Robbins MBA Healthcare Program

Transforming healthcare one leader at a time

Healthcare Administration

• The field relating to leadership, management and administration of hospitals, health networks and health systems

• Generalists and specialists

• Masters degree is considered the standard credential
Robbins MBA Healthcare Program
History

- Fall 2003: First MBA Healthcare students enrolled
- Nov 2009: Bill and Mary Jo Robbins and the Robbins Foundation of Houston, provides gift to ensure the continued success of the program
- May 2010: Program awarded accreditation by the Commission on Accreditation of Healthcare Management Education (CAHME)
- May 2011: Robbins Institute for Health Policy and Leadership approved by Baylor’s Board of Regents
- May 2012: Eighth class graduates bringing total number of alumni to 68

Robbins Institute for Health Policy and Leadership

- An interdisciplinary foundation for all healthcare-related initiatives in the Hankamer School of Business supporting the study of new approaches to healthcare policy, delivery and financing
- Provides a platform that will:
  - Enhance our ability to seek research grants
  - Expand community service and education (EMBA Healthcare and Board Training)
  - Facilitate the creation of a Ph.D. in Health Services Research
  - Enable future fundraising efforts
  - Assure continued funding and support for the Robbins MBA Healthcare Program
Robbins MBA Healthcare Program
Vision

• To be a reliable source of motivated, committed and highly trained executive leaders for service to the healthcare industry
• The program will yield national recognition through:
  • The value of its academic preparation
  • The development of knowledge through quality scholarship
  • A commitment to the highest ethical standards as reflected in Christian values

Association of University Programs in Health Administration

• AUPHA: Global network of universities, faculty, individuals and organizations dedicated to the improvement of healthcare delivery through excellence in healthcare management and policy education
• Member Programs
  • Undergraduate: 87
  • Masters: 123
  • Doctoral: 5
Commission on Accreditation of Healthcare Management Education

- CAHME: Interdisciplinary group ... devoted to *accountability* and *quality improvement* of education for healthcare management and administration professionals
- Only accrediting body for graduate healthcare management education
- Provides a benchmark and assurance for students and employers
  - Assures appropriate content and high standards of quality

Commission on Accreditation of Healthcare Management Education

- 74 accredited programs at 70 different universities in US & Canada
- Eight programs in Texas
  - Army-Baylor (MBA & MHA)
  - Baylor
  - Texas A&M
  - Texas State
  - Texas Tech
  - Texas Woman’s
  - Trinity
**Robbins MBA Healthcare Program**

**What makes us different?**

- The personal touch
- The executive residency
- The capstone semester
- Small class size
- We prepare future leaders
- It’s an MBA
- The advisory council
- The results

**Robbins MBA Healthcare Program**

**Core Competency Model**

- Developed with input from industry leaders
- Drives curriculum content
- Guides teaching and learning throughout the program
- Reflects the program’s mission and vision
Robbins MBA Healthcare Program
Core Competency Model

Specific competencies fall under the following domains and subdomains:

1. Knowledge of the Healthcare Environment
   1. Healthcare environment
   2. Economics and statistical methods
   3. Policy and advocacy

2. Critical Thinking and Analysis
   1. Critical thinking and analysis
   2. Innovative thinking
   3. Strategic orientation

3. Business and Management Knowledge
   1. Financial skills
   2. Information seeking
   3. Information technology management
   4. Organizational awareness
   5. Performance measurement
   6. Organizational design and governance
   7. Human resource management

4. Political and Community Development
   1. Community orientation
   2. Professionalism
   3. Relationship building
   4. Self-development

5. Communication
   1. Accountability
   2. Communication skills
   3. Interpersonal communication

6. Leadership
   1. Personal leadership
   2. Change leadership
   3. Collaboration
   4. Self-confidence

Robbins MBA Healthcare Program
Degree Plan

Fall Semester (Aug – Dec)
- Accounting – Planning 1
- Econ. – Demand Analysis 1
- Finance – Planning 1
- Operations Management I 1
- Info. Systems – Foundations 1
- Quantitative Methods I 1
- Management Communication 3
- Organizational Behavior * 3
- Strategic Management * 3
- Intro to Healthcare Administration 3
- Total Semester Hours 18

