



Healthcare Institute of Managerial Excellence Request for Proposals (RFP)

RFP Overview:

The CEO^C (Louisville Healthcare CEO Council)'s Center for Healthcare Workforce Innovation is issuing a request for proposals from potential education and training providers to co-design a healthcare-specific management and supervisor training program known as the Healthcare Institute of Managerial Excellence.

Background:

The CEO^C represents the 14 largest healthcare aging innovation companies founded or headquartered in Louisville, KY. Collectively, the CEO^C member companies touch 80 million lives annually, employ 500,000 people, and generate approximately \$125 billion in annual revenue.

The Council board leadership is represented by CEOs of companies across the entire continuum of care. This includes providers and payers, as well as leading education partners. And for all of them, workforce is a unifying systemic crisis they're invested in addressing collectively. Put another way, the CEO^C represents nearly all major healthcare employers and is equipped to clearly articulate what healthcare jobs will be needed as well as the requirements needed to successfully fill those jobs. This presents a unique opportunity to bridge the gap between today's workforce and the healthcare jobs needed tomorrow. The CEO^C is comprised of the following:

- **Baptist Health** | Gerard Colman, CEO (CEO^C Chairman)
- **Anthem** | Kennan Wethington, President
- **Apellis Pharmaceuticals** | Dr. Cedric Francois, President and CEO
- **Atria Senior Living** | John Moore, Chairman and CEO
- **BrightSpring Health Services** | Jon Rousseau, President and CEO
- **Galen College of Nursing** | Mark Vogt, President and CEO
- **Hospatus Health** | David Cook, President and CEO
- **Humana** | Bruce Broussard, President and CEO
- **LHC Group** | Keith G. Myers, Chairman and CEO
- **Norton Healthcare** | Russell Cox, President and CEO
- **ScionHealth** | Rob Jay, CEO
- **Signature Healthcare** | E. Joseph Steier, President and CEO
- **Trilogy Health Services** | Leigh Ann Barney, President and CEO
- **University of Louisville** | Dr. Lori Gonzales, Interim President

The Challenge:

According to the US Bureau of Labor Statistics, more than 4.4 million people left their jobs in April 2022. This figure becomes even more significant when considering the widening chasm in the labor market in which the current number of job openings (11.4 million nationally¹) nearly doubles the number of unemployed (approximately 6 million²). The competition for talent has never been greater in today's air-tight labor market

¹ <https://www.bls.gov/news.release/jolts.nr0.htm>

² <https://www.bls.gov/news.release/empsit.nr0.htm>

as employees have more choices than ever about where, when, how, and for whom they work. As a result, employers of all industries are forced to take creative approaches to retaining talent to remain competitive.

According to 2021 findings from McKinsey³, the number one motivator for people who left their roles without another job in hand in 2021 was due to ‘uncaring leaders.’ After that, the primary motivators (in order of importance) included unsustainable work performance expectations, lack of career development opportunities, lack of meaningful work, and lack of support for employee health and well-being. Although there is no ‘silver bullet’ that will singlehandedly stabilize today’s hyper-inflated turnover, these insights are interesting in that they seemingly point towards a significant contributor (either directly or indirectly) to that attrition: ineffective management.

The Solution:

According to McKinsey, one strategy for “turning attrition into attraction” is to empower and upskill employees with an emphasis on managerial roles. Managers and supervisors who are equipped to “empower and support their people not only help employees perform better, but also become part of the employee value proposition that helps attract and retain talent⁴.” Further, by creating upskilling programs that equip employees to become managers, healthcare organizations are effectively creating opportunities for accelerated career advancement.

Further, the ‘Medical and Health Services Managers’ occupation is the third largest and fourth fastest growing healthcare occupation nationally with total jobs **expected to increase by 32.5% by 2030**⁵. For context, the average of job growth for all occupations nationally is less than 8%. These jobs have a median pay of \$48.72 per hour or \$101,340 annually⁶ and present a lucrative career pathway for individuals seeking to advance their career in the healthcare industry.

