



## **National Rural Health Association**

NRHA Leadership Solutions:  
Are They Making a Difference?

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# NRHA Certification Programs

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Overview

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Rural Health Policy Congress

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Fellows

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Rural Hospital Certification Programs

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New Programs

# Leadership is the single biggest predictor of success

Alan Morgan, CEO  
National Rural Health Association

# Health Equity

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# National Rural Health Association

## Rural Health Policy Congress

# Purpose of NHRA

- **Identify** and represent the health and health care needs and views of rural America
- **Increase** understanding of the distinctive features of health and health care delivery in small towns and rural areas
- **Provide** a multi-sector forum for the exchange and distribution of ideas, information, research, and methods relative to the improvement of rural health
- **Build** coalitions for addressing rural concerns
- **Develop** and promote solutions to rural health care problems
- **Represent** the interests of the membership of the Association

Early 1990s,  
NRHA's Board  
of Trustees  
created the  
NRHA Policy  
Board



Policy development



Advocacy



Report to the Board of  
Trustees



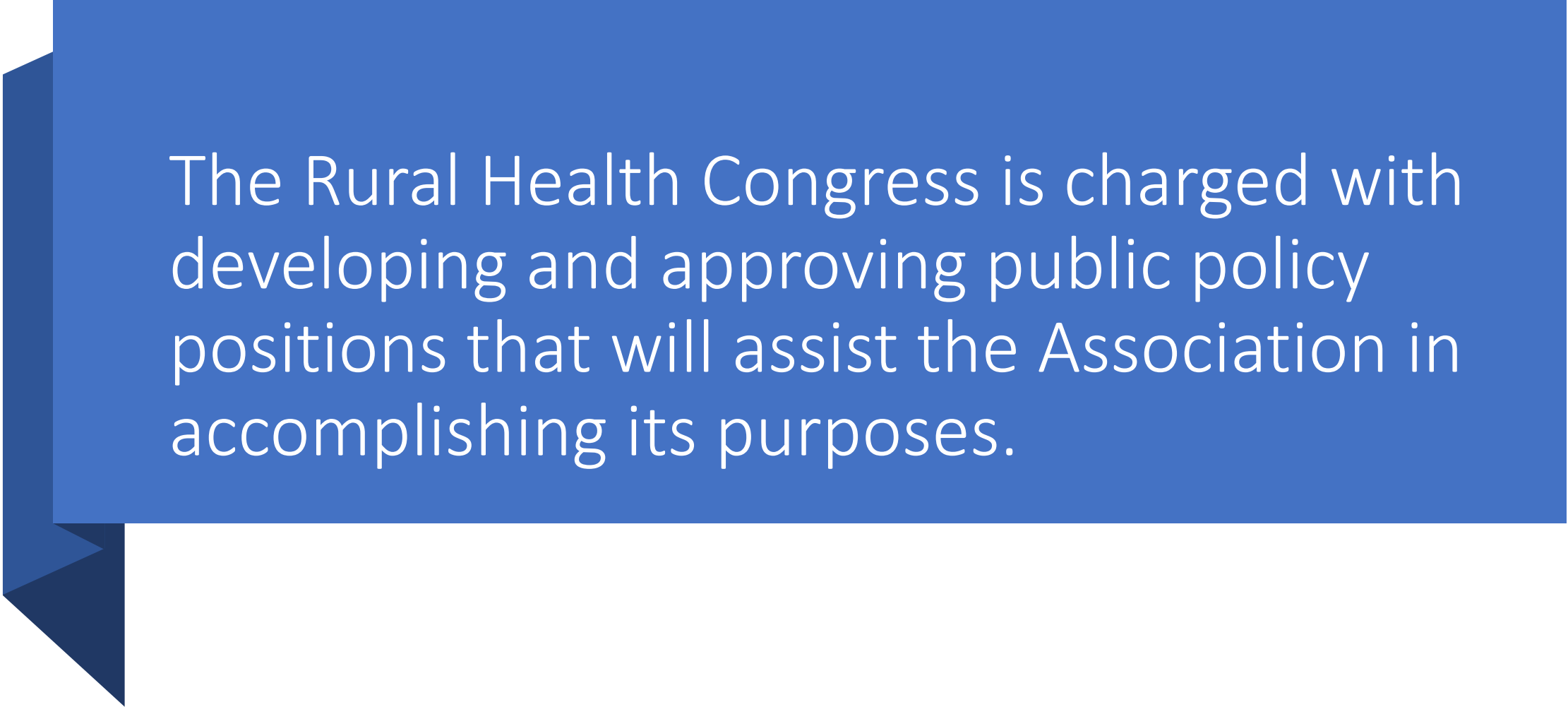
BOT approve recommendations  
developed by Policy Board

In the early 2010's the name of the Policy Board was changed to "Rural Health Policy Congress"

More independent of the Board of Trustees

Formally separating the duties and responsibilities.



A blue ribbon graphic that forms a large rectangular frame around the text. The ribbon has a 3D effect with a darker blue shadow on the left and bottom edges.

The Rural Health Congress is charged with developing and approving public policy positions that will assist the Association in accomplishing its purposes.

The Rural Health Congress is the  
policymaking body that  
determines the Association's  
positions regarding public policy.

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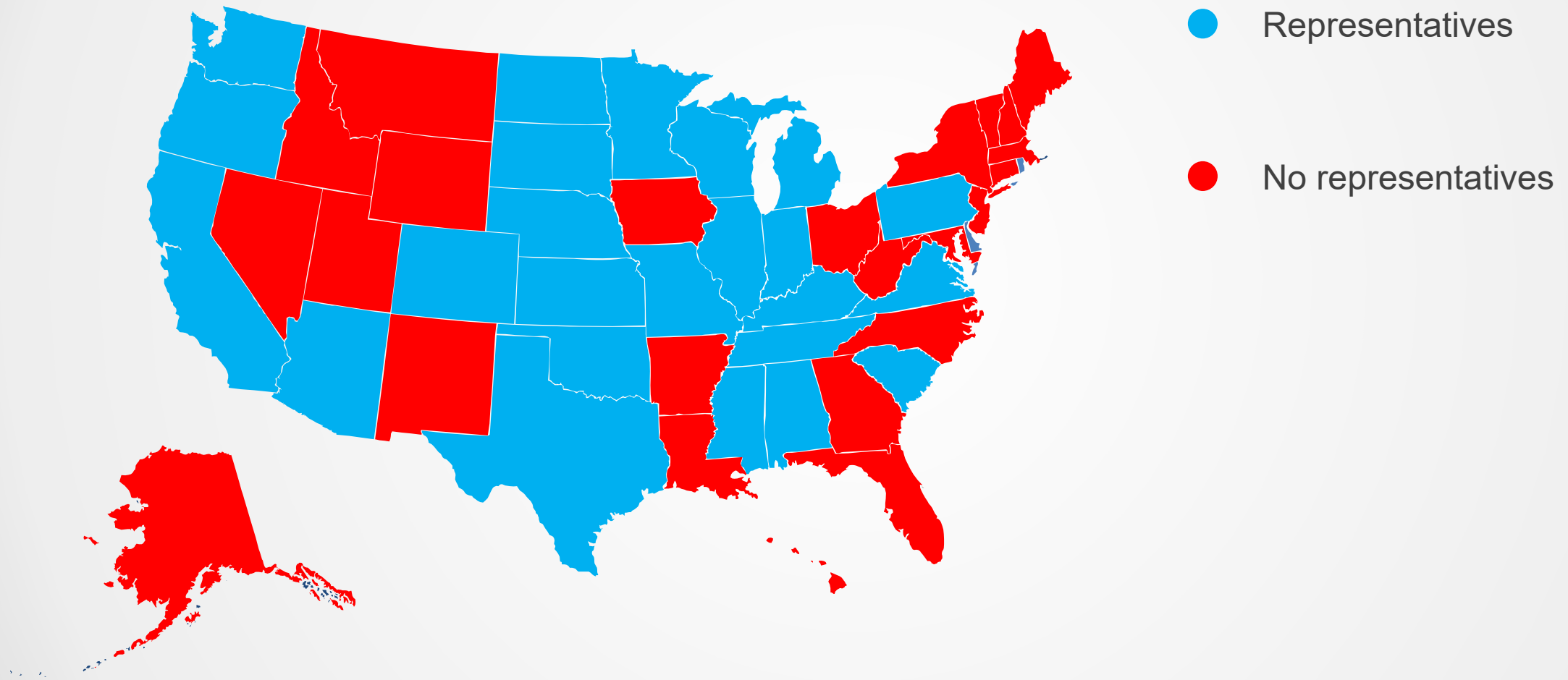
# The responsibilities of NRHA's Rural Health Congress members are to:

- Identify and represent the health and health care needs and views of rural America
- Identify topics and provide technical expertise on the development of Association policies
- Create, review, and approve Association policy recommendations and positions
- Ensure the Association's guiding principles and mission are promoted through policy development
- Provide a multi-sector forum for the exchange and distribution of ideas, information, research, and methods relative to the improvement of rural health

# The Rural Health Congress shall be composed of individuals from the following constituency groups

NRHA Leadership	Constituency Groups (CG)	Interest Groups
Chair of Rural Health Congress	Clinical Services	State Association Council
Members of Board of Trustees	Federally Qualified Health Centers	State Office Council
Five most recent Presidents	Hospital and Health Systems	Rural Health Equity Council
	Public Health	
	Research and Education	
	Rural Health Clinics	
	Statewide Health Resources	
	Students	

# 2022 Rural Health Congress





# What is the impact?



Since 2013:  
63 Policy Papers

# 2021 Policy Papers

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**[Mental Health in Rural Areas](#)**

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**[Rural Emergency Hospital Conversion](#)**

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**[Rural Health Clinics](#)**

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**[Rural Public Health](#)**

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**[Structural Factors that Impact Rural Life Expectancy](#)**

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**[Toward a Sustainable and Diversified Rural Health Workforce](#)**



A full-page background image of a sunset over a body of water. The sun is a bright, glowing orb in the upper center, partially obscured by dark, silhouetted clouds. A brilliant, shimmering reflection of the sun stretches vertically down the center of the water, creating a path of light. The sky transitions from a deep orange near the horizon to a darker, more muted orange at the top. The water's surface is dark with fine, textured ripples.

# 7 Years



# National Rural Health Association

## Rural Health Fellows Program

# What is the Rural Health Fellows Program?

Yearlong, intensive training program that develops leaders who can articulate a clear and compelling vision for rural America

Fellows are individuals who have proven their dedication to improving the health of rural Americans through their educational or professional experience

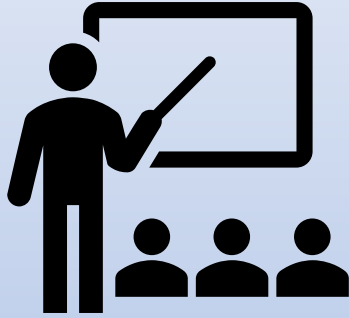
## Program Structure

- Monthly conference calls
  - Updates on legislative and regulatory concerns impacting rural health
- Three in-person meetings for intensive leadership and advocacy training
  - Rural Health Policy Institute in Washington, D.C.
  - Annual Rural Health Conference in Albuquerque, N.M.
  - Rural Health Policy Institute in Washington, D.C.

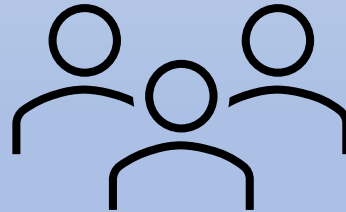
Mentorship with NRHA's Board of Trustees

No fee for participation

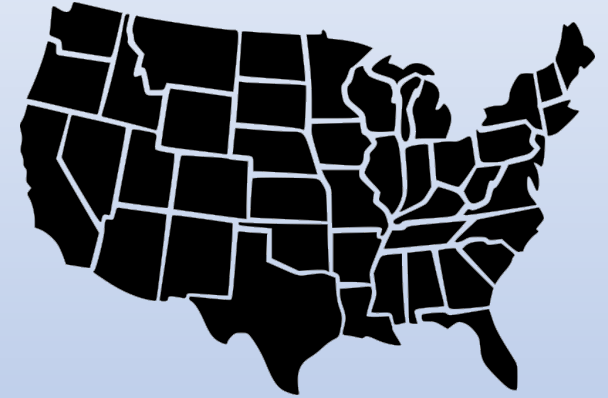
# Program Demographics



- Launch in 2007
  - 10 – 15 Fellows per class
  - NRHA Members



- 15 total classes; 194 Fellows
  - Groups create/update NRHA Policy Papers



- 45 out of 50 states represented
  - Top 3 States
    1. Texas
    2. Minnesota
    3. Washington

# Who is Represented?

Hospital Administrators, Academic  
Professors/Researchers

Physicians, NPs, RNs, Dentists,  
Pharmacists


Students

Program, Foundation  
Managers

Consultants, Social  
Workers

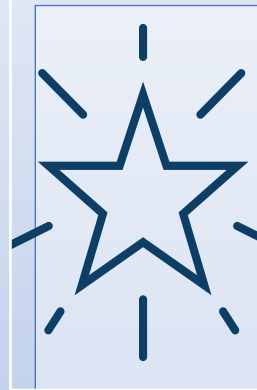
Directors of State/Local  
Organizations

# Rural Health Fellows Program: Outcomes



Goal: Educate and develop a network of diverse rural leaders that will step forward to serve in key positions in NRHA, affiliated advocacy groups, and local and state legislative bodies with health equity as a main focus

- Be more representative of what rural communities are really like
- Engage members to become leaders in rural healthcare



Where have they gone?

