

## **NACHC's Clinical Leader Development II (CLD II)**

### **Enhance your Leadership Skills in a Program Designed to Drive Meaningful Change Supported by High-Performing Teams**

This intensive 3-day program is specifically designed for clinical leaders in supervisory and administrative roles who are committed to fostering positive change, enhancing their leadership effectiveness, and cultivating strong, collaborative teams within health center organizations.

In today's dynamic healthcare landscape, clinical leaders are increasingly tasked with navigating complex change, leading transformation, and inspiring their teams while improving patient care and organizational outcomes. This program provides a series of focused and practical frameworks and strategies to equip you with the essential skills and techniques to excel in these critical areas.

#### **Over three impactful days, you will:**

- **Master the Principles of Effective Change Management:** Learn proven methodologies to lead and navigate organizational change initiatives successfully, minimize resistance, and foster buy-in from your teams.
- **Elevate Your Leadership Capabilities:** Explore various leadership styles, identify your strengths, and develop strategies to inspire, motivate, and empower your team members to achieve their full potential.
- **Refine your use of High-Performing Teams:** Gain practical tools and techniques to build cohesive, collaborative teams, effectively manage conflict, and foster a culture of shared accountability and trust.
- **Enhance Your Administrative Acumen:** Develop strategies for efficient resource allocation, effective communication across departments, and navigating the administrative complexities of a clinical leadership role.
- **Address Key Components of Clinical Leadership:** Explore essential aspects such as modeling behaviors, promoting workforce well-being, and cultivating a culture of continuous improvement within your clinical setting.

## **The Capstone Project: Driving Immediate Impact**

A cornerstone of this program is the development of a **capstone project**. Throughout the three days, you will work individually and in small groups to refine a pre-identified specific challenge or opportunity within your organization related to change management, leadership, or team building. You will then apply the concepts and tools learned during the program to develop a comprehensive project plan for implementation upon your return. This hands-on approach ensures that the knowledge gained translates directly into tangible improvements within your health center.

During the application process, you will be asked to identify a change project for your Capstone. A change project is a barrier, challenge, or opportunity for improvement you can identify as ready for your team's attention. This change project can be related to scheduling, billing, and integration of new services, teams, or similar areas. These activities must be manageable in scope and scale. Examples of appropriately sized change projects include: Aligning team schedules, rolling out a new screener, establishing co-location, or billing for nurse visits. Examples of inappropriately sized change projects include: Revising compensation structures, establishing a residency, and overhauling team structures at the site level. This is a required part of the course, so consider compiling any resources or supporting documents you think you might need to support your work.

## **Leadership Toolkit**

Each participant will receive a comprehensive toolkit of resources, templates, and guides, ensuring you have valuable materials to reference and implement what you've learned long after the session concludes. This takeaway collection is designed to support your ongoing development and application of these new skills in your own organization.

## **Who Should Attend**

This program is ideal for clinical leaders in supervisory and administrative roles, such as CMOs, Clinical/Dental/Behavioral Health/Pharmacy Directors, Nurses, Clinical Supervisors, or Administrators with direct clinical oversight.

***Prerequisite:*** Strong foundational knowledge of a health center, including health center program basics, FTCA, basic finance, quality, etc. (These topics are covered in NACHC's CLD I, which you can explore further before attending CLD II if needed).

**CMEs** = ~16-20 hours of course content (Pending approval)

### ***Core Curriculum: Day 1***

- ***Program Opening by NACHC and partner PCA***

The three-day clinical leadership intensive commences with a learning in action activity session, setting the stage for an immersive experience focused on developing essential leadership skills. Program host organizations and participants, comprised of diverse healthcare professionals, will enhance their capabilities in leading within complex clinical environments with a deep dive into effective leadership characteristics and structures. The opening also emphasizes networking opportunities, fostering a collaborative atmosphere for shared learning and growth among attendees.

- ***Foundations of Clinical Leadership***

Clinical leadership involves guiding and inspiring healthcare professionals to deliver optimal patient care, fostering collaboration, and driving positive change within clinical settings. An effective leader demonstrates self-awareness, personal accountability, and a commitment to continuous growth, enabling them to manage their own well-being and professional development effectively. This internal mastery forms the foundation for impactful external leadership.

- ***Creating Shared Agreements***

The group will create a shared agreement for the three-day intensive. Creating a shared agreement in leadership involves collaboratively defining goals, expectations, and processes with relevant stakeholders to ensure mutual understanding and commitment. This process fosters a sense of ownership and shared responsibility, leading to increased buy-in and harmonious interactions.

