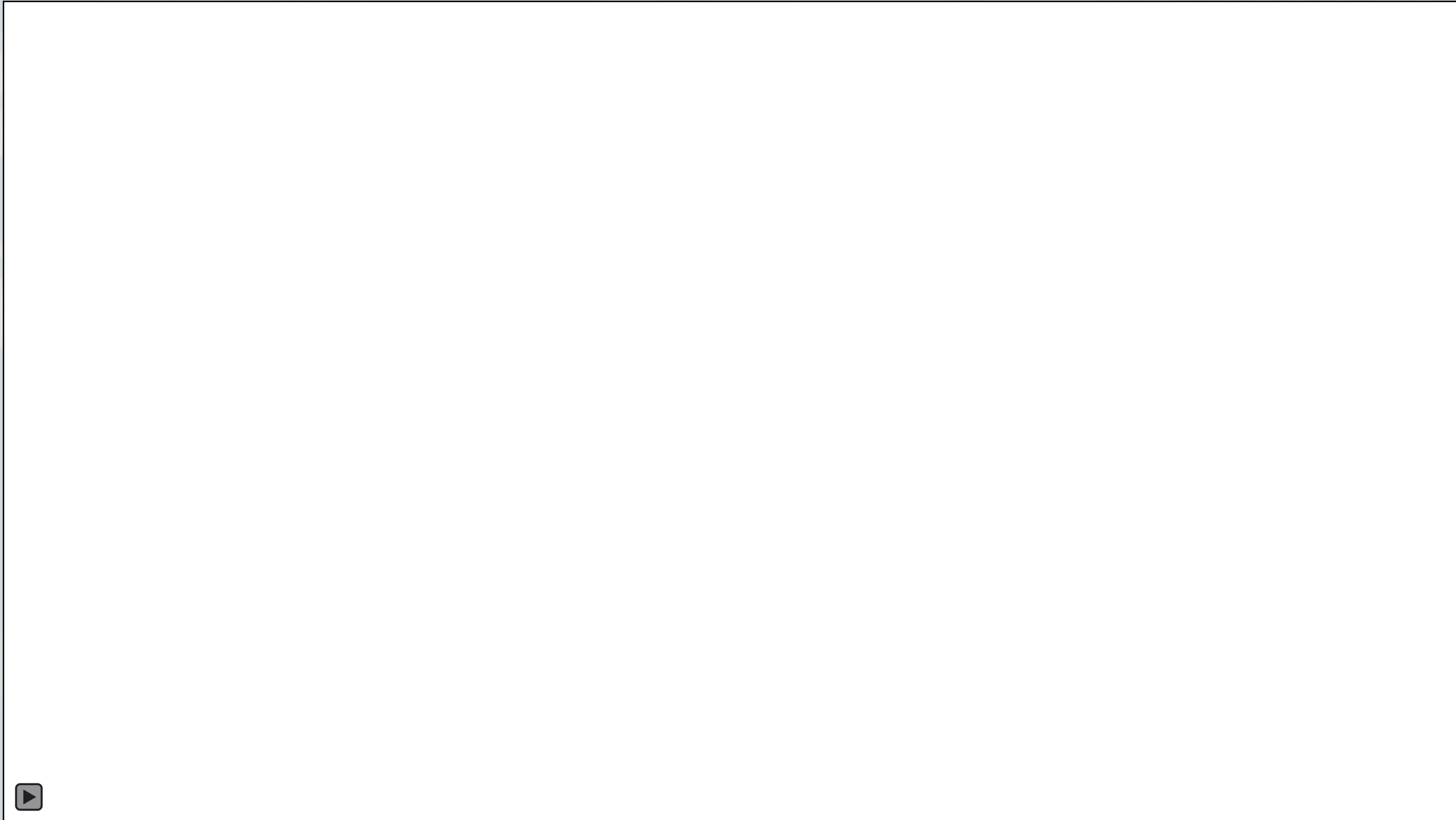
Moderator

Closing Remarks

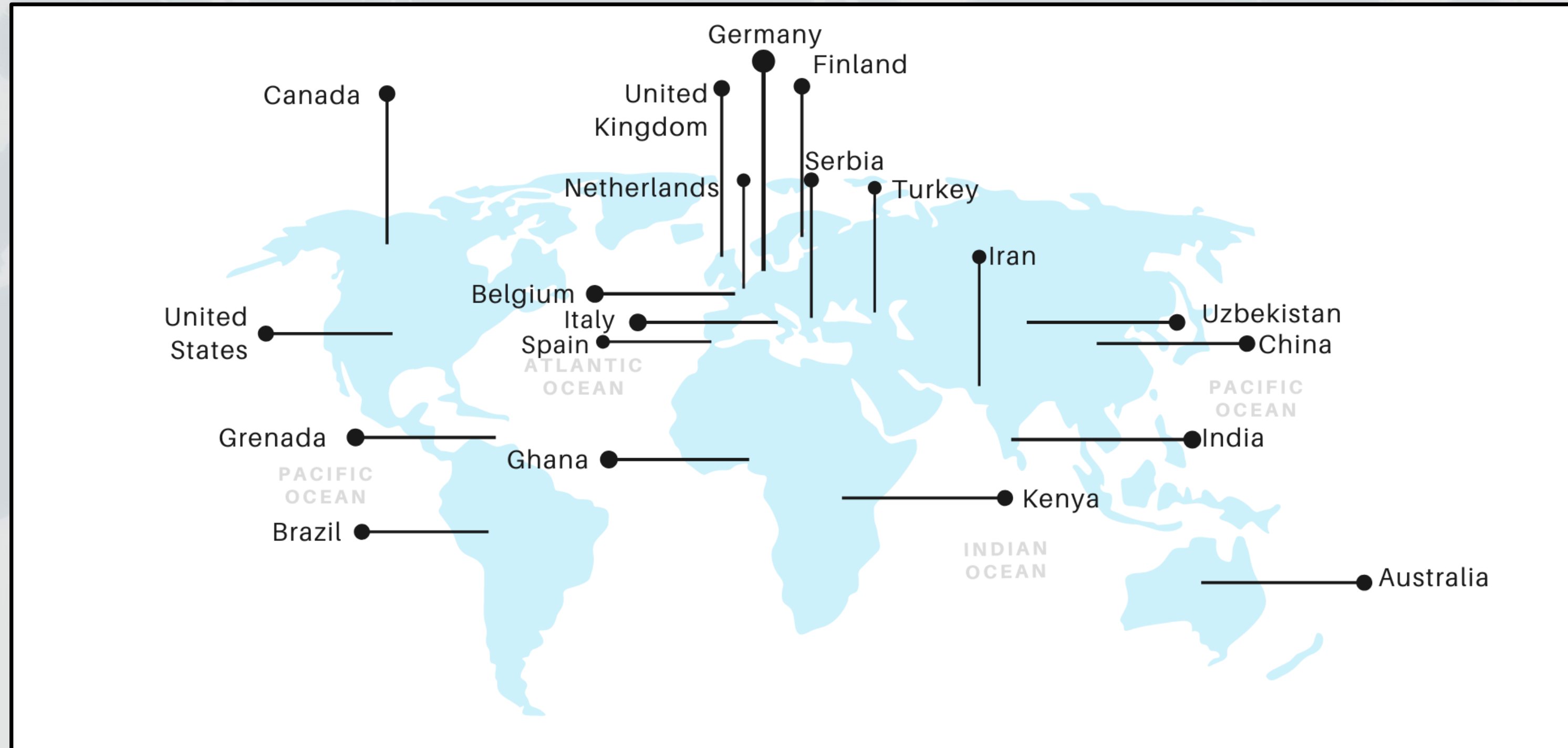
Al Faber



So... what changed?



CAHME: Global Survey of Academic Leaders in Healthcare Management Education April 2021



CU Denver's Health Administration Research Consortium



Inaugural Health Systems' Climate Study 2021

Jiban Khuntia, Xue Ning, Naser Shekarian and Rulon Stacey

Leading Through Crisis Is an Integral Component of Leadership

Inaugural Health Systems' Climate Study 2021

The new normal for health systems is aspirational but burdened with complex challenges and disruptions.

More than
64%

of CEOs are concerned about the challenges in the new normal.

Only
35%

of CEOs believe the new normal is presenting opportunities.