- NRHA Presidents
- Constituency Group Chairs
- Rural Health Congress Members
- Health Equity Council Members
- State Association Council Members
- Journal of Rural Health's Editorial Board Members



## 68 Policy Papers

- Member-driven policies and positions that NRHA advocates for at a national level
- Policy papers and statements reviewed and accepted by the Rural Health Congress and are the background and support for NRHA's policy agenda
- Reflect the mission and values of NRHA by highlighting issues of importance to their membership



# National Rural Health Association

## Rural Hospital Certification Programs

# NRHA Rural Hospital

CEO Certification Program





# NRHA Rural Hospital



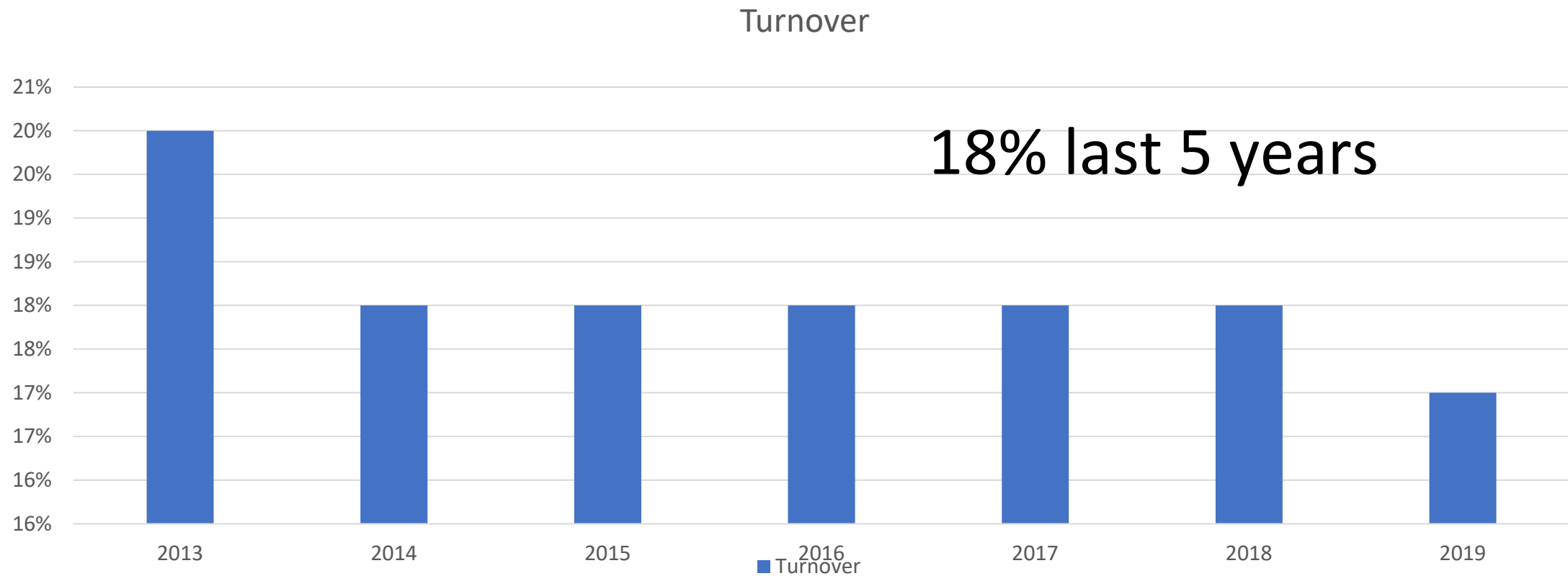
## CEO Certification Program

Since 2010,  
over 130 rural  
hospitals have  
closed.

Over 40% of rural  
hospitals are at risk of  
closing

21% of rural hospitals  
are at high risk of  
closing

# Hospital CEO Turnover



ACHE.org

Rural hospital CEO  
turnover rates exceed 20%  
in many states.

## Ohio – 2020 Hospital CEO Turnover Rate

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- **18%**
- **23rd in the country**



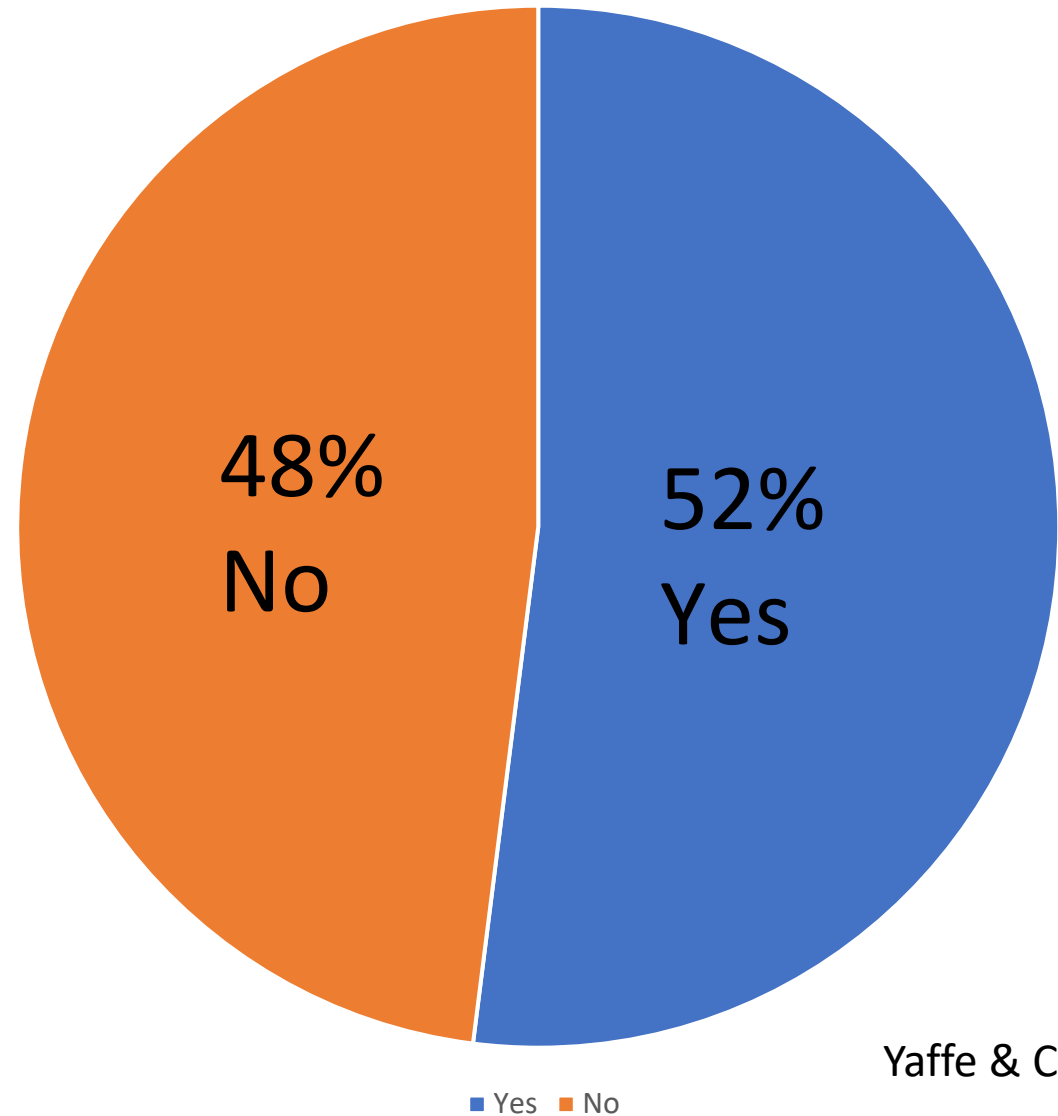
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# Negative impact of CEO turnover:

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- Strategic planning comes to a halt
- New services halted or delayed
- Employee morale
- Medical staff relations
- Increased marketing by competitive hospitals in area
- CFO departs within one year  
42% of the time
- CMO departs within one year  
77% of the time
- COO departs within one year  
52% of the time

Were you a  
CEO prior to  
your current  
CEO position?



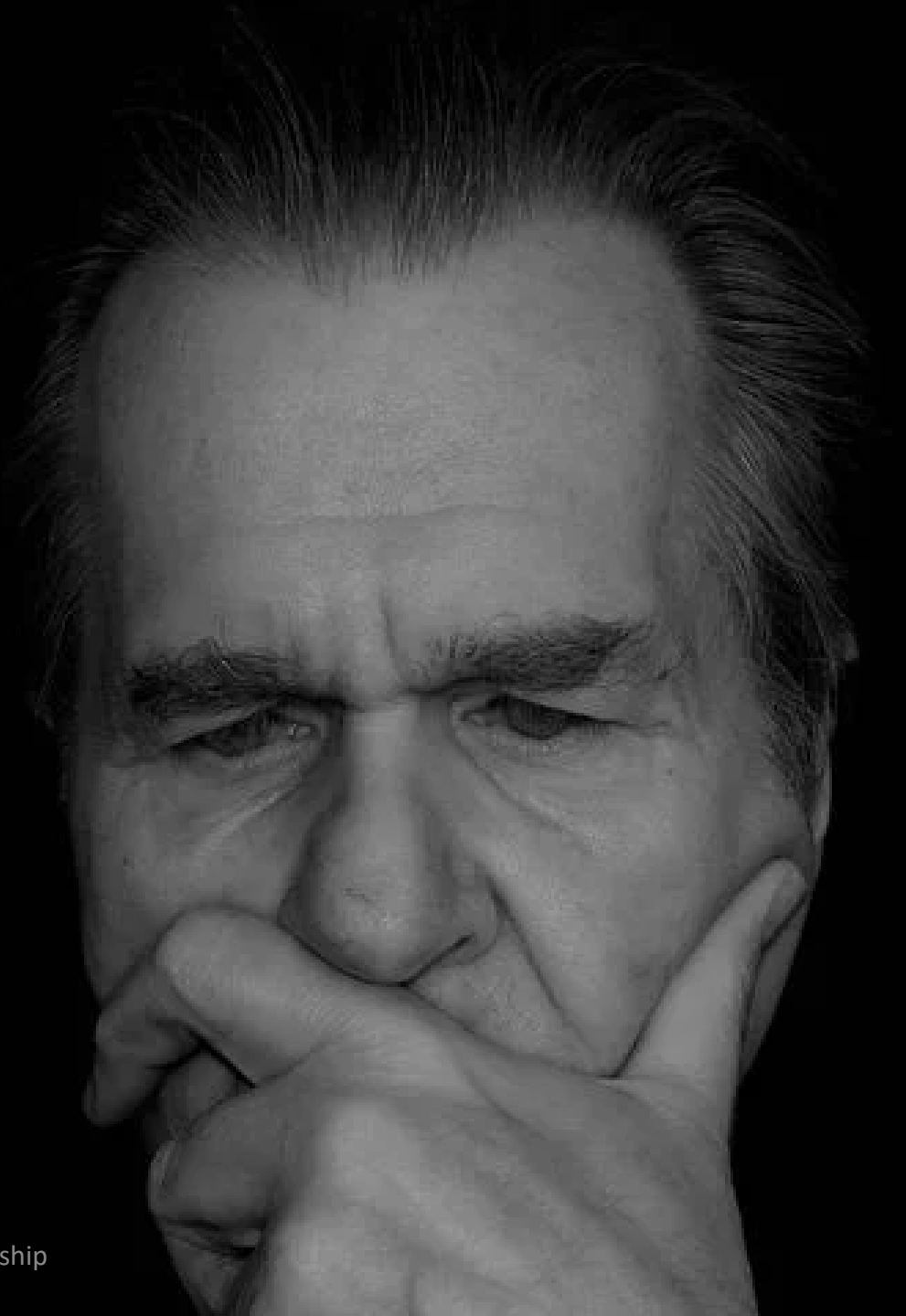
Yaffe & Company

A program for  
rural hospital  
CEOs created  
by rural  
hospital CEOs.





What do you  
know now that  
you wish you  
would have  
known then?



# NRHA Rural Hospital

## CEO Certification Program

### Leadership

INTRA-Personal  
Leadership

INTER-Personal  
Leadership

Organizational  
Leadership

Community  
Leadership

### Operations

Regulatory  
Compliance

DATA Analytics &  
Predictive Analysis

Lean Management

IT/Cybersecurity

Insurance

Working Board &  
Strategic Planning

### Finance

Fee for Service

Population Health

Dashboard Items

Supply Chain

### Clinical

Physician/Patient  
Outcomes

Physician/Providers

Physician  
Engagement

Quality





Personal Reasons

Organization &  
Community Reasons

# Personal Reasons

- Leadership Effectives
- Knowledge
- Confidence
- National Network
- Resources
- Subject Matter Experts
- Continuous Learner
- Employability



# Organization & Community Reasons

- Better Patient Care
- Community Wellness
- Patient Satisfaction
- Employee & Community Engagement
- Great efficiency
- Recognition
- More likely your facility will NOT close