- ***Creating, Sustaining, and Leading Teams***

Building effective teams starts with carefully selecting individuals whose skills, perspectives, and values align with the team's objectives and culture. Sustaining these teams requires fostering open communication, trust, and a shared sense of purpose, ensuring members feel valued and motivated. Leading such teams involves empowering individuals, facilitating collaboration, and guiding them towards achieving collective goals while maximizing their unique contributions. Most of these skills are lacking in traditional medical education across all disciplines, so this intensive is designed to balance the group's comfort and skill in team-based settings.

A sponsored networking session will close on day one.

### ***Core Curriculum: Day 2***

- ***Tools for Effective Leadership***

Based on decades of experience in leadership, these tools are refined collections of approaches and skills for almost any scenario leaders will encounter. This session will focus on familiarity and comfort with knowing which tool to use when and how to best use it. Participants will leave with a fully developed toolkit of skills for immediate use in their leadership journey.

- ***Capstone Introduction: Developing Your Change Project***

A capstone project offers a structured approach to implement change in a health center, beginning with a well thought out proposal. Communication of any proposed change can induce immediate resistance, and this program is expertly designed to teach participants skills that instead foster immediate buy-in. Refining the message involves developing a brief pitch deck and an “elevator pitch.” Developing these with guidance from expert faculty allows participants to effectively present the proposed change to the right stakeholders at the right time. These projects also enable participants to apply clinical leadership skills learning in this 3-day intensive directly and immediately to their work, driving meaningful improvements in healthcare delivery.

- ***Finance: Budget Development & Business Planning***

Developing a business plan or project budget for your capstone involves a systematic process of outlining objectives, estimating resources, and forecasting financial implications. Understanding this plan requires a thorough review of its assumptions, costs, and revenue projections to assess feasibility and potential return on investment. This comprehensive understanding enables informed decision-making, resource allocation, and performance monitoring throughout the project or business lifecycle. We will use the capstone project each participant designs as a starting point to develop a deeper understanding of budgets and finance in general.

- ***Value Based Care***

Value based care fundamentally shifts healthcare's focus from volume to patient outcomes and cost-effectiveness, necessitating significant changes in how care is delivered and reimbursed. CMS has stated that by 2030 most of healthcare should be in VBC structures with changes in reporting to support the changes. Effective change management is therefore crucial for successfully transitioning to value-based care models, requiring buy-in from all stakeholders, new workflows, and a

data-driven approach. By proactively managing this transformation, healthcare organizations can optimize patient care and achieve the core goals of value-based care and mission of the health center.

- ***Change Management Case Studies***

Case studies offer real-world examples of change initiatives, showcasing both successful strategies and common pitfalls encountered in healthcare settings. By analyzing these scenarios, clinical leaders can gain practical insights into different change management models, stakeholder engagement techniques, and effective communication strategies. This experiential learning approach allows leaders to develop a deeper understanding of the complexities of change and build their confidence in navigating similar situations within their own organizations.

- ***Capstone Project Development***

The end of Day 2 allows time for self-reflection and capstone development, connecting with team members back at the health center (if needed), peer support and accountability, and mentoring from expert faculty, with the intent that participants build out the core components of their individual capstone projects. Final feedback, practice and refinement will occur on Day 3 for afternoon presentations.

### **Core Curriculum: Day 3**

- ***Capstone Project Refinement***

The pitch deck will provide detailed evidence and data, while the elevator pitch serves as a brief, persuasive summary to initiate further discussion about your proposed change. This combination ensures a comprehensive and engaging presentation of your project to decision-makers. An elevator pitch for your capstone project should quickly convey the problem you addressed, the solution you developed, and its potential impact. Keep it concise, engaging, and focused on the key takeaways, highlighting the value and innovation of your work. Practice delivering it smoothly, ensuring you can spark interest in a brief conversation.

- ***A Clinical Leader's Relationship With the CEO***

The CEO sets the overall strategic vision for the healthcare organization, while the clinical leader ensures the delivery of high-quality patient care aligned with that vision. Effective communication between these two roles is crucial for translating strategic goals into practical clinical initiatives and for the CEO to understand the

realities and needs of the clinical front lines. Without open dialogue and mutual understanding, the organization risks misaligned priorities, compromised patient outcomes, and a disconnect between administrative and clinical operations.

- ***Capstone Presentations***

Based on capstone project elevator pitches, peer learning becomes a valuable method for students to refine their change ideas, and leadership and communication skills. Participants will refine and present their pitch decks to each other. Peer feedback helps presenters identify areas for improvement in their pitches, ensuring clarity and impact. This collaborative environment fosters a sense of shared learning and prepares students for future professional interactions by simulating real-world feedback scenarios.

