

"An investment in knowledge pays the best interest."

Benjamin Franklin

2024 PRESENTATION AND WORKSHOP CATALOG

Doug Morse, MBA, MA

Principal, ExecHQ

<u>Presentation Title</u>	<u>Page</u>
<i>Scout to See Ahead of the Game - Act Today to Create Tomorrow</i>	2
<i>Strategy or Just Surviving?</i>	3
<i>How to Make Big Decisions at Small Hospitals: Mission Discernment</i>	4
<i>Grow Your Hospital: Build Your Best Business Plan 101</i>	5
<i>Rural Hospital Business Planning 202</i>	6
<i>Heartbeats Behind the Headlines: Data Storytelling 101</i>	7
<i>A Day in the Life of a Hospital CEO</i>	8
<i>Middle Managers Make Miracles Happen</i>	9
<i>Think Like a Health Plan - Position Your Rural Hospital for New Payment</i>	10
<i>Do Well While You Do Good: Rural Hospital Board Best Practices</i>	11
<i>Tricky Questions for Boards: How to Answer from the Potato Chip Aisle</i>	12
<u>Verbatim Participant Scores and Comments</u>	
Hospital Board and Leader Feedback Scores and Comments	13
<u>Speaker Introduction and Background</u>	14

DESCRIPTIONS AND LEARNER OUTCOMES

Title: *Scout to See Ahead of the Game - Act Today to Create Tomorrow*

Target Audience: Boards, Community Leaders, Hospital C-Suites, Middle Managers.

Actionable Insights: Identify environmental trends and actions today to position the organization for the future.

Format and Duration: On-site or teleconference. 60 or 90 minutes.

Description: Change is hard for the unready - so it pays to get ready. In this highly interactive experience, leaders will learn about trends affecting rural healthcare facilities and discover specific actions to take today to create successful tomorrows. Topics discussed will include the impact of the Apple Watch, Amazon and CVS actions, shaping rural healthcare services for real growth, remedies for staffing problems, making big decisions the right way, and how to inspire yourself and others into the future.

At the end of the session, participants will be able to:

- Describe environmental trends and how those trends impact a hospital
- Recognize steps to craft a business plan to grow revenue
- Use proven methods to inspire and engage employees
- Discover methods to discern issues for major decision-making

Value: Learn strategies to avoid mistakes and/or create opportunity.

Title: *Strategy or Just Surviving?*

Target Audience: Boards, Community Leaders, Hospital C-Suites, Middle Managers.

Actionable Insights: What does it mean to be “strategic”? How does wise strategy transform your organization beyond day-to-day survival?

Format and Duration: On-site or teleconference. 60 or 90 minutes. (Also 4-hour workshop).

Description: It’s easy to get lost in day-to-day demands. Over time this stalls organizational progress. “Being strategic” is easy to say, but how well do you really understand strategy and how strategy either creates or destroys value? This session provides an introductory framework to recognize your organization’s strategic readiness, elements of successful strategy, when to change strategy, and steps to design future strategy.

At the end of the session, participants will be able to:

- Describe a definition of strategy vs survival
- Recognize when it is time to re-evaluate strategy
- Discuss methods to assess strategic readiness
- Discover steps to design future strategy

Value: Learn strategies to create long-term value vs day-to-day survival

Title: *How to Make Big Decisions at Small Hospitals: Mission Discernment*

Target Audience: Boards, Community Leaders, Hospital C-Suites, Middle Managers

Actionable Insights: Learn specific steps for transparent, inclusive strategic decisions

Format and Duration: On-site or teleconference. 60 or 90 minutes.

Description: This interactive session describes a proven mindset and process to lead a facility and community through a mission-critical decision. Using the example of obstetrics deliveries in a rural community, the program describes specific mission-discernment steps to develop a solution with maximum community support.

At the end of the session, participants will be able to:

- Describe the mindset and personal preparation needed to lead a mission discernment
- Recognize five steps to arrive at an inclusive, mission and values-based decision
- Utilize proven methods to identify a core team, assess issues, and communicate
- Discover methods to make decisions and implement innovation

Value: Maximum organizational and community support innovation

Title: *Grow Your Hospital: Build Your Best Business Plan 101*

Target Audience: Hospital C-Suites, Middle Managers, Program Leaders

Actionable Insights: Specific, step-by-step actions to build a successful growth plan

Format and Duration: On-site or teleconference: 90-minute intro. (On-site 6-hour workshop)

Description: This highly interactive session teaches participants how to start or grow a new service. Topics include where to find new ideas; the what and why of a business plan; first filters for any idea; know the customer, review competition; craft a marketing plan; and forecast financial results.

