

# Q1 Leadership Conference

## DEVELOPING YOURSELF AND YOUR TEAM AS LEADERS

February 16-17, 2023 | Wynn Las Vegas

All times are Pacific time (PT). Eligible for 17.75 continuing education (CE) credits via live and on-demand content

### Pre-con: February 15

1-5 p.m. **Rural and Critical Access Hospital Pre-Conference Event** (*Onsite attendees only - no virtual option available*)

### Day 1: February 16

7:30-8:30 a.m. **Registration, Networking, and Breakfast**

#### GENERAL SESSION

8:30-8:45 a.m. **Conference Kickoff**

8:45-9:45 a.m. **Leading With Emotional Intelligence**  
Kandi Wiens, MBA, MEd, EdD, Senior Fellow at the University of Pennsylvania, Researcher, Burnout Expert, Harvard Business Review Contributor, and National Speaker

9:45-10 a.m. **BREAK**

#### GENERAL SESSION

10-10:15 a.m. **Introduction of The Nine Principles®**  
Craig Deao, MHA, Managing Director, Speaker and Author, Huron

10:15-11 a.m. **Learning for Retention: Creating Growth Opportunities in the Flow of Work**  
Jennifer Miller, Principal, Huron

#### GENERAL LUNCH

11 a.m.-12:30 p.m. In-person attendees can join the general lunch or select between the following Lunch and Learn sessions:

- “Real Talk” Developing Nurse and Clinical Leaders
- Igniting Your High-Reliability Journey With Analytics
- Physician Loyalty, Trust, and Engagement

<b>BREAKOUT SESSIONS</b>	Fundamentals	Readiness for Change	Engagement and Execution
	<b>Leading With Influence</b> Colleen McCrory, MBA, FACHE, Coach and Senior Director, Huron	<b>Purposeful Communication</b> Margaret Stanzell, Director of Services Delivery and Product Development, Huron	<b>Employee-Driven Work Teams:            Finding Your Natural Leaders</b> Buffy Kelly, Managing Director, Huron
12:30 p.m.	BREAK		
1:30-1:45 p.m.	BREAK		
<b>BREAKOUT SESSIONS</b>	Fundamentals	Readiness for Change	Engagement and Execution
	<b>Upping Your Retention Game</b> Erin Shipley, MSN, R.N., Executive Director of Consumer Experience, Cooper University Health Care	<b>Time Management Tips that            Increase Productivity</b> Jackie Gaines, R.N., M.S., Market Leader and Principal, Huron	<b>Creating Psychological Safety:            Emotional Intelligence and            Appreciative Inquiry</b> Kate Katz, Principal, Huron
1:45-2:45 p.m.	BREAK		
2:45-3 p.m.	BREAK		
<b>GENERAL SESSION</b>	<b>Employee Engagement: It Starts at the Top</b>		
3-4:15 p.m.	Craig Deao, MHA, Managing Director, Speaker and Author, Huron		
4:15-5:30 p.m.	<b>Networking Reception</b>		

## Day 2: February 17

7:30-8:30 a.m. **Networking and Breakfast**

### GENERAL SESSION

8:30-9:45 a.m. **Changes in the Healthcare Market Fireside Chat**  
John Beaman, Chief Financial Officer, Adventist Health and moderator, Nick Richardson, Managing Director, Huron

9:45-10 a.m. **BREAK**

### BREAKOUT SESSIONS

10-11 a.m.

Fundamentals	Readiness for Change	Engagement and Execution
<b>Implementing Flexible Scheduling to Be Cost-Effective</b> Buffy Kelly, Managing Director, Huron	<b>Personal Change Journey: The Path to Sustaining Change</b> Kate Katz, Principal, Huron	<b>Effective Decision Making and Communications for Alignment, Consistency, and Accountability</b> Todd Hendricks, MBA, Director, Huron

### GENERAL LUNCH

11 a.m.-12:30 p.m. In-person attendees can join the general lunch or select between the following Lunch and Learn sessions:

- Talent Strategy
- Patient Engagement: We Have Tried It All Now What?
- Capacity Management and Workforce Models

12:30-1:30 p.m.

