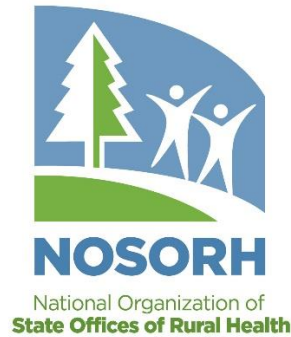# Leadership for Rural Health:
NOSORH's Leadership Institute
For Established and Emerging Rural Leaders

Sign up now for this new, valuable series of ten online workshops sponsored by the National Organization of State Offices of Rural Health and presented by the Heartland Center for Leadership Development. Learn practical, immediately applicable strategies and useful tools to enhance your leadership and management skills as an established or emerging rural health leader.

Delivered by webinar, the workshops will be presented from July through May by the Heartland Center's experienced trainers, including the founder and two members of the Board of Directors. The webinar series curriculum is updated from the acclaimed workshops offered nearly a decade ago by the Heartland Center for NOSORH members. This series will be invaluable for you as an established or emerging rural health leader. Slots are limited, so those who sign up early will have the best chance to participate. Secure your place in this leadership opportunity!

Presenters and Trainers
Milan Wall, Heartland Center Founder, and Co-Director
Reshell Ray, Heartland Center Board Member
Craig Schroeder, Heartland Center Board President

Schedule
The institutes will take place on the third Tuesday of each month from 2:00-3:30 PM ET.

Webinar #1: Introduction and 20 Clues to Rural Community Survival (07/19/2022)
Webinar #2: Grant Management and Reporting (08/16/2022)
Webinar #3: State Office Engagement with Rural Stakeholder Communities (09/20/2022)

Webinar #4: Leadership Styles and Practices (10/18/2022)
Webinar #5: The Practice of Appreciative Inquiry (11/15/2022)
Webinar #6: Diversity as Opportunity Movement (01/17/2023)
Webinar #7: State Office Staff Team Building (02/21/2023)
Webinar #8: Collaborating for Rural Health Equity (03/21/2023
Webinar #9: Managing Unproductive Conflict (04/18/2023)
Webinar #10: Making the Most of Evaluation (05/16/2023)

For session details, please refer to the curriculum outline below.

Curriculum Outline

July 19, 2022: Introduction and 20 Clues to Rural Community Survival
Kickoff with a comprehensive overview of the institute sessions, activities and course technology tools. The Heartland Center's Clues to Rural Community Survival are recognized worldwide for their insights on key assets for community and economic development. Share your perspectives on what's behind community success and gather lessons for State Rural Health Office understanding of community strengths and challenges.

Learning Objectives:
1.   Introduce the course instructors and participants
2.   Discuss the learning format for the institute and expectations of participants
3.   Learn to use EduBrite platform
4.   Explore the characteristics of thriving small towns
5.   Learn techniques for interpreting these insights
6.   Share ideas about community applications within a tested, conceptual framework for community development

August 16, 2022: Grant Management and Reporting
Examination of program management skills needed for effective planning, organizing, and controlling a rural health program specifically the operational aspects and functions of managing resources of the SORH program and "business". Questions examined include what are the program management functions needed to administer a successful SORH Program (as determined by the SORH Proficiencies)? How do you go about understanding rural health in your state? What is the current health status? Discussion will include performance measurement, evaluation, and analysis; reporting activities; and the development of program management tools. Use of a Community Health Needs Assessment as the cornerstone of the data needed for reporting and exploration of goal selection to make a change in rural health status.

Learning Objectives:
1. Describe program management skills needed for effective planning, organizing and controlling a rural health program
2. Capacity to perform basic functions of the SORH program (program management) as evidenced by the SORH and SORH Proficiencies

3. Define two potential performance measures for evaluation and analysis of the SORH program

September 20, 2022: State Office Engagement with Rural Stakeholder Communities
Broad-based resident involvement is more and more important to how rural communities identify opportunities, articulate aspirations and build consensus for solid, strategic approaches to strengthen quality of life for young and old, and learn about ways to increase volunteerism.

Learning Objectives:
1. Understand the critical importance of community participation
2. Review tactics for increased resident involvement
3. Explore the use of branding/message alignment for image development
4. Develop ideas on creating, managing and supporting authentic engagement

October 18, 2022: Leadership Styles and Practices
Strengthening community leadership is a prerequisite to enhancing community and economic development, just as   strengthening state office leadership is critical to institutional vitality. Learn about decades of research that pinpoint five best leadership practices and conduct a self-assessment of your own leadership strengths using the best practices as a guide.

Learning Objectives:
1. Introduce the concept of leadership best practices
2. Examine a brief history of leadership theory
3. Review the "5 Best Practices"
4. Preview of State Offices succession planning strategies

November 15, 2022: The Practice of Appreciative Inquiry
Appreciative Inquiry is an affirmative approach to learning lessons from past successes and moving forward with fresh ideas for short-term implementation that supports a practical long-range vision for your state office. This approach encourages celebration of accomplishments and offers insights on how to move toward even greater achievements in the future.

