BE A BRILLIANT LEADER

MAJOR KEYS TO SUCCESSFUL
RURAL HEALTH CLINIC OPERATIONS
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VIRGINIA RURAL HEALTH ASSOCIATION
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LEARNING OBJECTIVES

• We will learn the crucial need for Leadership
• We learn the different types of Leadership
• We will see how to change and development Leadership
KEYS TO A SUCCESSFUL RHC

• Is it a higher all inclusive rate (AIR)?
• We have worked with clinics with $113 to $450 AIRs...A higher AIR is nice, but it is not the key to success.
KEYS TO A SUCCESSFUL RHC

• Is it a better payer mix?

• We have clinics with over 60% Medicare, we have clinics with over 80% commercial, and we have clinics with 75% Medicaid.... a good mix of Medicare & commercial patients would be great, but it is not the key to success.
Keys to a Successful RHC

- Would a new facility be a key to success?
- We have clinics in single wides, double wides and triple wides, we have clinics in glass and marble too. Shiny new clinic would be sweet but it is not the key to success.
KEYS TO A SUCCESSFUL RHC

- **Would more exam rooms do the trick?**
- **We have clinics that have 7 exam rooms and see 16 patients per day and we have some that have 3 exam rooms and see 40 patients per day. More rooms would be nice but it is not the key to success.**
KEYS TO A SUCCESSFUL RHC

• **Would a better phone system lead to success?**
• **We have clinics that have the most elaborate systems, but it does not bring in more patients. So, I don’t think new phones will get us there.**
WE WORK WITH CLINICS IN 41 STATES; THEREFORE, WE ARE CALLING CLINICS EVERYDAY.
KEYS TO A SUCCESSFUL RHC

• **W**ould less competition be the key to success?
• **W**e have clinics that have no competition in their whole county but they’re still struggling.
KEYS TO A SUCCESSFUL RHC

• **W**ould better providers and staff be the key to success?
• **T**his is definitely getting closer to the mark. **B**ut I've seen good providers in unsuccessful clinics.
KEYS TO A SUCCESSFUL RHC

• WOULD BETTER LEADERSHIP BE THE KEY TO SUCCESS?
• WE HAVE NOT SEEN GOOD LEADERSHIP FAIL EVEN IN THE WORST OF CONDITIONS.
NOT JUST LEADERSHIP

BUT GOOD AND WISE LEADERSHIP

-THERE ARE NO-
BAD TEAMS
ONLY
BAD LEADERS
Leadership Definition:

Leadership is the ability of an individual or a group of individuals to influence and guide followers or other members of an organization.

This definition does not say what kind of influence or guidance.
Brilliant Definition:

Brilliant means extremely intelligent or highly skilled or bright. Someone who is clever, astute or adept.

This definition does not say you have to be a genius just highly skilled.
GOOD NEWS AND BAD NEWS

• Good News – To be an effective leader is simple.
• Bad News – You have to become someone that others want to follow.

BECOME THE KIND OF LEADER THAT PEOPLE WOULD FOLLOW VOLUNTARILY;
EVEN IF YOU HAD NO TITLE OR POSITION.

BRIAN TRACY
VARIOUS KINDS OF LEADERS
Positional Leader
Leader due to title on business card. Leader in name only. Has the job of leading but clearly in not the leader.

Being a leader doesn’t require a title; Having a title doesn’t make you one.
EXPERT LEADERS

Those that are leaders because of what they know.

Many times, one of the providers fills this role.
MICROMANAGER
LEADERS

They don’t trust the employees to do their job. They want to control every aspect of their team’s work.

Micromanaging is the best way to lose capable people.
TOP-DOWN LEADERS

The Autocratic Leader. This usually requires the leader to drive blind.
BOTTOM-UP LEADERS

Anyone can lead and the formal leader is never driving blind.

Servant Leadership falls into this category.

This is sometimes called Democratic or Participative Leadership.
SEAGULL LEADER

They fly high at 50k feet, but every so often they swoop down make a lot of noise and crap all over the project.
MUSHROOM FARMER LEADER

Keep you in the dark, feed you crap, once you start to rise above this, they come along and cut your head off.
WHO CAN BE THE LEADER

• Is it The provider, the owner, the clinic manager, the nursing staff or the front desk?
HOW....YOU MUST CHANGE

- Victims are never going to be change agents. Being intentional.
- You have to be a person that colleagues want to follow.
- Character development is the only way to become a leader.
ONCE AGAIN...HOW DO WE CHANGE?

• New Year’s resolutions
• Get some accountability
• Become a learner in the clinic
• Pursue the truth even if it hurts.
• Remember that most of us are into self-promotion and self-preservation
• No one cares what you know until they know that you care.
WHAT ABOUT TEAM BUILDING?

• Once we have personally changed, how do we cultivate a team for success?

Well its not singing Kum ba yah together.

It’s respecting the team members that have boots on the ground.
If a leader is not a learner, a learner from his or her people, he/she won’t be a leader very long.

It’s respecting the team members that have boots on the ground.
Since most of us are not geniuses being brilliant takes a group effort?

• If I was a genius, I would be a consultant to Amazon or Apple and if you were one you would be running such a company.

• Therefore, we need much help to be Brilliant.

• Help comes by developing a team of wise employees that you can listen to which will lead to brilliant decisions.

• You are on this webinar to learn; do you encourage and provide for others to get additional training and wisdom?

• Once you are surrounded by wise colleagues you must cultivate open dialogue.

Meet with your people in meetings yes meetings.
MEETINGS - ENGAGING MEETINGS

- **Daily engagement**: Stand-up 5 minutes about the day and personal issues
- **Weekly engagement**: At lunch ask hard questions how are we doing?
- **Monthly engagement**: Block off an hour on first Thursday, go over goals
- **Quarterly engagement**: Friday half day, do we have the right goals?
If it is a problem of trust, then get some training wheels.
BEING A BRILLIANT LEADER WITH THE CORRECT GOALS MUST BEGIN AND END WITH:

- **Convenient Service**
- **Respectful Service**
- **Compassionate Service**

The is the key to a Successful Business
For the past forty years, Jeff Harper has been a business leader and innovator. During his emerging career, his accomplishments include: Working with Hospitals and Physician Practices in both urban and rural areas. Leading a regional CPA Firm as Managing Partner of a regional for 8 years; Providing 10 years of strategic financial leadership as CFO; Navigating and heavily negotiating through 12 mergers & acquisitions; and Serving as President of 50-million-dollar international corporation for 3 1/2 years earning INC 5000 for two consecutive years.

He presently is a principal of InQuiseek Consulting, a Louisiana-based firm that provides a wide range of consulting services across a variety of healthcare facility types. He is certified in Healthcare Compliance. Harper is in various hospitals and RHCs ever week all over the rural landscape and his diverse experience gives him a unique perspective to address opportunities for improved operational performance and cultural transformation. He has membership in NARHC, NRHA, and HFMA.