At the end of the session, participants will be able to:

- Understand the purpose and contents of a business plan
- Identify the audience for a business plan
- Recognize the key sections that tell the business plan story
- Practice assessing the feasibility of a new idea
- Complete key business plan components and recognize information sources

Value: Everyone wants to grow but few know how. These actions bring ideas to life.

Title: *Rural Hospital Business Planning 202*

Target Audience: Hospital C-Suites, Middle Managers, Program Leaders

Actionable Insights: Specific, step-by-step actions to assess feasibility of your ideas

Format and Duration: On-site 6-hour workshop

Description: This highly interactive session teaches participants how to assess the feasibility of a new service idea, and craft a plan for implementation. The organization selects 3-5 real-world initiatives to explore. Participants are divided into relevant teams and complete the ExecHQ business canvas - a summary of all relevant business plan components.

At the end of the session, participants will be able to:

- Develop skills to evaluate options and make more informed decisions.
- Learn to consider resource allocation, market conditions and current operations
- Gain greater understanding of their department and the organization as a whole
- Develop greater communication skills to share a new revenue idea
- Learn to select the most appropriate projects for the organization

Value: People other than the C-Suite know how to explore new service opportunities

Title: *Heartbeats Behind the Headlines: Data Storytelling 101*

Target Audience: Hospital C-Suites, Middle Managers, Program Leaders

Actionable Insights: Learn actionable steps to use storytelling to bring data alive

Format and Duration: On-site or teleconference. 60 or 90 minutes.

Description: Would you like to know how to further energize or re-energize your senior leaders and colleagues? This interactive session provides by step-by-step guidance and also illustrates the power of storytelling to move people to action. Presenters will demonstrate how to tell compelling stories, backed up by data, in a rural hospital setting.

At the end of the session, participants will be able to:

- Understand why stories move and motivate people in addition to data
- Learn to utilize storytelling to make data come alive
- Gain greater understanding of the power of stories to drive cultural change
- Develop greater communication skills for your data story-telling

Value: Data storytelling energizes people and motivates people to a common goal.

Title: *A Day in the Life of a Hospital CEO*

Target Audience: Hospital C-Suites, Emerging Senior Leaders

Actionable Insights: Leadership methods to drive excellent results

Format and Duration: On-site or teleconference. 60 or 90 or 12 minutes minutes.

Description: What is the role of a successful healthcare leader? This session will explore key themes to drive leader success and offer actionable ideas to begin immediately. The highly-interactive session will provide participants with real-world examples of senior leader thoughts and behaviors to create a positive impact on the organization.

At the end of the session, participants will be able to:

- Recognize the critical role healthcare leaders play in defining organizational culture
- Identify personal values and how those values align with daily leader activities
- Understand the importance of the team surrounding the leader
- Define actions the leader can take to develop the talent of others

Value: Enhanced leadership for enhanced organizational outcomes.

Title: *Middle Managers Make Miracles Happen*

Target Audience: Hospital C-Suites, Middle Managers

Actionable Insights: Leadership actions to increase middle manager effectiveness 80%

Format and Duration: On-site or teleconference. 60 or 90 minutes. Or 6 hour workshop.

Description: Actionable methods and tools to improve middle manager leadership skills. Description: Middle manager department leaders play the unique role of “connector” in a hospital by balancing *upward influence* with *proactive leadership*. Successfully navigating these dual roles allows the manager to connect top hospital priorities to daily activities. The result: better outcomes and organizational performance. This session provides leaders with the tools to be the successful connector to accelerate innovation and improvement throughout the hospital.

At the end of the session, participants will be able to:

- Complete a best practice script to better engage team members
- Recognize how to balance engaged followership with proactive leadership
- Use proven methods to communicate decisions
- Discover methods to give and receive feedback
- Summarize a values-based decision process

Value: Improved middle manager engagement; enhanced organizational results

Title: *Think Like a Health Plan - Position Your Rural Hospital for New Payment*

Target Audience: Hospital CEO's, CFO's, Directors of Finance with future CFO aspirations

Actionable Insights: Tips to evolve the organizational relationship between payers and rural hospitals

Format and Duration: On-site or teleconference. 60 or 90 minutes.

Description: Understanding the perspective of a health plan allows the hospital CFO to make informed financial decisions, foster collaboration, optimize revenue cycles, and navigate the complexities of healthcare financing and reimbursement. It enables a more comprehensive approach to financial management and strengthens the hospital's position within the healthcare ecosystem.

At the end of the session, participants will be able to:

- Recognize health plan leadership incentives compared to rural hospital incentives
- Identify a common definition around “creating value”
- Discover strategies to influence the relationship with payors
- Understand action steps to take today to improve rural hospital financial performance

Value: Begin a mindset shift for transformation from fee-for-service to new payment models.