Spring Semester (Jan – May)
- Accounting – Implementation 1
- Econ. – Production & Cost Analysis 1
- Finance – Implementation 1
- Operations Management II 1
- Info. Systems – Aligning with Business 1
- Quantitative Methods II 1
- Marketing * 3
- Prep for Healthcare Residency 1
- Public Health Issues for Executives 1
- Health Economics 3
- Healthcare Finance 3
- Total Semester Hours 17

Summer & Fall Semesters (May – Dec)
- Healthcare Administration Residency 9
Robbins MBA Healthcare Program
Degree Plan

<table>
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<th>Spring Semester (Jan – Dec)</th>
<th>Summary</th>
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<td>Quantitative Methods III 1</td>
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<td>Other MBA Required Courses 12</td>
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<td>Current Issues in HC Administration 1</td>
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<td>U.S. Healthcare Directions 3</td>
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<td>Total Semester Hours 16</td>
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Robbins MBA Healthcare Program
Administrative Residency

- Translate the fundamental knowledge, theory and competencies obtained during the didactic portion of the program into practice
- Three specific objectives:
  - Develop a career-long mentoring relationship between the preceptor and the resident
  - Through observation and familiarization, develop an understanding of the organization’s mission, structure, operation and interrelationships between units
  - Apply and test theory and tools in a real-world setting and build upon the knowledge acquired in the curriculum
Robbins MBA Healthcare Program
2013 Residency Sites

Robbins MBA Healthcare Program
Class of 2013

Libby Hackett
Cole Kaelin
Ashley Mau
Kristen Mobley
Chris Rapoza
Chase Shalala
Sam Shalala
Josh Siskind
Dennis Tiu
Will Tumner
Leadership Model

The Servant Leader
What isn’t leadership?

• Title or position
• Experience or seniority
• Power
• Public-speaking ability
• Popularity
• Office size, location, furnishings
• Technical know-how
• Always having the answer
• Management...

Leadership vs. Management

• A manager
  • administers
  • is a copy
  • maintains
  • focuses on systems and structure
  • relies on control
  • has a short-range view
  • asks how and when
  • keeps eyes on the bottom line
  • imitates
  • accepts the status quo
  • is the classic good soldier
  • does things right

• A leader
  • innovates
  • is an original
  • develops
  • focuses on people
  • inspires trust
  • has a long-range perspective
  • asks what and why
  • keeps eyes on the horizon
  • originates
  • challenges the status quo
  • is his or her own person
  • does the right thing

### What is leadership? Essential qualities of a leader

- Integrity
- Vision
- Humility
- Competence
- Passion
- Optimistic
- Magnanimous
- Humor
- Love for people...

### Love your people

- People are priceless and are what makes your workplace/organization what it is
  - Nurture the good ones and don’t water the weeds
- Loving your people requires an investment (sacrifice) of time
  - Never be too busy for them
- To love them is to know them
  - Not just their work ability, but their families, what’s important to them, their perspectives, their motivations, their goals and dreams
Leadership roles

- Organizational leadership
- Life role leadership

“Lead Like Jesus,” Ken Blanchard & Phil Hodges

Leadership roles
Organizational Leadership

- Involves positions and titles
- Measured accountability for results
- At risk based on performance
- Power and influence are prone to conflicting agendas and priorities
- Sensitive to shifts in organizational structure, standards and priorities
- Rewards come in the form of additional power, material items and recognition
- Operates in the realm of competition and marketplace standards and biases

“Lead Like Jesus,” Ken Blanchard & Phil Hodges
Leadership roles

Leadership vs. Power

Leadership vs. Power

Leadership roles

Life Role Leadership

- Functions in enduring life-long relationships (e.g., parents, spouses, siblings, friends -- mentors)
- Focuses on growing and developing people and supporting mutual commitment
- Involves seasons of personal sacrifice
- Based on duty, honor and lifelong obligation – not easily relinquished
- Resilient based on the level of relational commitment
- Anticipates love, loyalty, trust, mercy, forbearance, forgiveness and sacrifice
- Is seasonal in levels of influence based on maturity and growth

