

BE A BRILLIANT LEADER

MAJOR KEYS TO SUCCESSFUL
RURAL HEALTH CLINIC OPERATIONS

JULY 28, 2023

KENTUCKY 2023 RHC SUMMIT

KENTUCKY OFFICE OF RURAL HEALTH
JEFF HARPER, INQUIREE CONSULTING

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.

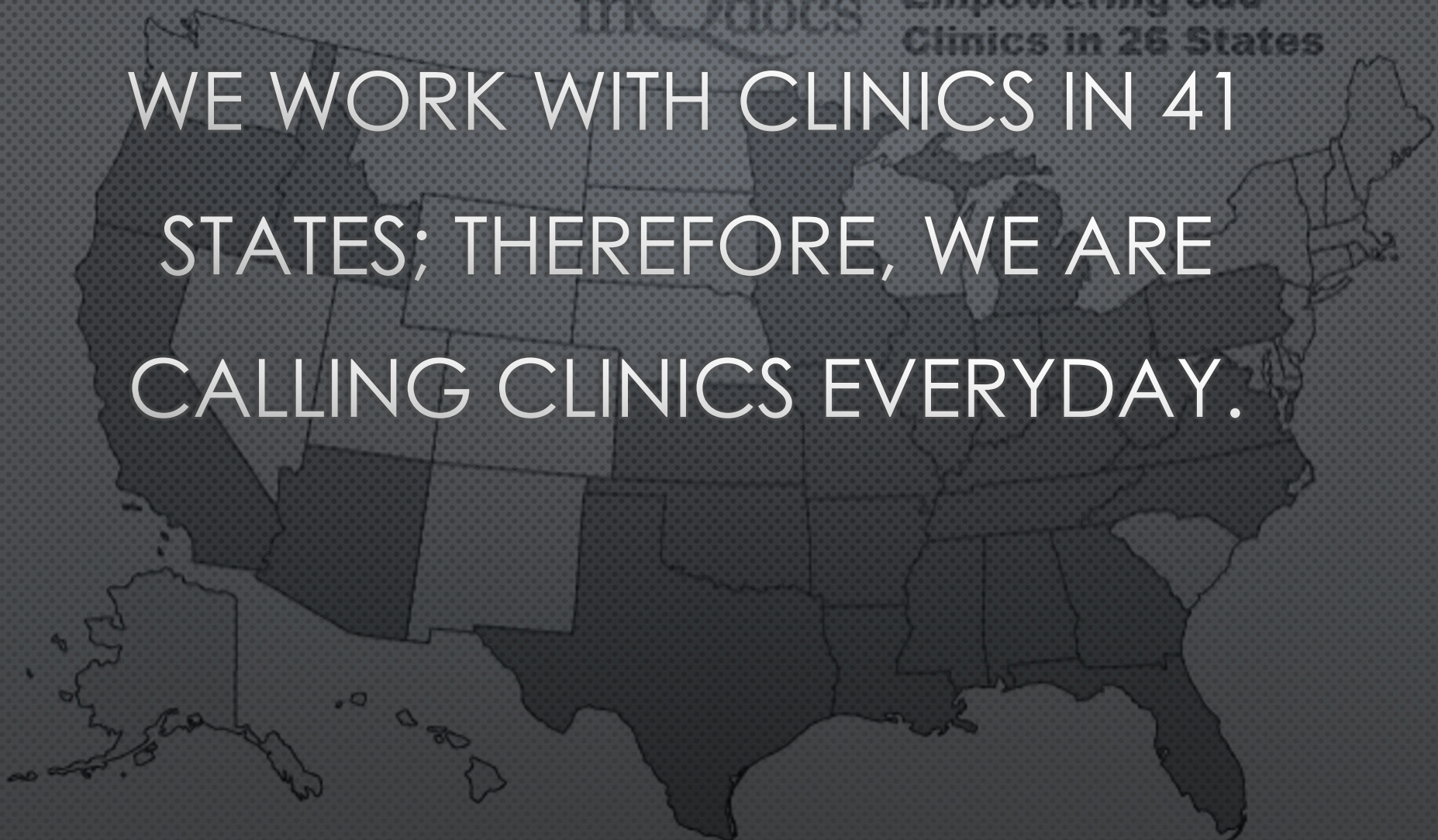
KEYS TO A SUCCESSFUL RHC

- 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.

inOdocs

Empowering 380
Clinics in 26 States

WE WORK WITH CLINICS IN 41
STATES; THEREFORE, WE ARE
CALLING CLINICS EVERYDAY.