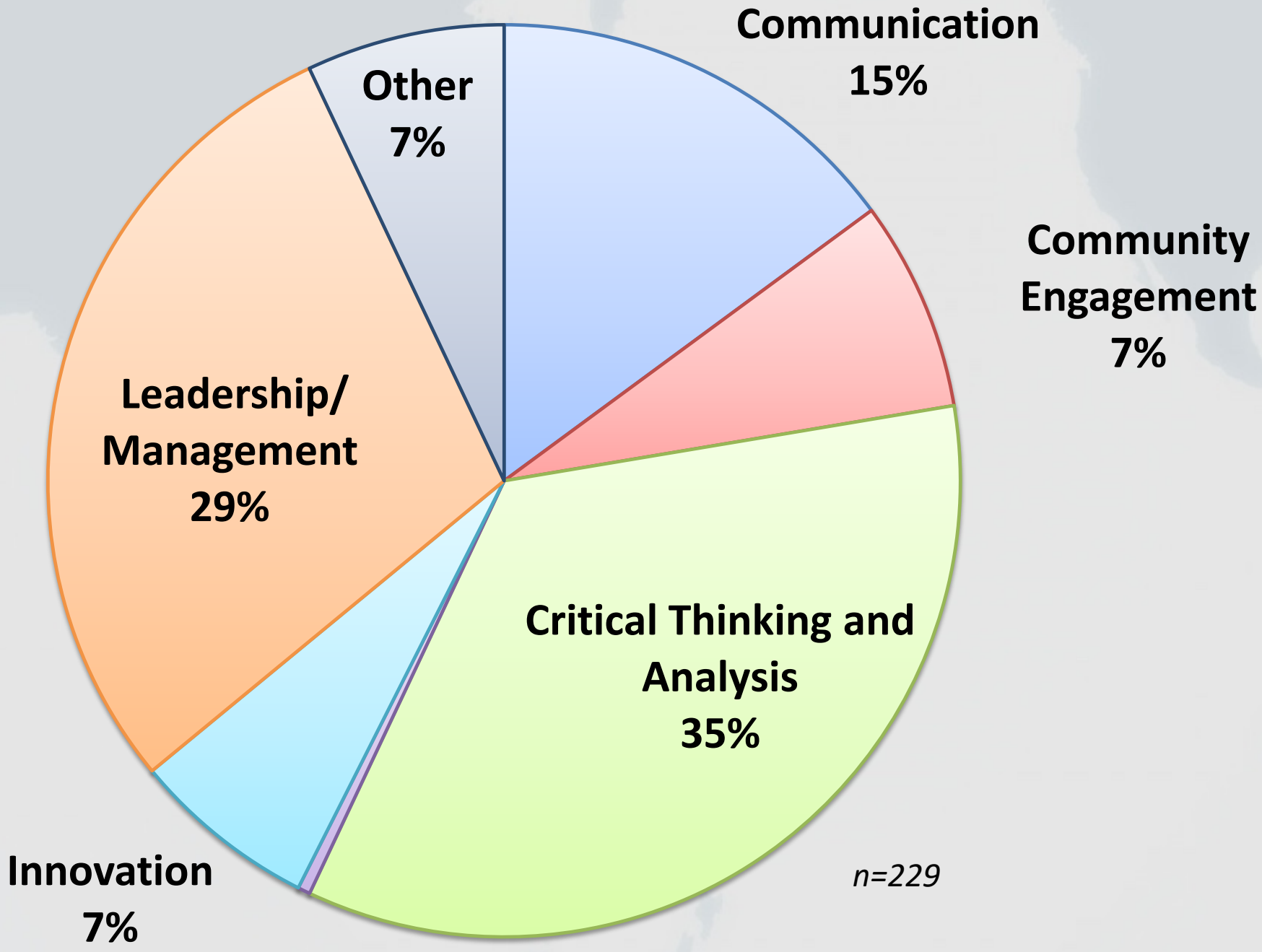
43%

of CEOs believe the new normal increases their opportunities to identify new revenue growth.

This climate study is the outcome of survey data reported by 135 Health System CEOs, representing \$0.3 trillion in revenues and 1.1 million employees across the United States.

Worldwide, critical thinking & analysis, and leadership/management were considered the most important competencies in the pandemic.

Most Important Competency Domains



The most important competencies in the pandemic

