Promoting Growth Among Management Staff

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Department of Surgery
Management Levels of Education

- HS Diploma: 21.65%
- 2-year degree: 4.27%
- 4-year degree: 34.76%
- Master's Degree: 35.90%
- PhD, JD, EdD: 3.42%
Management Levels of Education

<table>
<thead>
<tr>
<th>Education Level</th>
<th>MGMA Academic Practice</th>
<th>AASA</th>
</tr>
</thead>
<tbody>
<tr>
<td>HS Diploma</td>
<td>21.65%</td>
<td>0.45%</td>
</tr>
<tr>
<td>2-year degree</td>
<td>4.27%</td>
<td>0.00%</td>
</tr>
<tr>
<td>4-year degree</td>
<td>34.76%</td>
<td>24.32%</td>
</tr>
<tr>
<td>Master's Degree</td>
<td>35.90%</td>
<td>73.87%</td>
</tr>
<tr>
<td>PhD, JD, EdD</td>
<td>3.42%</td>
<td>1.35%</td>
</tr>
</tbody>
</table>
Why is Management Leadership & Professional Development Important?

• Allows for continued growth opportunities beyond traditional education (MBA)
• Fosters a culture that encourages learning at all levels
• Creates a positive, motivated and committed workforce
Most Valuable Aspects of Leadership Training

• #6 – Instruction on hiring and managing employees
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• #5 – Health care knowledge shared by industry experts
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• #3 – Discovering personal leadership style
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• #2 – Sharing perspectives on common problems
Most Valuable Aspects of Leadership Training

• #6 – Instruction on hiring and managing employees
• #5 – Health care knowledge shared by industry experts
• #4 – Networking with administrative colleagues
• #3 – Discovering personal leadership style
• #2 – Sharing perspectives on common problems
• #1 – Specific instruction on how to lead: negotiation, financial management, operations, etc...
Leadership Development Opportunities

5. Who sponsored the course/s? (check all that apply)

- External Organization/Association: 13.04%
- Department: 20.29%
- Outside Institution/University: 14.49%
- Medical School: 14.49%
- Institution/University: 37.68%
External/Outside Opportunities

- National Conference
- Regional Retreats
- Webinars
- Book Club
- Committee Involvement
- Executive Committee/Board of Directors
- ...the list is growing
External/Outside Opportunities

- Affiliate membership for management
- Practice Management resources
  - CPT Coding Workshops
  - ICD-10 Coding
  - ACS Coding Hotline
- JACS, Bulletins & e-newsletter
- Webinars
- Etc...
External/Outside Training Opportunities

• Leadership Development courses (not just for faculty)
  • Being a Resilient Leader
  • Leadership & Management Foundations for Academic Medicine & Science
  • Leadership Week
  • Transforming Conflict into Collaboration

• AAMC Affinity Groups
  • Group on Business Affairs, Educational Affairs, Faculty Affairs...
  • Annual conferences
  • Webinars
  • Etc...
External/Outside Opportunities

• American College of Healthcare Executives
• Healthcare Financial Management Association
• Medical Group Management Association
• American Medical Group Association
• The list goes on...
Local Opportunities

• System
• Distinct University (eg Chancellor, Provost)
• School
• Affiliate Institutions
Professional Development Resources

CU EMPLOYEE SERVICES
- Career Advancement and Learning
- Excellence in Leadership Program
- Performance Management Learning Guide

Portal Online Resources:
- Click CU Resources
- Click Training
  - Lynda.com
  - Skillsoft (registration instructions here)

OFFICE OF CU CONTROLLER
- Learn about Concur or CU Marketplace
- Learn about the Finance System (PeopleSoft)
- Learn about Cognos / mFin
- Learn about the CU-Data upgrade
- Finance & Procurement Help Desk
- University Controller's CPE Program
Most Valuable Aspects of Leadership Training

- #3 – Discovering personal leadership style
- #2 – Sharing perspectives on common problems
- #1 – Specific instruction on how to lead: negotiation, financial management, operations, etc...
Discovering personal leadership style
Discovering personal leadership style

TRAINING TOPICS: CONFLICT MANAGEMENT SKILLS
Learn how to address and minimize the impact of conflict and improving collaboration.