KEYS TO A SUCCESSFUL RHC

- WOULD LESS COMPETITION BE THE KEY TO SUCCESS?
- WE HAVE CLINICS THAT HAVE NO COMPETITION IN THEIR WHOLE COUNTY BUT THEY'RE STILL STRUGGLING.

KEYS TO A SUCCESSFUL RHC

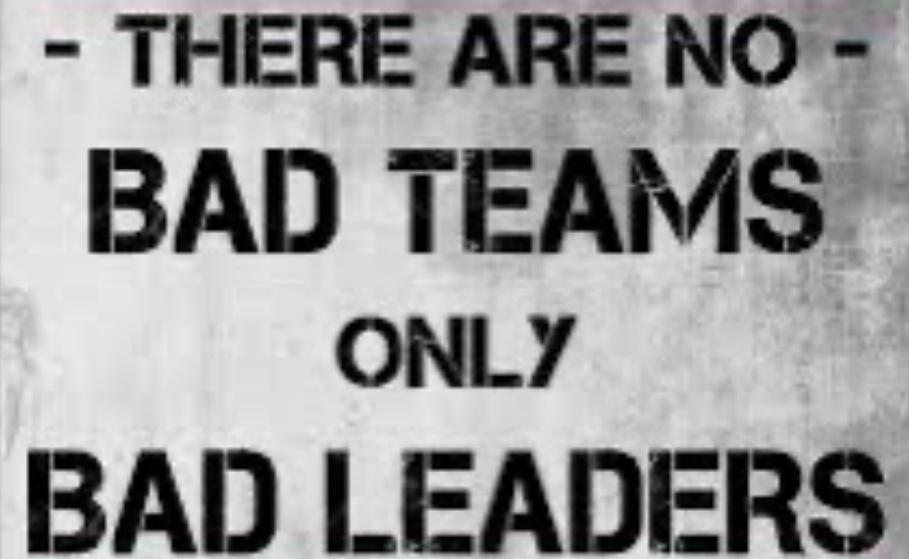
- WOULD BETTER PROVIDERS AND STAFF BE THE KEY TO SUCCESS?
- THIS IS DEFINITELY GETTING CLOSER TO THE MARK. BUT I'VE SEEN GOOD PROVIDERS IN UNSUCCESSFUL CLINICS.

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

A group of blurred human silhouettes in the background, suggesting a crowd or a group of people. The silhouettes are dark and out of focus, creating a sense of depth and movement.

VARIOUS KINDS OF LEADERS

POSITIONAL LEADER

LEADER DUE TO TITLE ON BUSINESS CARD. LEADER IN NAME ONLY. HAS THE JOB OF LEADING BUT CLEARLY IS NOT THE LEADER.

Being a leader doesn't
require a title;
Having a title doesn't
make you one.

EXPERT LEADERS

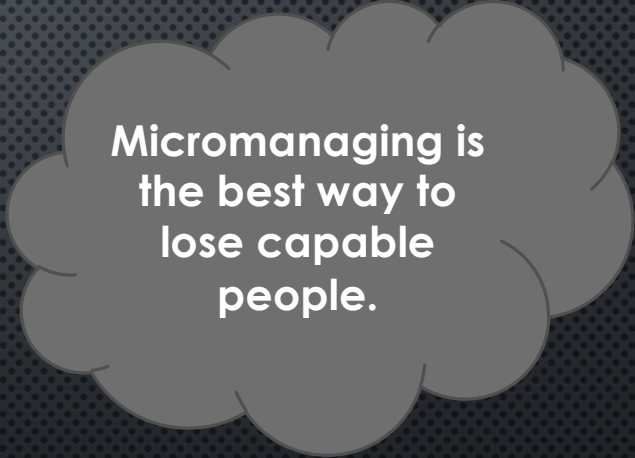
THOSE THAT ARE LEADERS
BECAUSE OF WHAT THEY
KNOW.

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.

