



Please join us for CHA's inter-functional leadership academy:
Essential Skills Every Leader Needs

Fall 2024

Virtual Training Session

This educational activity is jointly provided by AXIS Medical Education and the Connecticut Hospital Association.

SERIES OVERVIEW

Welcome to CHA's *Essential Skills Every Leader Needs* education series.

Participation in this series confirms your commitment to professional growth and enhancement of your leadership skills.

Whether you are new to your nursing, social work, or other healthcare role, or want to brush up on current skills—this six-session virtual series is designed to provide management principles, skills, and tools needed for professional growth and effectiveness within a hospital setting.

This series will be held virtually via Zoom, and is limited to 25 participants from various areas within a hospital, creating an inter-functional cohort for exchange of diverse perspectives.

Register soon—before the classes fill up!

<https://www.cthosp.org/eventcalendar/index.cfm?action=month&date=45536>

ESSENTIAL SKILLS EVERY LEADER NEEDS

Planning For Success: Leadership and Management Skills

Tuesday, September 17, 2024
9:00 a.m. – 11:00 a.m.

This opening session will introduce participants to a leadership framework for analyzing personal values, leadership style, motivation drivers and influences, and communication style.

Participants will explore and determine the type of leader they want to be, and create a path to become a more effective leader.

This session is taught by Sarah Campbell Arnett, MA, NCC, BC-DMT, BCC, CCMP, a popular presenter for CHA Members.

Having Difficult Conversations

Tuesday, September 24, 2024
9:00 a.m. – 11:00 a.m.

Session two focuses on understanding the principles of and the tools needed to initiate challenging conversations. This interactive session begins by discussing conflict—an inevitable challenge every leader faces, and includes a structured approach to addressing conflict effectively.

The session will explore the role conflict plays in the process of change and when conflict can be healthy—along with key factors in understanding how to resolve differences in perspective and experience among individuals. Participants will leave this session with a step-by-step approach for having difficult conversations. The process includes determining goals, expected

outcomes of the conversation, evaluating the present moment and audience, and preparing and delivering the message.

Sarah Campbell Arnett, MA, NCC, BC-DMT, BCC, CCMP, will present.

Write Like a Professional

Wednesday, October 2, 2024
9:00 a.m. – 11:00 a.m.

Professional, well-crafted written communication is important for leaders in any industry. Using the correct tone, medium, grammar, and level of formality shows that you care about the recipient of your messages and that you have taken time to understand your audience.

At the end of this session, learners will be able to employ each element above to communicate on a professional level with a variety of audiences. Participants will be able to apply their skills through one-on-one practice and feedback.

This session is presented by Liz P. Summers, founder and president of Advancing Leadership Consulting, who brings more than 20 years of communication and leadership development experience with both for profit and nonprofit organizations.

Managing the Operating Budget

Thursday, October 10, 2024
9:00 a.m. – 11:30 a.m.

In today's healthcare environment, resources are limited. Managers are challenged to get the most out of

their budgeted resources and comply with budgetary constraints. The need for sound budget management tools is paramount. Managers must understand how to analyze their departmental performance, and how to modify performance to achieve their budgeted operational and financial objectives.

This two-part session will focus on understanding budget deviations, tools to analyze performance, approaches to tackling spending problems, and more. The first part of this session is a pre-recorded two-hour class, that will be available for viewing in advance, followed by a Q&A and discussion session, that includes opportunities for practice and feedback.

This session is taught by William J. Ward, Jr., associate professor at Johns Hopkins University and popular presenter for CHA Members.

As part of the program, participants will receive a simplified, user-friendly Excel financial model and a monograph (“Effective Budget Management Tools”) describing various tools and techniques for managing a budget.

Professional Presentation Skills

Wednesday, October 16, 2024
9:00 a.m. – 12:00 p.m.

One of the key roles of a leader is communicating information to employees, peers, and other leaders. To be effective, this information should be clearly structured, concise, and delivered with confidence.

This engaging workshop will provide techniques to develop an organized presentation that is customized for a given audience, analyzes best practices for effective presentations, and increases confidence during delivery. Participants will be able to apply learning through one-on-one practice and feedback.

This workshop is provided by Liz P. Summers, founder and president of Advancing Leadership Consulting.

Productivity Boost: The Four Keys to Improved Time, Task, and Project Management

Tuesday, October 29, 2024
9:00 a.m. – 12:00 p.m.

