

The Academy for Healthcare Leadership Advancement

FALL 2023

A partnership with Cornell External Education



Cornell University

This educational activity is jointly provided by AXIS Medical Education and the Healthcare Association of New York State.

The Academy for Healthcare Leadership Advancement

FALL 2023

Leaders made here

The Academy for Healthcare Leadership Advancement helps healthcare organizations advance their leadership capabilities and position themselves to compete in an increasingly complex environment.

The Academy combines the nationally recognized data analytics excellence and in-depth healthcare system knowledge of HANYS with the executive education expertise of Cornell University — one of the nation's premier universities and business schools.

Through *The Academy*, healthcare professionals gain focused insight into the healthcare environment, data analytics and cutting-edge leadership strategies. Participants exchange ideas and network with colleagues from across the nation. This seven-week Cornell certificate program provides healthcare professionals with the skills, insight and expertise to effectively lead their organizations in today's complex healthcare environment.

Tuition

Tuition is **\$5,500** per person and includes course work, materials and most meals.

A rate of **\$4,950** per person is available to [alumni organizations](#).

Register online at hanys.org/events/cornell.

Cancellation Policy

Reservations cancelled in writing before Sept. 1 will be refunded 50% of the tuition. Cancellations made after Sept. 1 forfeit the entire fee; however, substitutions are permitted and encouraged at no extra charge.

Questions about the program and registration?

Contact Allison Manny, CMP, vice president, Healthcare Educational and Research Fund, at 518.431.7651 or amanny@hanys.org.

Program dates

Sept. 18 – 20

Opening session

Cornell University, Ithaca

Sept. 28 – Nov. 2

Weekly webinars

Nov. 5 – 7

Closing session

Verizon Executive Education Center,
Manhattan

Full program details, faculty bios and continuing education information are available online at hanys.org/events/cornell.

Who should attend

Healthcare management professionals seeking leadership advancement or recently assuming a leadership role, including:

- Quality management executives
- Medical staff directors
- Emergency department directors
- Nursing administrators
- Nursing directors
- Laboratory service directors
- Radiology service directors
- Managed care directors
- Reimbursement directors
- Planning and development professionals
- Information technology professionals
- Human resources professionals
- Community health coordinators
- Chief executive officers
- Chief operating officers
- Chief financial officers
- Chief medical officers
- Chief nursing officers
- Chief information officers



Program features

The Academy for Healthcare Leadership Advancement offers you the opportunity to:

1

engage with a one-of-a-kind curriculum that packages foundational leadership skills with targeted healthcare issues, delivered by world-class faculty;

2

develop a capstone project plan based on a real-time challenge;

3

advance your professional career by earning a program certificate from Cornell University;

4

develop leadership skills that will help advance your organization's mission; and

5

network with colleagues from across the nation.

Learning objectives

Attendees of *The Academy* will:

- identify best practices for clinicians and administrators in healthcare organizations to motivate, engage and inspire;
- discuss smart collaborating, “leading alongside,” decision-making and executing;
- plan how to get the best out of your direct reports, teams and peers in a variety of scenarios, including conflict situations;
- analyze financial statements using real-world healthcare examples;
- define a business strategy;
- identify common traps in the development and execution of that strategy;
- outline how marketing strategy and analysis can help reduce risk and improve hospital leader decision-making and implementation;
- review the current healthcare landscape, quality and patient safety concepts and new payment models, and their implications for those in leadership roles;
- identify key strategic issues in healthcare information technology and risks and approaches to healthcare IT safety;
- explain how developing and investing in your workforce fulfills an organization’s mission and positive patient outcomes;
- review the critical thinking challenges faced by doctors, nurses and other healthcare decision makers;
- provide frameworks for high-quality strategic decision-making;
- examine your personal tendencies in the face of conflict and strategies for engaging more effectively with patients, clinicians, administrators and external providers;
- explore strategies employed by healthcare leaders to address pressing issues while sustaining your organization’s mission;
- prepare a facility-specific action plan to improve patient satisfaction, reduce cost or enhance population health initiatives; and
- demonstrate the essentials of working collaboratively across a cross-functional team within a clinical healthcare setting.

Opening session: Foundational skills | Sept. 18 – 20

Cornell University, Ithaca

Monday, Sept. 18

Noon – 12:45 p.m.

Welcome lunch

12:45 – 1 p.m.

Introductions and program overview

1 – 4:30 p.m.

