



# Nursing Executives Council Nursing Leadership Institute: A Certificate Program\*

## COURSE TOPICS:

1. Personal leadership development
2. Organizational values, assessment and governance
3. Health care environment, national/local policy issues
4. Quality measurement and improvement strategies
5. Financial and business management
6. Strategic planning and implementation
7. Personnel leadership and management: managing large groups
8. Community health, community engagement, and population health management
9. Innovation and information technology

## COURSE FEE:

The fee is \$7500 which includes all course materials.

## TARGET AUDIENCE:

- Chief Nursing Officers, aspiring Chief Nursing Officers, senior nursing leaders
- Leaders identified for Succession Planning
- Nursing Faculty and Leadership

\*The certificate is awarded to participants who successfully complete the course and its required organization-based capstone.

## COURSE OVERVIEW

### Program Goal:

This program will improve the delivery of health care through the development of sophisticated collaborative leadership skills for all healthcare disciplines, specifically for the nursing leader. Consistent with the Institute of Medicine (IOM) 2011 report on The Future of Nursing: Leading Change, Advancing Health, the Nursing Leadership Institute program with the following objectives for its 6-session course:

- Develop and refine emotional intelligence to influence relationships, team cohesiveness, and culture. Identification and alignment of organizational values, mission, vision and governance
- Understand the role of policy on current and future health care environments. Assess, plan, and implement quality measurement and improvement strategies to meet quality initiatives and improve on patient experience and safety
- Formulate a framework of business management and leadership expertise for organizational analysis and prioritization of strategic options
- Development of authentic community engagement within the context of overall community health and strategic priorities

## PROGRAM FORMAT:

This 6-session course will meet monthly on Thursday and Friday from 8:00 am to 4:00pm for a total of 96 hours or equivalent of 6 academic credits. The tentative class dates are:

- |  |   |
|--|---|
| <input type="checkbox"/> January 28 & 29, 2016   | <input type="checkbox"/> March 31 & April 1, 2016 |
| <input type="checkbox"/> February 11 & 12, 2016  | <input type="checkbox"/> April 28 & 29, 2016      |
| <input type="checkbox"/> February 25 & 26 , 2016 | <input type="checkbox"/> May 12 & 13, 2016        |

## EDUCATIONAL APPROACH:

Learning techniques will include didactic lectures, facilitated discussions, peer coaching, and case-based learning. Courses will build starting with simple concepts and progressing to more complex management and leadership constructs using "hands-on" data, management reports and situational problem solving to illustrate course principles.

## FACULTY:

Lecturers will include health care leaders from the Houston community and content experts from the participating institutions in addition to the course faculty.

### Program Core Faculty and Planning Group:

- Lynn Schroth, DrPH; Professor, UT School of Public Health
- Karen Gillard, MA-HRM; Education Program Manager, UT School of Public Health

### Program Advisory Group:

- Pegi Pung, MA, RN, NEA-BC; CNO, UT Harris County Psychiatric Center
- Ann Scanlon McGinity, PhD, RN, FAAN; COO, Houston Methodist Global Health Care Services



**NURSING LEADERSHIP INSTITUTE (NLI) COURSE**  
Trevisio's Restaurant 6550 Bertner Avenue Houston, TX 77030

**January 28, 2016**

**Class #1 Topic:** Personal Leadership Development

**Objectives Class 1:**

- Understand what it means to be an authentic leader
- Develop insight into personal leadership behavior and consequential outcomes
- Identify and fortify a personal combination of knowledge, skill, and discipline to internalize leadership authenticity and personal engagement with staff and peers
- Gain an awareness of the meaning of emotional intelligence
- Realize the personal and organizational benefits associated with Emotional Intelligence

**Agenda:**

<b>7:30 am - 8:00 am</b>	Breakfast	All
<b>8:00 am - 8:30 am</b>	Welcome to Nursing Leadership Institute	Lynn Schroth, DrPH <i>Professor</i> UTHealth School of Public Health
<b>8:30 am - 9:00 am</b>	NLI Background and Purpose	Pegi Pung, MA, RN, NEA-BC <i>Faculty Clinical Instructor</i> UTHealth School of Nursing
<b>9:00 am - 9:30 am</b>	Course Introduction	Lynn Schroth, DrPH
<b>9:30 am - 9:45 am</b>	Break	
<b>9:45 am - 10:15 am</b>	Leadership vs. Management	Gretchen Gemeinhardt, PhD, MBA <i>Associate Professor</i> UT School of Public Health
<b>10:15 am - 11:45 am</b>	NEO-PI Review	Gretchen Gemeinhardt, PhD
<b>11:45 am - 12:15 pm</b>	Lunch	
<b>12:15 pm - 1:30 pm</b>	Leadership Authenticity & Personal Engagement	Pegi Pung, MA, RN, NEA-BC
<b>1:30 pm - 1:45 pm</b>	Break	
<b>1:45 pm - 3:30 pm</b>	Emotional Intelligence & Leadership	Pegi Pung, MA, RN, NEA-BC
<b>3:30 pm - 4:00 pm</b>	Wrap up	Lynn Schroth, DrPH Gretchen Gemeinhardt, PhD