“Lead Like Jesus,” Ken Blanchard & Phil Hodges

Leadership vs. Power

Power is what everybody wants and can get even if they have no leadership qualities ...
Leadership is what you already have in you, it cannot be given or gotten

A Leader can be a powerful person ...
A Powerful person is not necessarily capable of being a leader

Leaders lead and people follow them willingly ...
Powerful people demand that people follow them and people do so ... unwillingly and helplessly
Power vs. Influence

• **Power** is the ability to compel another person to do your will, even if they would otherwise choose not to
  • Normally derived from position or might
  • Requires no inherent skill

• **Influence** is the capability to get people to *willingly* do *your* will
  • Derived primarily from the trust engendered through proven character and behavior

Power vs. Influence

• Those who have power have influence, but not true influence as defined here
  • Coercion vs. willing followership

• Those who have no power can still have true influence

• One who must resort to using power has probably lost, or never had, true influence

• Power is temporary; influence will endure
Pride vs. Humility

Pride – an overly high opinion of yourself, an exaggerated self-esteem, arrogance

- When you’re engaged in a discussion, you resist acknowledging that the other person’s idea is actually better than your own – “the righter they sound, the madder you get.”
- You start to do all the talking, taking too much credit, demanding all the attention, boasting, showing off, or demanding service on the basis of your position
- You judge the value of an idea by who said it rather than by the quality of the thought
- You treat people as too far below you in position or credentials to seek out their input on issues that affect them
- Your image becomes more important than substance and truth
- You act as if the rules, judgments, and standards you impose on others should not apply to you because of who you are or the position you hold
- Your compensation becomes more important as a mark of success than the ethical and relational price you paid to attain it
- Winning and losing become the only criteria you value and character becomes an option – not the foundation on which you base your actions
- You look in the mirror to find the source of all success and out the window for the cause of failure

Humility – not proud or haughty; not arrogant or assertive; offering deference to others despite their position or status

- You develop a keen understanding of the limitation you have to accomplish anything on your own
  - “When you see a turtle on a fence post, you know he didn’t get up there on his own.”
- You realize and emphasize the power of others
- You don’t think less of yourself, just think of yourself less
- You don’t deny your power, just recognize that it passes through you, not from you
- You look out the window to find the source of success and in the mirror to find the cause of failure

"Truly powerful people have great humility. They do not try to impress, they do not try to be influential. They simply are. People are magnetically drawn to them. They are most often very silent and focused, aware of their core selves. ... They never persuade, nor do they use manipulation or aggressiveness to get their way. They listen. If there is anything they can offer to assist you, they offer it; if not, they are silent.” - Sanaya Roman
**Pride vs. Humility**

- But, don’t carry it too far...
- Honor your abilities and accomplishments; don’t be shy about ensuring the right people know about them
- Humility can be misinterpreted as lack of self-confidence or lack of capability
- Beware of the Imposter Syndrome

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**Top-10 Signs of a Servant Leader**

1. You do not have your own agenda – it’s not about you; you lose interest in promoting your reputation and gain interest in developing and promoting your peers’ and subordinates’
2. You never consider your subordinates as a means to achieving a goal
3. You always have your emotions under control – you don’t lose your temper unless you plan to
4. You do not always have to be right – and when you’re not, it’s OK to say “I was wrong”
5. You don’t mind being vulnerable and aren’t afraid to say “I need your help” and it’s OK to say “I don’t know” or “I hadn’t thought of that”
6. You remain the same person - in stressful times and in calm times; when required to be directive or when required to be collaborative
7. Your primary objective is the best interests of those you lead
8. You are not threatened by accountability and feedback from superiors, peers and subordinates alike
9. You are anxious to listen and learn from others – regardless of their position in the organization
10. You lead through relationships not through your power
Some more Signs of a Servant Leader

1. All your decisions pass the “60 Minutes” test
2. You realize that successful teams are built on trust
3. You take your job – not yourself - seriously
4. You never develop a sense of entitlement
5. When things go bad, you reach the acceptance phase of grief faster than the people you lead
At the end of your season of leadership, answer the question:

“What did you do with the resources (the people) you were given?”
Tom Haines, MHA, FACHE

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