Leading effective organizational change

Elizabeth A. "Beta" Mannix, PhD, Ann Whitney Olin Professor of Management, SC Johnson Graduate School of Management, Cornell University

Healthcare is experiencing significant and rapid change. From moments of opportunity to times of adversity, high-performing leaders guide their organizations through challenge and change. Successful leaders understand how to open people's minds to move past the obstacles that stall new ideas and innovation. They coordinate teams across diverse, cross-functional knowledge areas and engage and motivate technical experts.

In this session we will understand how to motivate at an individual, team and organizational level. Using specific case examples from healthcare, we will examine the underlying reasons that change is resisted and examine strategies to overcome obstacles to progress.

4:30 – 5 p.m.

Capstone orientation

6 – 8 p.m.

Reception and dinner

Tuesday, Sept. 19

8:30 – 11:45 a.m.

Strategic negotiation

Stephen Sauer, PhD, Senior Lecturer, SC Johnson Graduate School of Management, Cornell University

Healthcare professionals must understand how to manage conflict. Physicians may have difficult conversations with insurance providers or patients, nurses must manage their teams or clinicians from other departments and administrators may find themselves negotiating internally or externally with providers.

In this session, we will cover everything from understanding your BATNA (best alternative to a negotiated agreement) to refining your aspirations in response to the other party's needs and tactics. We'll use interactive, real-world negotiation simulations to help participants understand their personal tendencies in the face of conflict and learn how to manage their bargaining strengths and weaknesses. We will discuss how to manage difficult people and handle manipulative tactics, focusing on healthcare examples, and when to walk away from a negotiation and how to increase your likelihood of reaching the prized win-win solution.

Noon – 1 p.m.

Lunch

1 – 4:30 p.m.

Strategic negotiation | Part 2

Stephen Sauer, PhD

6 p.m.

Dinner on your own in Ithaca

Wednesday, Sept. 20

8:30 – 10:45 a.m.

Fostering a culture of motivation and engagement

Elizabeth A. "Beta" Mannix, PhD

How can we lead with clarity, focus and purpose? How can we motivate, engage and drive our teams toward results — yet also be open and empowering? Nowhere is this balance more critical than in healthcare, where we must learn to work together in order to achieve a positive patient experience, outstanding technical outcomes and efficient, affordable care. In this session, we will explore practical tools for fostering results-driven cultures of psychological safety, motivation and engagement.



"This course was simply amazing. Covers the most critical aspects of healthcare leadership needed for a successful career advancement. Very easily fits into a busy and demanding work schedule."

James Moore, RN, ED Nurse Manager
Gouverneur Hospital | Class of 2019

Opening session: Foundational skills *continued*

11 a.m. – 12:30 p.m.

Making it real: Positioning for success

Steven I. Goldstein, Senior Vice President, University of Rochester Medical Center; President and Chief Executive Officer, Strong Memorial Hospital and Highland Hospital; President, Long-term Care, University of Rochester Medical Center

As a result of federal and state healthcare reform initiatives, chief executives must grapple with the challenges of today's climate while taking steps to manage change. In New York, leaders must operate in a highly regulated and politically active environment, be conscious of issues ranging from workforce

to shifting reimbursement and maintain a positive operating margin — all while ensuring their facilities deliver the best patient care. This session will include a candid assessment of the current healthcare landscape and challenges faced. Discussions will also cover leadership questions and strategies and what management teams can do to keep healthcare provider institutions on a path to success.

12:30 p.m.

Closing comments and adjournment

Box lunches will be available.

Weekly webinars Sept. 28 – Nov. 2



Thursday, Sept. 28

3 – 5 p.m. EST

Navigating policy and politics in a rapidly shifting healthcare landscape

Bea Grause, RN, JD, President, HANYS

Amy Nickson, Senior Vice President, State Policy, HANYS

Cristina Freyre Batt, Senior Vice President, Federal Policy, HANYS

The COVID-19 pandemic placed extraordinary stress on healthcare systems. Today, New York's hospitals remain in crisis. They face a national healthcare worker shortage, unprecedented expense increases, fewer places to safely discharge patients, stagnant infrastructure and market changes that leave hospitals increasingly serving only the sickest and most vulnerable patients.

With just over half of New Yorkers covered by Medicare or Medicaid, state and federal policymakers play an outsized role in how patients receive care and how providers are reimbursed. Health plan behavior, an aging population, multi-generational consumer demands and cost pressures continue to rapidly shift how and where healthcare is delivered.