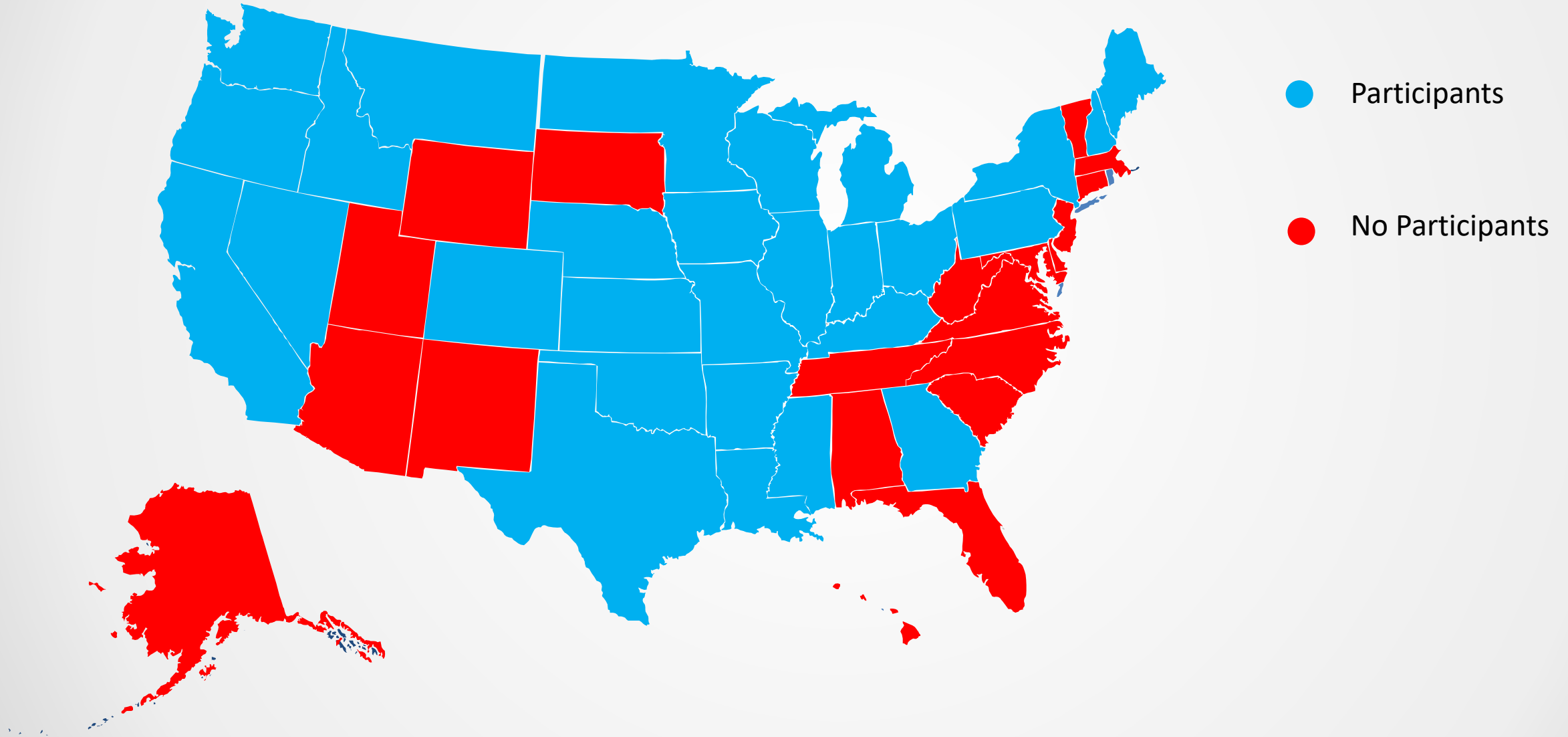
# What is the impact?