Because of this, the Center for Healthcare Workforce Innovation (CHeWI) is developing the Healthcare Institute of Managerial Excellence (HIME). Through this industry-led and evidence-based program, we will prepare diverse cohorts of current, multi-disciplinary healthcare employees poised for or recently employed in management/supervisory roles to better empower, lead, and support today’s healthcare workforce. By doing this, we hope to achieve the following outcomes:

- (1) Improve retention rates within the healthcare industry for jobs at all levels
- (2) Increase the number of healthcare managers to meet growing workforce demand
- (3) Create career advancement opportunities through a healthcare-focused management career path
- (4) Improve care outcomes via a workforce that’s more engaged, satisfied, consistent, and productive

RFP Details and Scope:

Healthcare Management and Supervisor Training Need:

The purpose of this RFP is to solicit proposals from quality education and training providers who have the capacity and expertise to collaborate with the CEO^C Workforce Innovation Committee to develop and deliver training programs to better prepare healthcare managers and supervisors.

³ <https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/gone-for-now-or-gone-for-good-how-to-play-the-new-talent-game-and-win-back-workers>

⁴ <https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/the-organization-blog/the-great-attrition-same-turnover-but-the-why-differs-by-industry>

⁵ <https://www.bls.gov/emp/tables/occupational-projections-and-characteristics.htm>

⁶ <https://www.bls.gov/ooh/management/medical-and-health-services-managers.htm>

The programs can include various delivery methods (e.g., in-person, online, asynchronous, etc.) but should be designed to support a cohort style experience (e.g., a group of 20-30 learners from various healthcare organizations) and be conducted over a series of touch points over a length of time (e.g., 6 months). Education and training programs should include both the technical skills (see list below) as well as the 'soft' skills.

The education and training provider is not required to be in healthcare; however, all training must be oriented and applicable to the healthcare industry with respondents demonstrating prior experience in developing successful projects supporting a healthcare audience (see proposal submission below). A list of prioritized competencies to be included in the HIME program is listed at the end of this RFP (see Appendix A "Prioritized Healthcare Management and Supervisory Competencies").

Timeline:

The RFP process will initiate on October 7th 2022 with a deadline of submission on November 4, 2022. Questions regarding the proposal will be accepted between October 7th and October 19th. Questions after October 19th will not be addressed. All questions will be addressed by October 21st.

The CEO^C team, with guidance from a working group comprised of senior HR executives from council member companies, will review the proposals and submit a recommendation to the CEO^C Workforce Innovation Committee during the November committee meeting. Notification of proposal selection is anticipated by November 23rd, 2022. The goal is to begin co-designing the training program in January 2023 with an ideal launch date of the Healthcare Institute of Managerial Excellence at the end of Q1 2023.

Proposal Submission:

Each proposal should be submitted by email to Sam Mbutu, Innovation Project Manager at smbutu@lhccinc.com in the form of a letter including the following information:

- **Organizational Overview:** A brief overview of the respondent's organization, the organization's capacity to meet the needs described above (e.g., successful delivery of prior healthcare programs, outcome metrics, case studies, etc.), and statement of interest in partnering with the CEO^C team in the development of the HIME.
- **Education/Training Program Overview:** A detailed description of the organization's education/training program including: (1) an overview of healthcare manager/supervisor competencies that are/can be incorporated within the curriculum (see Appendix A "Prioritized Healthcare Management and Supervisory Competencies" for more details), (2) description of training delivery formats available and (3) an overview of the process employed by the respondent to create and/or modify training programs tailored to the needs of the CEO^C. NOTE: Proposals with elements of in-person instruction will be more strongly considered than those without. Ideally, training format will be comprised of both classroom and online learning components.
- **Education/Training Budget and Justification:** (1) A budget detailing costs associated in developing and delivering the HIME (including the amount of investment needed per learner) and (2) a budget justification describing the expenses included in the budget.
- **Training Bios:** Brief 1-3 paragraph bios and resumes/CVs for educators/trainers who will be facilitating learning (if applicable).
- **Program Evaluation:** A critical piece of the HIME will be developing an evidence base which validates the efficacy of this program in better preparing managers and supervisors as well as the impact on

the program outcomes described above. To this end, we will be conducting a rigorous program evaluation that utilizes an implementation science framework to measure outcome impact as it relates to the individual being trained, the team they manage/supervise, as well as the organization where they work. Respondents should include a statement of commitment to participate in the program evaluation conducted by CEO^c that includes the tracking of metrics such as training outcomes, engagement, job satisfaction, leadership quality and retention. Additionally, respondents should include a brief description of organizational capacity to engage in both quantitative and qualitative research conducted by external evaluator and use of data for program improvement and scalability.