Learning Objectives:
1. Understand the theory of Appreciative Inquiry
2. Explore techniques and application of Appreciative Inquiry as a planning tool
3. Practice the four elements of Appreciative Inquiry
4. Consider implications for organizational applications

January 17, 2023: Diversity as Opportunity
Diversity and inclusion are becoming bywords for strengthening leadership in communities and organizations of all types, yet not everyone is ready to embrace society's transformation into a culture that respects inherent differences. Learn strategies that transform diversity challenges into opportunities that strengthen perspectives and approaches to leadership and engagement.

Learning Objectives:
1. Clarify cultural competencies important to rural health issues
2. Explore personal differences and experiences
3. Discuss challenges and success stories
4. Develop strategies that turn diversity challenges into opportunities

February 21, 2023: State Office Staff Team Building
Today's leadership successes are marked by how teams perform, not how one person leads or manages a group. Explore theories of team development and group effectiveness and how they contribute to organizational and community viability. Consider strategies for leadership succession in community and organizational settings.

Learning Objectives:
1. Review the stages of team development
2. Explore characteristics of effective teams
3. Discuss typical roles in team behavior
4. Identify leadership succession strategies

March 21, 2023: Collaborating for Rural Health Equity
The impact of state office effectiveness is compounded to the extent that collaboration becomes a hallmark of efforts to enhance rural health equity. State offices may have mighty impacts working totally on their own, but partnerships offer a promising opportunity to expand influence and effectiveness beyond the walls of the state office itself. Share strategies that have worked to enhance collaboration and strengthen lasting partnerships.

Learning Objectives:
1. Identify partners necessary for successful rural health equity
2. Clarify partner characteristics, assets, aspirations and challenges
3. Explore approaches to collaboration and inclusion
4. Create "to-do" list for supporting rural health equity

April 18, 2023: Managing Unproductive Conflict
Not all conflict is negative or resolvable. But managing conflict offers opportunities to move toward productive ends, while recognizing that conflict is a natural part of human relationships. What each of us can control in a conflict situation is how we respond to it. Learn to Identify sources of conflict and review typical conflict response styles.

Learning Objectives:
1. Identifying sources of conflict
2. Increase understanding of reactions to conflict
3. Review styles of conflict management
4. Explore winning strategies for managing conflict

<u>May 16, 2023: Making the Most of Evaluation</u>
Evaluation of results is always a challenge, and approaches to evaluation are widely varied. Here is an opportunity to review common approaches to evaluation and practical means to make evaluation relevant, manageable and meaningful.

Learning Objectives:
1.   Review types of evaluation, such as Ripple Effect Mapping
2.   Discuss the Program Logic Model to project planning and evaluation
3.   Using evaluation tools to determine outcomes and impacts.

Frequently Asked Questions

What is the purpose of the Leadership Institute?
The Leadership Institute seeks to enhance the leadership and management skills of individuals addressing rural health issues in their state or community.

Who should participate in the Institute?
State Offices of Rural Health staff, State Rural Health Association, Primary Care Associate staff, and others interested in enhancing their rural health leadership skills.

What does my participation in the Institute entail?
You will be expected to participate in 10 Webinars and complete evaluations.

What is the cost?
The registration fee is $750. Registration for the Leadership Institute ends on July 12, 2022. Class size will be limited to 60 participants to offer individualized assistance. To register, go to: https://web.cvent.com/event/0f76a9cf-2cc0-43d5-ad85-3df5b4b0a4cc/summary?RefId=RHLI2022

Technology and System Requirements

Participants will use EduBrite, an online Learning Management System (LMS), to access handouts, presentation materials, recorded sessions and communicate with the course instructor. Live sessions will be conducted through Webex. Recordings of the presentations will be available for playback within 24 hours of the event.

Participants are required to read the "EduBrite User Manual," listen to a recorded orientation session and log in to EduBrite prior to the first session on July 19, 2022. Participants will receive an email invitation and user manual to access EduBrite by July 15, 2022. Late registrants will receive access by the end of the day on July 19, 2022.

Only those registered for the Leadership Institute will be provided a personal EduBrite login and are permitted to join the webinars and view class materials. Failure to comply may result in access restriction.

Certificate of Completion
Participants may be required to take a brief survey after each webinar session. A Certificate of Completion will be awarded to participants who complete 70% of all activities and complete the final evaluation.

Refund Policy
Payment via credit card or purchase order is accepted. All payments must be received by July 12, 2022, at 5:00 PM ET.

Refund requests must adhere to the following deadlines:
    July 18 — full refund
    August 2 — 70% refund
    August 9 — 40% refund
    August 10 and after — no refund
    To be considered for a refund, requests must be submitted in writing to Kayren Cross. To make arrangements for payment if you cannot pay by July 12, 2022, or to request specialized billing, please contact Kayren Cross at kayrenc@nosorh.org or (888) 391-7258 ext. 108.