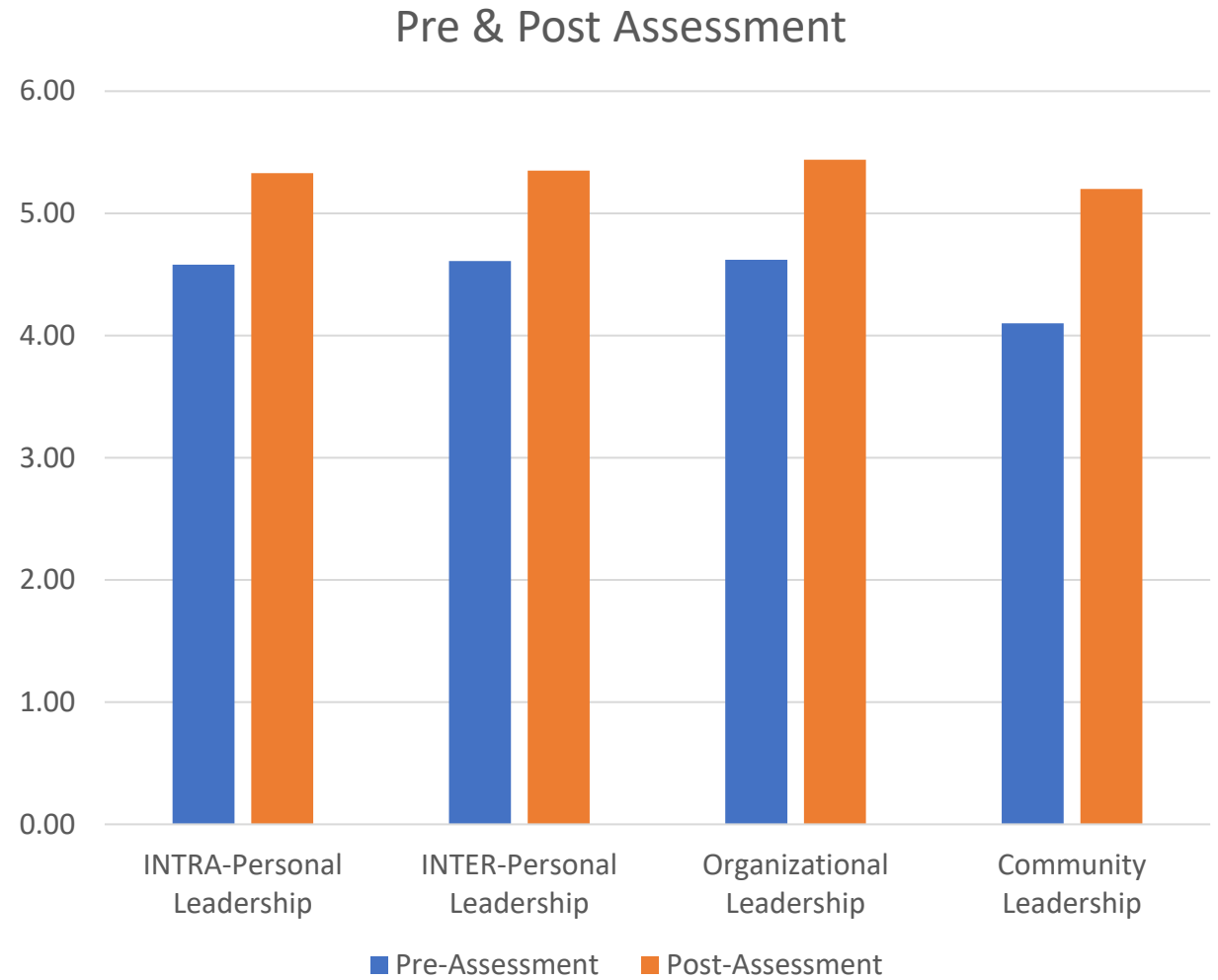
3 Cohorts have  
Completed the Program



# NRHA Rural Hospital CEO Certification Program Participants



# Leadership Building Block

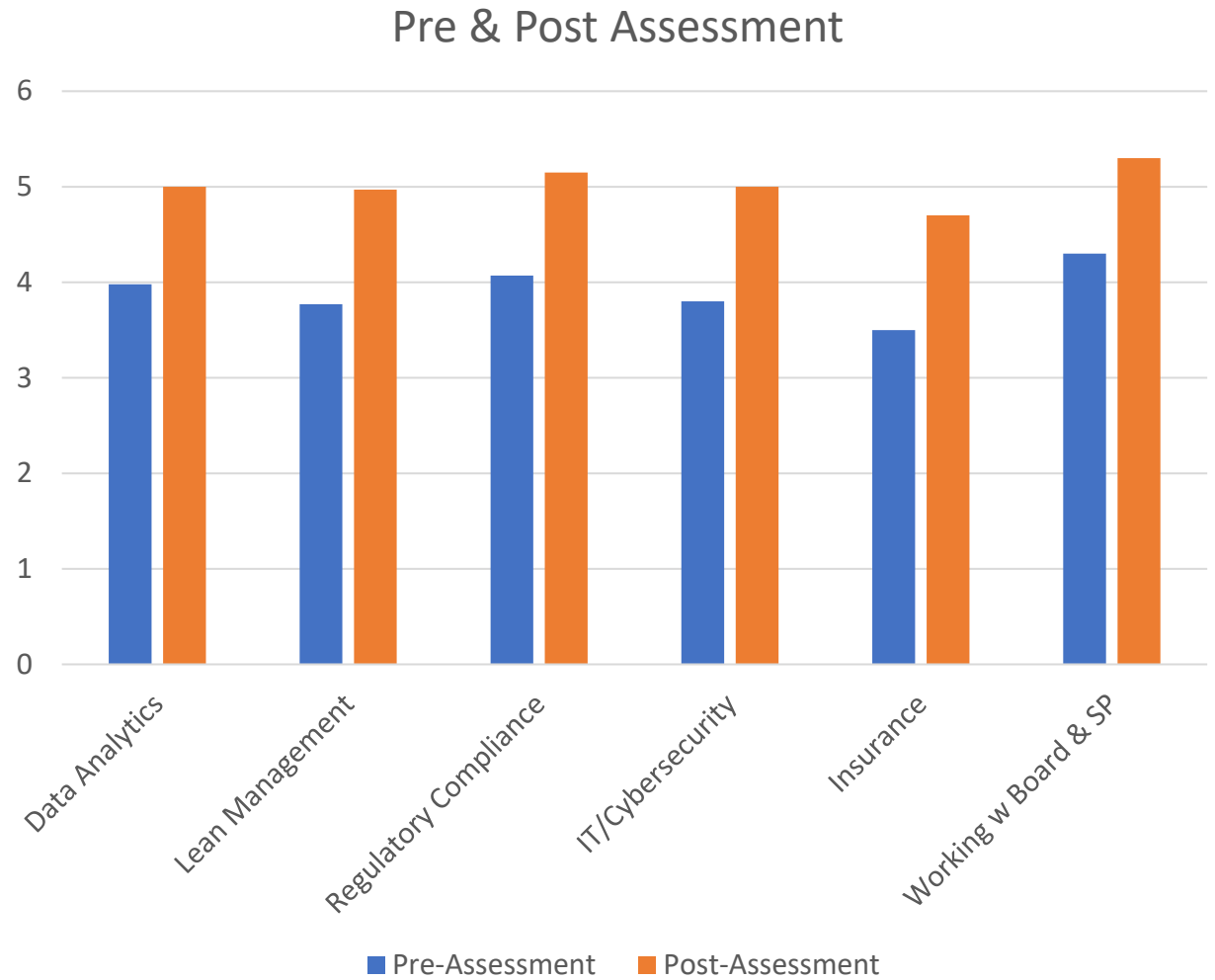


Leadership  
Building Block  
Overall  
Improvement

18% ↑



# Operations Building Block

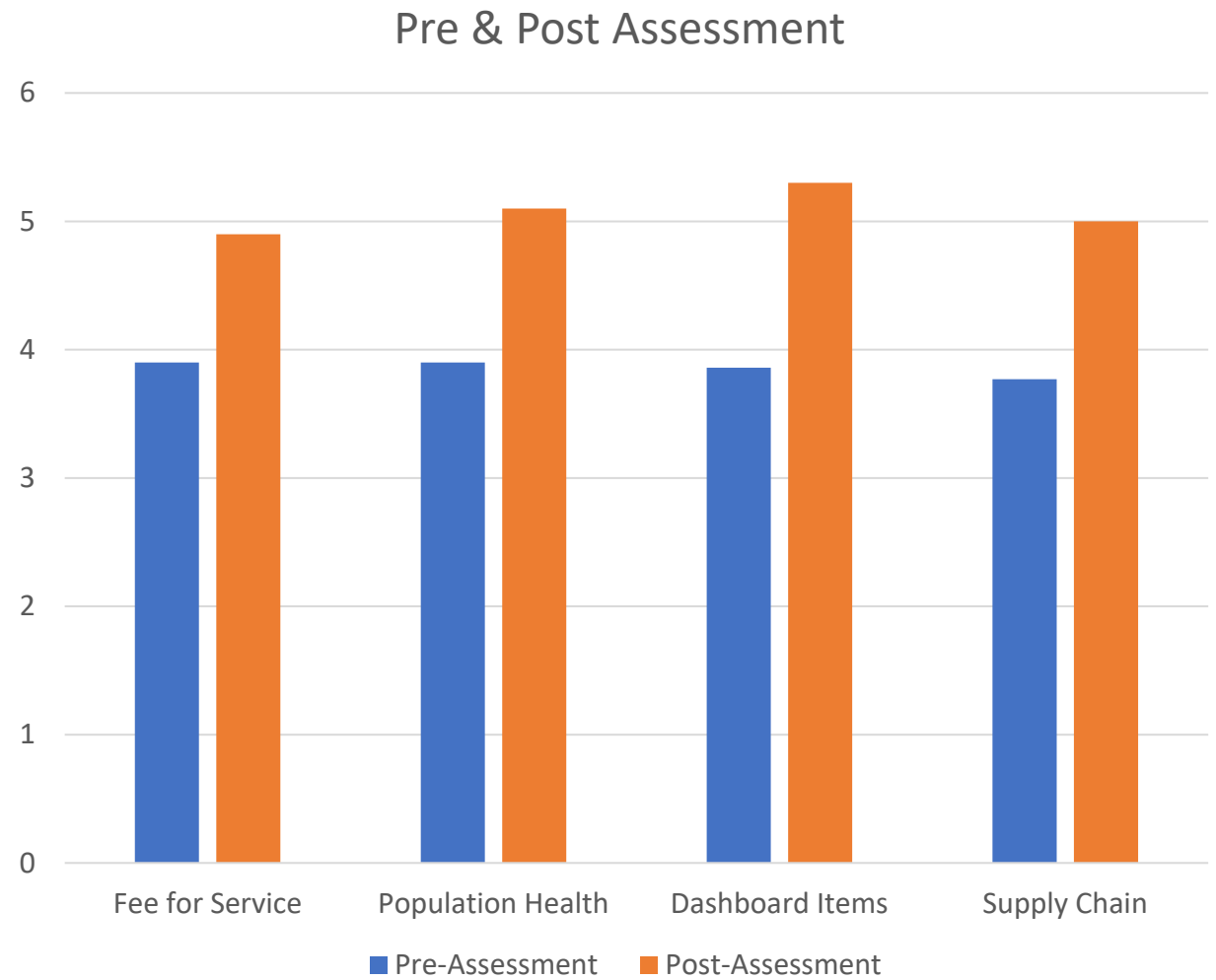


Operations  
Building Block  
Overall  
Improvement

28% ↑



# Finance Building Block

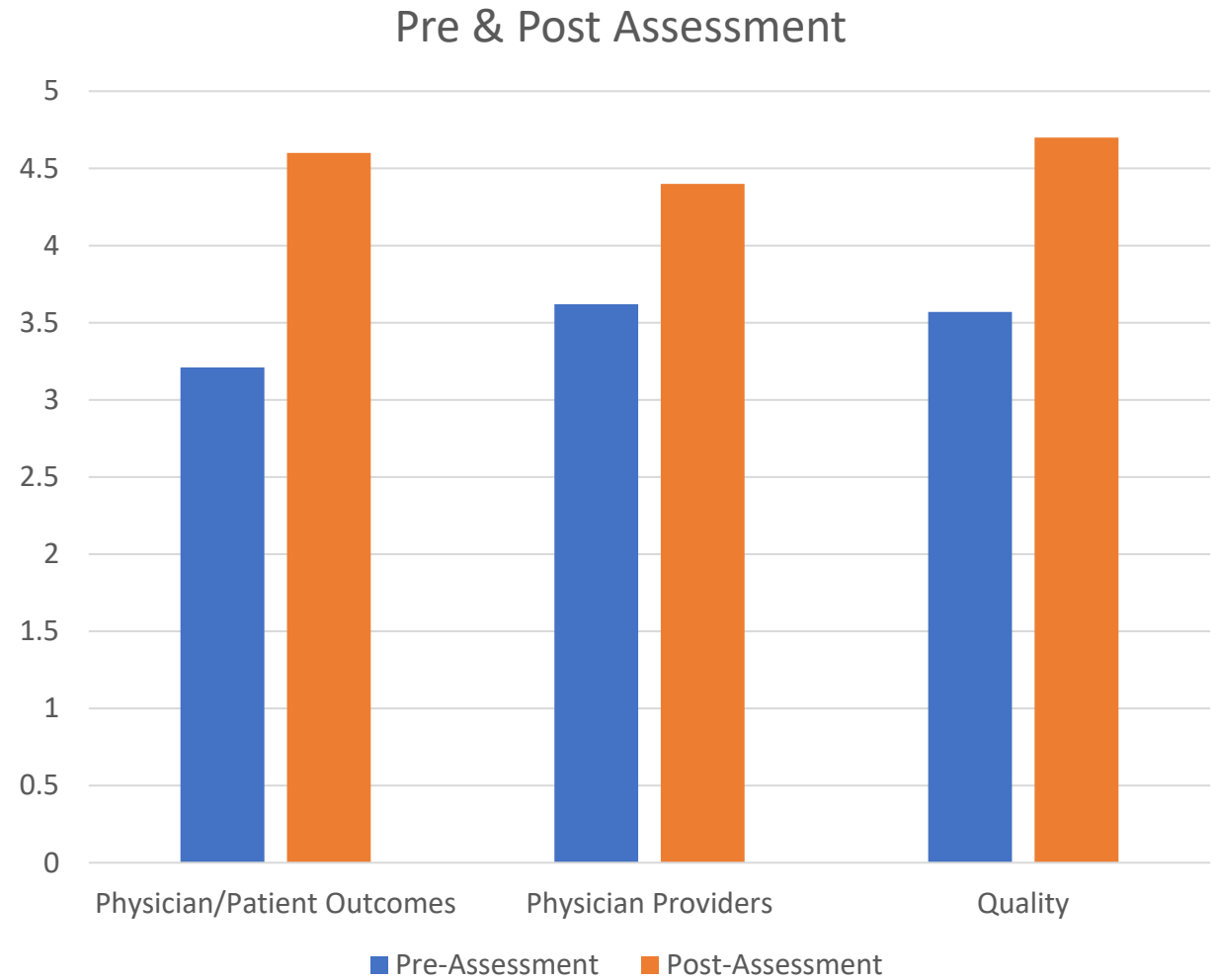


Finance  
Building Block  
Overall  
Improvement

33% ↑



# Clinical Building Block



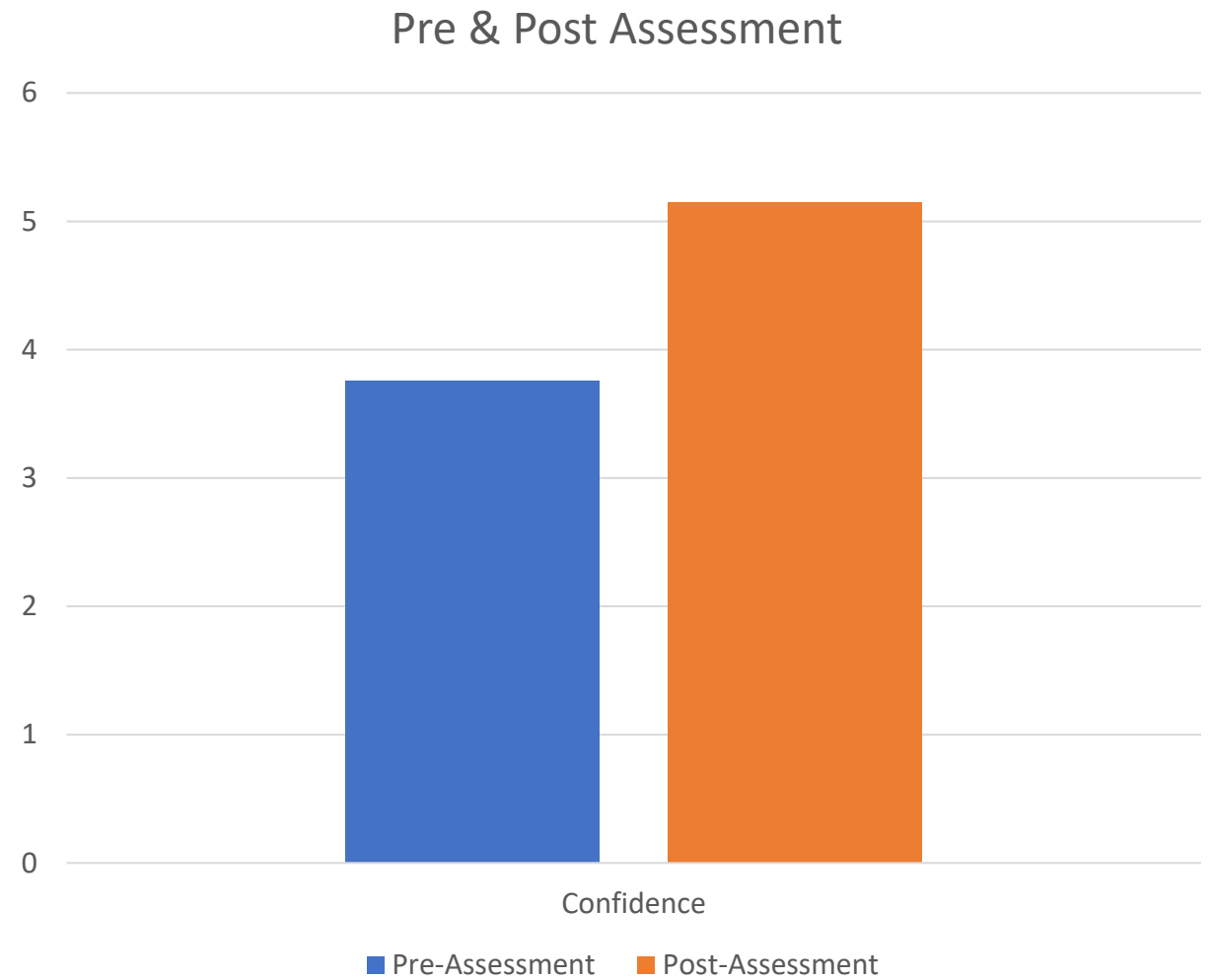


Clinical  
Building Block  
Overall  
Improvement

31% ↑



# Confidence





Confidence:  
38% ↑

# CEO Growth

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- Leadership 18%
- Operations 28%
- Finance 33%
- Clinical 31%
- Confidence 38%





# **NRHA Rural Hospital**

## **CNO Certification Program**





“Close on the heels of the financial challenge is the ever present **workforce shortage**. The most troublesome challenge identified by these nurse leaders is **the absence of an adequate pipeline for nursing leaders.**”


Thompson, P. (2008). Key challenges facing American nurse leaders. *Journal of Nurse Management*, 16(8), 912-914.

# “Health care and nursing are ever changing.”

Lori Forneris, MS, RN

“In 2017, only 15.2 % of newly graduated registered nurses entered employment with hospitals less than 100 beds, and only 6.8 % of the group were in hospitals under 50 beds. This percentage has decreased in the past three years.”

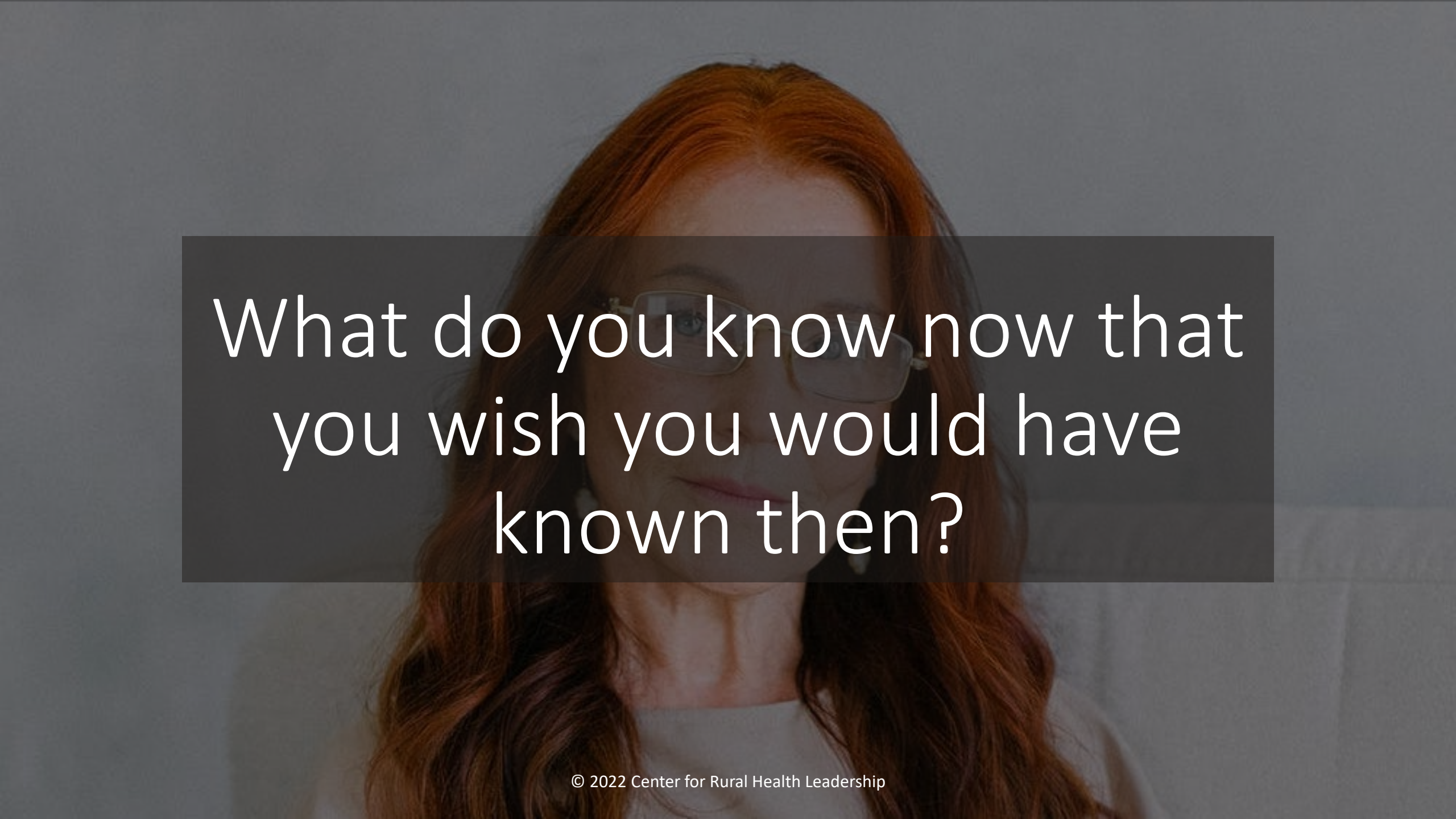
“Rural nurses require *unique competencies* while having *limited resources*. The need to move quickly from novice to expert has never been more critical...”

A group of four healthcare professionals standing in a hospital hallway. In the foreground, a man with a beard and a stethoscope around his neck stands on the left, wearing a white lab coat. Next to him is a woman in blue scrubs with her arms crossed. To her right is another woman in blue scrubs, also with her arms crossed. In the background, a man in a white lab coat and a red patterned tie stands with his arms crossed. The background shows a hospital hallway with a clock and a sign that says "FIRST STATE".

A program for  
rural hospital  
CNOs created by  
rural hospital  
CNOs.

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What do you know now that  
you wish you would have  
known then?