Appendix A: Healthcare Management and Supervisor Competencies

Listed below are a set of competencies that have been reviewed, validated, and prioritized by the CEO^C Council member Companies. Respondents should include description on how their program aligns with the competencies listed below (recognizing that not all programs will touch on every competency). This list of competencies was created through (1) cross analyzing the ACHE's "Leadership Competencies for Healthcare Services Managers" with employer job descriptions and (2) validating and prioritizing those competencies with council member companies. Special credit to the American College of Healthcare Executives (ACHE⁷) whose competency framework was referenced for the creation of the list below.

- **Engaging Culture and Environment:** Create an organizational climate built on mutual trust, transparency and a focus on service improvement that encourages teamwork and supports diversity.
- **Change Leadership:** Respond to the need for change and support the change process.
- **Driving Innovation:** Encourage diversity of thought to support innovation, creativity, and improvement.
- **Team Leadership:** Encouraging a high level of commitment from employees by establishing and communicating a compelling organizational vision and goals for the purposes of achieving results through others.
- **Relationship Management:** Demonstrate effective interpersonal relationships and the ability to develop and maintain positive stakeholder relationships.
- **Written and Verbal Communication:** Prepare and deliver business communications such as meeting agendas, presentations, business reports and project communication plans
- **Facilitation and Negotiation (conflict):** Manage conflict through mediation, negotiation, and other dispute resolution techniques.
- **Emotional Intelligence:** The ability to recognize and understand the verbal and nonverbal communications of individuals from a variety of different backgrounds and cultural values.
- **Employee Development:** The ability to identify, support, and mentor high-potential employees for the purposes of professional development.
- **Professional and Personal Accountability:** The ability to hold people accountable to standards of performance or ensure compliance by effectively and appropriately using the power of one's position or personality, with the long-term good of the organization in mind.
- **Professional Development and Lifelong Learning:** Demonstrate commitment to self-development including continuing education, networking, reflection, and personal improvement.
- **Self-Awareness:** Be aware of one's own assumptions, values, strengths, and limitations.
- **Ethical Conduct and Social Consciousness:** Demonstrate high ethical conduct, a commitment to transparency and accountability for one's actions and using the established ethical structures to resolve ethical issues.
- **Unconscious Bias and Inclusivity:** Recognizing unconscious bias and leveraging that to create a welcoming and inclusive environment for all.
- **Self-Care:** Recognizing the importance of an individual's health and prioritizing behaviors that promote good mental and physical health.
- **Professional Initiative and Work Ethic:** Dedication and drive to always provide the highest quality of work while proactively addressing current and future challenges.
- **Analytical thinking and problem solving:** Dissecting circumstances and challenges to provide a better understanding of the obstacle and developing solutions accordingly.
- **Curiosity:** An inherent desire to obtain knowledge and learn more about a given subject related to an individual's role.

⁷ <https://www.ache.org/about-ache/resources-and-links/healthcare-leadership-competencies>

- **Health Systems and Organizations:** Demonstrate an understanding of system structure, funding mechanisms and how healthcare services are organized.
- **Health Workforce:** Demonstrate the ability to optimize the healthcare workforce around local critical workforce issues, such as shortages, scope of practice, skill mix, licensing and fluctuations in service.
- **Person-Centered Health:** Effectively recognize and promote patients and their family's/caregiver's perspectives in the delivery of care.
- **Public Health:** Establish goals and objectives for improving health outcomes that incorporate an understanding of the social determinants of health and of the socioeconomic environment in which the organization functions.
- **Community Partnerships:** Recognizing that efforts are impacted by the broader community and leveraging that recognition to establish and advance partnerships and collaborations with community stakeholders to maximize health outcomes, equity, and impact.
- **Laws and Regulations:** Abides by laws and regulations applicable to the work of the organization.
- **Financial Acumen:** The ability to understand and effectively use accounting information and financial tools (e.g., budgets) for the purposes of making financial decisions and ensuring optimal health outcomes.
- **HR Management:** Effectively manage human resource processes, including scheduling; performance appraisals; incentives; staff recruitment; selection and retention; training and education; motivation, coaching and mentoring; and appropriate productivity measures.
- **Information Management:** The ability to use clinical and administrative technologies for optimal use of information within the organization while ensuring that applicable privacy and security requirements are upheld.
- **Risk Management:** Familiarity with risk management principles and programs, such as risk assessment and analysis and risk mitigation.
- **Quality Improvement:** Develop and implement quality assurance, satisfaction, and patient safety programs according to national initiatives on quality and patient safety.
- **Strategic Planning:** The ability to synthesize information from multiple sources and leverage those insights to develop, implement and monitor strategies that are aligned with the mission and strategic objectives.