



# UCLA/Johnson & Johnson Health Care Executive Program

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A MANAGEMENT AND LEADERSHIP DEVELOPMENT PROGRAM  
FOR EXECUTIVES OF COMMUNITY HEALTH CENTERS

**CELEBRATING OVER 15 YEARS OF SUCCESS**

*Developed by:*



## PROGRAM OVERVIEW

The UCLA/Johnson & Johnson Health Care Executive Program (HCEP) is a valuable opportunity for executives of community health centers (CHCs) to participate in an 11-day, intensive management development program at the UCLA Anderson School of Management. While CHCs have been the principal audience, AIDS service organizations (ASOs), and other community-based organizations (CBOs) that are engaged in cross-sectoral partnerships to address behavioral health and the social determinants of health will also find the program extremely relevant.

The program builds entrepreneurial competence and strengthens both leadership and management skills. Sixty-five hours of classroom instruction include lectures, group discussions, case studies and workshops. The curriculum consists of practical tools, techniques and approaches to leadership and management relevant to CHCs and CBOs that are adapting to the major changes in health policy, financing and service integration. Participants engage in a rigorous but relevant curriculum that provides the requisite skills and knowledge to successfully manage and lead change in their organizations and communities. The program has graduated nearly 900 participants since its inception in 2002.

The HCEP is specifically designed and especially valuable for organizations to plan for and/or implement shifts in their organizational strategies to confront the new environment for health care delivery. That changed environment is characterized by payment reform that incentivizes value, a need to demonstrate positive health outcomes as well as a favorable patient or client experience, and by an increased emphasis on the coordination of care and support across behavioral, medical, dental and social service boundaries. The program will assist organizations to engage in planning and implementation to integrate their service delivery models. The benefits and strategies of partnering with other entities within the medical ecosystem will be highlighted — fostering adaptation to this new environment.

## PROGRAM CONTENT

The curriculum consists of practical tools, techniques and approaches to leadership and management relevant to community health centers (CHCs). It has been designed to assist organizations in adapting to the rapid and radical changes in policy, demographics and technology impacting health care today. Here are the topics the program offers:

- Management Effectiveness: Making the Transition to Leadership
- Planning Systems for Community-Based Organizations
- Program Monitoring and Evaluation
- Effective Leadership Styles
- Social Determinants of Health
- Motivation and Communication
- Building Effective Management Teams
- Creativity and Problem Solving
- Leading and Managing Organizational Change
- Operations Management for Efficiency and Quality
- Accounting and Finance
- Building Your Business Acumen
- Medical Informatics
- Marketing for Community-Based Organizations
- Root Cause Analysis
- How to Make a Business Case for Your Health Initiative
- Techniques for Enhancing the Patient Experience
- Energy for Human Performance
- The Future of Health Policy
- Talent Management

Case studies from actual CHCs are used to illustrate key concepts and enhance learning. Faculty members are drawn mainly from the UCLA Anderson School of Management, but they also include experts in the field and faculty from other universities.



*“The HCEP has earned a national reputation for successfully developing the pivotal management and leadership competencies required by leaders to excel in the challenging and changing context of health care.”*

***Victor Tabbush, Ph.D., Faculty Director,  
UCLA/Johnson & Johnson Health Care  
Executive Program***

## **SPECIAL PROGRAM FEATURE: THE COMMUNITY HEALTH IMPROVEMENT PROJECT (CHIP)**

The Community Health Improvement Project (CHIP) is the practical application or experiential component of the program, allowing participants to immediately apply the UCLA program curriculum to improve performance at their own organizations. Participants routinely meet in learning groups, which are led by current UCLA Anderson MBA students, to discuss and complete the CHIP planning template. The CHIP provides a process for conducting environmental analysis, identifying critical issues and/or key problems, reaffirming missions and formulating goals, objectives and strategic options. Through a peer-and-faculty consulting process, participants develop a unique strategic plan to resolve a significant issue or obstacle in their organization. On the final day of the program, participants present their CHIPs to faculty and their colleagues.