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**January 29, 2016**

**Class #2 Topic:** Organizational Values, Assessment, and Governance

**Objectives Class 2:**

- Increase skills to obtain, develop, and judiciously use appropriate power bases to achieve organizational goals
- Understand the value in having clearly defined mission, vision, values and goals in the organization.
- Understand organizational structure, governance, and importance on systems
- Identify specific actions and areas where increasing influence potential will directly increase leadership success/effectiveness and employee performance

**Agenda:**

7:30 am – 8:00 am	Breakfast	All
8:00 am – 8:30 am	Introduction to Class# 2 and Follow up to NEO Tool	Gretchen Gemeinhardt, PhD, MBA <i>Associate Professor</i> UTHealth School of Public Health
8:30 am – 10:30 am	Organizational Analysis of Healthcare Entities	Lynn Schroth, DrPH <i>Professor</i> UTHealth School of Public Health
10:30 am - 10:45 am	Break	
10:45 am - 12:30 pm	Service Lines	Sandra Murdock, DrPH <i>Asst. Professor &amp; Executive in Residence</i> Texas Woman's University
12:30 pm - 1:00 pm	Lunch	
1:00 pm – 3:00 pm	Power and Politics	Gretchen Gemeinhardt, PhD, MBA
3:00 pm – 4:00 pm	Professionalism Discussion and Homework Activity for February's class	Lynn Schroth, DrPH



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**Thursday, February 11, 2016**

**Class #3 Topic:** Strategic Planning and Implementation

**Objectives Class 3:**

- Increase awareness of overall organizational impact of nursing strategy and its alignment within organizational strategy in hospital and academic settings
- Identify people, quality, financial, service, education and innovation strategies important in translating vision into action
- Identify nursing leadership characteristics that enhance professional engagement in strategy setting for organizations

**Agenda:**

<b>7:30 am - 8:00 am</b>	Breakfast	All
<b>8:00 am - 8:15 am</b>	Introduction to Class #3	Lynn Schroth, DrPH <i>Professor</i> UTHealth School of Public Health
<b>8:15 am - 9:45 am</b>	Organizational Strategy	Osama Mikhail, PhD <i>Professor</i> UTHealth School of Public Health
<b>9:45 am - 10:00 am</b>	Break	
<b>10:00 am - 12:00 pm</b>	Nursing Strategic Planning	Ann Scanlon McGinity, PhD, RN, FAAN <i>Global Senior Advisor</i> Houston Methodist Global Health Care Services
<b>12:00 pm - 12:30 pm</b>	Lunch	
<b>12:30 pm - 2:00 pm</b>	Change Management	Gretchen Gemeinhardt, PhD, MBA <i>Associate Professor</i> UTHealth School of Public Health
<b>2:00 pm - 2:15 pm</b>	Break	
<b>2:15 pm - 3:30 pm</b>	Introduction to Strategic Planning & Project	Lynn Schroth, DrPH
<b>3:30 pm - 4:00 pm</b>	Wrap up	Lynn Schroth, DrPH



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**Friday February 12, 2016**

**Class #4 Topic:** Quality Measurement and Improvement Strategies (Clinical and Customer Experience)

**Objectives Class 4:**

- To identify quality initiatives on the national, organizational, and nursing division levels to understand the complexity and intricacy behind the strategies of improving health care quality for patients
- Practice interpreting nursing sensitive quality metrics and standards

