

# Broward Health Leadership University (BHLU)

## Course Objectives

The Broward Health Leadership University is designed to support the growth and development of our leaders and future leaders. This university has 4 certificate programs **Core Program** for our employees who aspire to be a leader in the future (consist of 8 classes) **Intermediate Program** for our employees who currently has direct reports and is interested in developing their leadership skills (consist of 20 classes which includes the 9 classes from the Core Program) and the **Charge Nurse Program** for our nurses who has the responsibility of “taking charge” of their unit on any given day (consist of 7 classes). **Advance Program** for our Managers and above. Please be advised that most of the courses can be customized for specific units and departments’ operational needs. For additional information contact Ruth Vasquez at 954-468-5250.

### **Making the Transition to Supervision (Only required for the Charge Nurse)**

There are many skills that a supervisor needs to know in order to be successful. New challenges enter the supervisor’s life along with this title. Supervisors are judged and scrutinized differently from staff members by employees, peers, and bosses. Many factors related to the role of the supervisor will be discussed in this course. The delicate balance between the hard side (discipline, rules, and policies) of leadership and the soft side (fun, human resources, effective communication) will be talked about and a balance will be developed. This might be one of the most important courses in your new role as supervisor. We look forward to seeing you there.

### **Team Building**

As the Disney Corporation has stated, “Our inventory goes home every night.” Our competitors can duplicate everything about our organization except our committed, motivated employee teams. Participants will learn how to harness this potential to create and maintain winning teams. This course will cover many aspects ranging from how to begin the team building process through maintaining a high functioning team. Participants will also review the individual methods utilized to learn about specific team members’ strengths and weaknesses. Many factors must come together to create an effective team, therefore throughout this course, the participant will learn a variety of useful techniques leading toward the creation of stronger, more refined teams.

### **Managing the Communication Process & Customer Service**

A leader who demonstrates a willingness to serve key constituents, including patients, coworkers, physicians, the community and the organization

- Clarifies service requirements and expectations
- Assumes personal responsibility for meeting service requirements
- Understands the underlying sources and issues behind customer needs and attempts to address them
- Identifies emerging needs and proactively acts to address them

This class explores each of these areas and more.

### **Managing Conflict**

The participants will learn many components of effective conflict management and conflict resolution. We will utilize a conflict management model and have a chance to practice applying it to a real-life scenario. This topic is offered at different times for management and non-management staff.

### **Managing Diversity**

One of our greatest strengths as an organization is the diverse nature of our workforce. Diversity provides a wealth of different perspectives on the issues that we face every day. Without this resource, our creativity would suffer, as would our ability to generate the solutions we need to pursue our organizational mission. At the same time, different perspectives can be challenging, often disturbing our comfort zone. Turning this challenge into an opportunity for understanding and appreciation is the purpose of this program.

### **Time Management & Organizational Skills**

Working faster won't save you more time. Neither will working longer hours. But changing time-squandering behaviors can lead to less stress, a more balanced life and greater accomplishments. This course will cover various time management techniques for handling common time-waster work situations. Participants will learn how to set priorities, distinguish short-term and long-term goals, schedule activities and streamline paperwork. Participants will develop a personal time log and action plan for using techniques that specifically apply to their own circumstances.

### **Flexibility in Leadership**

If leadership meant treating all employees the same at all times, our jobs would be much simpler. The fact is that employees are at different levels of competence and independence, and that they continue to develop over time. Effective leadership requires that we find and engage them where they are, and tailor our approach accordingly. This is the essence of flexible leadership. Participants will learn to assess where the employee is and apply appropriate leadership techniques to make the most of each employee's potential.

### **Managing Change and Transition**

Change must be one of the most complicated and confusing aspects of managing an organization. This course will reveal many steps toward successfully making it through a change and transition process.

### **Powerful Public Speaking**

This course will answer the fundamental question of how to prepare and deliver effective presentations for groups of 2 to 200 or more! Techniques will be discussed that will help participants develop the skills to give confident, enthusiastic, and persuasive presentations. Public speakers who make the most impact know how to use body language for maximum effect. They also create visually dynamic presentations. Participants will be given the opportunity to learn these skills and practice what they have learned.