- Demonstrates emotional stability when faced with extreme job demands
- Is able to pivot priorities rapidly
- Is willing to adapt to new ways of doing things
- Uses self-evaluation as a tool to improve continuously
- Shows resilience
- Understands how to support the well-being of those he or she leads
- Models healthy work habits
- Effectively communicates internal and external challenges and priorities
- Inspires and supports others to strive for excellence

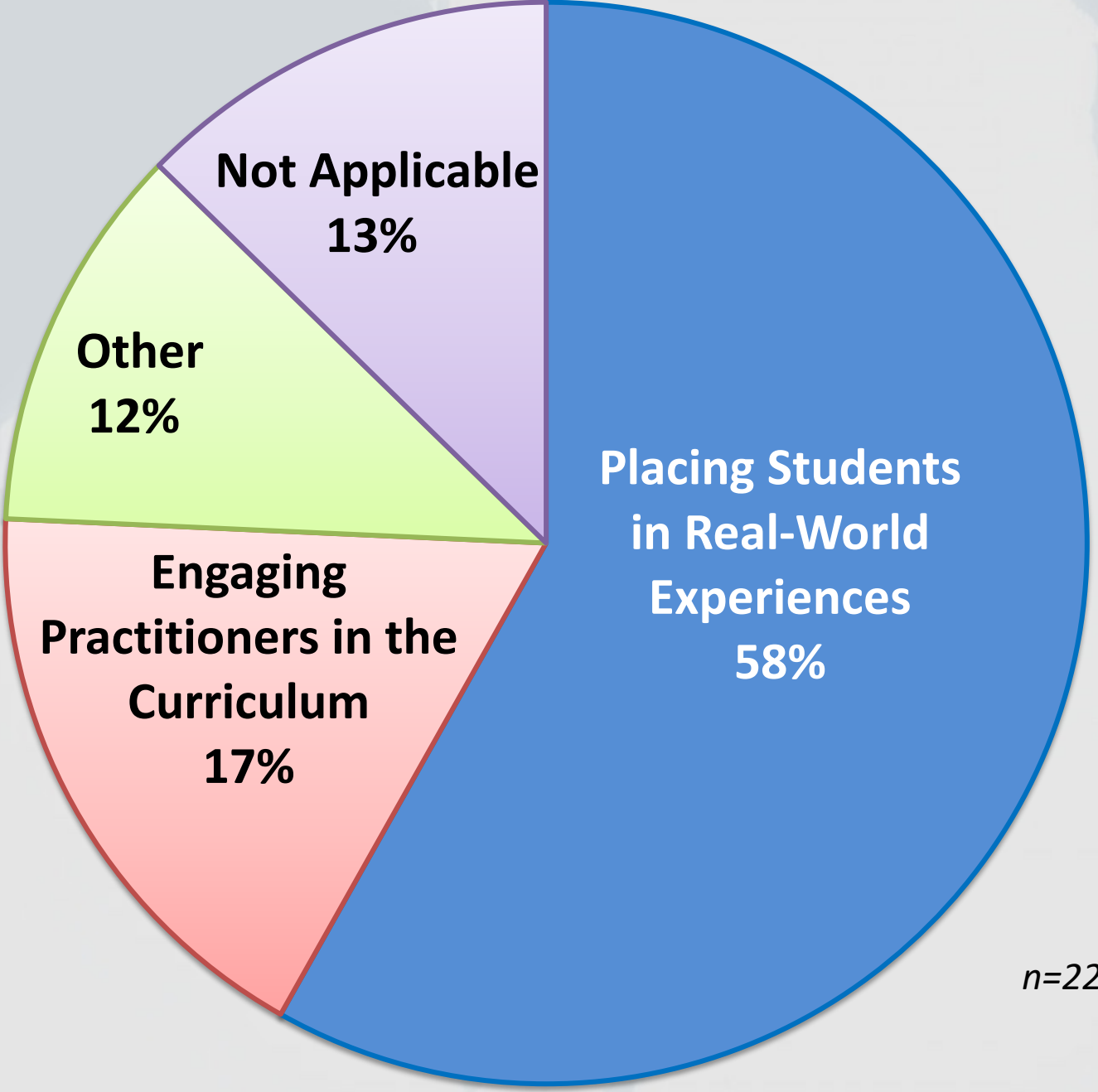
Three aspects of the strategies that leaders will need to address.