Title: *Do Well While You Do Good: Rural Hospital Board Best Practices*

Target Audience: Boards, Hospital C-Suites

Format and Duration: On-site or teleconference. 60 or 90 minutes.

Actionable Insights: Actions to separate governance actions from management duties.

Description: This interactive session describes reasons why management and governance roles must be separated to meet external requirements and achieve organizational goals. During the session, participants will learn Board structure best practices and discuss real-life case studies to help Boards prepare for challenging situations that arise.

At the end of the session, participants will be able to:

- Explain why management and governance functions must be effectively separated.
- Describe examples of management functions vs governance duties.
- Summarize the purpose of Board by-laws
- Apply learning to real-life case studies

Value: Differentiating governance and management helps fulfill duties efficiently.

Title: *Tricky Questions for Boards: How to Answer from the Potato Chip Aisle*

Target Audience: Boards, Hospital C-Suites

Actionable Insights: Prepare for difficult community questions at inopportune times.

Format and Duration: On-site or teleconference. 60 or 90 minutes.

Description: This interactive session offers specific tips to help hospital governance leaders answer unexpected questions in unexpected places. Participants will learn how to effectively engage questions appropriately within the community. Case studies and real-world examples will be shared so that Board members, physicians and anyone with governance responsibilities will be prepared as needed.

At the end of the session, participants will be able to:

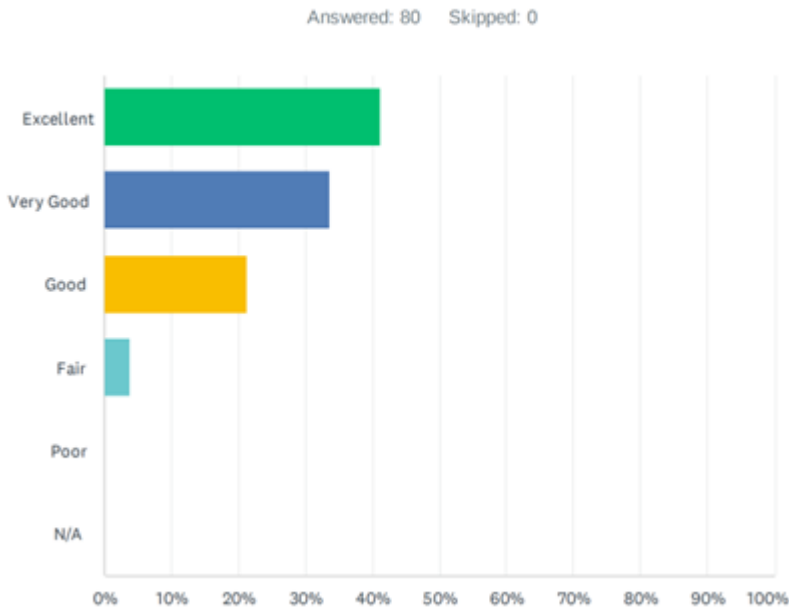
- Describe topics that should never be discussed by Governance publicly
- Compare and contrast potential questions and decide if appropriate to comment
- Propose answers to real-world case studies
- Practice sharing your learning with other Governance members

Value: Board members learn to communicate effectively, even in challenging situations.

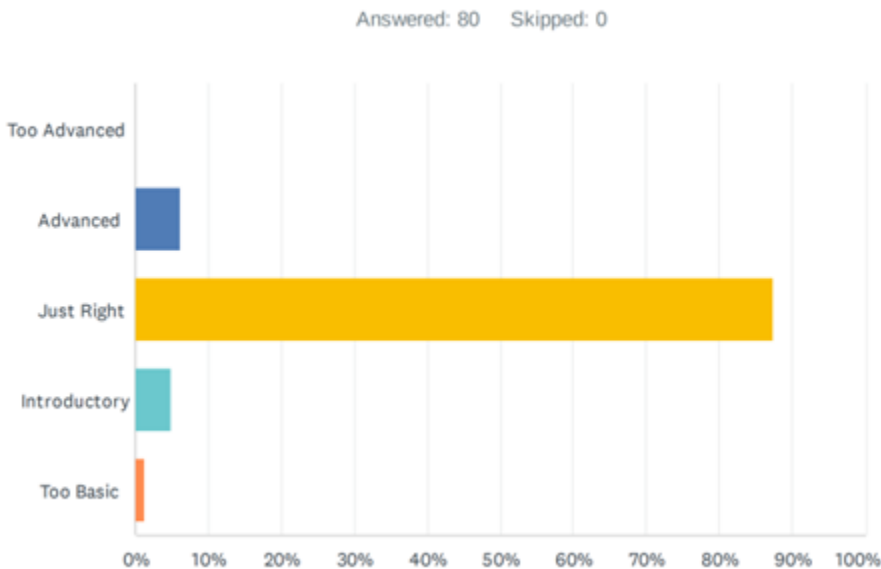
Verbatim Participant Feedback Scores and Comments

Participant feedback from an early 2024 Doug Morse Workshop.
Audience included hospital C-Suite and Emerging Leaders
N=80 (60 on-site; 20 remote)

Q1 Please rate the overall quality of the meeting content.