This session offers context and perspectives on the forces shaping our dynamic healthcare landscape and helps healthcare executives assess and understand the political environment and how it impacts care delivery in their communities.

Weekly webinars *continued*

Thursday, Oct. 5

3 – 5 p.m. EST

The slow march towards alternative payment models

Victoria Aufiero, Vice President, Insurance, Managed Care and Behavioral Health, HANYS

Alyssa Dahl, Senior Director, Advanced Analytics, DataGen®, Inc.

Cara Henley, Senior Consultant, Health Management Associates

This session will cover alternative payment models and their impact on care delivery and coverage design. Faculty will explore the different types of value-based payment models, including the risks and benefits of entering into VBP arrangements. As organizations evaluate these arrangements, healthcare leaders need to understand regulatory compliance considerations and that financial success is tied to quality outcomes. Faculty will examine challenges faced by the healthcare system in shifting to VBP models. This session will also cover payers' transition to VBP models, the analytics needed to support provider decisions and considerations for contract negotiations.

Thursday, Oct. 12

3:30 – 5 p.m. EST

Quality and patient safety in a dynamic healthcare environment

Kathleen Rauch, RN, MSHQS, BSN, CPHQ, Vice President, Quality Advocacy, Research and Innovation and Post-acute and Continuing Care, HANYS

Colleen McVeigh, Senior Healthcare Informatics Analyst, HANYS

Federal and state quality reporting programs have evolved to include priorities like health equity and integration of the patient voice. With this, organizations are resetting their quality and patient safety priorities based on post-pandemic performance and capacity. Healthcare leaders must understand the quality reporting landscape in order to improve processes and transform the culture to drive meaningful and sustainable change.

In this session, you will learn about quality reporting requirements, performance improvement and patient safety methods. We'll also explore the practical application of these concepts, including best practices and maximizing data effectively and accurately.

Thursday, Oct. 19

3 – 5 p.m. EST

Healthcare marketing and planning

John Huppertz, PhD, Emeritus Professor, Clarkson University Capital Region Campus

As consumers take a more active role in decision-making, marketing becomes increasingly important for healthcare organizations. This session will explore how healthcare organizations can apply marketing concepts to address issues around market potential, consumer choice, business development and branding. You will also learn about organizational strategic planning, core organizational strategies and using census, demographic and public health data to make sound, evidence-based decisions. By analyzing utilization, target markets and population patterns and trends, hospital leaders can improve decision-making and implementation and reduce financial risk.

Thursday, Oct. 26

3:30 – 5 p.m. EST

Building a technology strategy for today's healthcare

Thomas Hallisey, Director, Health Information Technology, HANYS

A focused, comprehensive technology strategy is crucial for healthcare organizations. Technology impacts an organization's ability to run efficient operations, provide quality care, enhance a limited workforce and meet demands against a competitive landscape. We'll review the foundational tools available and emerging technologies, how technology is changing healthcare now and where it may lead us in the future. We'll also explore practical considerations for strategic planning that incorporate the evolving technology available to help guide healthcare's transformation.

Thursday, Nov. 2

3:30 – 5 p.m. EST

Building talent pathways and pipelines

Karen A. Scott, MS, HRD, Associate Director, Learning and Development, University of Rochester Medical Center

Stephanie Von Bacho, MScEd, MS, RN, NEA-BC, Senior Director, Learning and Development, University of Rochester Medical Center

We've all felt the impact of the perfect storm — a global pandemic, staffing shortages and the most competitive talent marketplace we've seen in our lifetimes. The days of simply posting a help wanted ad and counting on applicants to fill open positions are a distant memory.

In this session, you'll learn about the innovative "outside in, inside up" approach to workforce development that includes strategic, intentional and collaborative efforts to not only attract and retain staff but build diverse talent pipelines that support your community. We will also discuss alignment with key organizational strategies and techniques for enculturation.

Closing session | Nov. 5 – 7

Verizon Executive Education Center, Roosevelt Island, Manhattan

Sunday, Nov. 5

Noon – 1 p.m.

Welcome back buffet lunch

Opening comments

1 – 4:30 p.m.

Financial acumen

Drew David Pascarella, Senior Lecturer of Finance, SC Johnson Graduate School of Management, Cornell University

When you make decisions without financial skills, you are unable to evaluate their impact on the well-being of your organization. All members of healthcare organizations, in administrative or clinical roles, must have a basic understanding of their organization's financial drivers.