- The pandemic propelled the transformative and disruptive powers of digitalization to the forefront.
- Patients demanded personal care that was not available broadly. A Surge in consumerism was seen.
- Retaining skilled staff and a talented workforce will be a growing problem.



58% of programs were challenged in placing students in experiential learning.

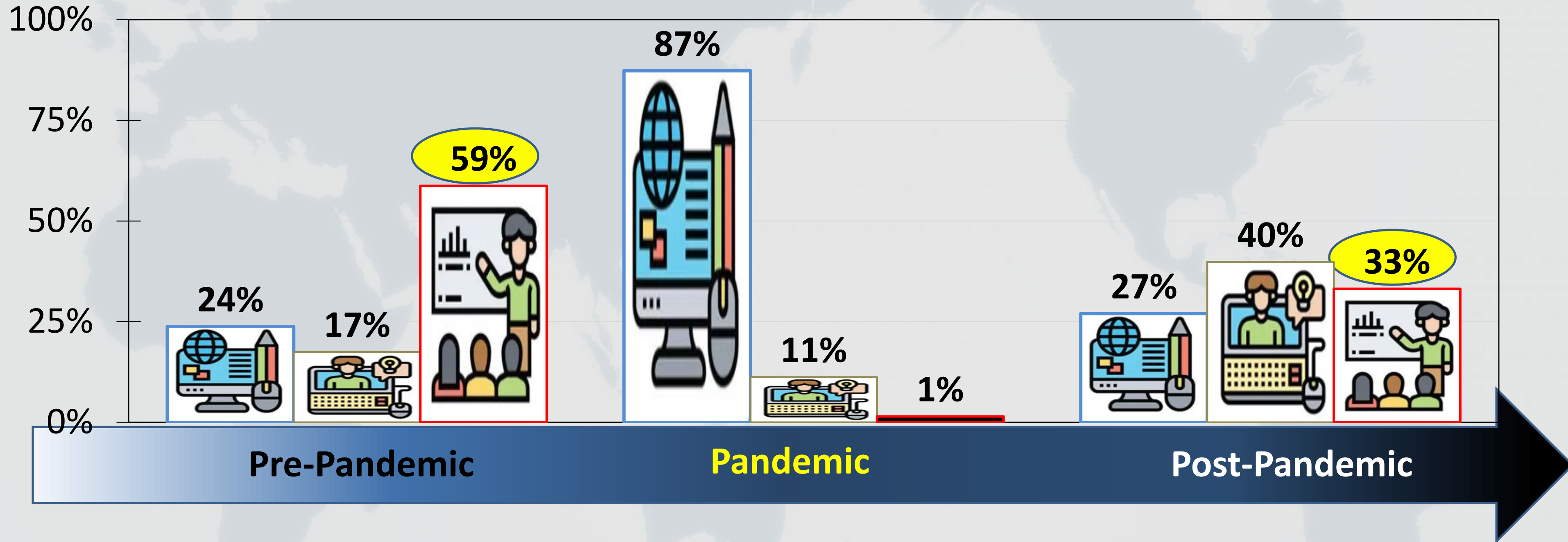
Experiential Learning Opportunity Challenges Due to COVID-19



n=229

Pre-pandemic, 59% of programs were traditional face-to-face. Post-pandemic, programs expect to be evenly split between modalities.

Class Modality Comparison
Offered Mostly Online, Hybrid, Mostly In Person



This may actually help those students adjust to the new normal.

- 85% of health system CEOs believe that digital technologies are helping to streamline workflows and business processes
- 80% confirm that digital technologies enable data-driven administrative and clinical decision making.
- 75% plan to re-engineer significant business function
- 68% agree that digital technologies would play a significant role in rendering higher customer-oriented services
- 61% believe that digital technologies would help to increase operating efficiency
- 55% see the value of digital technology and creating innovation opportunities within and between different organizations enter



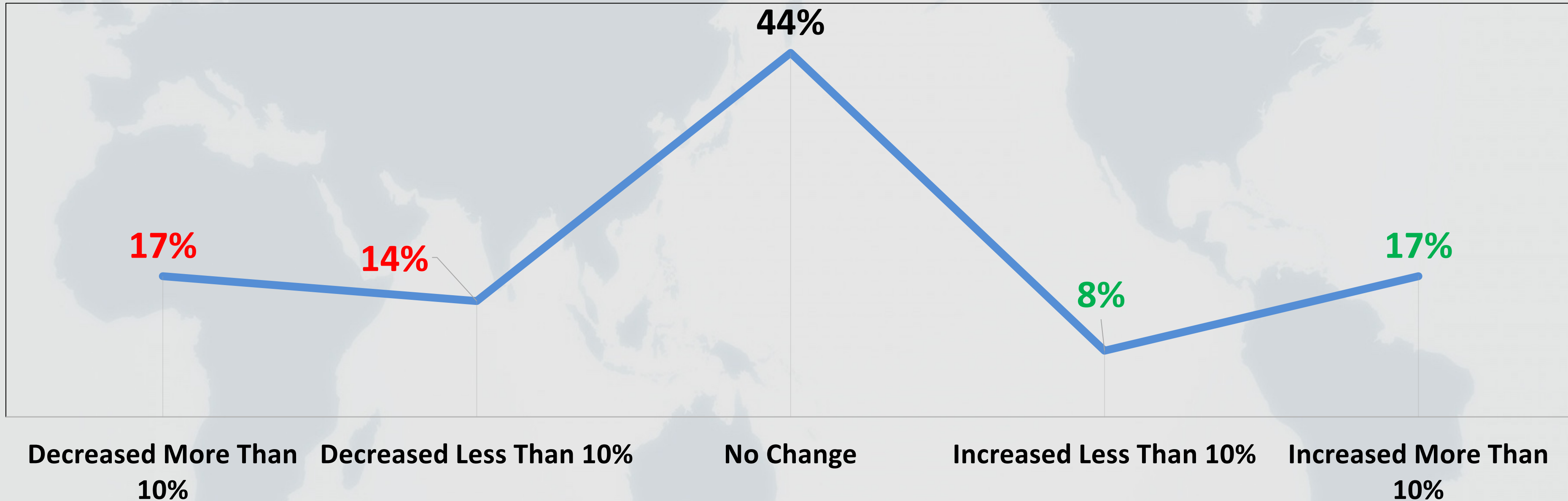
How are leaders posed to face the new normal in the post-COVID-19 pandemic situation?