Many people acknowledge they struggle with lost time—both personally and professionally. In fact, nearly three hours of a busy professional’s day can be lost to scheduling hiccups, juggling competing priorities, task management snarls, and “fires.” When you do the math, numerous business days may be lost each month.

This session will provide participants with solutions for preventing lost time, no matter what your responsibilities are in the hospital. By improving efficiency, leaders will lower personal and employee stress levels, decrease absenteeism, improve retention, and increase productivity.

This session is taught by Helene Segura, owner of LivingOrderSA, and Productivity Consultant and Author.

REGISTRATION FEES

Take advantage of the available discount!

Participation in all six sessions is recommended and a discount is available—\$200 savings to participate in the entire series.

Registration for individual sessions is also available.

\$200 per session for employees of CHA Member organizations

\$250 per session for employees of CHA Non-Member organizations

\$1,000 per series for employees of CHA Member organizations

Series registrations must be canceled by September 6, 2024 to receive a full refund minus an administrative fee. After that time, you may send a substitute. There is no refund.

For additional information, please contact CHA Education Services at EducationServices@chime.org or 203-294-7263.

All sessions are being held virtually via Zoom Meeting.

PRESENTER INFORMATION



Sarah Campbell Arnett, MA, NCC, BC-DMT, BCC, CCMP, has worked in healthcare for more than 35 years. She is a Board Certified Coach and Certified Change Management Professional. Ms. Arnett has worked with the executive team, managing change at Cone Health in Greensboro, North Carolina. She facilitates executive leadership training and coaching for teams and individuals. She specializes in leadership and team development and conflict resolution, and is a popular presenter of CHA programs.



As a trained facilitator, speaker, and coach, **Liz Summers** is dedicated to strengthening communication, self-awareness, and leadership skills for individuals and organizations. Ms. Summers has a BA in Communications from Wake Forest University and over twenty years of communication and leadership development experience with both for profit and nonprofit organizations. She is a Standards for Excellence Consultant with PANO (Pennsylvania Association of Nonprofit Organizations). She believes in the importance of strong leadership for personal and professional excellence.



William J. Ward, Jr., has presented highly-rated healthcare finance programs at CHA for several years and is one of our most popular speakers. He is an Associate Professor of Health Finance and Management and an Associate Professor of Nursing at the Johns Hopkins University.

Mr. Ward is a former senior healthcare executive and has provided a variety of consultive services throughout the U.S. and in the Caribbean, Latin America, Asia, and the Middle East. He has served on several hospital, health system and foundation boards.

The author of numerous articles, he taught financial management at the University of Maryland's School of Nursing for over 20 years and operating efficiency at Singapore Management University.



Time management expert **Helene Segura** explores the principles and practices professionals need to improve personal and team productivity and eliminate lost time.

Ms. Segura has studied organization and productivity for nearly 30 years. She is the author of four books and has been the featured organization expert in more than 200 media interviews including publication and news outlets such as *US News and World Report*, *Woman's Day Magazine*, and *Money Magazine*, as well as on Fox, CBS, ABC, and NBC affiliates. She holds a bachelor degree from Texas A&M University, and masters degree from UTSA in Educational Leadership.

LEARNING OBJECTIVES

Planning For Success: Leadership and Management Skills on September 17, 2024

- Discuss leadership styles and identify those that describe you best as a hospital leader.
- Describe essential skills successful nursing, social work, and other healthcare leaders need.

Having Difficult Conversations on September 24, 2024

- Define conflict and describe sources and trigger points of workplace conflict in the hospital setting.
- Identify healthy and unhealthy consequences of conflict, as it pertains to nursing, social work, and other healthcare disciplines.

Write Like a Professional on October 2, 2024

- Describe the benefits of being focused, purpose-driven and hospital audience-centered in written correspondence.
- Discuss ways to infuse tone and reader-friendliness to serve your needs as a nurse, social work, or healthcare leader to manage relationships and build credibility.

Managing the Operating Budget on October 10, 2024

- Identify and categorizing performance problems.
- Describe how and when to use effective management tools including variance analysis, forecasting, comparative analysis, and performance mapping.
- Describe strategies to control and reduce expenses within the nursing, social work, and other areas of the hospital.
- Explain Work Process Analysis to identify potential improvements and develop remedial plans to improve performance.

Professional Presentation Skills on October 16, 2024

- Describe ways to convert nervousness into positive energy when leading a nursing, social work, or other healthcare team meeting.
- Explain ways to connect, engage with, and influence audiences comprising hospital leaders.