- ***Leadership Action Plan***

A leadership action plan outlines specific steps, timelines, and resources needed to achieve desired leadership goals, fostering personal and professional growth. The conclusion of the 3-day program will reinforce key concepts, provide resources for continued learning, and motivate participants to implement their action plans. Ultimately, the program's success hinges on participants translating their newfound knowledge into tangible leadership behaviors and positive outcomes.

- ***Supporting Yourself and Others Through Change***

Thriving through workplace change involves cultivating resilience within yourself and extending empathy and support to colleagues navigating similar transitions. Embracing open communication and fostering a sense of shared purpose can transform potentially disruptive changes into opportunities for collective growth and increased purpose at work.

## Clinical Leader Development II (CLD II) Agenda

### Day1

|                     |  |
|---------------------|--|
| 8:00 am – 9:00 am   | Program Check-in & Breakfast               |
| 9:00 am – 9:30 am   | Welcome from NACHC and PCA                 |
| 9:30 am – 10:20 am  | Foundations of Clinical Leadership         |
| 10:20 am – 10:30 am | Creating Shared Agreements                 |
| 10:30 am – 11:00 am | Break                                      |
| 11:00 am – 12:15 pm | Creating, Sustaining, and Leading Teams    |
| 12:15 pm – 1:15 pm  | Lunch                                      |
| 1:15 pm – 2:30 pm   | Tools for Effective Leadership             |
| 2:30 pm – 3:00 pm   | Break                                      |
| 3:00 pm – 4:15 pm   | Tools for Effective Leadership (continued) |
| 4:15 pm – 4:30 pm   | Day 1 Closing                              |
| 4:30 pm – 5:30 pm   | Sponsored reception                        |

### Day 2

|                     |   |
|---------------------|---|
| 8:00 am – 9:00 am   | Breakfast available                                   |
| 9:00 am – 9:10 am   | Reconnect and Realignment of Shared Agreement         |
| 9:10 am – 10:00 am  | Applying Tools for Effective Leadership               |
| 10:00 am – 10:30 am | Break   |
| 10:30 am – 11:00 am | Capstone Introduction: Developing Your Change Project |
| 11:00 am – 12:00 pm | Finance: Budget Development & Business Planning       |
| 12:00 pm – 1:00 pm  | Lunch   |
| 1:00 pm – 2:00 pm   | Value-Based Care                                      |
| 2:00 pm – 2:30 pm   | Break   |
| 2:30 pm – 3:00 pm   | Change Management Case Studies                        |
| 3:00 pm – 3:15 pm   | Capstone Project Development Overview                 |
| 3:15 pm – 3:20 pm   | Day 2 Closing   |
| 3:20 pm – 4:00 pm   | Faculty Office Hours – Capstone Support (optional)    |

Day 3

|                     |   |
|---------------------|---|
| 8:00 am – 9:00 am   | Breakfast available                           |
| 9:00 am – 9:10 am   | Reconnect and Realignment of Shared Agreement |
| 9:10 am – 10:15 am  | Capstone Project Refinement                   |
| 10:15 am – 10:45 am | Break   |
| 10:45 am – 11:45 am | A Clinical Leader's Relationship With the CEO |
| 11:45 am – 12:45 pm | Lunch   |
| 12:45 pm – 1:45 pm  | <i>Capstone Presentations</i>                 |
| 1:45 pm – 2:00 pm   | Break   |
| 2:00 pm – 2:30 pm   | Leadership Action Plan                        |
| 2:30 pm – 3:00 pm   | Supporting Yourself and Others Through Change |
| 3:00 pm – 3:30 pm   | Program Closing                               |

**Core Faculty:**

**Roger L. Chaufournier, MHSA**

Partner and Chief Executive Officer, CSI Solutions  
Former Chairman of the Board and CEO, Patient Infosystems (NASDAQ)  
Faculty, Institute for Healthcare Improvement, Johns Hopkins University, and Harvard Medical School

**Tessa Collins, MHS in Community and Global Health**

Former Manager of Leadership and System Transformation at The Center for Primary Care at Harvard Medical School  
Public Health Program Evaluator  
Leadership Development, Systems Transformation, and Evaluation

**Kirsten Meisinger, MD, MHCDS**

Former Regional Medical Director, Medical Staff President at The Cambridge Health Alliance  
Former Director of Leadership and System Transformation at The Center for Primary Care at Harvard Medical School  
Faculty at Tufts Medical School Department of Family Medicine

**Sarah Price, MSN-Ed, RN**

Director, Public Health Integration, NACHC  
Former Director of Nursing, Unity Health Care, Inc  
Public Health Content Advisor, Georgetown University School of Nursing