- 80% of health system CEO's believe their chances to stay current on technology will rely primarily upon
 - CEO serving as the organization champion for digital investments
 - Cohesive and meaningful organizational digital strategy including financial and clinical targets
- 78% believe that defining and measuring success measures but also lead to improved chances for digital investment
- 72% believe that a clear vision of digital investments competitive advantage will differentiate their organization

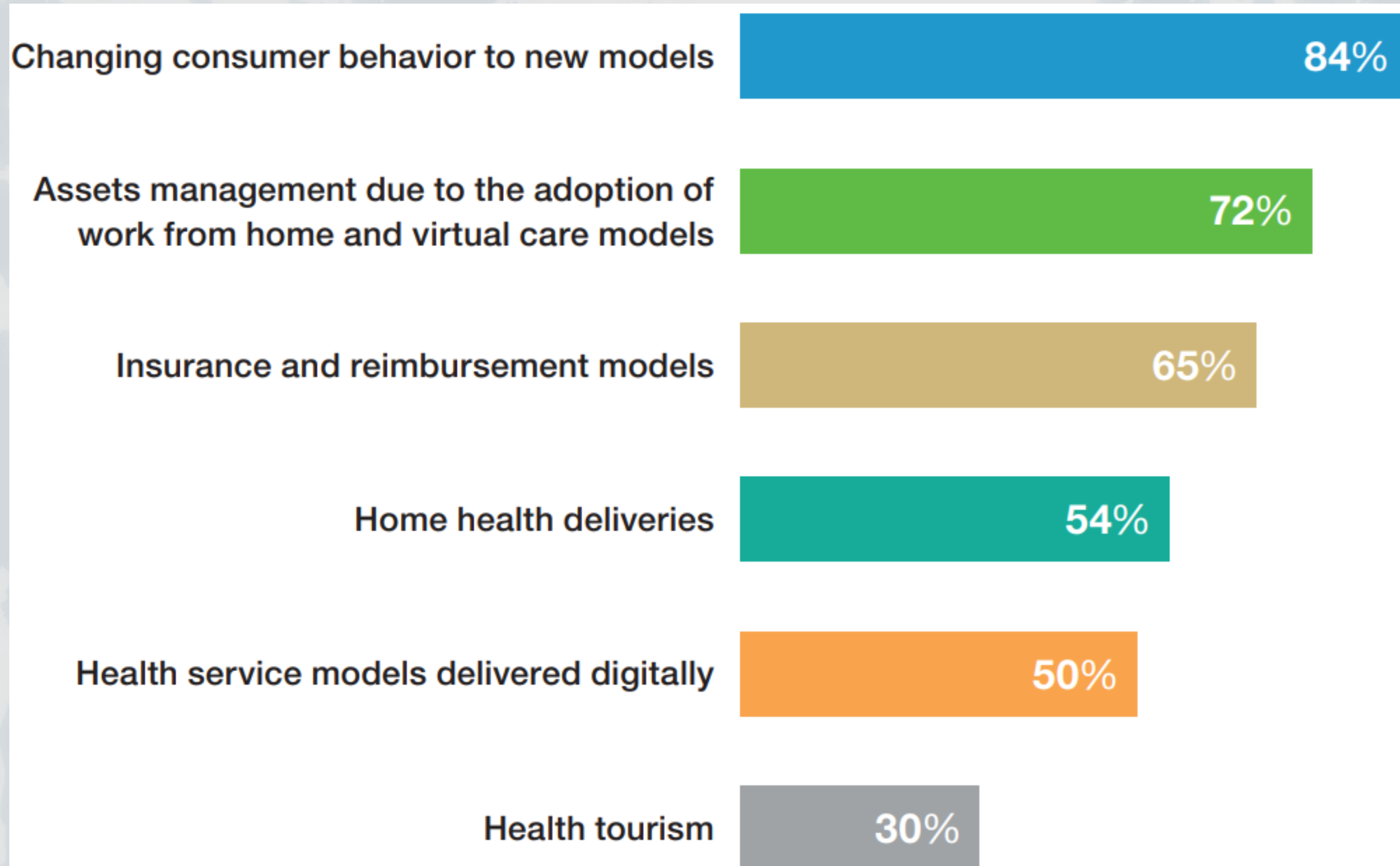


Worldwide 31% of programs decreased students in their program, 44% stayed the same, and 25% increased.