**Agenda:**

<b>7:30 am - 8:00 am</b>	Breakfast	All
<b>8:00 am - 8:15 am</b>	Introduction to Class #4	Lynn Schroth, DrPH <i>Professor</i> UTHealth School of Public Health
<b>8:15 am - 9:15 am</b>	Organizational Performance	Lynn Schroth, DrPH
<b>9:15 am - 9:30 am</b>	Break	
<b>9:30 am - 11:30 am</b>	National Quality Initiatives	Bela Patel, MD <i>Associate Professor and Vice Dean, Healthcare Quality</i> The University of Texas Health Science Center <i>Assistant CMO and Executive Medical Director, Critical Care</i> Memorial Hermann Hospital
<b>11:30 pm - 12:00 pm</b>	Lunch	
<b>12:00 pm - 3:30 pm</b>	Group Presentations and Discussions	Gretchen Gemeinhardt, PhD, MBA
<b>3:30 pm - 4:00 pm</b>	Wrap Up & Course Evaluations	Gretchen Gemeinhardt, PhD, MBA



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**Thursday, March 31, 2016**

**Class #7 Topic:** **Healthcare Environment: Reform and Its Impact on the Nursing Workforce**

**Objectives Class 7:**

- Describe the impact of the Patient Protection & Affordable Care Act on access, financing, structure and delivery of health care services
- Identify changes in nursing education and workforce planning required to meet new role definitions for nursing
- Identify key curriculum focal areas for future nursing workforce

**Agenda:**

7:30 am – 8:00 am	Breakfast	All
8:00 am – 8:15 am	Introduction to Class #7	Lynn Schroth, DrPH <i>Professor</i> UTHealth School of Public Health
8:15 am – 10:15 am	Group Presentations	All
10:15 am – 10:30 am	Break	All
10:30 am – 11:30 am	Emerging Models	Dot Andrew, DNP, RN, CCM, NE-BC <i>Director</i> Case Management and Social Work Houston Methodist
11:30 am – 12:00 pm	Lunch	All
12:00 pm – 1:00 pm	Interprofessional Education	Lorraine Frazier, PhD, RN, FAAN <i>John P. McGovern Distinguished Professor and Dean</i> UTHealth School of Nursing
1:00 pm – 1:15 pm	Break	All
1:15 pm – 2:15 pm	Education of Future Nursing Workforce	Lorraine Frazier, PhD, RN, FAAN
2:15 pm – 2:30 pm	Break	All
2:30 pm – 3:30 pm	Review Critique of Project Presentations	All
3:30 pm – 4:00 pm	Wrap up	Lynn Schroth, DrPH



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**Friday, April 1, 2016**

**Class #8 Topic:** Financial and Business Management – Finance 101

**Objectives Class 8:**

- To introduce participants to the business side of hospitals and will then focus on the three elements of the financial management paradigm: performance planning, performance measurement and performance management

**Agenda:**

7:30 am – 8:00 am	Breakfast	All
8:00 am – 8:15 am	Introduction to Class #8	Lynn Schroth, DrPH <i>Professor</i> UTHealth School of Public Health
8:15 am – 8:45 am	Refresher: What We Want to Understand	Liz Alhand, CPA, RN <i>Chief Financial Officer</i> Arrow Child & Family Ministries
9:45 am – 9:45 am	Evaluating Operating Results	Liz Alhand, CPA, RN
9:45 am – 10:00 am	Break	All
10:00 am - 10:45 am	Group Work Session: Analyze & Report Out	All
10:45 am - 11:30 am	Developing & Presenting a Business Plan	Liz Alhand, CPA, RN
11:30 am - 1:00 pm	Group Work Session: Build a Plan over Lunch	All
1:00 pm - 2:00 pm	Presenting Your Business Plan	All
2:00 pm - 2:15 pm	Break	All
2:15 pm - 2:45 pm	Describing the Role of External Creditors	Liz Alhand, CPA, RN
2:45 pm - 3:00 pm	Break	All
3:00 pm - 3:30 pm	Measuring & Managing Financial Risk	Liz Alhand, CPA, RN
3:30 pm - 3:45 pm	Talking to the Board	Liz Alhand, CPA, RN
3:45 pm - 4:00 pm	Good Things, Bad Things & What Next?	All



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**Thursday, April 28, 2016**

**Class #9 Topic: Community and Population Health Management**

**Objectives Class 9:**

- List the community benefits components of the Affordable Care Act and articulate the impact of community benefit on a population
- Identify the characteristics of a vulnerable population and its impact on strategic planning and organizational and community resources
- Describe community and population health outcomes measures