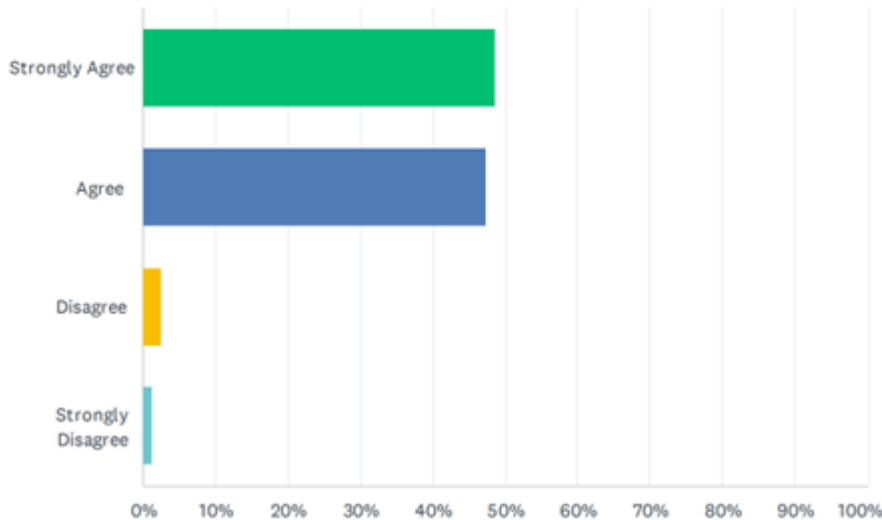


Q2 Overall, the information presented was:



Q4 Personal Experience | I would recommend this conference to my colleagues:

Answered: 78 Skipped: 2



COMMENTS:

Doug seemed very knowledgeable in the subject he was presenting about middle managers. Definitely kept everyone engaged the whole time.

Doug is a joy to listen to. He is inspiring and genuine. This speaker was very enjoyable for me.

This is the second time I have heard Doug speak. Very knowledgeable and highly recommend his book.

I liked the tools provided I enjoyed the group takeaways activity

Love the real problem sharing, the heads up/expectations in the agenda. The tips are useful everyday and simple enough to remember

He was a great speaker with topics that really hit home!!

Felt like I could relate very well to the material provided and will be able to utilize the tools with my team.

Too many group discussions

Very helpful and lots to think about

DO YOU HAVE ANY SUGGESTIONS FOR IMPROVEMENTS?

Good variety....pleasant atmosphere

I Think it would be helpful to have the to do lists and ideas ahead of time.

Give more time for in class communication.

I enjoyed the slides and suggest to continue with those visuals.

I would have liked to learn more from him, so more of his personal perspectives too and that could replace one of the shoulder activities.

No, excellent presentation and information!

Have the slides available beforehand as well as the handouts/resources.

Professional and Educational Highlights

- ❖ Critical Access Hospital (CAH) CEO
- ❖ 7-CAH Hospital Network Senior Vice President
- ❖ Director, Pappajohn Business and Entrepreneurial Center (NIACC/University of Iowa)
- ❖ Author: *You Got This: How to Make Big Decisions at Small Hospitals* (available on Amazon.com)
- ❖ Board Member for numerous not-for-profit organizations; Rural Hospital Board Advisor
- ❖ 2-Time “Teacher of the Year” Excellence in Education Awardee
North Iowa Area Community College/University of Iowa, 2017, 2013
- ❖ “Young Executive Achievement Award”, Iowa Hospital Association, 2005
- ❖ MBA, MA (Hospital and Health Administration) University of Iowa

Speaker Introduction

Doug Morse, MBA, MA is a former rural hospital CEO, network system executive and lifelong rural healthcare zealot. He knows small hospitals and clinics are the engines that drive a rural community way of life. Today he helps leaders and Boards achieve exceptional scorecards and strong community support through nimble strategic planning, operational improvements and leadership training. The author of “You Got This: How to Make Big Decisions at Small Hospitals”, Doug was twice recognized as a college faculty Teacher of the Year, and years ago was recognized with the Iowa Hospital Association Young Executive Achievement Award. He and his wife Ann have three grown children.

How to Contact Me

Call me at 641-430-7012

✓ Email me at doug.morse@exechq.com

✓ Schedule a complimentary call/Zoom

<https://calendly.com/doug-morse>