

# **Beyond Competency Curriculum & Outcomes**

Real-world scenarios. Attendee engagement. Interactive discussions. Hands-on activities. Tools to use upon your return to the office: These are the hallmarks of each Beyond Competency session.

Featuring a two track curriculum, Beyond Competency programs are uniquely focused on the healthcare facility management profession.

## ***Foundation Curriculum***

Explore and discuss today's healthcare management issues using practical examples and best practices of leadership, management, and communication. Course Descriptions & Learning Outcomes for this 2-day curriculum:

### ***Level Setting (45 minutes)***

Open communication creates a foundation for strong manager/employee work relationships: Level setting conversations between manager and employee help to establish this solid foundation.

Employee goal alignment, a clear understanding of job expectations, and acceptable levels of performance are a natural outcome of level setting. Succinctly, employees will know what is expected of them through these conversations. If job alignment does not exist, level setting can help uncover the reasons for misalignment.

Easily overlooked in the day-to-day intensity of healthcare, skip level setting at your own peril. More than 50% of respondents to a Gallup survey said they have left a job to escape their boss and that most managers provided little guidance for understanding job expectations. Enable open lines of communication through level setting.

### **Intended Audience**

Healthcare facility supervisors, managers, and directors  
Facility department employees being groomed for future leadership positions

### **Provided With this Program**

On-site course materials and handouts  
Certificate of course completion  
Two day seminar, includes Management & Communication, Simple Business Writing, and Managing the Chaos of Change

### **Learning Outcomes**

- Provide tools to ensure that departmental and employee goals and expectations are aligned.
- Explore current healthcare events that deter appropriate level setting and provide strategies to overcome.
- Create a framework to have difficult conversations when job expectations are undefined or lacking.
- Understand the importance of creating an environment that stimulates discussion.

### ***Management & Communication (6 hours)***

Communicating today is easier than ever. Communicating well, through the noise of society, is harder than ever. Consider, the average attention span of an American adult is eight-seconds: Think about that the next time you hold a team meeting. Lack of employee attention is just one of the many challenges facing healthcare leadership.

Health care is in flux. Staff reductions and an aging workforce have organizations searching for facility professionals qualified to manage an expanding range of responsibility. Patient satisfaction plays an integral role in reimbursement rates, and the facility department's role in improving the patient experience is critical to the reimbursement process.

Hospital executives seek facility management professionals with strong customer service and communication skills. Facility leaders must work collaboratively with staff and colleagues while projecting expertise, credibility, and technical proficiency. These demands come on the heels of increasing financial challenges.

A healthcare-centric view will be used to explore the issues of leadership, communication, and feedback, including the introduction of Terry, our fictional facility director.

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#### **Learning Outcomes**

- Achieve professional growth by developing and implementing interpersonal skills that take your influence beyond technical knowledge.
- Utilize emotional intelligence, listening, and feedback skills to increase productivity and create a positive work environment.
- Understand how to communicate in an effective manner across a wide range of individuals, including executives, clinicians, support staff, patients, visitors, and others.
- Defuse potentially contentious conversations through a balanced and reasoned approach to feedback and praise.

### ***Simple Business Writing (3.5 hours)***

In an era of instant communication, where text messaging, snap chat, and twitter are accepted modes of communication and brief writing is considered better writing, a core piece of business success remains as it was decades ago: Writing, the ability to formulate messages to persuade, recommend, tell, or instruct, remains essential.

But writing is difficult work and can be a productivity drain if poorly done. A survey of 3,000 business emails found that 15% lacked a main idea and/or clear instructions for the reader and 16% had to be re-worked. Readability expert William DuBay says as much as 40% of the total cost of managing all business transactions is caused by poor communication.

Whether you like it or not, you are tasked to be a business writer. Emails to the CSuite or multi-page yearly reports to the Environment of Care Committee should convey your professionalism and competence in performing your role. Simple Business Writing provides a framework to create persuasive and specific writing that expresses credibility and gets results.

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### **Learning Outcomes**

- Identify empty words and phrases to avoid when writing.
- Quantify the use and non-use of email in a professional environment, including when to use email versus when to speak in person.
- Provide a mechanism to collect and organize thoughts, and present them in a coherent framework while writing for the intended audience.
- Identify and learn to avoid common causes of poor business writing.

### ***Managing the Chaos of Change (3.5 hours)***

The healthcare industry is in the midst of tumultuous times.

From regulatory impacts of the Affordable Care Act to a tightening of local dollars available for facility improvements, change is real and the pace of change accelerating. Accepting and implementing change is a must-have for all employees but most especially for management personnel, who are on the front lines of implementing organizational change.

