

Kansas Healthcare Collaborative  
Summit on Quality  
October 21, 2011

Thank you for your interest in Wesley Leadership Institute.

Wesley Leadership Institute is a locally developed educational program with the purpose to mentor clinical leaders. The program curriculum provides tools to enhance clinicians' skills in leadership, administration, and research. Active adult learning takes place in collaborative learning teams with real time project development and a fun environment.

The Wesley Leadership Institute program development was nominated for National Public Health Leadership Development Network 2011 Balderson Leadership Award.



**National Public Health Leadership Development Network**

**2011 Balderson Leadership Award - Nominee**

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***Leadership Institute***

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# Wesley Leadership Institute

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## INTRODUCTION

- Transference from patient care to organizational leadership requires a cultural shift for clinical leaders.
- Clinical leadership is often not formally trained to make the shift from operational levels to strategic levels.
- Teams with effective leadership have been shown to adhere more closely to established protocols, sustain fewer medical errors, thus have better quality patient care.
- Shared leadership has been defined as:
  - two or more people sharing responsibility and joining forces to move toward the accomplishment of a common goal.
  - physician and nurse (and other medical staff) as being collaboratively responsible for a department's organization, staff and budget.

## WLI MISSION

- To support the development of upcoming clinical leaders promoting a proactive culture shift towards collaborative ownership of quality improvement, resource utilization, overall professionalism and patient care.

## COMPETENCIES

- Compassionate, appropriate, effective patient care.
- Effective information exchange in a professional manner.
- Develop trust and cohesiveness among team members.
- Investigation and evaluation of patient care processes to promote quality patient care and patient safety.
- Prepare, evaluate and manage operating and/or capital budgets.
- Strategically evaluate and prepare business growth plans.
- Collaborate with multiple disciplines to ensure effective project/program outcomes.
- Apply concepts of change management theories, techniques, and leadership.

## STRUCTURE

- Program Administration & Advisory Board
- Partner Leaders and Mentors
- Collaborative Learning Teams

## EVALUATION

- Program Evaluation (Reaction)
- Learning Evaluation (Knowledge, Skills, Attitudes)
- Transfer Evaluation (Team Projects)
- Application Evaluation (Quality Indicators, Patient Satisfaction, Employee Engagement)



## LEADERSHIP (ACT)

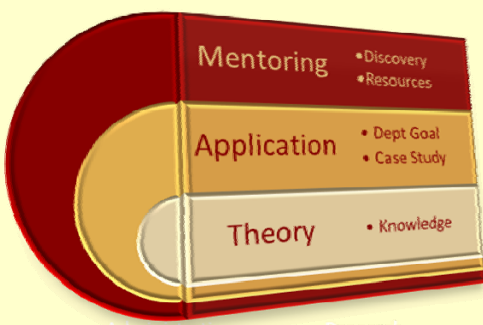
- Process Communication Model, Leadership Essentials, Conflict Management, Leadership Profile Inventory, TeamSTEPPs, High Reliability Teams, Safety Science

## ADMINISTRATION (PLAN/DO)

- Accounting, Finance, Strategic Planning, Business Plan Development

## RESEARCH (STUDY)

- Quality Improvement, Coding/Documentation, LEAN, Locally Developed Research



## OUTCOMES BASED LEARNING

- Organizational Capacity
- Quality Improvement Initiative
- Departmental Strategic Planning & Business Plan Proposal

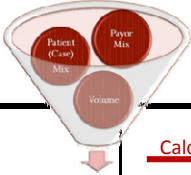
## DELIVERY MODEL

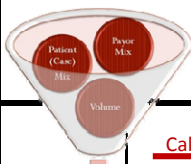
- Practical and interactive learning techniques
- Internal subject matter experts as instructors
- Provision of mentoring and project facilitation



## COLLABORATIVE LEARNING TEAMS

- Relevant to present working situation and current needs
- Promote
  - Cooperation
  - Shared Learning
  - Group Processing
  - Positive Interdependence

 <b>Money MIX</b>		<b>EXAMPLE: Sacred Wallet Hospital</b>				
Patient	Calculate across	Reimbursement (+)	Cost (-)	Total Value Per Patient (Reimbursement-Cost) (+ / -)	Parameter (+ / -)	
1	Surgery	Managed Care	\$17,400	(\$8,200)	\$9,200	(\$100)
2	Surgery	Managed Care	\$19,200	(\$9,900)	\$9,300	\$500
3	Surgery	Medicaid	\$12,100	(\$12,600)	(\$500)	(\$1,000)
4	OB Gyn	Managed Care	\$4,200	(\$2,600)	\$1,600	\$500
5	OB Gyn	Medicaid	\$2,200	(\$2,300)	(\$100)	
6	ED Trauma	Self-Pay	\$500	(\$6,500)	(\$6,000)	
7	ED Trauma	Medicare	9,900	(\$9,300)	\$600	
8	Peds	Managed Care	\$9,500	(\$4,800)	\$4,700	
9	ICU	Medicare	\$16,700	(\$15,500)	\$1,200	
10	ICU	Managed Care	\$43,000	(\$22,100)	\$20,900	
11						
<b>Totals</b>	ED/Trauma <b>2</b>	Self-Pay/Charity <b>1</b>			Total Revenue (+/-) <b>+\$40,900</b>	Premiums/Deductions (+/-) <b>(\$100)</b>
	ICU <b>2</b>	Medicare <b>2</b>	Calculate Profit/Loss by Adding/Subtracting Premiums/Deductions from Total Revenue →		<b>Profit/Loss \$40,800</b>	
	Medical <b>0</b>	Medicaid <b>3</b>	<u>Instructions:</u>			
	OB-GYN <b>2</b>	Managed Care <b>5</b>	1. Flip coin for hospital volume: Heads=10; Tails=9.			
	Peds <b>1</b>		2. Draw patient cards (volume); record patient info on this ledger.			
	Surgery <b>3</b>		3. Subtract Cost from Reimbursement.			
				4. Draw parameter cards (volume); look for premiums and deductions; record in parameter column. Shift patients if card indicates.		
				5. Calculate values horizontally by patient.		
				6. Calculate profit/loss by total hospital volume (vertical).		
				7. Report volume and patient statistics and profit/loss.		
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				Wesley Leadership Institute		

 <b>Money MIX</b>		Hospital				
Patient	Calculate across	Reimbursement (+)	Cost (-)	Total Value Per Patient (Reimbursement-Cost) (+ / -)	Parameter (+ / -)	
Patient Type	Payer					
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
<b>Totals</b>	ED/Trauma	Self-Pay/Charity			Total Revenue (+/-)	Premiums/Deductions (+/-)
	ICU	Medicare	Calculate Profit/Loss by Adding/Subtracting Premiums/Deductions from Total Revenue		Profit/Loss	
	Medical	Medicaid	<b>Instructions:</b> 1. Flip coin for hospital volume: Heads=10; Tails=9. 2. Draw patient cards (volume); record patient info on this ledger. 3. Subtract Cost from Reimbursement. 4. Draw parameter cards (volume); look for premiums and deductions; record in parameter column. Shift patients if card indicates. 5. Calculate values horizontally by patient. 6. Calculate profit/loss by total hospital volume (vertical). 7. Report volume and patient statistics and profit/loss.			
	OB-GYN	Managed Care				
	Peds					
	Surgery					
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