Defense Health Agency (DHA)

Joint Medical Executive Skills Institute
Intermediate Executive Skills Course

Curriculum Plan

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Summary of Changes

This curriculum plan incorporates the following changes:

- All references to DHA Markets have been changed to Defense Health Networks

Section 1: General Course Information

Course Description:

The Joint Medical Executive Skills Institute Intermediate Executive Skills Course (JMESI-IES) provides education and training on leadership and management skills necessary to successfully serve in an intermediate-level leadership position within a Defense Health Network (DHN) or medical treatment facility (MTF). The course is designed to facilitate attainment of selected Joint Medical Executive Skills core competencies as identified by a Tri-Service review board of MHS senior leaders. The course consists of 12 web-based training (WBT) modules available through Joint Knowledge Online (https://jkodirect.jten.mil) followed by a 4-day live, video conference course hosted on Microsoft Teams.

Course Goal(s):

The course goal/mission is to facilitate achievement of joint medical executive skills competencies expected of intermediate-level leaders within a DHN or MTF. Graduates will demonstrate:
- Understanding of the DHA mission and strategic plan.
- Skills consistent with professional expectations required to serve in an intermediate-level leadership position within a DHN or MTF.
- Ability to communicate effectively, lead change initiatives, and manage resources.

Enrollment Data:

Maximum Class Size: 300
Maximum Number of Classes Per Year: 3
Maximum Annual Capacity: 900

Target Audience:

Officer/enlisted/civilian MHS personnel serving in an intermediate- level (department-level) leadership position within a DHN or MTF. Students will typically hold the following rank/grade: Civ: GS11-13; Enlisted: E7-8; Officer: O4-5.

Instructional Design:

Phase 1: Self-Paced
Phase 2: Group-Paced

Security Classification:

UNCLASS

Accreditation Statement(s):

Completion of Phase 1 will result in the award of (12) American Medical Association's Physician's Recognition Award (AMA/PRA) Category 1 Credit(s)™. Attendees who complete Phase 2 will be able to apply for up to 20 additional continuing education credits for physicians (ACCME), nurses (ANCC), physician assistants (AAPA), pharmacists, pharmacy technicians (ACPE), dentists, dental hygienists, dental technicians (ADA), and healthcare executives (ACHE).

Faculty Qualifications:

The course will be facilitated by DHA Education and Training Directorate staff. Presenters for this course will be MHS leaders who are subject matter experts in the topics they present with current or recent real-world experience.

Student/Course Prerequisites:

In order to attend this course, individuals should currently be serving in, or be selected to serve in, an intermediate level (i.e, department-level) leadership position within a DHN or MTF.

Course Length:

Phase 1: 12 hours (web-based training)

Phase 2: 28 hours (virtual)

Unit Title	Didactic		Lab/ Prac	WTest	Other	Total
	Did	Demo				
Unit 1 Welcome and Orientation	0.5					0.5
Unit 2 A3 Problem Solving	2					2
Unit 3 DHA Strategic Outlook	1.5					1.5
Unit 4 Data Driven Decision Making	3					3
Unit 5 Defense Medical Human Resources System-Internet/MHS Genesis	2					2
Unit 6 Health Law	2					2
Unit 7 Healthcare Leadership	2					2
Unit 8 Resource Management	1.5					1.5
Unit 9 Planning, Programming, Budgeting, and Execution System	1.5					1.5
Unit 10 Access to Care	2					2
Unit 11 Quality/Safety/HRO	3					3
Unit 12 Strategic Communication	2					2
Unit 13 Change Management	1.5					1.5
Unit 14 Senior Officer Panel	1.5					1.5
Unit 15 Senior Enlisted Panel	1.5					1.5
Unit 16 Course Wrap-up				0.5		0.5
Totals	**26.5**		**3**	**0.5**		**28**

Section 2: Detailed Course Information

Course Objectives and Levels of Learning:

Phase 1:

Module Name	Lesson Objectives	Learning Level
US003: Change and Innovation 1: Overview and Tools	1. Identify key change management concepts. 2. Recognize the need and readiness for change.	C1

Module Name	Lesson Objectives	Learning Level
	3. Describe a change management strategy.	
US004: Change and Innovation 2: Implementation and Evaluation	1. Understand change management concepts. 2. Describe evaluation mechanisms and tools used to monitor the effectiveness of change. 3. Define concepts and approaches to create innovation and a learning organization.	C1
US006: Clinical Investigation	1. Apply the critical elements and requirements of clinical investigation 2. Apply appropriate management and oversight of clinical investigation	C1
US009: Conflict Management 1	1. Name key conflict management concepts. 2. Identify sources of conflict. 3. Describe strategies to resolve conflict.	C1

US050: Labor Relations 1	1. Identify proper legal and management actions in labor-management negotiations by:
	    - Ensuring adequate representation in negotiations affecting healthcare organizations
	    - Identifying negotiable and non-negotiable items
	    - Making decisions on employer and employee rights
	    - Seeking expert/legal advice when appropriate
	2. Apply appropriate methods to deal with labor-management issues by:
	    - Using appropriate channels and procedures for grievances, EEO complaints, unfair labor practice filings, and appeals of disciplinary actions
	    - Ensuring consideration of alternative conflict/dispute resolution techniques, such as arbitration and mediation
		C1