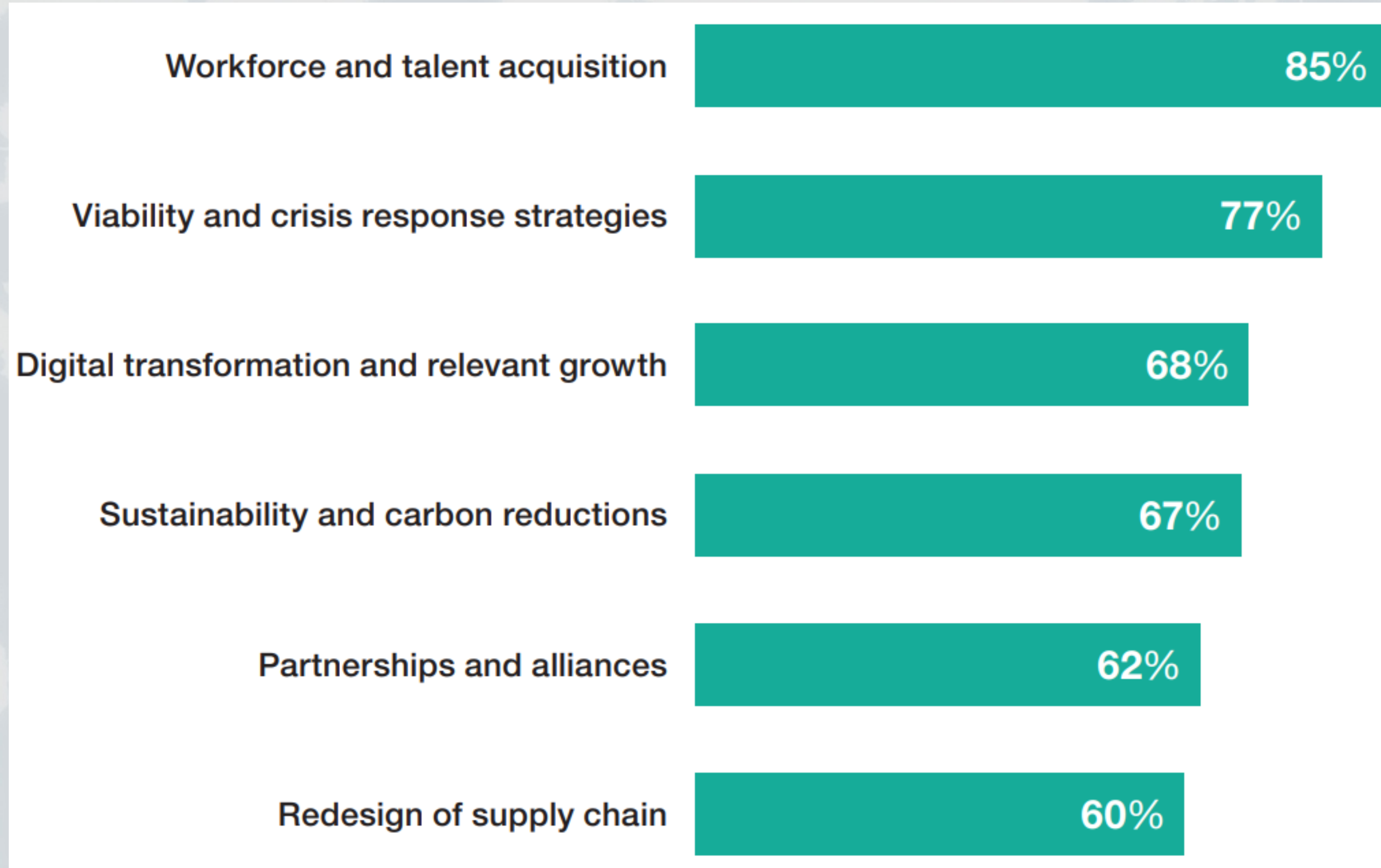
Average Change in Number of Students in a Program During COVID-19



At the same time, the health sector is poised for major disruption.



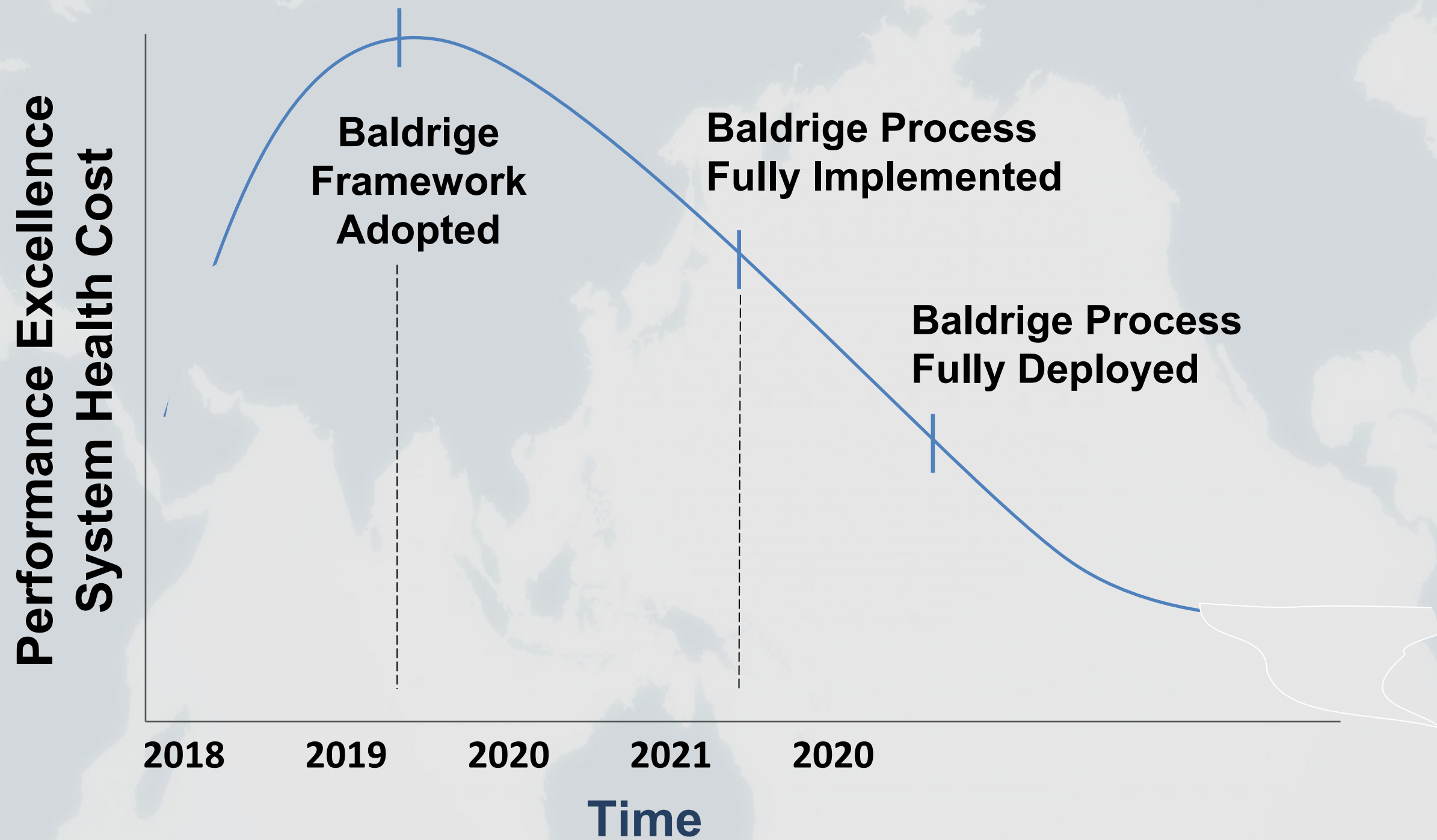
With a need to adapt the future focus of health systems