Fundamentals	Readiness for Change	Engagement and Execution
<b>Meetings That Matter - In Person and Remote</b> Todd Hendricks, MBA, Coach and Director, Huron	<b>Difficult Conversations With Staff, Patients, and Families</b> Colleen McCrory, MBA, FACHE, Coach and Senior Director, Huron	<b>Build Learning That Is Purposeful, Is Worthwhile and Makes a Difference</b> Stephanie Striepeck, Senior Director, Huron, and Lindsay Seidel, Director, Huron

1:30-1:45 p.m. **BREAK**

### GENERAL SESSION

1:45-3 p.m. **Freddie, Moments, and The Power of No**  
Rich Bluni, R.N., Senior Director, Speaker and Author, Huron

## SESSION DESCRIPTIONS & LEARNING OBJECTIVES

### KEYNOTE SESSIONS:

#### **Leading With Emotional Intelligence**

Research shows that the main difference between good leaders and exceptional leaders is emotional and social intelligence (EI). Most leaders understand this but often struggle with knowing how to develop their EI and use it to their advantage. In her keynote address, Dr. Wiens will share evidence-based strategies to help you develop your EI to maximize your leadership effectiveness and protect yourself from burnout. You will also learn how to help your team develop and use their EI to manage today's challenges and unlock tomorrow's opportunities.

Learning Objectives:

1. Gain insights into your EI strengths and development opportunities.
2. Leverage your EI to maximize your leadership effectiveness, manage stress, and prevent burnout.
3. Learn strategies to help your staff develop and use their EI.

#### **Introduction of The Nine Principles®**

The Nine Principles® are the guiding beliefs and standards of practice that support excellence in any organization. During this session attendees will be provided with an overview of the principles and how they provide leaders with a road map to excellence.

Learning Objectives:

1. Identify the behaviors that maximize performance, support organizational excellence, and create a success-based culture.
2. Describe the connection of the principles to purpose, worthwhile work, and making a difference.

#### **Learning for Retention: Creating Growth Opportunities in the Flow of Work**

Leadership development is one of the most pressing issues facing healthcare today. It's important to invest in developing your leaders to gain a significant advantage by improving the bottom line. This session will share insights into why it is critical to continue developing your leaders, how to build a culture of continuous development, and the impact it has on your organization.

Learning Objectives:

1. Understand the linkage between learning, growth, and retention.
2. Gain a high-level awareness of the key tenets of adult learning.
3. Understand simple shifts you can bring back to your organization.

#### **Employee Engagement: It Starts at the Top**

Employee engagement doesn't actually start with your employees. It starts with you, the leader — with the example you set, the culture you build, the commitment you make to inspiring your team members. During this session, you will gain evidence-based tools and tactics that boost employee engagement.

Learning Objectives:

1. Understand that engagement and satisfaction are not synonyms.
2. Apply evidence-based tools and tactics for leaders to boost engagement.
3. Explain that engagement as a core competency reduces turnover, prevents burnout, improves clinical outcomes, and solidifies trust in caregivers.

### **Changes in the Healthcare Market Fireside Chat**

The healthcare market is changing rapidly, and leaders need to adapt quickly. During this session, attendees will learn how Adventist Health inspires their associates to lead, gain best practices around balancing culture, and successful talent strategies. We'll also discuss the challenges they, and many other health systems, face today including DE&I, cost reductions, and morale, and how they're addressing them.

#### Learning Objectives:

1. Discuss leadership and development approaches that inspire leaders.
2. Gain proven best practices for balancing culture and talent strategies.
3. Identify challenges and barriers leaders face today, including DE&I, cost reductions, and morale.

### **Freddie, Moments, and the Power of No**

Ask yourself these questions: Do leaders prioritize self-care in their work/practice? Can leaders be perfect? Is the bar set so high as to be unrealistic? Why is saying no so hard? Rich Bluni, top-rated speaker and healthcare expert, will share answers and leave you feeling more inspired about the work you do today than you have in a very long time.

#### Learning Objectives:

1. Understand that things like forgiveness (of self and others) is a major step toward clearing our path, opening our minds, and improving our leadership.
2. Discuss and understand "presence over perfection" and looking toward gratitude instead of perfection as healthier paths to being the best we can be.
3. Apply the ability to say no often to give one a clearer focus, better outcomes, and more authentic leadership.