*"The CHIP provides a structure and guideline for evidence-based quality improvement built around relevant threats and opportunities. By first evaluating the root of the problem and the need, our team could accept strategies with defined goals that were specific, measurable, attainable, relevant and time-bound (SMART). The CHIP organized an excellent framework to produce a competitive grant application to HRSA, which resulted in two consecutive awards to expand staffing in our behavioral health model."*

***Katherine Suberlak, VP, Population Health,  
Oak Street Health, Chicago, IL***



*"The UCLA J&J program gave me the courage to go after my dreams in creating new solutions to benefit the safety net and its patient base in spite of, or perhaps because of, adversity. The vision and stories of success that were interspersed with our skill- and community-building throughout the two-week, intensive program were both rich and powerful, and necessary to fuel the tough road ahead."*

***Kevin Lewis, President and CEO,  
Maine Community Health Options, Lewiston, ME***

## **WHO SHOULD APPLY**

Fifty participants will be selected for the program.

The program is designed for chief executive officers, executive directors and others in the leadership team, such as the chief operating officer, chief medical officer and chief financial officer. The program has particular applicability for those who have just assumed, or soon will assume, major management responsibilities.

Organizations are encouraged to send multiple individuals from the leadership team. Organizations are also encouraged to identify other organizations with which they plan to merge, form an alliance or partner, and then apply jointly.

## **LOGISTICS**

The 11-day residential program is held annually each summer at UCLA. In 2019, the HCEP program will be offered from **June 17 to 27, 2019**. Participants are housed in private rooms at the UCLA Guest House, a small hotel on campus. All classes and workshops take place at the UCLA Anderson School of Management on the beautiful UCLA campus. A number of special events are built into the program to establish communication networks among the participants. During the program, participants develop a valuable network that they will continue to draw upon long after they return to their own organizations. Graduates of the HCEP program are awarded a certificate from UCLA Anderson and are given the option of receiving postgraduate-level credits through the continuing education arm of UCLA, UCLA Extension.

To view a sample program schedule or to apply online, please visit our website: [anderson.ucla.edu/price/jnj/hcep](https://anderson.ucla.edu/price/jnj/hcep).

## **PROGRAM COST**

Johnson & Johnson defrays the majority of the program costs (tuition, training materials, lodging and meals). Participants are responsible for a registration fee of \$3,750 and their airfare to and from Los Angeles. Upon acceptance, an invoice will be generated, and payment is due prior to attending the program.

Strengthen your management and  
leadership skills at UCLA Anderson today!

# Increase your ability to plan, lead and organize the effective delivery of health services in an ever-changing and increasingly challenging environment!

## PROGRAM SPONSORS

### UCLA Anderson School of Management

UCLA Anderson School of Management is recognized as one of America's premier management schools. Its preeminent position is based on internationally acclaimed research, an innovative and distinguished faculty, excellent degree programs and exceptionally bright, highly motivated students chosen from one of the largest and finest application pools in the nation.

The HCEP program is conducted under the auspice of the Harold and Pauline Price Center for Entrepreneurship & Innovation, a recognized leader in entrepreneurial education and research. The Price Center oversees all teaching, research, extracurricular and community activities related to entrepreneurship at UCLA Anderson, and maintains a strong commitment to serving the nonprofit and small business communities through management development programs. For more information, visit [anderson.ucla.edu/price](http://anderson.ucla.edu/price).



"Times have changed, and business as usual is over. With the full implementation of health care reform and an environment of diminishing resources, it is more critical than ever to be collaborative, effective and sustainable. The UCLA/J&J HCEP program offered me the unique opportunity to apply what I learned to transform BOOM!Health into a more comprehensive and impactful nonprofit agency committed to improving lives through health and wellness in the South Bronx."

**Robert Cordero, President and Chief Program Officer, BOOM!Health, Bronx, NY**

### Johnson & Johnson

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"The program presented me with two amazing opportunities: one, to learn, and two, time to be strategic. Too many times, as CEOs, we do not invest in ourselves. Unless we do, our organizations will not be successful."

**Beth Wrobel, CEO, HealthLinc Community Health Center, Valparaiso, IN**

**LEARN MORE: [ANDERSON.UCLA.EDU/PRICE/JNJ/HCEP](http://ANDERSON.UCLA.EDU/PRICE/JNJ/HCEP)**

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