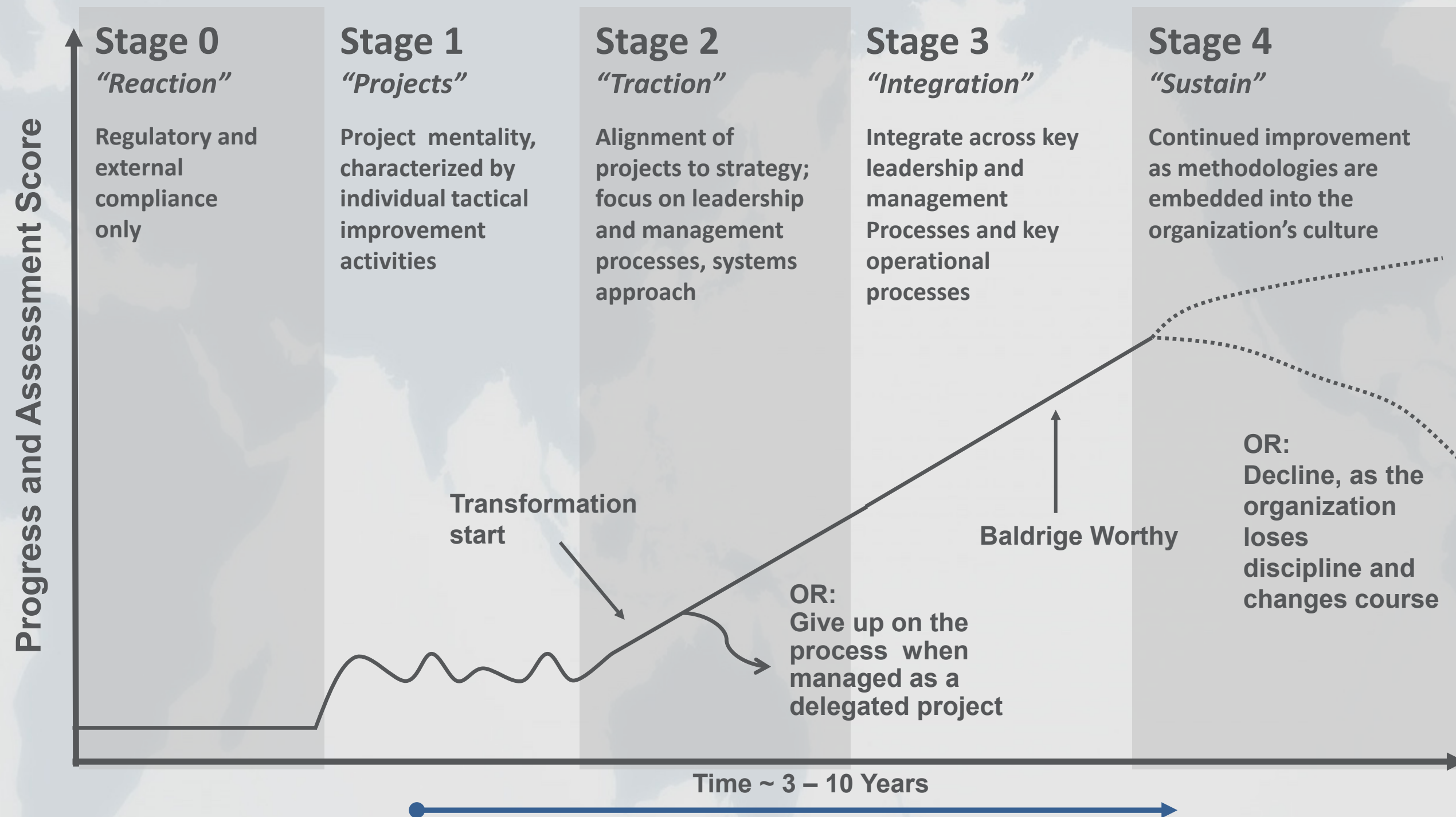
Take steps toward mature, integrated approaches