**Agenda:**

<b>7:30 am - 8:00 am</b>	Breakfast	All
<b>8:00 am - 8:15 am</b>	Introduction to Class #9	Lynn Schroth, DrPH <i>Professor</i> UTHealth School of Public Health
<b>8:15 am - 10:15 am</b>	Overview of Community/Population Health	Paul Kuehnert, DNP <i>Assistant Vice President – Program</i> Robert Wood Johnson Foundation
<b>10:15 am - 10:30 am</b>	Break	All
<b>10:30 am - 12:15 pm</b>	ACA and Incentives for Population Health	Paul Kuehnert, DNP
<b>12:15 pm - 12:45 pm</b>	Lunch	All
<b>12:45 pm - 2:45 pm</b>	Unnatural Causes: Is Inequality Making us Sick	Gretchen Gemeinhardt, PhD, MBA <i>Associate Professor</i> UTHealth School of Public Health
<b>2:45 pm - 3:00 pm</b>	Break	All
<b>3:00 pm - 3:45 pm</b>	Financial Lecture	Lynn Schroth, DrPH
<b>3:45 pm - 4:00 pm</b>	Wrap up	Lynn Schroth, DrPH



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**Friday, April 29, 2016**

**Class #10 Topic: Personnel Leadership and Management**

**Objectives Class 10:**

- Understand the behaviors of transformational leadership and apply to your own leadership in building strong teams

**Agenda:**

<b>7:30 am - 8:00 am</b>	Breakfast	All
<b>8:00 am - 8:15 am</b>	Introduction to Class #10	Lynn Schroth, DrPH <i>Professor</i> UTHealth School of Public Health
<b>8:15 am - 9:15 am</b>	Implementation Plan	Lynn Schroth, DrPH
<b>9:15 am - 9:30 am</b>	Break	All
<b>9:30 am - 11:00 am</b>	Organizational HR Theory	Lynn Schroth, DrPH
<b>11:00 am - 11:30 am</b>	Lunch	All
<b>11:30 am - 1:00 pm</b>	Managing Employees	Gretchen Gemeinhardt, PhD, MBA <i>Associate Professor</i> UTHealth School of Public Health
<b>1:00 pm - 1:15 pm</b>	Break	All
<b>1:15 pm - 2:45 pm</b>	Managing Employees	Gretchen Gemeinhardt, PhD, MBA
<b>2:45 pm - 3:00 pm</b>	Break	All
<b>3:00 pm - 4:00 pm</b>	Leadership Matters/Business Ethics	Gretchen Gemeinhardt, PhD, MBA
<b>4:00 pm - 4:15 pm</b>	Wrap Up	Gretchen Gemeinhardt, PhD, MBA



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**Thursday, May 12, 2016**

**Class #11 Topic: Personnel Leadership and Management**

**Objectives Class 11:**

- Understand the behaviors of transformational leadership and apply to your own leadership in building strong teams

**Agenda:**

<b>7:30 am - 8:00 am</b>	Breakfast	All
<b>8:00 am - 8:15 am</b>	Introduction to Class #11	Lynn Schroth, DrPH <i>Professor</i> UTHealth School of Public Health
<b>8:15 am - 9:15 am</b>	Teamwork Delegation	Lynn Schroth, DrPH
<b>9:15 am - 9:30 am</b>	Break	All
<b>9:30 am - 10:30 am</b>	Termination Strategies	Lynn Schroth, DrPH
<b>10:30 am - 11:30 am</b>	Ethics	George Declos, MD <i>Professor</i> UTHealth School of Public Health
<b>11:30 am - 12:00 pm</b>	Lunch	All
<b>12:00 pm - 1:30 pm</b>	Building a Team	Kathleen Stevens, EdD <i>Professor</i> UTHealth - San Antonio
<b>1:30 pm - 1:45 pm</b>	Break	All
<b>1:45 pm - 3:15 pm</b>	Conflict and Negotiation w/ Exercise	Lynn Schroth, DrPH
<b>3:15 pm - 4:00 pm</b>	Wrap Up	Lynn Schroth, DrPH



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**Friday, May 13, 2016**

**Class #12 Topic: Project Presentation and Graduation**

**Objectives Class 12:**

- To apply the principles presented in the course to an actual healthcare organizational performance improvement project.
- To present a proposed project in a professional manner that is both compelling and demonstrates the credibility of the participant's ability to appropriately plan and implement the change.

**Agenda:**

7:30 am - 8:00 am	Breakfast	All
8:00 am - 8:15 am	Introduction to Class #12	Lynn Schroth, DrPH <i>Professor</i> UTHealth School of Public Health
8:15 am - 12:00 pm	Project Presentations	All
12:00 pm - 1:00 pm	Lunch and certificate distribution	All
1:00 pm - 3:00 pm	Project Presentations	All
3:00 pm - 4:00 pm	Wrap up	All