### **New Manager Orientation**

New managers are expected to be knowledgeable about the skills and duties of those they supervise, and to possess leadership skills. In this fast paced world they are expected to “hit the ground running”. This two day required orientation focuses on the core skills that are unique to managing people of Broward Health, and on gaining familiarity with corporate many programs and services. This is mandatory for all newly hired managers, as well as all staff who are new to a manager role.

### **Executive Coaching: Unlocking the Potential**

Leaders are faced with a developmental challenge to enhance employee skills and motivation through the art of coaching. Coaching is the process of equipping people with the tools, knowledge and opportunities needed to develop themselves to become more effective leaders. This program is designed to help you understand your role as a coach to your employees as you work toward assisting individuals and teams in achieving top performance.

### **Difficult Conversations**

Difficult conversations are a part of life especially when you are in a leadership role. They may always be somewhat uncomfortable for you, but this short class is designed to help you move from the damaging battle of warring messages, conversations that can result in hurt feelings and damaged relationships, into learning conversations. This seminar will provide you with the tools you will need to conduct crucial conversations that will meet the needs of both leaders and staff while creating a path for successful conversations.

### **Problem Solving & Decision Making**

The role of healthcare leaders has never been more intense. Challenges stemming from factors such as escalating demand, increasing cost pressures, and labor shortages change our function from manager to firefighter. This contributes to a self-perpetuating cycle that discourages long-term, innovative solutions to on-going problems and concerns. This seminar will provide you with the tools you will need to stimulate creative thinking applicable to both strategic and tactical decision making.

### **Effective Delegation**

Delegation is the art of turning over responsibility, authority and accountability for decision making, implementation, and execution of a specific task leading toward unified goals and outcomes. Effective delegators have more time, support staff members in developing independence, build motivation within others, get more work done and elicit participation at all levels. This course will cover the basics of the delegation continuum, identify elements of delegation, and review principles of delegation and review barriers to effective delegation. If you are interested in learning how to enhance your delegation skills this class is designed for you!

### **Motivational Skills**

Participants will review basic motivation theory, but emphasis will be on practical applications of motivational techniques. Four primary areas which influence motivational level will be explored. External and internal motivators will be discussed. Group input will be used to generate ideas for external motivators like morale boosters and rewards for employees.

### **Leadership: What's Trust Have to do with it?**

Trust and trustworthiness are two powerful factors in developing leadership competencies. Staff must have confidence in their leader's character and competence and there are things a leader can do to develop trust research has proven the lack of trust in management is the biggest barrier to building high performing organizations. If you are interested in learning more about this concept and bringing your leadership skills up a level you will enjoy this thoughtful and engaging course.

### **Conducting Performance Appraisals**

Performance appraisals can provide a solid foundation for positive employee relations. However, conducting successful employee performance appraisals can become a challenging task for even the most experienced managers. This class will help managers and supervisors develop and deliver performance appraisals designed to help the employees meet and exceed their professional goals. Participants will learn how to use the Broward Health's performance rating scale to help justify appraisals. They will also develop a system to help them maintain accurate employee files. Case studies and class discussion form the basis of this interactive class.

### **Interviewing and Hiring**

Recruiting and hiring the best-qualified candidates can be a challenge in the best of circumstances. With the pressure to fill critical open positions, it can be an even greater challenge to find candidates who are high performers and a good fit for the organization. This program covers the basics of selecting the best candidate for the job.

### **Quality & Finance Management**

Leaders who are on the path to excellence know that it is critical to effectively manage their budgets and recognize the importance of quality management. It is imperative that our leadership team is fiscally responsible, economically caring, and quality driven. This course covers the general financial topics related to managing a department's budget, how to use financial, qualitative, and quantitative information effectively to make management decisions, customer/patient/physician satisfaction, public reporting (core measures transparency), and patient safety.

### **Accountability for Results**

Leaders often blame a lack of accountability among staff as the prime culprit for failed efforts, but in fact managers typically lack understanding of how to design and organize work to incorporate key elements needed to drive accountability. Further, driving excellent staff performance requires managers to understand and leverage the critical link between accountability and motivation.

At the conclusion, participants should be able to: Understand the manager's roles in enabling "accountability shortfalls"; Understand the link between accountability and motivation; Align individual motivations with department objectives to elevate staff performance.