Mid-Level Leaders and the Transition to Value Video Series

Resource Guide

Module 1: Transforming Health Care from the Middle

1. **Collaborative healthcare leadership: A six-part model for adapting and thriving during a time of transformative change** - Browning, H.W., Torain, D.J, & Patterson, T.E. (2016). [White paper]. Center for Healthcare Leadership. The Center for Creative Leadership's whitepaper sharing six organizational capabilities that help health systems create direction, alignment and commitment in the changing health care environment.

2. **National Center for Healthcare Leadership: Leadership Competency Model** - This evidence-based model outlines the skills and knowledge needed of health care leaders in the current environment.

3. **Cleveland Clinic Population Health Video -** This four-minute video explains population health in an easy to understand way.

Module 2: Strategic & Systems Thinking

1. ***Thinking, Fast and Slow.*** Kahneman, D. (2011). New York: Farrar, Strauss and Giroux. Describes two different systems that drive the way we think: System 1 thinking, which is fast, intuitive, and emotional; and System 2 thinking, which is slower, deliberate, and logical.

2. **National Rural Health Resource Center's Care Management and Coordination Resource Library** - A collection of resources to help with development and improvement of the management of care.

3. [The "Thinking" in Systems Thinking: How Can We Make It Easier to Master?](#) - Richmond, B. (2016, August 16). The Systems Thinker. This article describes the four-step process used in systems thinking and seven critical skills required of systems thinkers.

4. *The Fifth Discipline* - Senge, P.M. (1990). New York: Doubleday. This book outlines strategies for helping organizations expand their thinking patterns and embrace continuous learning.

5. [Module 2 Systems Map Example](#) - An example of a systems map, a resource to help you draw a systems map of your own (one of the recommended activities for Module 2)

Module 3: Collaborative Leadership

1. *Trust and betrayal in the workplace* - Reina, D., & Reina, M. (2015). Oakland, CA: Berrett-Koehler. This book outlines specific steps to build and sustain trust in organizations.

2. [Blanchard Leader Chat: Six Steps to Rebuild Broken Trust](#) - Describes six steps to take to repair relationships after trust has been broken.

3. [Center for Creative Leadership: Use Active Listening to Coach Others](#) - This article shares 6 techniques to strengthen active listening.

4. [Active Listening: The Art of Empathic Conversation](#) - This article shares listening mistakes we commonly make and 6 tips for becoming a better listener.

5. [Give Employees the Right Kind of Feedback at the Right Time](#) - This article provides a tool for determining the right approach for a feedback conversation

6. [7 strategies for better group decision-making](#) - Emmerling, T. & Rooders, D. (Sept. 2020). *Harvard Business Review*. Evidence-based strategies for helping groups identify a successful solution.

7. **Appreciative Inquiry** - This article provides an overview of appreciative inquiry (AI) and outlines the 5-step AI process.

8. **3Cs Trust Self-Assessment** - This self-assessment is designed to help you assess your current capacity in each of the 3 key components of trust. Use it to help identify opportunities for growth and development of your collaborative leadership approach.

Module 4: Leading Change

1. ***Switch***, Chip & Dan Heath - This book outlines the rational and emotional sides of change and shares strategies for addressing both sides.

2. ***Emotional Agility: Get Unstuck, Embrace Change, and Thrive in Work and Life,*** Susan David **-** Strategies for acknowledging uncomfortable experiences while simultaneously detaching from them.

3. John Kotter, ***Our Iceberg is Melting -*** This book outlines 8 steps for producing needed change in an organization or group.

4. *Kubler-Ross, E. (1969).* **On Death and Dying -** *New York: MacMillan.* This book explores the 5 stages of grief: Denial, anger, bargaining, depression, and acceptance.

5. **Lewin 3-Step Change Management Model: A Simple and Effective Method to Institute Change that Sticks -** Describes the three stages of change: Unfreezing, changing, and refreezing.

6. **Technical, Political, Cultural Impacts of Change: Planning and Reflection Worksheet -** A tool for identifying the source of others' concern about a given change (technical, political, or cultural) and developing a plan for addressing concerns.

7. **Managing from the Middle: Leading Through Change** **Podcast series -** Mid-level managers play a unique role in the transition to value and serve as a critical link between senior hospital leadership and front-line staff. This six-part podcast series shares best practices for leading through this time of significant change in the health care environment.

8. **Podcast: Hidden Brain, March 12, 2018: Daniel Kahneman: On Misery, Memory, and Our Understanding of the Mind**
An interview with Nobel Prize-winning behavioral economist Daniel Kahneman about judgment and memory.

Module 5: Basics of Rural Health Care Finance

1. **15 Key Levers Driving Value-Based Care Success** - This report outlines 15 priority areas for healthcare organizations to focus on in order to successfully transition to value-based care.

2. **Small Rural Hospital and Clinic Finance 101** – This manual was developed for use by staff and boards of small rural hospitals and clinics as well as state Flex Programs. The content is designed to be as non-technical as possible and provide answers to frequently asked questions regarding CAH, small rural hospital and RHC finance and financial performance.

3. **Community Health Access and Rural Transformation (CHART) Model** - CMS is providing funding for rural communities to build systems of care through a Community Transformation Track and is enabling providers to participate in value-based payment models where they are paid for quality and outcomes, instead of volume, through an Accountable Care Organizations (ACO) Transformation Track.

4. **What is the PA Rural Health Model?** – These graphics and quick facts help explain the Pennsylvania Rural Health Model, an alternative payment model designed to address the financial challenges faced by rural hospitals by transitioning them from fee-for-service to global budget payments.

5. **Pennsylvania Rural Health Model Fact Sheet** – View the CMS PA Model fact sheet that includes an overview, timeline, financial targets, outcomes, methodology, and eligible participants.

6. **Paying Hospitals to Keep People out of Hospitals? It Works in Maryland** - This article provides an overview of Maryland's ambitious hospital payment overhaul, launched in 2014.

7. **Global Budgeting** – In this webinar, Dr. MacKinney, MD, MS, shares his expertise on Global Budgeting. This innovative approach involves an annual expectation for revenue for all inpatient and hospital outpatient care in advance.

Module 6: Talent Development

1. **What is a Stay Interview?** - This article provides an overview of stay interviews and shares tips for maximizing their effectiveness.

2. **Society for Human Resources Management: Stay Interview Questions -** This article shares recommended questions to ask during a stay interview.

3. **Harvard Business School: How to Delegate Effectively: 7 Tips for Managers -** This blog post shares seven ways to delegate more effectively.

4. **American Management Association: When to Coach and When Not to -** This article outlines situations that lend themselves well to coaching – and those that are better suited to a different approach.

5. **GROW Coaching Questions** - This tool provides a "menu" of questions to choose from when planning a coaching conversation.