Productivity Boost: The Four Keys to Improved Time, Task, and Project Management on October 29, 2024

- Examine the foundational keys of time and priority management for nursing, social work, and other healthcare leaders.
- Practice high level task management despite interruptions and being called on to “put out fires.”
- Discuss project management best practices to facilitate individual and team productivity more effectively within the hospital setting.

CONTINUING EDUCATION

ACCREDITED CONTINUING EDUCATION

Accreditation Statement



In support of improving patient care, this activity has been planned and implemented by AXIS Medical Education and the Connecticut Hospital Association.

AXIS Medical Education is jointly accredited by the Accreditation Council for Continuing Medical Education (ACCME), the Accreditation Council for Pharmacy Education (ACPE), and the American Nurses Credentialing Center (ANCC), to provide continuing education for the healthcare team.

Credit Designation for Nursing

AXIS Medical Education designates this continuing nursing education activity for a maximum of 14.5 contact hours.

Learners are advised that accredited status does not imply endorsement by the provider or ANCC of any commercial products displayed in conjunction with an activity.

Social Workers



As a jointly accredited organization, AXIS Medical Education is approved to offer social work continuing

education by the Association of Social Work Boards (ASWB) Approved Continuing Education (ACE) program. Organizations, not individual courses, are approved under this program. State and provincial regulatory boards have the final authority to determine whether an individual course may be accepted for continuing education credit. AXIS Medical Education maintains responsibility for this course. Social workers completing this course receive a maximum of 14.5 continuing education credits.

AXIS Contact Information

For information about the accreditation of this program please contact AXIS at info@axismeded.org.

Requirements for credit:

- Attend/participate in the educational activity and review all course materials.
- Complete the CE Declaration form online by **11:59 p.m. ET on the dates listed below**. If you do not enter the online portal by the below date, you will not be able to retrieve your statement of participation.
- Upon successful completion of the online form, your statement of completion will be presented to you to print.

Activity Date	Portal Expiration	CE Amount
9/17/24	10/16/24	2.0
9/24/24	10/23/24	2.0
10/2/24	11/1/24	2.0
10/10/24	11/9/24	2.5
10/16/24	11/15/24	3.0
10/29/24	11/28/24	3.0

Disclosure of Relevant Financial Relationships

AXIS Medical Education requires faculty, instructors, authors, planners, directors, managers, peer reviewers, and other individuals who are in a position to control the content of this activity to disclose all personal financial relationships they may have in the past 24 months with ineligible companies. An ineligible entity is any organization whose primary business is producing, marketing, selling, re-selling, or distributing healthcare products used by or on patients. All relevant financial relationships are identified and mitigated prior to initiation of the planning phase for an activity.

AXIS has mitigated and disclosed to learners all relevant

financial relationships disclosed by staff, planners, faculty/authors, peer reviewers, or others in control of content for this activity. Disclosure of a relationship is not intended to suggest or condone bias in any presentation but is made to provide participants with information that might be of potential importance to their evaluation of a presentation or activity. Disclosure information for faculty, authors, course directors, planners, peer reviewers, and/or relevant staff is provided with this activity.

The **faculty** reported the following relevant financial relationships or relationships they have with ineligible companies of any amount during the past 24 months:

Name of Faculty or Presenter	Reported Financial Relationship
Sarah Arnett	Nothing to disclose
Liz Summers	Nothing to disclose
William Ward	Nothing to disclose
Helene Segura	Nothing to disclose

The **directors, planners, managers, and peer reviewers** reported the following financial relationships they have with any ineligible company of any amount during the past 24 months:

Name of Planner/ Manager/Peer Reviewer	Reported Financial Relationship
Grace Napolitan, JD	Nothing to disclose
Christine Prestiano, MS	Nothing to disclose
Rhonda Bates	Nothing to disclose
Dee Morgillo, MEd., MT(ASCP), CHCP	Nothing to disclose
Holly M. Hampe, DSc., RN, MHA, MRM, CPHQ	Nothing to disclose

Disclaimer

Participants have an implied responsibility to use the newly acquired information to enhance patient outcomes and their own professional development. The information presented in this activity is not meant to serve as a guideline for patient management. Any procedures, medications, or other courses of diagnosis or treatment discussed in this activity should not be used by clinicians without evaluation of patient conditions and possible contraindications on dangers in use, review of any applicable manufacturer’s product information, and comparison with recommendations of other authorities.