### **BREAKOUT SESSIONS:**

#### **Leading With Influence**

Effective leaders don't just command; they inspire, persuade, and encourage. Leaders tap the knowledge and skills of a group, point individuals toward a common goal, and draw out a commitment to achieve results. By attending this session, you will walk away understanding how to be an influential leader to move teams and important initiatives forward.

#### Learning Objectives:

1. Explain how to become an influencing leader.
2. Apply influencing skills (active listening, building trust, emotional intelligence, etc.).
3. Evolve from a Transactional Leadership Style to Transformational Leadership Vision.

#### **Purposeful Communication**

As a leader, how you communicate is intensified, as the eyes and ears of your team are constantly tuned in to you. That's why purposeful communication helps you think through the reason for the communication, the best method of communication, and the eventual resolution of the discussion. Attend this session and learn how to give your communication a purpose with meaning.

#### Learning Objectives:

1. Understand the dangerous implications if your communication lacks purpose.
2. Explain how to add purpose to your communication to inform, engage, and unite your team.
3. Apply purposeful communication tactics to create a highly engaged and high-performing team.

### **Employee-Driven Work Teams — Finding Your Natural Leaders**

Employee-driven work teams are essential to the way organizations carry out their work, resulting in excellent outcomes. Within these teams, natural leaders will emerge and help the team by inspiring others, taking the lead when needed, listening and communicating effectively, showing resilience, uniting employees, giving credit where credit is due, and having an unwavering commitment to the goal and results. During this session, you'll learn how to create high-performing teams and identify natural leaders to help drive the team to success.

#### Learning Objectives:

1. Describe the characteristics of a high-performing, employee-driven work team.
2. Explain the stages of development of an employee-driven work team.
3. Identify the qualities of natural leaders to drive the team to success.

### **Time Management Tips That Increase Productivity**

Leaders have numerous demands on their limited time, and they often have trouble managing it. Time management is a skill, which means it can be learned, practiced, and refined. This session will offer time management tips for you and your team to create the space needed to complete more work in a day.

#### Learning Objectives:

1. Identify strategies that decrease the number of time robbers that compromise effectiveness, job satisfaction, and productivity.
2. Apply time management tips that create clear rules of engagement and aligned expectations for your team.
3. Create a personal action plan to improve time management, focusing on one or two priorities for the next 90 days.

### **Upping Your Retention Game**

Employee retention and leadership practices go hand in hand. Leaders set the tone for the culture. A good culture attracts and retains talented employees, whereas an inferior culture drives talented employees away. During this session, you will learn how to up your retention game so that the high performers stay with the organization for a longer duration.

#### Learning Objectives:

1. Understand the importance of the leader's role and responsibilities to retain employees in today's challenging environment.
2. Create a culture where employees feel respected and valued and have a purpose.
3. Apply tactics to engage employees such as rounding, rewards and recognition, and high-middle-low conversations.

### **Creating Psychological Safety: Emotional Intelligence and Appreciative Inquiry**

Psychological safety builds a sense of confidence that the team is safe to try something new and fail — ensuring workers feel confident to be creative and take different approaches to solving problems without being punished if they do not succeed. During this session, leaders will learn how to foster a psychologically safe working environment.

#### Learning Objectives:

1. Describe the concept of psychological safety.
2. Explain how appreciative inquiry can drive a psychologically safe culture by putting the main focus on learning from what is not working.
3. Understand why emotional intelligence is an essential leadership quality for building psychological safety.

### **Implementing Flexible Scheduling to Be Cost-Effective**

The pandemic placed flexible work arrangements, especially remote work, in the spotlight. As social distancing orders are lifted, and businesses reopen, employee requests for flexible hours and remote work arrangements are part of the new normal. Join this session to hear about opportunities and challenges with flexible scheduling.

Learning Objectives:

1. Discuss the opportunities and challenges of flexible scheduling.
2. Explain creative solutions and types of flexible scheduling.
3. Improve cost, staff engagement, productivity, and retention.

### **Personal Change Journey: The Path to Sustaining Change**

Organizational change is the collective result of individuals willing to act, think, and behave differently. The shift to working in new ways happens over time as each individual goes on their own personal change journey. This session will walk you through the importance of self-awareness in leading and sustaining change and the impact you have on the people you lead.

