



TRANSFORMING CHAPLAINCY

RUSH UNIVERSITY

Certificate in Spiritual Care Management and Leadership

Description

The curriculum for the Certificate in Spiritual Care Management and Leadership includes a combination of in-person and online seminars and an Applied Learning Project. The Certificate begins with 3 days of Kickoff Seminars at Rush and ends with 3 days of Capstone Seminars at Rush. In-between are 7 months of regular Intersession Webinars.

The content of the curriculum is based on the National Center for Healthcare Leadership's (NCHL) Health Leadership Competency Model 3.0. That Model consists of 7 domains; 4 Action Domains that describe leaders in the context of the work they do and 3 Enabling Domains that describe the preparation and development activities leaders need in order to effectively lead in their organization (See Figure 1). Table 1 provides a summary of the Certificate seminars and the competency domains they primarily address.

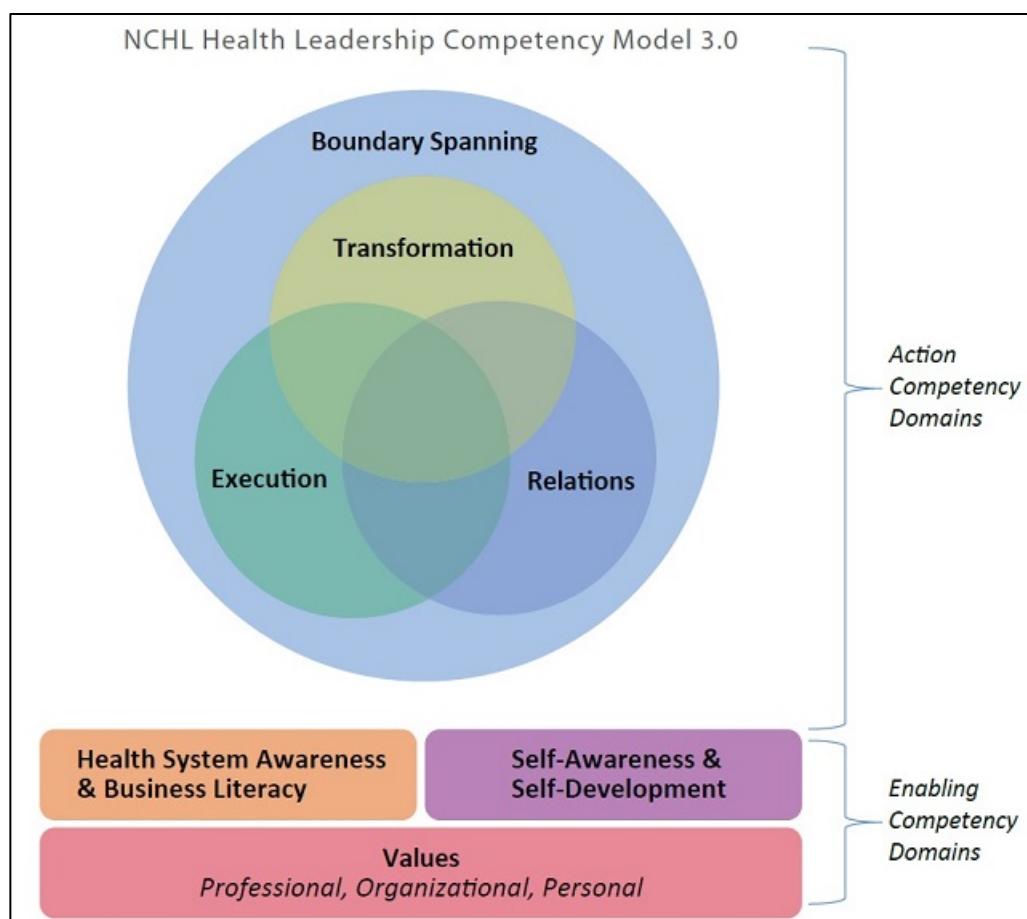


Figure 1. NCHL Competency Model



Table 1. Certificate Curriculum

A. Kickoff Seminars		
Seminar	Brief Description	Competency Domain
Opening keynote: Macro-trends - where healthcare is going & implications for chaplaincy	High-level overview of macro trends from an industry expert, and an exploration of what they will mean for chaplaincy and other healthcare professions.	Transformation-Strategic Orientation
Overview of management and leadership in the context of chaplaincy	Session will provide a guided exploration of professional identity and values in the context of leadership and management roles. Emphasis on how to manage in ways that honor professional values that first brought chaplains into their profession.	Self Awareness and Self-Development – Self Awareness
How health systems are financed, part one: Introduction to health insurance	Managing within healthcare organizations requires a solid understanding of their operating models. The old volume-based system of reimbursement for care is being replaced with new approaches of paying for “value.” This session reviews new and evolving payment models at both the state and federal levels, as well as payment innovations occurring among private payers and health plans.	Health System Awareness and Business Literacy – Financial Skills
Healthcare economics	How will consumers react to price increases and price transparency? How should physicians be paid to incentivize quality, efficiency and patient satisfaction? How does the market structure impact prices and access? This session will explore how economic principles can shed light on the many important questions we face in healthcare today.	Health System Awareness and Business Literacy – Financial Skills
Introduction to health policy: what it is, how it gets made	Session will provide an overview of the policy-making process, including how to pro-actively monitor potential changes to come and plan for their impact.	Transformation-Strategic Orientation
How health systems are financed, part two: Introduction to accounting principles	Session will provide an overview of basic accounting principles, with an emphasis on reading and understanding departmental budgets and the budgeting process.	Health System Awareness and Business Literacy – Financial Skills