Clearly the expectations placed on facilities departments have evolved and expanded. Just years ago, if buildings were warm in the winter and cool in the summer, facilities was seen as doing their job. But the winds of change have brought new demands. Technical expertise is demanded, but so is soft skill proficiency.

Managing the Chaos of Change will explore the varied factors driving healthcare change. The program will identify tools to accept and promote organizational change in a positive and productive manner to assist staff, peers, leadership, and you, yes you, during key transitions.

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Certificate of course completion  
Two day seminar, includes Level Setting, Management & Communication, and Simple Business Writing

## **Learning Outcomes**

- Analyze specific changes that are impacting healthcare today and discuss strategies to deal with these changes and work successfully within.
- Provide an organized framework to manage change.
- Implement a customer service mindset using an empathetic approach.
- Learn simple techniques to have a positive impact on HCAHPS scores.

## ***Contemporary Curriculum (1 day)***

Focus on the issues that confront healthcare professionals today, including impacts from a multi-generation workforce. Course Descriptions & Learning Outcomes for this 1-day curriculum:

### ***Multi-generation Workplace (3 hours)***

Millennials have surpassed Generation X and now occupy the largest share of the American workplace.

But it is a crowded workplace: For the first time in American history, five generations are present. As Baby Boomers work past retirement age, tech-savvy Millennials establish their toe hold. Meanwhile, skeptical Generation X'ers are firmly entrenched between Boomers and Millennials. Generational clashing can easily create departmental discord: Differences in communication styles and work habits. Introduction of new ideas and work ethics. Spotlight on appropriate work/life balance. All impact the workplace.

Meanwhile, with the advent of technologies that complement work, effective directors no longer need to work 60 plus hours a week, a marked contrast to when Baby Boomers first entered the field and 60 hour work weeks were a minimum. The Multi-generation Workplace will investigate issues, challenges, and opportunities confronting today's commingled generational workplace.

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Healthcare facility supervisors, managers, or directors  
Facility department employees being groomed for future leadership positions

### **Provided With this Program**

On-site course materials and handouts  
Certificate of course completion  
One day seminar, includes Engage Your Employees and Program Implementation & Execution

## **Learning Outcomes**

- Investigate if there is a generational gap in the facility and provide strategies to overcome that gap.
- Discuss the impact of social media in the workplace and how it can be used advantageously.
- Examine historical expectations of the facility director that have outlived their usefulness and can create discord.
- Tips to create an aligned, multi-generational workforce by determining generational commonality and ways to use commonality to achieve success

### ***Engage Your Employees (3 hours)***

With the phrase “Houston, we’ve had a problem,” the struggle and ultimate success of the Apollo 13 forever entered space lore. The mission showcased the power of employee engagement, initiative, and interaction during a crisis. This story of space ingenuity became a business blue print for effective crisis management.

But an engaged employee culture, such as that exhibited by Mission Control during the plight of Apollo 13, does not bloom over night. Managers must cultivate engagement so that when the inevitable crisis occurs, employees feel empowered to respond.

Delegating to employees consistently and systematically will help to create an engaged and empowered employee culture. Effective delegation enables you to grow employee bench strength and create a succession planning foundation. Over time, delegation becomes your time management ally.

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#### **Learning Outcomes**

- Define barriers to employee engagement and how to overcome them.
- Determine where you fall on the delegation spectrum and discuss why and when to delegate, and mistakes to avoid.
- Review the 10-steps to effective delegation.
- Create a detailed delegation plan, complete with employees to delegate to, projects to delegate, guidelines, timelines, roles, and responsibilities.

### ***Program Implementation & Execution (90 minutes)***

All healthcare institutions are unique in their culture and chemistry. Successful facility leaders understand culture and chemistry and can operate successfully within the politics, the mission, and the operational approach of the hospital. Understanding culture should be an integral component of a leader’s soft skill toolkit. Institutional knowledge combined with technical expertise will position facility management as a collaborative hospital partner.

Program Implementation and Execution provides a high level perspective of the healthcare facilities management role and assists in providing background and appropriate application of the skills learned in the *Beyond Competency* program.

#### **Intended Audience**

Healthcare Facilities supervisors, managers, directors who have completed the *Beyond Competency* program

#### **Provided with this program**

On-site course materials and handouts

Certificate of course completion

One day seminar, includes Multi-generation Workplace and Engage Your Employees

**Learning Outcome**

- Develop an understanding of the evolution and current expectations of healthcare facilities management role.
- Provide functional lessons as to how to navigate the culture of healthcare institution and how to build and maintain working relationships.
- Learn how to implement and apply newly acquired soft skills to build success and credibility in your role.
- Create a clear vision for leadership attributes and competencies as they apply to your career development and growth.