DiSC Personality Profile – Learn your basic behavioral style and how to minimize conflict with others.
Sharing perspectives on common problems
Specific Instructions on how to Lead

HUMAN RESOURCES
Additional Training Resources

Additional training resources for employees.

<table>
<thead>
<tr>
<th>Training by Request</th>
<th>Crucial Conversations</th>
<th>Human Resources Presentations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online Training Resources</td>
<td>7 Habits of Highly Effective People</td>
<td></td>
</tr>
</tbody>
</table>

The 7 Habits of Highly Effective People

Principle Based and Practice Applied
Renowned as the world’s personal leadership development offering, the new The 7 Habits of Highly Effective People Signature Edition 4.0 aligns timeless principles of effectiveness with modern technology and practices.

No matter how competent a person is, they will not have sustained and lasting success unless they are able to effectively lead themselves, influence, engage and collaborate with others, and continually improve and renew their capabilities. These elements are at the heart of personal, team, and organizational effectiveness.

Through participating in The 7 Habits of Highly Effective People individuals will:
- Learn how to take initiative.
- Take responsibility for behavior, results, growth.
- Focus time and energy on things you can control.
- Innovate and problem solve with those that have different viewpoints and perspectives than your own.
- Execute your most important priorities.
- Improve interpersonal communication.
- Learn how to leverage creative collaboration.
Length of Access to a Coach

- 1-6 months, 11.32%
- 9-12 months, 13.21%
- Greater than 12 months, 20.75%
- N/A - Have not had access to a coach, 54.72%
Value of Engagement

<table>
<thead>
<tr>
<th>Time Frame</th>
<th>Description</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater than 12 months</td>
<td>Valuable; right amount of time</td>
<td>27.27%</td>
</tr>
<tr>
<td></td>
<td>Valuable; longer engagement</td>
<td>4.55%</td>
</tr>
<tr>
<td></td>
<td>Career changer</td>
<td>13.64%</td>
</tr>
<tr>
<td>9-12 months</td>
<td>Valuable; shorter engagement</td>
<td>9.09%</td>
</tr>
<tr>
<td></td>
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<tr>
<td></td>
<td>Valuable; longer engagement</td>
<td>9.09%</td>
</tr>
<tr>
<td>1-6 months</td>
<td>Valuable; longer engagement</td>
<td>22.73%</td>
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</tbody>
</table>
Employee Value Proposition

• Why would a highly talented person choose to work and stay here?
Turnover Costs

15. Annual base salary:

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>N</strong></td>
<td><strong>78</strong></td>
<td><strong>100</strong></td>
</tr>
<tr>
<td><strong>Mean</strong></td>
<td>$146,365</td>
<td>$131,479</td>
</tr>
<tr>
<td>25&lt;sup&gt;th&lt;/sup&gt; percentile</td>
<td>$92,463</td>
<td>$92,000</td>
</tr>
<tr>
<td>50&lt;sup&gt;th&lt;/sup&gt; percentile</td>
<td>$127,000</td>
<td>$116,000</td>
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<tr>
<td>75&lt;sup&gt;th&lt;/sup&gt; percentile</td>
<td>$190,000</td>
<td>$172,000</td>
</tr>
</tbody>
</table>

AASA 2016 Annual Compensation Survey

$190k
Economic Value of an Employee to the Organization over Time (C) Bersin by Deloitte
Employees are a company's greatest asset - they're your competitive advantage. You want to attract and retain the best; provide them with encouragement, stimulus, and make them feel that they are an integral part of the company's mission.

Anne M. Mulcahy, former chairperson and CEO of Xerox Corporation