Introduction to design thinking / Applied Learning Projects	Healthcare organizations must continuously innovate their business model to remain relevant and financially stable, and to better serve their communities’ healthcare needs. Our evolving healthcare environment requires new skills, new tools and a new mindset. Managers must think like designers, use visual tools, develop future scenarios, innovate like a startup, and make and test prototypes. This interactive session offers an introduction to business model innovation, including the use of innovation techniques and	Transformation – Innovation and Execution – Analytic Thinking



	visual tools to design a new strategy and innovative business models.	
Working with data - Excel techniques	Data systems are only valuable if they can deliver insights for better decision-making. With the explosion of data in healthcare, leaders need to understand how to access, manage and analyze these resources effectively, and appropriately interpret meaning from them. This session provides an overview of several important considerations for data management and analysis, including exposure to practical data management and analytic techniques to assist in operational, clinical and financial decision-making.	Health System Awareness and Business Literacy – Information Technology Management
Principles of Human Resource Management	Session will provide a high-level overview the fundamentals of Human Resource Management (hiring, performance management, career development, employee engagement), with an emphasis on understanding how and when to partner with the HR department.	Health System Awareness and Business Literacy – Human Resource Management
B. Intersession Webinars		
ALP Webinar / check-in #1: Results of stakeholder interviews	Participants will discuss their Applied Learning Projects, barriers and opportunities they face, and solutions to overcome challenges to successful implementation.	Process and Quality Improvement
Care Coordination Across the Continuum	Care coordination is becoming increasingly important as we transition to a value-based delivery system. Coordinated care is now required well beyond discharge, including the ambulatory care setting, follow-up care after discharge, and continued management of health and well-being. This webinar explores various models of coordinated care and their importance across an expanded continuum.	Strategic Orientation
Quality, Patient Safety and Performance Improvement	Improving quality and patient safety are core requirements for success in healthcare transformation. This webinar focuses on the application of systems thinking to patient safety, quality and efficiency issues.	Process and Quality Improvement
ALP Webinar / check-in #2: Value of Storytelling	In this session, participants will learn strategies for crafting their ALPs into a brief and compelling narrative appropriate for executive audiences.	Communication Skills
Perspectives on Delivering Consumer-Centric Care	Healthcare systems face increased competition from organizations that have not traditionally been thought of as healthcare providers. In this session, participants learn about consumer-centric approaches used in and outside of traditional healthcare settings and how these approaches may affect the future of healthcare delivery.	Strategic Orientation