Traditional Leadership

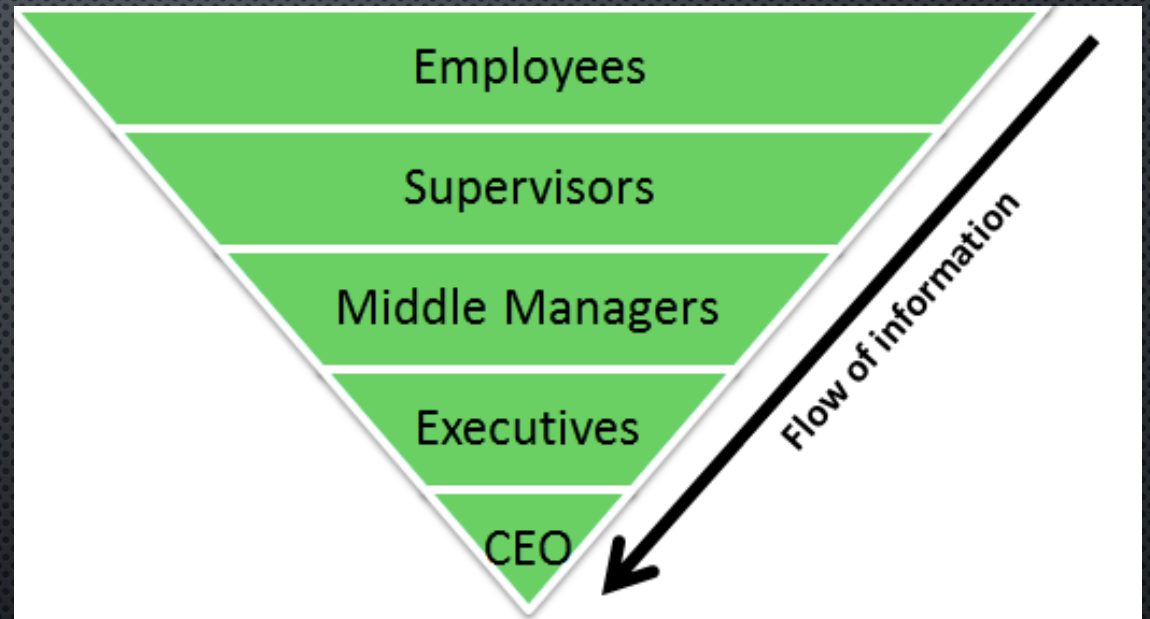


BOTTOM-UP LEADERS

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?

YES

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.

WHO HAS THE BEST SOLUTIONS TO YOUR BUSINESS' PROBLEMS?

- I HATE TO SAY THIS BUT IT'S NOT THE OUTSIDE CONSULTANT. DID I JUST SAY THAT?
- IT'S PROBABLY THE PEOPLE THAT ARE LIVING WITH THE PROBLEM EVERYDAY.

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.

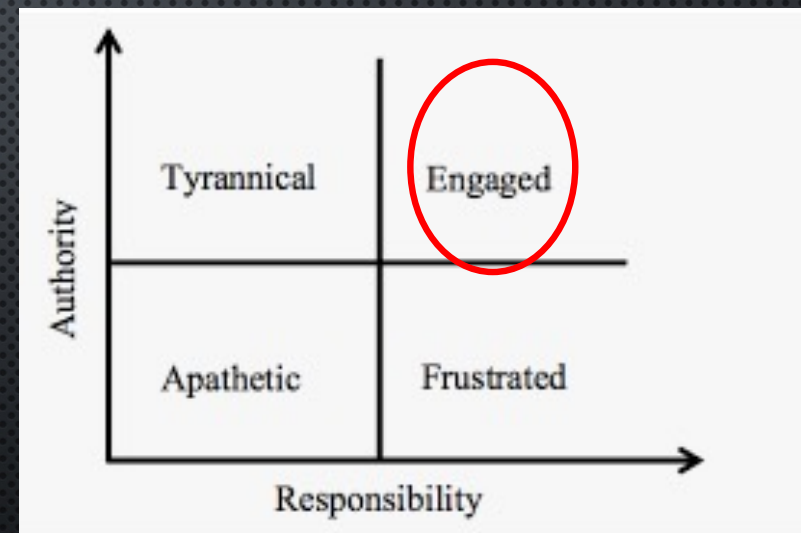
MEET WITH YOUR PEOPLE IN MEETINGS YES MEETINGS.

~~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 YOU HAVE SURROUNDED YOURSELF WITH WISE COUNSEL AND BRILLIANT DECISIONS ARE BEING MADE, LET PEOPLE HAVE THE AUTHORITY TO EXECUTE.

- MAKING SOMEONE RESPONSIBLE WITHOUT GIVING THEM AUTHORITY IS LESS THAN BRILLIANT, IT'S ACTUALLY SLAVERY



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.



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