US058: Leadership 5: Valuing Diversity and Culture	1. Identify key aspects of diversity, culture, and behaviors that create workplace problems. 2. Describe strategies and mechanisms for effective management of a diverse workforce. 3. Discuss methods to develop an organizational climate of openness, trust, and acceptance.	C1
US077: Medical Liability	1. Identify the appropriate laws relating to medical liability in the military. 2. List the elements of negligence and the standard of care. 3. Describe why medical complaints are filed.	C1
US093: Public Relations: Concepts and Principles	1. Make decisions on how to coordinate with and utilize the capabilities of the Public Affairs Officer (PAO). 2. Select the appropriate methods for conducting media interviews or press conferences. 3. Use marketing principles to promote the HCMO and enhance community relations.	C1
US103: Strategic Planning 1	1. Describe the strategic planning process. 2. Identify mission and vision statements, strategic objectives, and business plans. 3. Recognize organizational threats and opportunities using internal and external assessments.	C1

Module Name	Lesson Objectives	Learning Level
US104: Strategic Planning 2: Implementation	1. Integrate the strategic plan with the quality, financial, information technology (IT), human resources (HR), and departmental plans. 2. Apply leadership and management approaches to effectively implement the strategic plan. 3. Monitor and evaluate the strategic planning process.	C1
US108: High Reliability Organizations	1. Describe the history and guiding principles of high reliability organizations and their applications to military healthcare. 2. Define strategies that foster a culture of respect that enable staff to speak up as well as patients and families to be active partners with their health care teams. 3. Identify improvement and sustainment efforts that support organizational commitment to resiliency through failure event anticipation and properly handling adverse events.	C1
US431: Quadruple Aim Performance Process (QPP) Overview	1. Explain the purpose and background of QPP initiative. 2. Describe the conceptual model. 3. Outline the development of the QPP plan.	C1

Phase 2

Lesson Name	Lesson Objective Number and Lesson Objective	Learning Level
Unit 1: Welcome and Orientation	1.1.1 Welcome and orientation	N/A
Unit 2: A3 Problem Solving Process	4.1.1 Without reference, identify key concepts of the A3 problem solving process as utilized by the DHA.	C2
Unit 3: DHA Strategic Outlook	5.1.1 Without reference, identify key components of the DHA Strategic Plan and how MTFs and Networks contribute to the overall strategic objectives of the MHS.	C2
Unit 4: Data Driven Decision Making	6.1.1 Without reference, identify the data systems and types of data that are used to develop an MTF business plan in accordance with current DHA business practices.	C2
Unit 5: DMHRSi/MHS Genesis Overview	7.1.1 Without reference, describe how information resource management systems are used within a DHN or MTF to improve the delivery of care in accordance with DHA guidelines.	C2
Unit 6: Health Law Overview	8.1.1 Without reference, describe legal considerations that impact the daily operations of a DHN or MTF in accordance with applicable federal health laws and DoD policies.	C2
Unit 7: Leadership in the Healthcare Environment	9.1.1 Without reference, describe key leadership traits and behaviors that are necessary to succeed in an intermediate-level leadership position within a DHA MTF.	C2
Unit 8: Resource Management Policies and Procedures	10.1.1 Without reference, define the processes used to effectively manage resources in accordance with DoD policy and DHA procedures.	C2

Lesson Name	Lesson Objective Number and Lesson Objective	Learning Level
Unit 9: The DHA PPBE Process	11.1.1 Without reference describe they key components of the Planning, Programming, Budgeting, and Execution cycle within DHNs and MTFs in accordance with DoD policy and DHA procedures.	C2
Unit 10: Access to Care (Demand/Referral Management)	12.1.1 Without reference, identify key principles of managing patient access to care within DHNs and MTFs to include demand and referral management in accordance with DHA guidance.	C2
Unit 11: Quality, Safety, and High Reliability in the Healthcare Environment	13.1.1 Without reference, describe the importance of and key considerations for integration of quality and safety and high reliability principles into all facets of MTF operations.	C2
Unit 12: Strategic Communication in the Healthcare Environment	14.1.1 Without reference, describe the principles of strategic communication as they relate to operation of DHNs and MTFs in accordance with DHA policies and procedures.	C2
Unit 13: Change Management in the Healthcare Environment	15.1.1 Without reference, identify key change management principles as they relate to DHNs and MTFs.	C2
Unit 14: Senior Officer Panel Discussion	16.1.1 Discuss challenges and successes of leading in a joint MTF.	N/A
Unit 15: Senior Enlisted Panel Discussion	17.1.1 Discuss challenges and successes of leading in a joint MTF.	N/A
Unit 16: Course Wrap-Up	18.1.1 End of Course Activities	N/A