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Population Health Management	Hospitals and health systems are moving away from the predominant sick-care, fee-for-service delivery model to a population health model of managing the health of defined populations. This transformational shift calls for healthcare providers to create a “culture of health” within their communities, focusing on prevention, wellness and patient engagement. This webinar examines the new population health imperative, including the role of population-level data, demographic changes and health trends in redesigning operations and clinical care.	Community Collaboration
ALP Webinar / check-in #3: Review Final Poster Drafts	In this session, ALP mentors will review poster drafts with participant teams to finalize them in preparation for the ALP Fair	Communication Skills
Healthcare Marketing and Consumer Engagement	As healthcare transitions from episodic care to population health, healthcare leaders must pay greater attention to consumer behavior and decision-making. Growing healthcare consumerism and rising demands for transparency are changing the ways healthcare organizations engage patients and consumers. This webinar reviews key concepts of consumer engagement and their application to healthcare planning, communications and marketing. Topics include consumer research, market segmentation, distribution and product strategies, as well as communications techniques such as mass communications/public relations, social media, referral development and marketing, and assessment of outcomes and effectiveness of planning and marketing efforts.	Strategic Orientation, Analytic Thinking

C. Capstone Seminars

Participant updates	The second set of live sessions will begin with a check-in on what has changed in the healthcare environment, as well as in participants' organizations and lives.	Relationship & Network Development
Planning for Organizational Change	Organizational change efforts often run into challenges that can be anticipated ahead of time and addressed more effectively with the right planning models. This session will introduce a robust model for planning and managing organizational changes of all kinds, and help participants learn to apply the model to their own change efforts.	Change Leadership



Expanding Health System Impact on Community Health and Vitality	As health systems support health and wellness in their communities, some have begun to examine how to leverage expenditures beyond direct programmatic investments. In this "Anchor Mission" approach, health systems evaluate potential expenses in areas such as supply chain, corporate finance and hiring to improve vitality and social determinants of health in the communities they serve. This session provides participants with an overview of anchor activities in Illinois and nationally, as well as offering recommendations from an emerging evidence base of what works.	Community Collaboration
Decision-Making in Teams and Organizations: Models and Approaches	Clinical and management decisions often involve multiple individuals and stakeholder groups. The intersection of ethical principles and personal values is a powerful force in group decision-making. This session focuses on decision-making models and tools, providing an overview of the core principles of medical ethics, frameworks for ethical decision-making, and how personal value systems interface with these frameworks and help inform decision-making.	Team Leadership
The Human Side of Organizational Change	Leaders set the tone for transformation in their organizations by how they engage employees in change efforts. This session focuses on the role of leaders in engaging their organizations in healthcare transformation, encouraging both collaboration and innovation during times of uncertainty and great challenges.	Impact & Influence
Developing staff / performance conversations	Open and honest feedback is critical for performance improvement, but these conversations are often avoided in the workplace. This session teaches participants how to structure difficult conversations to minimize defensiveness and maximize productivity.	Human Resource Management, Accountability
Innovation in Healthcare: Evolving technologies and emerging companies	New technologies are evolving rapidly to address current challenges of quality, safety, access and cost. This session will overview how new start-ups form to support these innovations, as well as major approaches to the innovation adoption process in health systems.	Innovation
ALP Clinic / Practice session (optional)	Interested participants can practice their "elevator speech" presentations one last time before the Fair.	Communication Skills
Applied Learning Projects Fair	As an integral part of the program, the Applied Learning Project (ALP) provides participants with an opportunity to demonstrate how their new knowledge, skills and insights can address a specific transformation challenge or performance improvement within their organizations. Results of these projects are presented to a healthcare	Communication Skills



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	leadership audience in structured 'rounds,' providing experience in public speaking as well as influential communications.	
Enhancing Impact & Influence	This session will provide strategies for enhancing one's personal impact and influence in an organization, with an emphasis on system awareness and interpersonal effectiveness.	Impact & Influence
The Executive Perspective: How Chaplaincy can best Partner for Change	The Program will close with a panel of hospital and health system CEOs discussing the need for high-impact change and innovation in business and care delivery models, and opportunities for new leaders to solve our greatest healthcare challenges, with a special emphasis on how chaplains can best partner in support of these changes.	Strategic Orientation

The Applied Learning Project

An integral part of the Certificate curriculum, the Applied Learning Project (ALP) provides participants with an opportunity to demonstrate how their new knowledge, skills and insights can address a specific transformation challenge or performance improvement within their organizations. The project offers an immediate return on investment.

Each participant (or team from the same organization) designs a project tied to the transformation priorities of his or her organization, as well as individual learning goals. The project goals, scope and outcomes must be approved by the sponsoring organization to ensure project support and organizational commitment. Each participant (or team) will be assigned a project mentor for additional coaching.

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