# NRHA Rural Hospital

## CNO Certification Program

### Leadership

INTRA-Personal  
Leadership

INTER-Personal  
Leadership

Organizational  
Leadership

Community  
Leadership

### Operations

DATA Analytics  
& Predictive  
Analysis

Lean  
Management

Working Board  
& Strategic  
Planning

### Finance

Budgeting for  
Clinicians

Cost Report  
101

Population  
Health

### Clinical

Physician  
Engagement

Quality

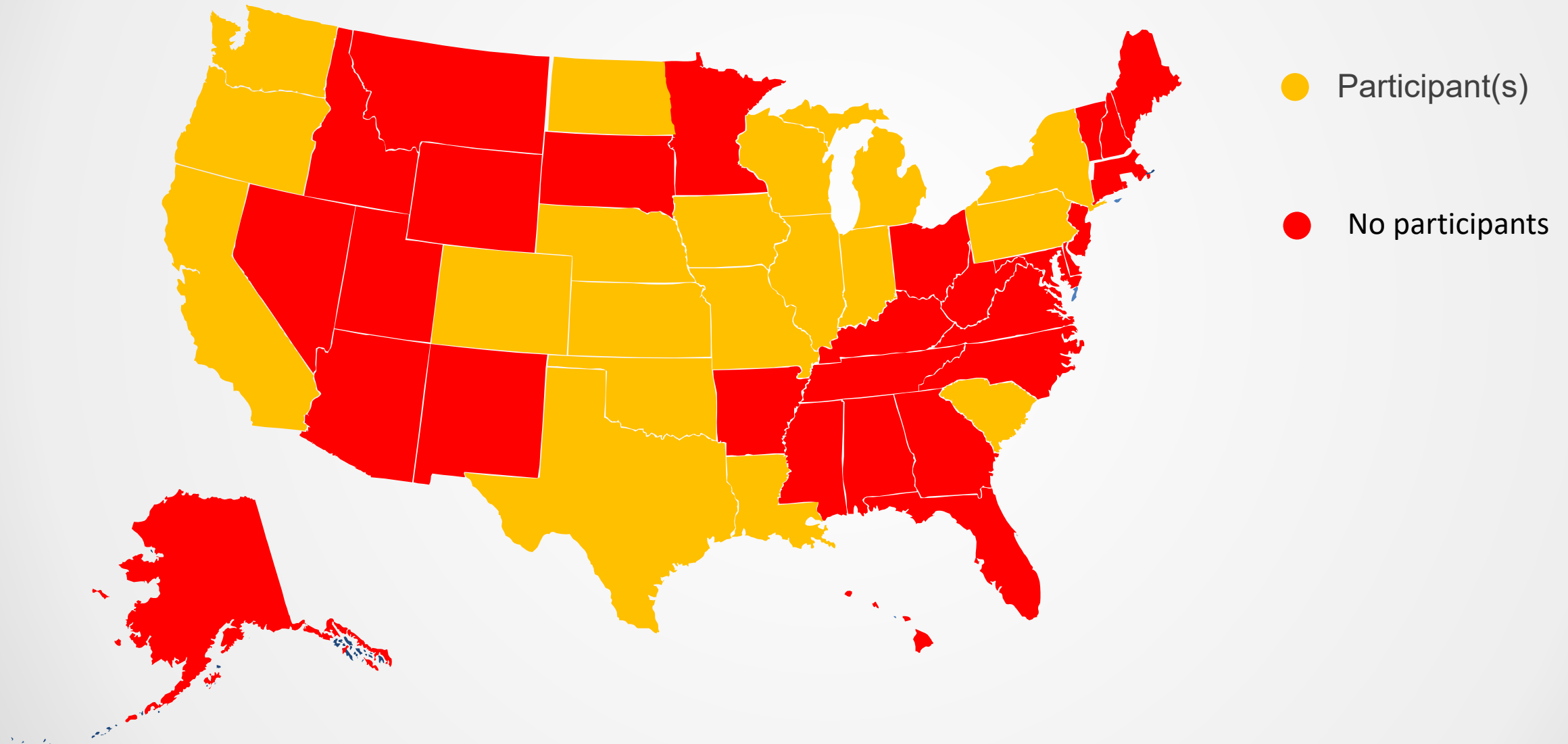




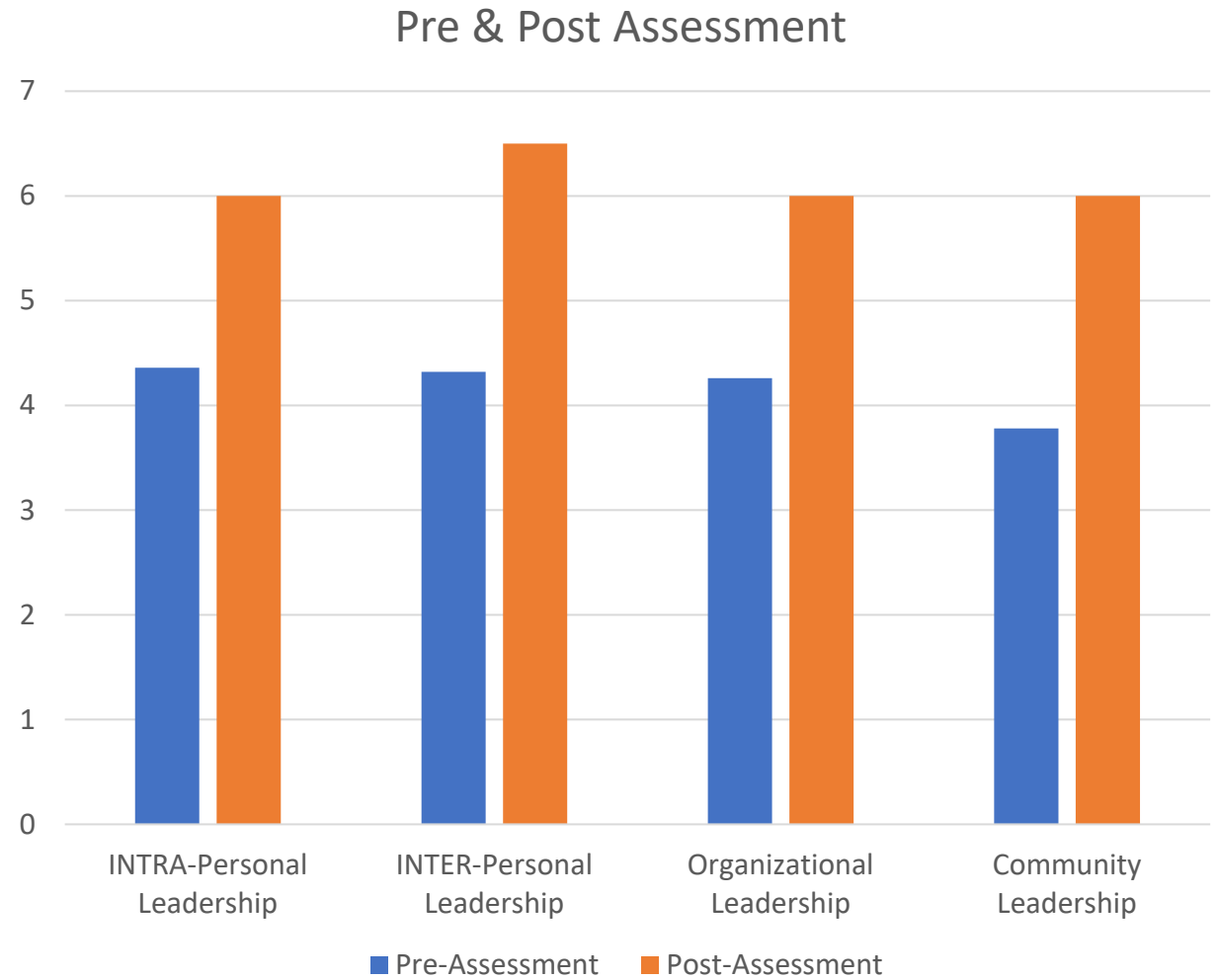
# What is the impact?