And build performance excellence on system capabilities

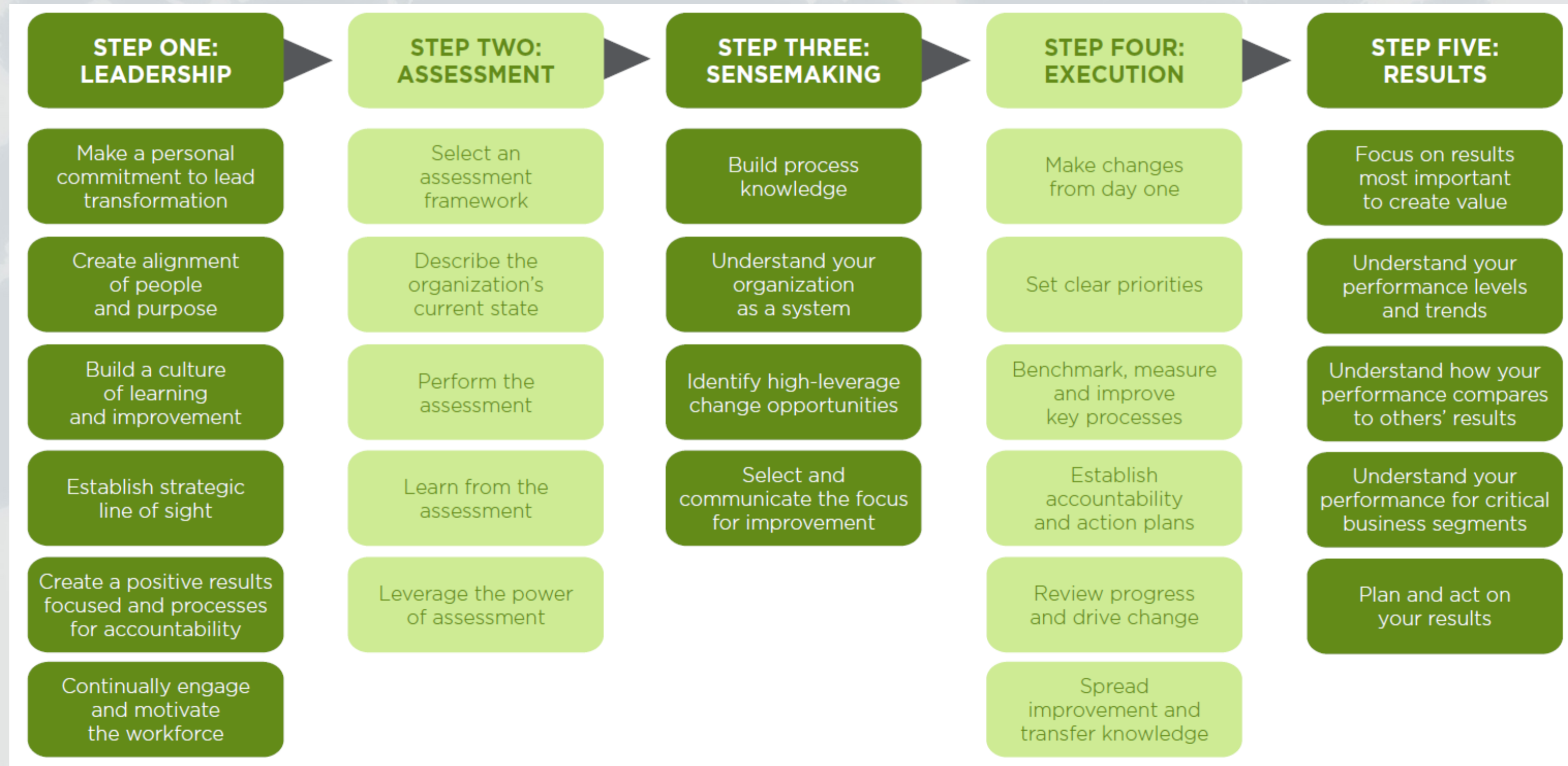


The Baldrige process provides a framework to guide transformative movement post COVID-19...



...using a LASER focus to transform processes.

Performance Strategies LASER Process



Panelist Questions and Discussion



Rulon Stacey, PhD.
Program Director for Graduate Programs in
Health Administration
University of Colorado *and*
Partner, Hospitals and Health Systems,
Guidehouse, Chicago, IL



Anthony Stanowski, DHA,
President & CEO
Commission on Accreditation of Healthcare
Management Education (CAHME)



Al Faber
President & CEO
Baldridge Foundation
(Moderator)



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Data Analytics - \$199

What People are Saying...



"I appreciated the opportunity to take the Yellow Belt Course online and at a pace that was appropriate for me given my full-time work and family."

Melanie Powell
Director of Business Development and Marketing for Memorial Hospital and Health Care Center



"The case studies with actual healthcare examples helped me relate the content to real world scenarios that healthcare professionals face on a daily basis. The tools were organized in a way that helped me understand and build on my knowledge. I enjoyed the content and believe the course will make me more effective ..."

Todd Jordan PA-C, MBA
Director, Vascular Center of Excellence
CAMC Health Systems, Inc



The Baldrige Yellow Belt class is thought provoking, educational, relevant to the healthcare setting and a true investment in the future of healthcare."

Roxanne M. Williams, MSN, RN, CHC, CPHQ
Director of Corporate Quality, Associate & Patient Safety at Blanchard Valley Health System

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<https://www.baldrigeinstitute.org/online-training>



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