



Maine Department of Health & Human Services Office of MaineCare Services State Innovation Model Cooperative Agreement Healthcare Leadership Development Plan for Maine

The Process

The Daniel Hanley Center for Health Leadership (“Hanley Center”), under contract with the Maine Department of Health & Human Service (“DHHS”), embarked on the ambitious goal of creating a sustainable Healthcare Leadership Development Plan for Maine under the framework of the State of Maine Office of MaineCare Services’ cooperative agreement with the Centers for Medicare & Medicaid.

The Hanley Center has been delivering a variety of health leadership courses and initiatives across the State of Maine over the past ten years. The courses vary in their length, size, content and intended participants. More than 270 healthcare leaders have completed the eight-month experiential Hanley Health Leadership Development (“HLD”) course. The HLD course stresses collaborative leadership, developing leaders with facilitative leadership skills and tools, a broader perspective intended to break down industry silos, and a tight network of colleagues to support positive change and healthcare transformation post-course completion.

Similarly, the Hanley Center’s two Physician Executive Leadership Institute (“PELI”) courses have included more than 300 physicians. The PELI programs focus on training physicians in key leadership and management content areas-- the business of medicine-- not covered in medical schools, but increasingly necessary for physicians to be successful in their practices or administrative roles.

When beginning the process of developing the Plan for this project, the Hanley Center first conducted a broad survey of Maine’s healthcare CEOs to gather their experience, perspectives and desires with regard to developing their own leaders throughout Maine’s 16 counties. Given Maine’s vast geography and differences in population, service accessibility and resources from

each corner of the State, it was important to find common ground for a leadership development plan that will serve a wide scope of the types and sizes of healthcare organizations.

Following is the latest thinking of a broad array of healthcare CEOs and leaders after a full day Summit on June 2, 2015 and a half-day CEO Reconvene on November 17, 2015. At the Summit, more than 50 CEOs and executives heard IHI executive Derek Feeley discuss the changing healthcare landscape and the leadership necessary to successfully navigate through it. Participants spent much of the day sharing ideas and experience that formed the basis for the following Vision & Plan. A smaller group of CEOs convened by phone twice after the Summit to fine tune the vision, content areas and sustainability concepts. The CEO Reconvene was developed and held to bring back many of the original participants from the Summit as well as CEOs and healthcare leaders new to the process. The purpose of the day was to engage in discussions and brainstorm how a 5-year statewide health leadership development plan can be sustainable. The Plan below is the result of the information gathered at the CEO Summit & CEO Reconvene and dozens of conversations with Maine's health leaders, from the SIM Hanley Advisory Committee and from research conducted by Hanley Center staff.

The Vision

We will engage, develop and empower Maine's next generation of healthcare leaders to transform healthcare and improve outcomes in attainment of the Triple Aim (improved quality, improved patient experience, lower costs).

The Plan

Adoption of Maine's Healthcare Leadership Development Plan commits forward thinking organizations to invest in their current and future leaders and acknowledges that leadership development is a longitudinal process that must be continuously and strategically refined based on changing trends, regulatory requirements and demographics.

All healthcare professionals have the capacity to be leaders at some level of their organizations. While that is true, in order to develop a plan that is focused and clear and has the potential to be financially sustainable, this plan contemplates leadership development for emerging and newly positioned leaders. This plan in no way disregards the leadership potential of front-line healthcare workers across the state, but the vision and plan for those individuals will likely look very different, was not the focus of this project, and is, therefore, not included here.