2 Cohorts have  
completed the CNO  
Certification Program

# NRHA Rural Hospital CNO Certification Program Participants



# Leadership Building Block

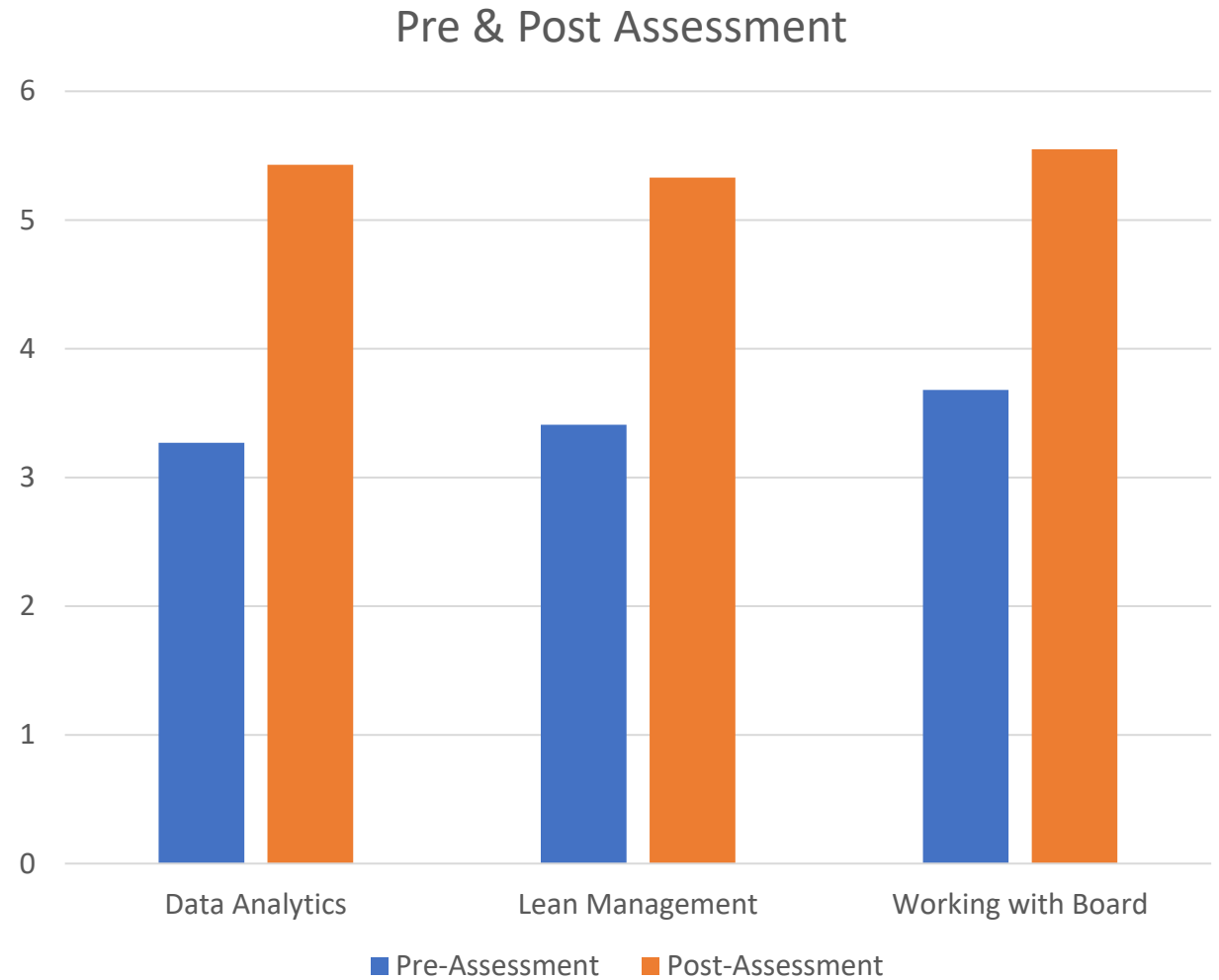


Leadership  
Building Block  
Overall  
Improvement

44% ↑



# Operations Building Block



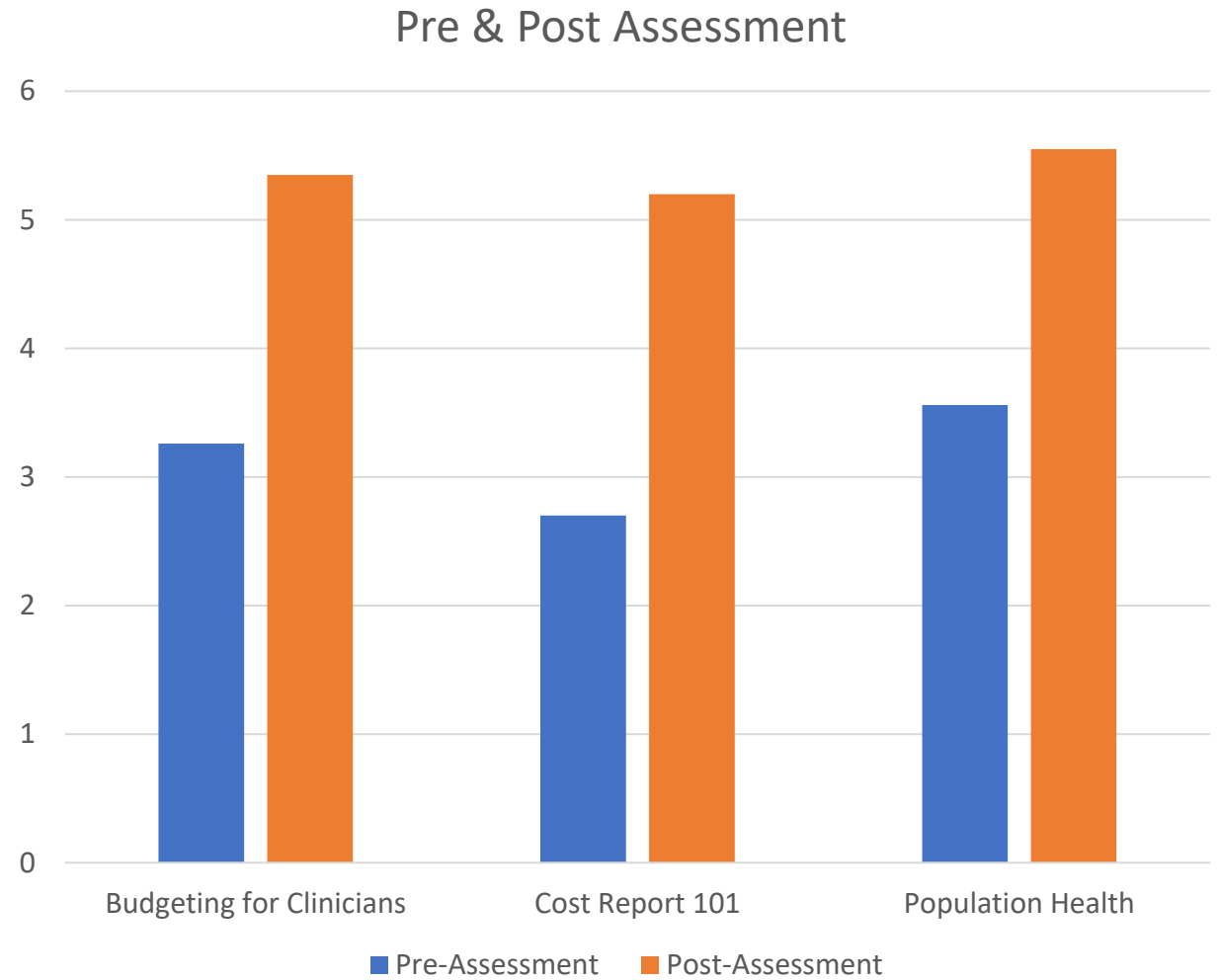


Operations  
Building Block  
Overall  
Improvement

43% ↑



# Finance Building Block

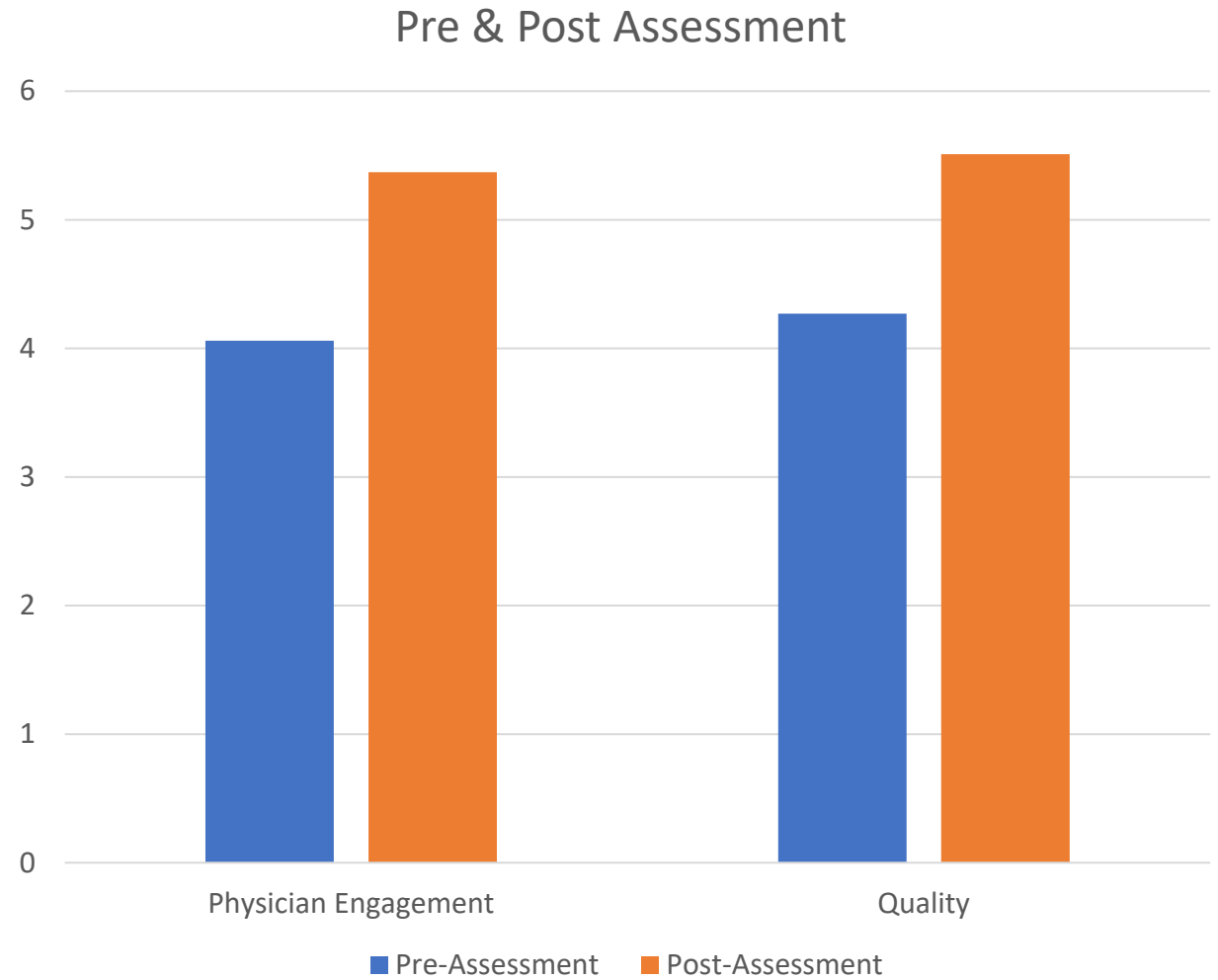


Finance  
Building Block  
Overall  
Improvement

69% ↑



# Clinical Building Block

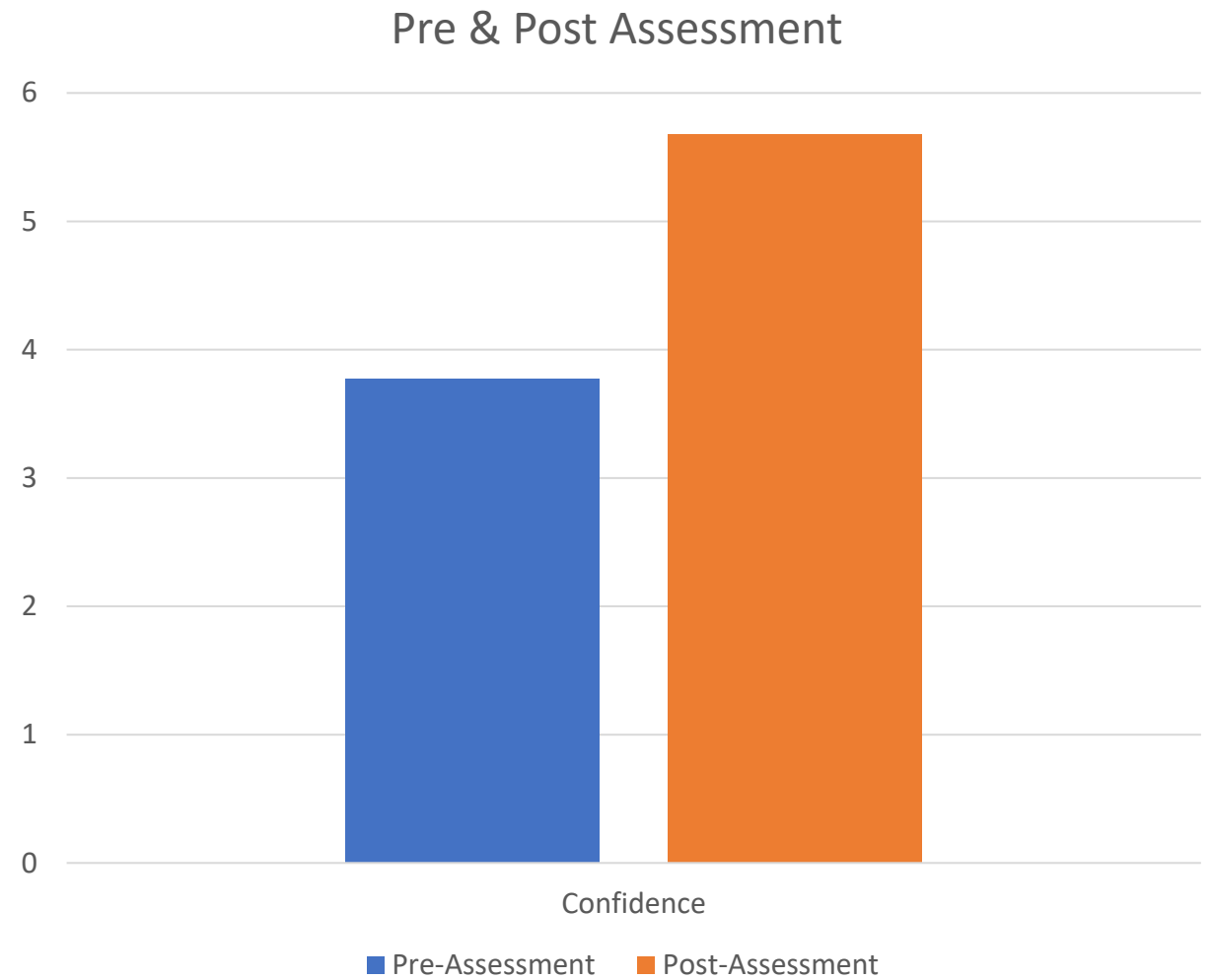


Clinical  
Building Block  
Overall  
Improvement

32% ↑



# Confidence





Confidence:  
51% ↑

# CNO Growth

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- Leadership 44%
- Operations 43%
- Finance 69%
- Clinical 15%
- Confidence 63%



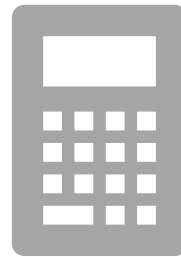




# Why create the CFO Certification Program?



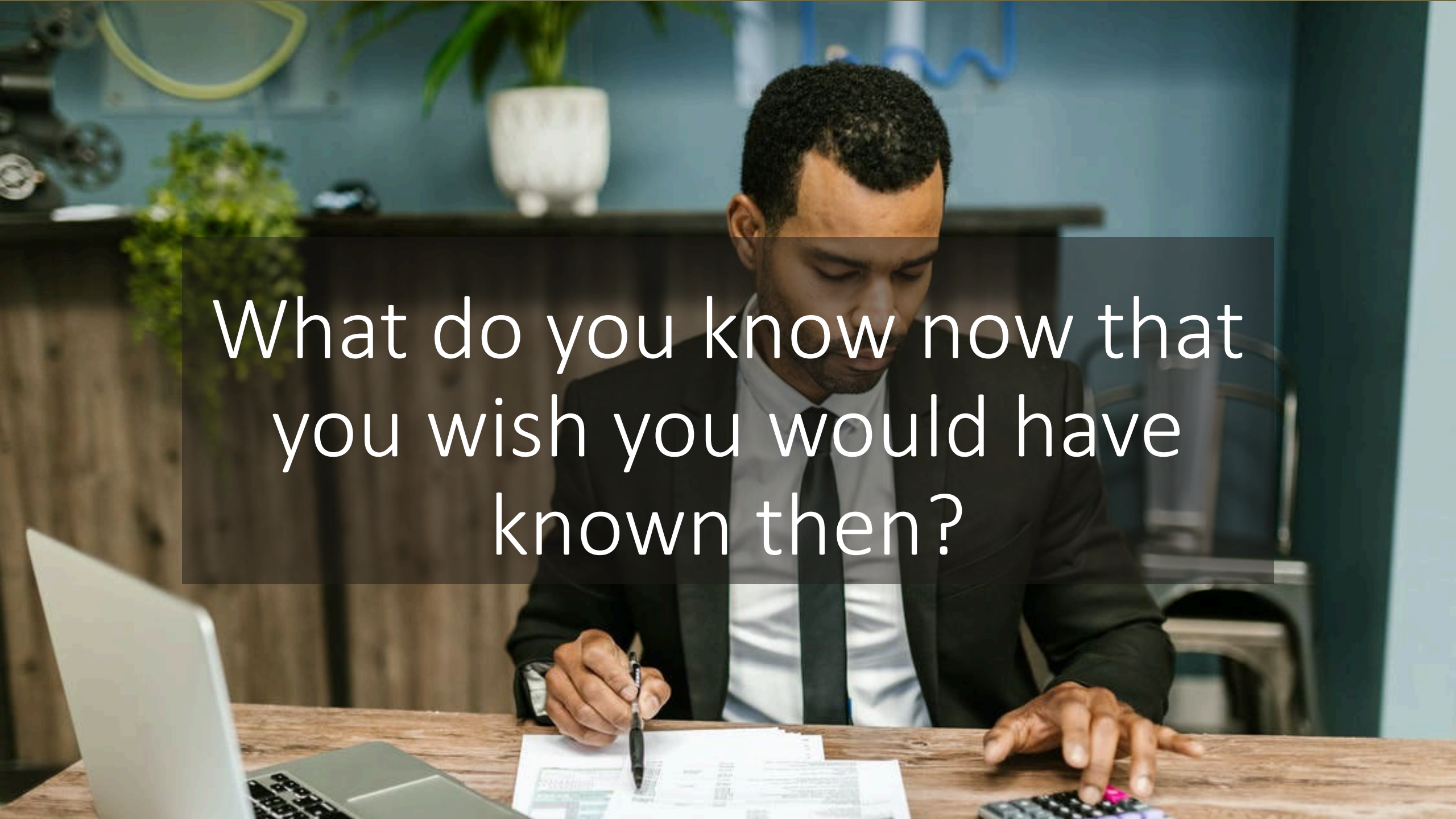
Most rural hospital CFOs  
are first time CFOs



Accountants



On-the-Job Training

A man with short dark hair, wearing a black suit, white shirt, and dark tie, is seated at a wooden desk. He is looking down at a stack of papers in front of him, holding a black pen in his right hand. His left hand is resting on a calculator. To his left is a silver laptop. The background is a blurred office setting with a blue wall, a potted plant, and some office equipment. A semi-transparent dark rectangle is overlaid on the image, containing the text.

What do you know now that  
you wish you would have  
known then?