Learning Objectives:

1. Understand each part of the personal change journey.
2. Apply strategies to getting ready to learn to work in new ways.
3. Identify proper care for new habits to sustain change.

### **Effective Decision Making and Communications for Alignment, Consistency, and Accountability**

It's estimated an individual makes 35,000 decisions a day. Learn how to make great decisions at work and communicate those decisions to improve safety, boost engagement, unlock resources, and strengthen relationships.

Learning Objectives:

1. Identify five traps of poor decision making.
2. Avoid the dumpster fire of poor decision communication (the all-too-common sell, tell, yell model).
3. Apply effective decision-making processes — situation-background-assessment-recommendation (SBAR) and responsible, accountable, consulted, and informed (RACI) — that build relationships and get results.
4. Communicate expectations about decisions to drive ownership and accountability.

### **Meetings That Matter — In Person and Remote**

Leading effective meetings — especially in a hybrid environment — is a core leadership competency that may be simpler to master than you think. During this highly interactive session, learn how to lead meetings where participants will engage and get the right stuff done.

Learning Objectives:

1. Articulate what's at risk with overloading, multitasking, and data dumping in meetings.
2. Identify and correct the four fatal flaws in meetings.
3. Apply one behavior to dramatically make meetings more effective.
4. Ensure meetings accomplish the big three outcomes: connect, collaborate, innovate.

### **Difficult Conversations With Staff, Patients, and Families**

Believe it or not, difficult conversations can be done successfully with the right skill sets applied. Learn why having successful critical conversations is important across the organization and how to have the difficult conversations successfully with staff, patients, and families.

Learning Objectives:

1. Understand the impact of having difficult conversations successfully.
2. Apply skills in daily leadership practices.
3. Demonstrate via role-play how to conduct difficult conversations.

### **Build Learning That Is Purposeful, Is Worthwhile and Makes a Difference**

Does the training you do today yield the outcomes you need? If not, join this session to learn how to construct opportunities that combine functional and behavioral competencies that increase the stickiness of the concepts and yield positive results. You'll leave this session with a tactile plan to refresh a current offering and maximize its impact. As you continue to apply evidence-based adult learning strategies across various areas, you will build a healthy learning ecosystem.

Learning Objectives:

1. Describe how to create a culture that promotes learning as a continuous process and motivates employees at all levels to engage.
2. Utilize a framework to build training opportunities that incorporate functional and behavioral learning, instead of focusing on each component separately.
3. Reflect on current learning events and strategize how to apply key aspects of the continuous learning approach to enhance outcomes.

### **Lunch and Learn Sessions**

**“Real Talk” Developing Nurse and Clinical Leaders** - During this interactive session, Huron nurse experts with over 30 years of combined coaching experience will engage the audience in real-time Q&A. They will role-play, answer tough questions, and share insight into your pain points.

**Igniting Your High-Reliability Journey With Analytics** - Join high-reliability organization (HRO) experts as they share the five key tenets of high reliability, define the role of advanced analytics in a high-reliability journey, and evaluate your current data strategy to identify gaps against leading practices.

**Physician Loyalty, Trust, and Engagement** - Are you looking for solutions to key challenges physicians face in healthcare today? Dr. Dan Smith will describe foundational drivers of engagement, as well as provide two to three innovative approaches that bring joy and fulfillment to practice.

**Talent Strategy** - During this session, you will gain an understanding of how to create a comprehensive talent strategy that identifies and acts on opportunities to stabilize your organizational talent. Through interactive table discussions, you'll learn from your peers about engagement tactics that boost staff engagement and how they are addressing the learning and development needs of the workforce. In addition, you'll have the opportunity to ask questions to a panel of talent experts.

**Patient Engagement: We Have Tried It All Now What?** - The word "care" has two definitions based on who is using it. Learn how to educate your staff on carving out these definitions during the three phases of care during an ED visit. Attendees will walk away with a new sense of confidence and a plan to achieve higher patient experience scores than before, no matter your current top box or percentile rank.

**Capacity Management and Workforce Models** - During this session, you will gain an understanding of how to rethink your work design and walk away with new processes and tools that identify, acquire, and deploy the workers needed across all levels and functions of your organization for the short and long term.