The first half of our session will focus on understanding and analyzing financial statements. Participants will assess the financial state of affairs of a healthcare business by reviewing and analyzing their income statement, cash flow and balance sheet. Then we'll shift to understanding and estimating shareholder value.

Participants will be introduced to valuation methodologies and learn how to apply these techniques to estimate the value of a range of healthcare companies to better understand the key drivers behind that value.

6 p.m.

Dinner on your own in NYC

Monday, Nov. 6

8:30 – 11:45 a.m.

Competitive strategy/positioning for advantage

Vrinda Kadiyali, PhD, Nicholas H. Noyes Professor of Management and Professor of Marketing and Economics, SC Johnson Graduate School of Management, Cornell University

Hospitals and health systems face intense competitive pressures. Survival means implementing effective business strategies that maximize efficiency and control costs; attract patients, physicians and other healthcare professionals; and build a strong, trusted reputation in the community. This session offers business strategies to manage profitability and address issues that arise from implementing these strategies.

Noon – 1 p.m.

Lunch

1 – 4:30 p.m.

The critical decision-making advantage

Michelle Duguid, PhD, Associate Dean of Diversity, Inclusion and Belonging, Associate Professor of Management and Organizations, SC Johnson Graduate School of Management, Cornell University

Decision-making and problem-solving skills are indispensable to leadership success in all roles and industries — including healthcare. Participants in this interactive session will identify traits of effective decision-makers, uncover the barriers to optimal problem-solving and develop an understanding of how to overcome these barriers as a way for individuals, groups and organizations to produce well-reasoned, compelling solutions to complex organizational challenges.

5:30 – 6:30 p.m.

Capstone project fair and reception

Throughout *The Academy* you will apply your learning to a self-directed capstone project that addresses an issue specific to your organization. This comprehensive approach provides a valuable return on investment by applying solutions developed in the classroom to a real challenge — completing a project that can be applied within your organization.

6:30 – 7:30 p.m.

Dinner

Tuesday, Nov. 7

9 – 11:30 a.m.

Conversations on leadership

John B. McCabe, MD, Professor, Chair Emeritus, Upstate Medical University (moderator)

Kristen Mucitelli-Heath, Senior Vice President, Population Health and Advocacy, St. Joseph's Health and St. Peter's Health Partners

Joseph M. Tasse, FACHE, Healthcare Consultant

Sandra R. Scott, MD, Executive Director, Brookdale Hospital Medical Center

Helen Arteaga Landaverde, MPH, Chief Executive Officer, NYC Health + Hospitals/Elmhurst

During this panel discussion, hospital leaders will share their strategies to address pressing issues and sustain their organizations' mission.

11:30 – 11:45 a.m.

Closing remarks and certificate ceremony

Boxed lunches will be available



Healthcare Association of New York State

HANYS is the only statewide hospital and continuing care association in New York state, representing nonprofit and public hospitals, health systems, nursing homes, home care agencies and other healthcare organizations. Through leadership, representation and service, HANYS is Always There for Healthcare®, bringing together the brightest minds and expertise to solve complex healthcare issues and improve the health of New York's communities. HANYS' advocacy and analysis, business services and educational events help healthcare leaders and other professionals navigate healthcare reform and achieve the Triple Aim of better care, better health and lower costs.



[HANYS.org](https://www.hanys.org)



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Cornell External Education

Cornell External Education combines the innovative learning methods of eCornell with the faculty-led capabilities of the schools and colleges across the university. Cornell understands that organizational solutions need multidisciplinary approaches. Cornell External Education provides access to faculty across the university including Cornell Tech, Cornell SC Johnson College of Business, Weill Cornell Medical College, Industrial Labor Relations School, Law, Engineering and schools/colleges in Applied Sciences. Cornell External Education, focusing on organizational solutions across a variety of disciplines, schools and methodologies, is an innovative leader in the professional learning space.

Cornell Tech is a revolutionary model for graduate education that fuses technology with business and creative thinking. It brings together like-minded faculty, business leaders, tech entrepreneurs and students in a catalytic environment to produce visionary ideas grounded in significant needs that will reinvent the way we live.

Cornell Tech focuses on creating pioneering leaders and technologies for the digital age through research, technology commercialization and graduate-level education at the professional master's, doctoral and postdoctoral levels.

Their premise is that the rapid pace of innovation in the digital age calls for new approaches to commercializing university technology, new levels of strategic collaboration between companies and universities and new curricula for graduate education. They are creating new academic programs that blend technical depth, business knowhow, design skills and a "builder" mindset.