# NRHA Rural Hospital

## CFO Certification Program

### Leadership

INTRA-Personal  
Leadership

INTER-Personal  
Leadership

Organizational  
Leadership

Community  
Leadership

Negotiation

### Operations

Dashboard Items

Compliance &  
Risk  
Management

Working Your  
Board

### Finance

Revenue Cycle

Cost Report

Audits &  
Budgeting

Capital Asset  
Planning

Dynamic Health  
Payment Policies

### Clinical

Working with  
Clinical Leaders

Quality



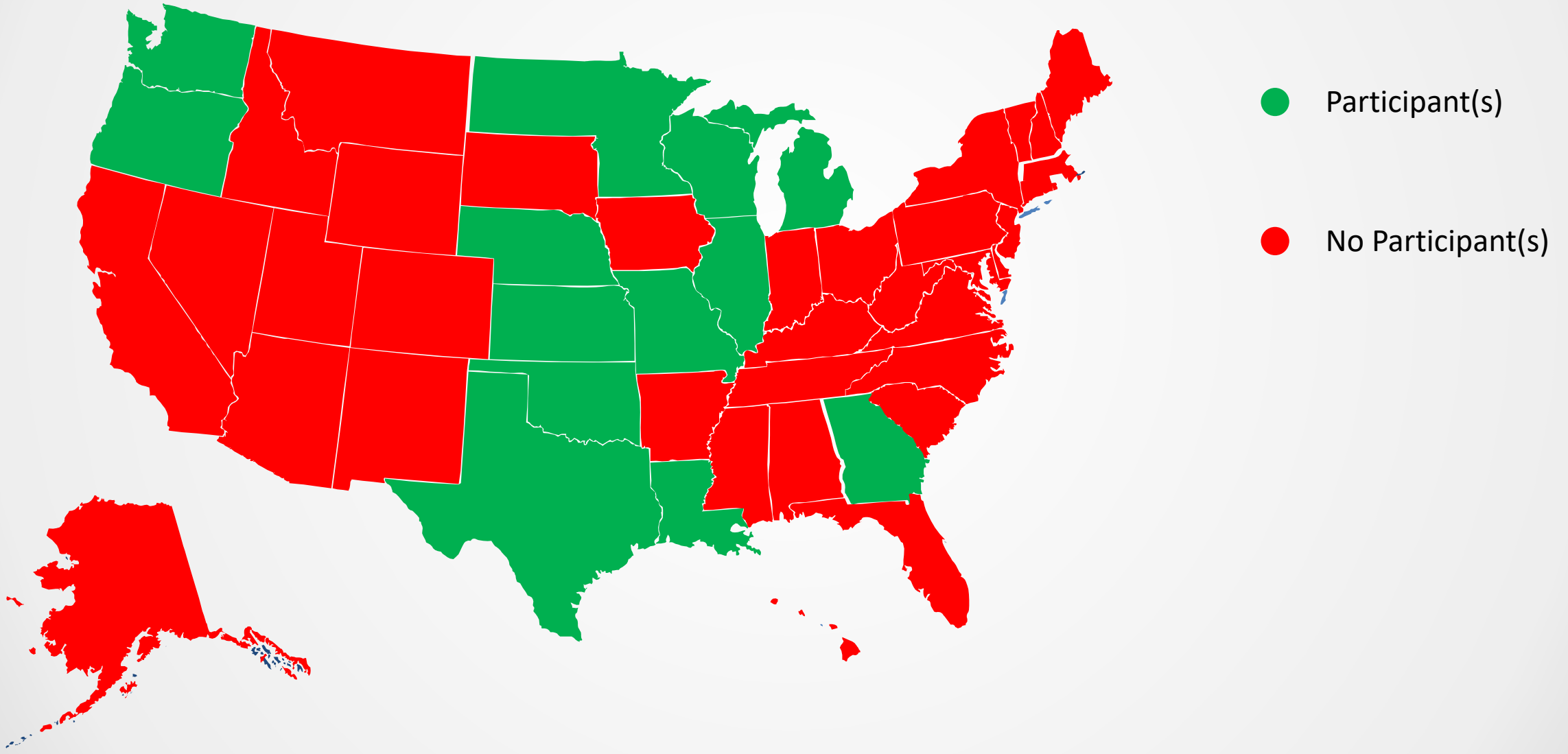


# What is the impact?

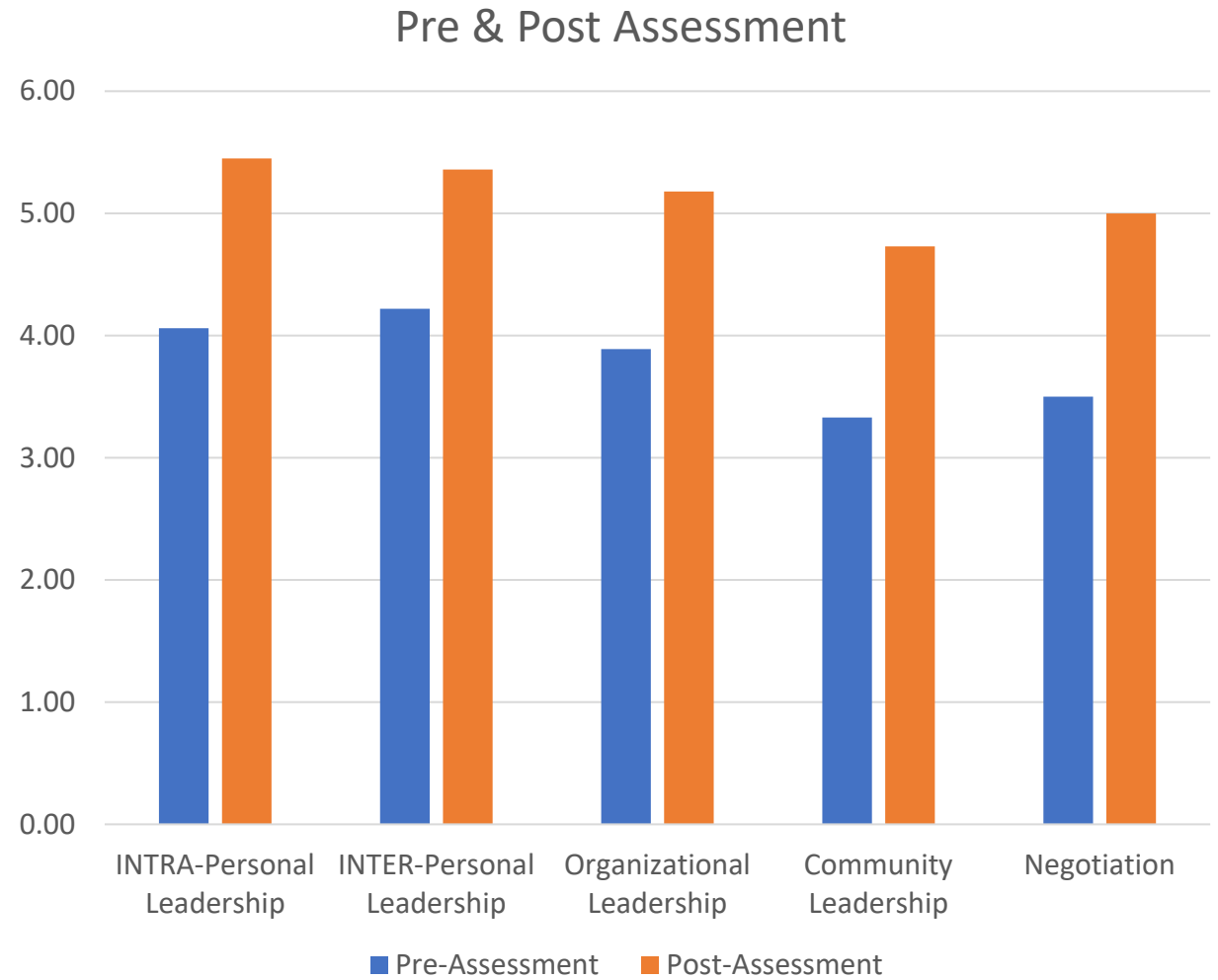
# July 2021 Cohort

Our Pioneers

# NRHA Rural Hospital CFO Certification Program Participants



# Leadership Building Block



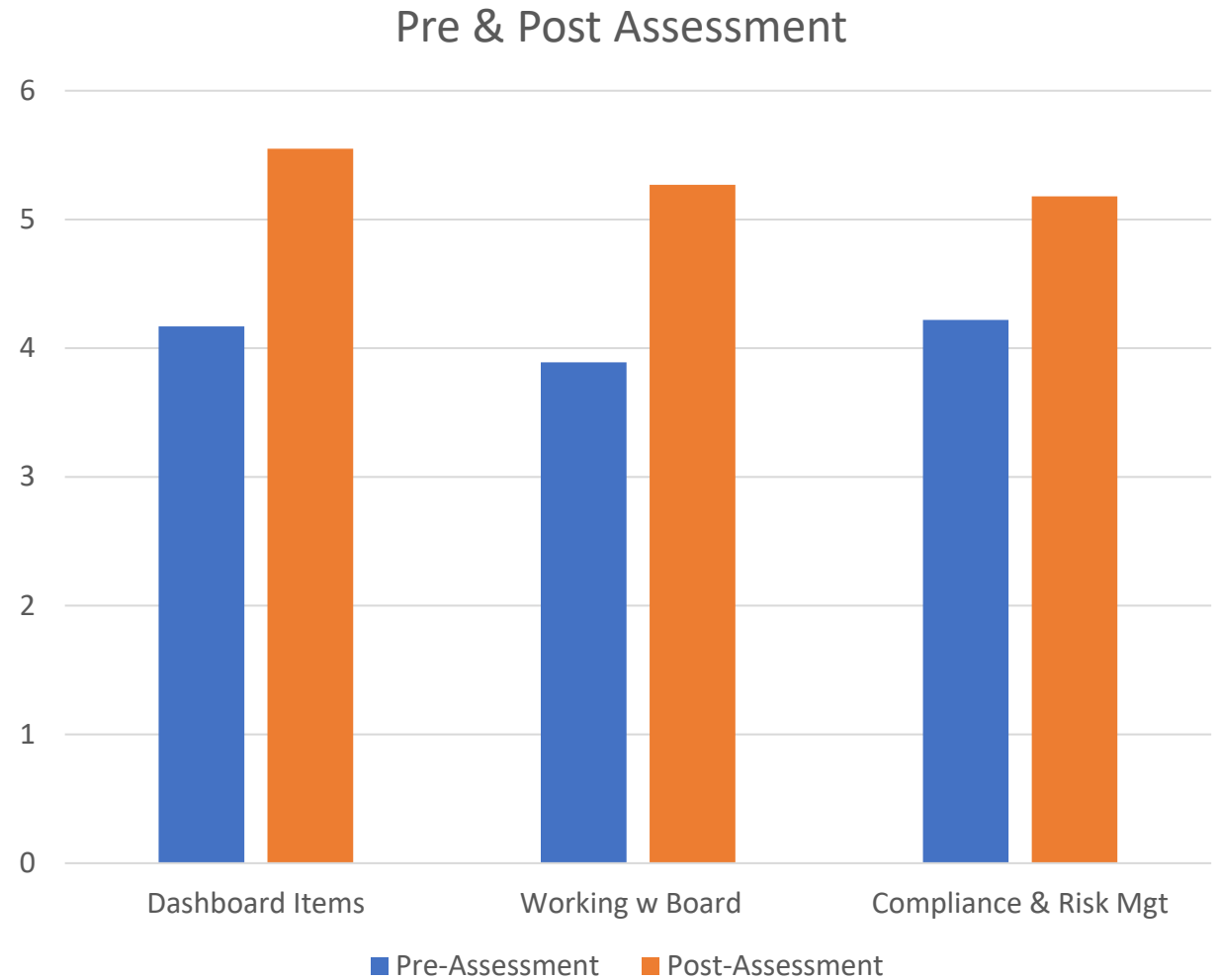


Leadership  
Building Block  
Overall  
Improvement

35% ↑



# Operations Building Block

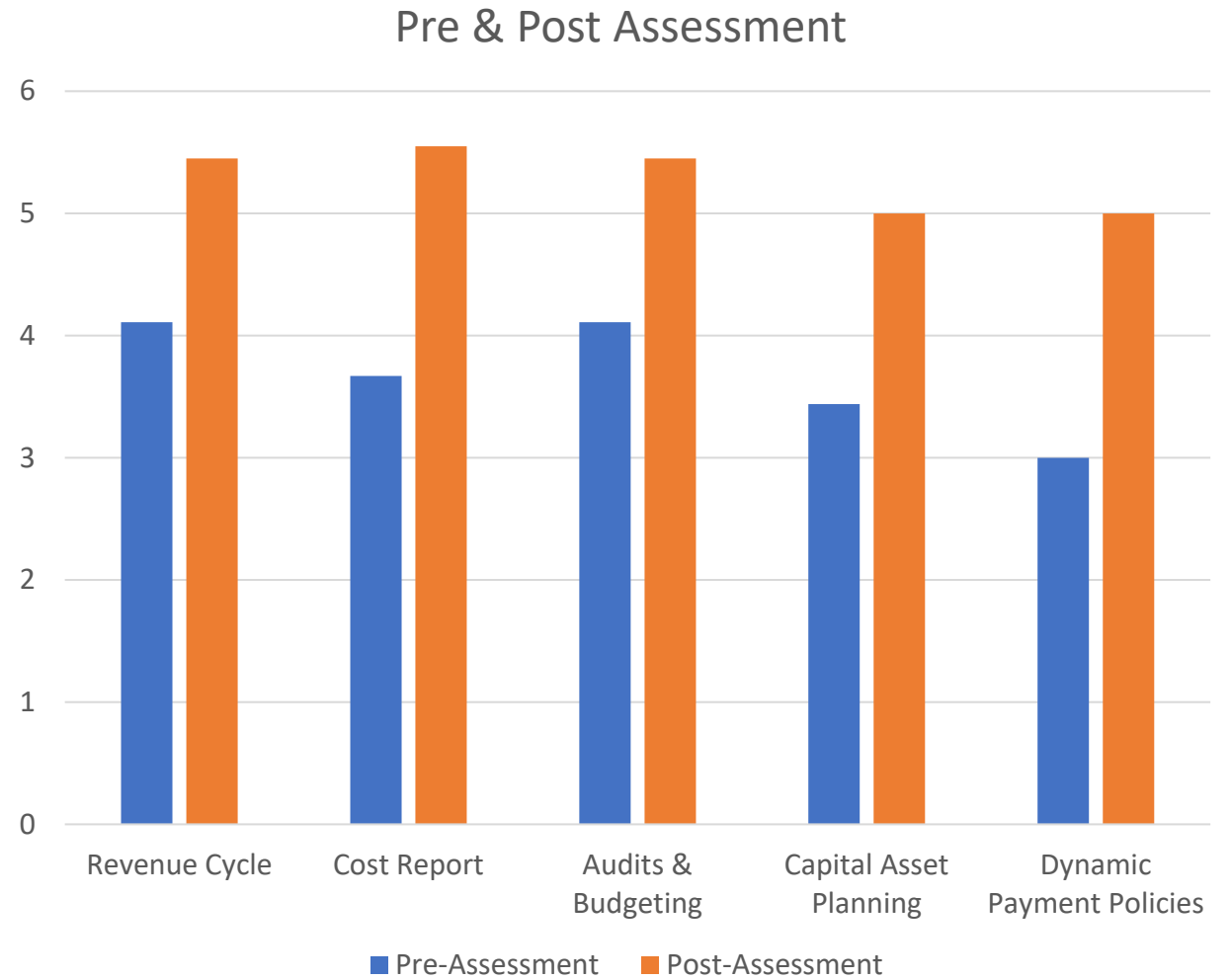


Operations  
Building Block  
Overall  
Improvement

30% ↑



# Finance Building Block

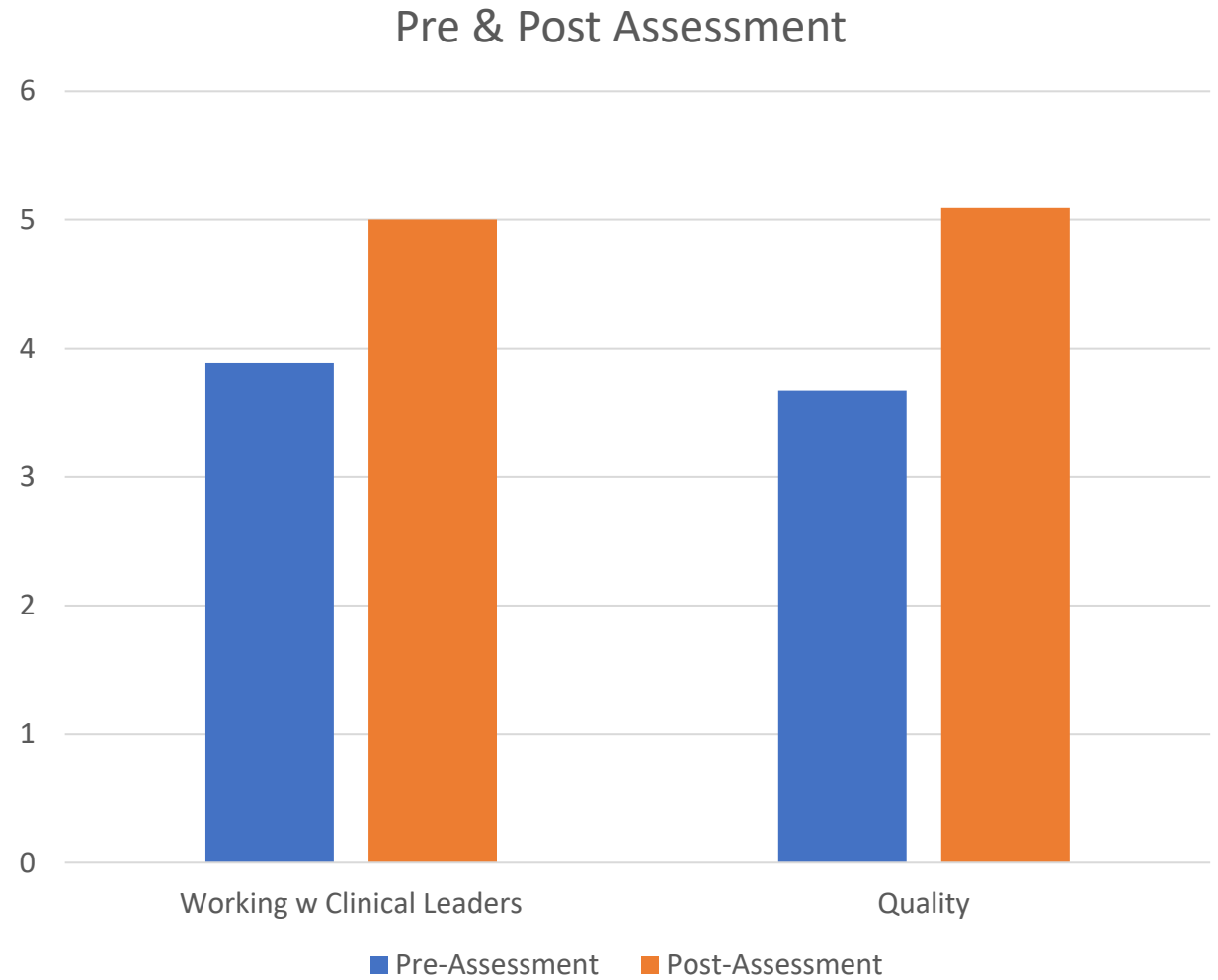


Finance  
Building Block  
Overall  
Improvement

44% ↑



# Clinical Building Block

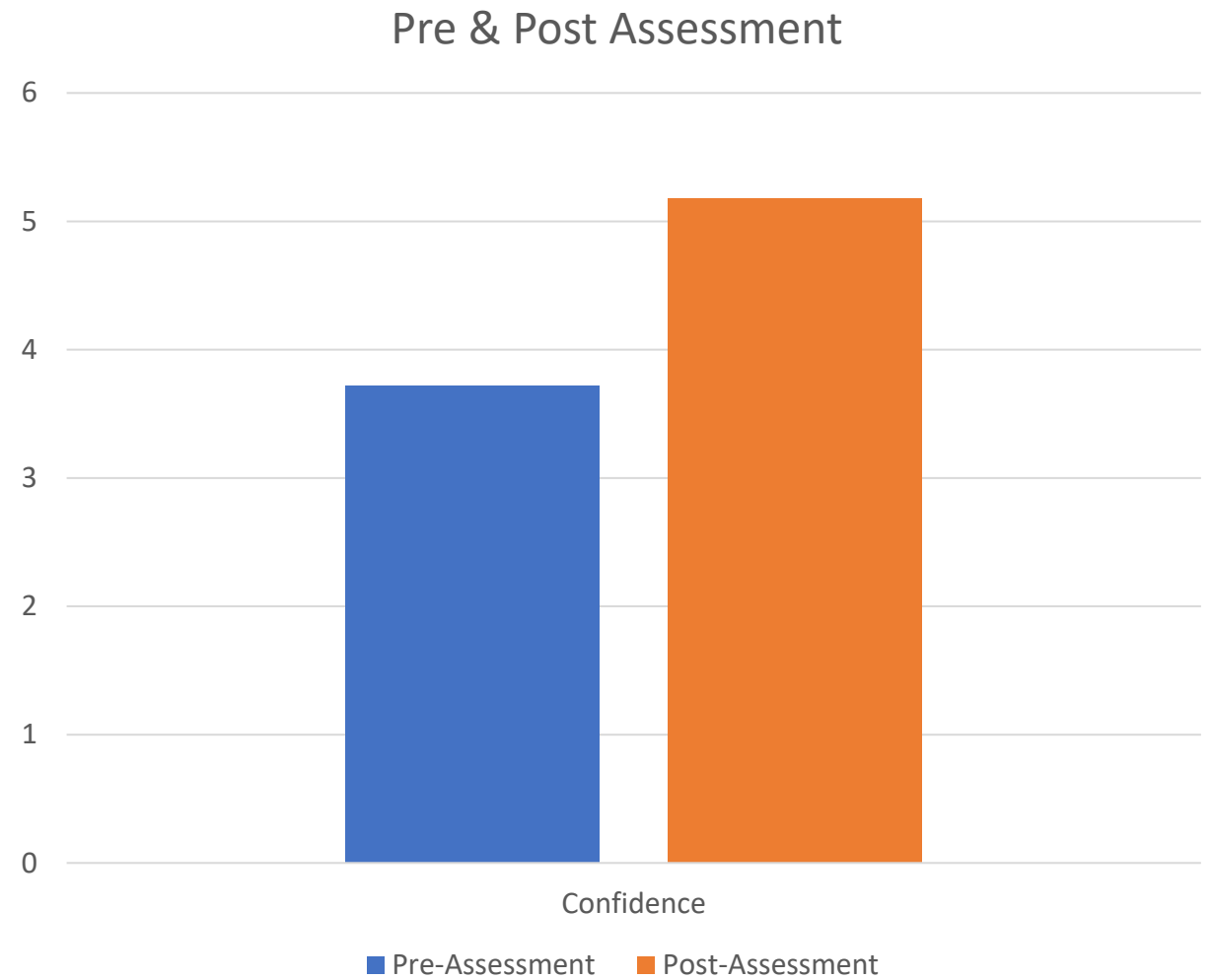


Clinical  
Building Block  
Overall  
Improvement

33% ↑



# Confidence







Confidence:  
39% ↑

