



LEARN. LEAD. TRANSFORM.

M HEALTH FAIRVIEW

Transforming the Business to Transform Healthcare Delivery

BUSINESS CHALLENGE

The M Health Fairview joint clinical enterprise is helping to transform healthcare delivery through its service lines instead of tying it to hospitals or geography. This approach will provide patients with world-class care regardless of their location and will shift the burden of coordinating care from the patient to the service line.

To accomplish its vision, the M Health Fairview partnership, which includes the University of Minnesota, University of Minnesota Physicians, and Fairview Health Services, has embraced a dyadic approach to healthcare leadership, where business administration and physician leaders are paired together to run their service line. This new leadership structure requires expanded skills and leadership abilities for the group of leaders now tasked with leading significant change.

“We worked closely with M Health Fairview partnership stakeholders to design coursework specifically to meet the participants’ learning outcomes. For example, I developed a case study and programming to speak to a current challenge facing the healthcare industry. This customization ensured that participants had business-specific, actionable context to understand how their operating decisions impact the use of and need for capital.”

—RICK NELSON, Senior Lecturer, Finance, Carlson School of Management

SOLUTION

To enable effective change management initiatives, M Health Fairview partnered with Carlson Executive Education to co-develop a tailored program for physician “chief leaders” and their dyad pairs, “executive leaders.” The program design needed to support M Health Fairview’s change management initiatives, provide shared learning between the new dyad partners, and be linked to the partnership’s operational requirements and growth strategy.

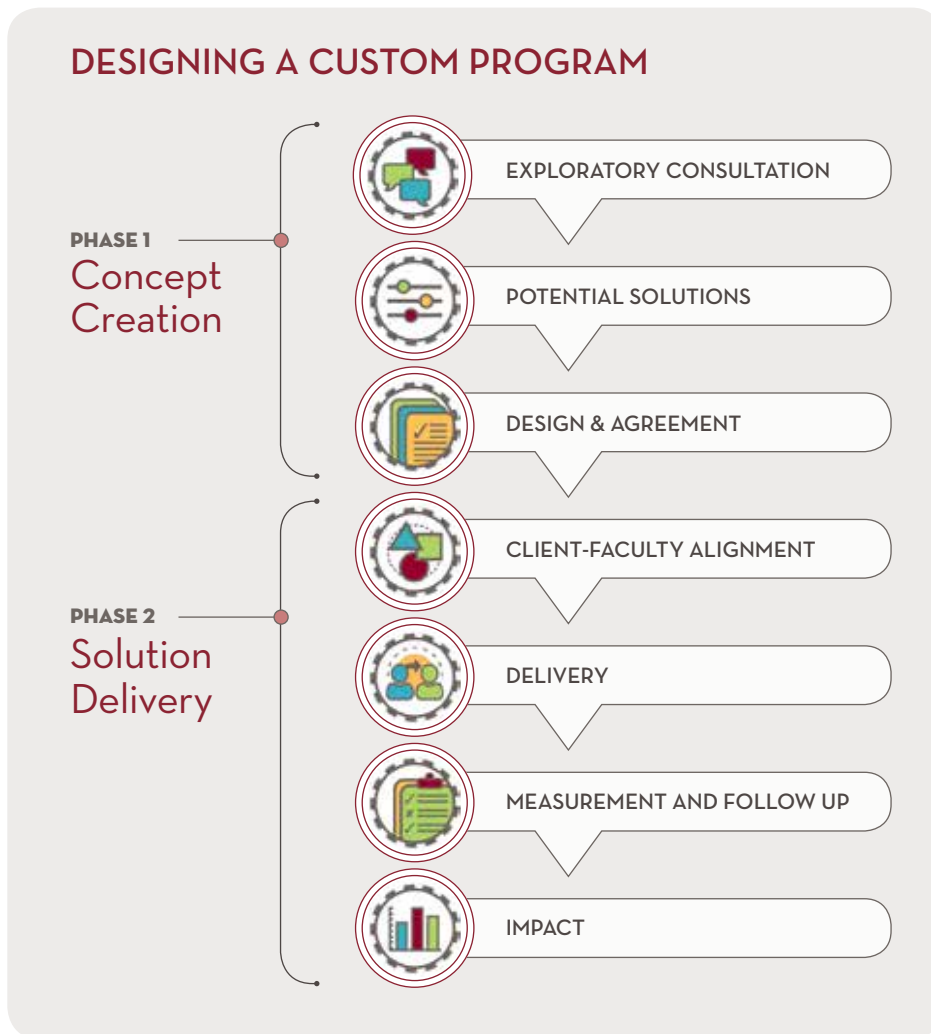
As part of the customization process, Carlson Executive Education faculty aligned finance content to leaders’ budgetary cycles, utilized a finance simulation experience specific to the medical industry, and worked to incorporate long-standing Fairview Lean model training and instructors into the training segment for the newly blended organization

To work around the busy schedules of physician-leaders, sessions were scheduled one morning per month for 18 months. Participants enjoy breakfast and networking with colleagues and then focus in on a faculty-led session. Course topics vary by month and include faculty-led presentations, group work, simulations, and organization-specific problem-solving.

OUTCOME ►

OUTCOME

Participants are driving massive organizational change. They are learning skills to break down silos, quickly launch new programs, enhance decision making, and reduce unwarranted clinical variation. By empowering leaders with industry-specific coursework around finance, accounting, leadership, and communication, the M Health Fairview partnership is broadening the experience of their leadership and deepening the strength of the organization.



“I came in looking at running a clinic from the perspective of a physician, and while I understood the financial background to some degree, I often did not understand the motivation of financial groups around performance measurement etc. This course, and the introduction to accounting and finance, has helped me see a bigger picture that I hope will allow me to contribute more to the health system’s success. It also has given me a vocabulary to be able to explain the physician side of things to those in finance and so I feel I can be a better advocate for the physicians I lead.”

—SARAH M. BENISH, MD FAAN, Division Head General Neurology University of Minnesota, Physician Co-Chief Neuroscience Service Line, M Health Fairview

ABOUT CARLSON EXECUTIVE EDUCATION

Carlson Executive Education, as part of the University of Minnesota, has been committed to driving business success for more than 50 years. Through innovative and transformational programs, business leaders have partnered with us to solve their most pressing challenges and prepare the next generation of leaders to drive their organization’s success.

When you partner with Carlson Executive Education, your leaders will learn the critical frameworks, tools, and skills needed to move your firm forward. They will gain new perspectives and be able to leverage their knowledge of the rapidly changing business environment. As more effective leaders, they’ll transform your teams and guide your organization to future growth and profitability.