# CFO Growth

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- Leadership 35%
- Operations 30%
- Finance 44%
- Clinical 33%
- Confidence 39%





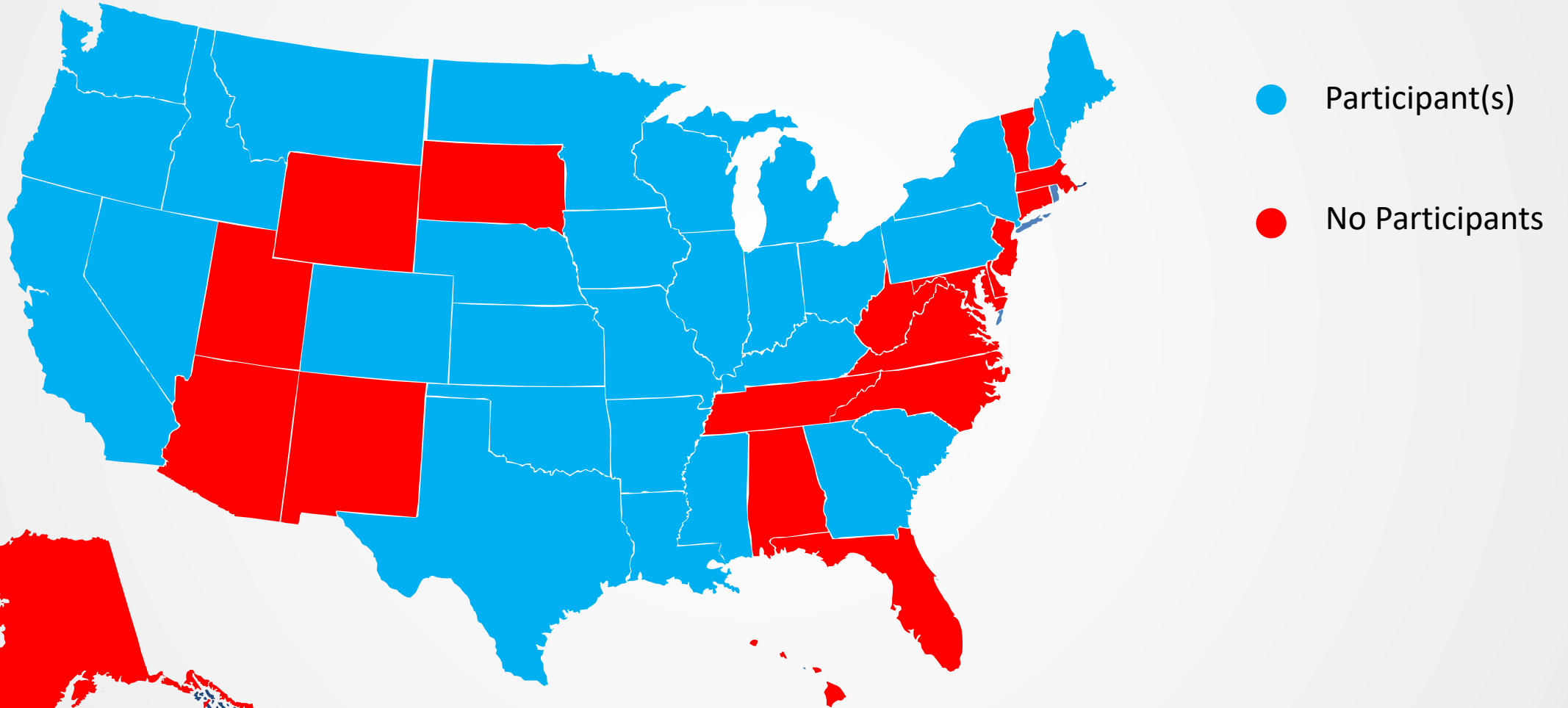
A high-angle, top-down photograph of a diverse group of approximately eight people of various ages and ethnicities. They are all leaning in towards the center, with their hands stacked on top of each other in a huddle. The background is slightly blurred, showing what appears to be an indoor setting with some furniture. The overall mood is one of teamwork and collaboration.

# Are the Certification Programs Making a Difference?

# All Certification Programs

	CEO	CNO	CFO
Leadership	18%	44%	35%
Operations	28%	43%	30%
Finance	33%	69%	44%
Clinical	31%	15%	33%
Confidence	38%	63%	39%

# ALL NRHA Rural Hospital Certification Program Participants




# New Programs to be launched in 2022

NRHA Rural Hospital CMO  
Certification Program

NRHA Rural Hospital HR  
Certification Program

NRHA Rural Hospital Board  
Certification Program





# Are NRHA's Leadership Solutions Making a Difference?





NRHA is  
improving  
**HEALTH EQUITY**  
for  
**ALL RURAL  
AMERICANS.**



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**NRHA Leadership Solutions:  
Are They Making a Difference?**

# Appendix Slides