

Turn your best clinicians into your best operators.

A six-module leadership program that installs the operational discipline your unit and department leaders were promoted into but never taught — and sends them back to you able to run their areas like a business.

The gap that costs you the most is the one you can't see on a P&L.

Your frontline leaders were promoted because they were exceptional clinicians — not because anyone taught them to run a business. So, they hold their areas together with heroics: over-staffing to feel safe, avoiding hard accountability conversations, firefighting the same problems on repeat, and escalating decisions that should never reach the C-suite. It works until they burn out and leave — and replacing a director costs the organization far more than developing one. This program closes that gap.

THE BUSINESS CASE

Why a CEO or CFO sponsors this

Defensible staffing	Retention & bench strength	Decisions held at the right level
Leaders replace emotion-driven, “just-in-case” staffing with the TrueLevel Staffing Method — a clear, fair, financially sustainable structure they can hold under pressure. Labor is your largest controllable cost.	You stop losing capable directors to burnout. Leaders build the enterprise judgment that makes them promotable — the bench you'd otherwise recruit for at a premium.	Capacity, flow, and physician conversations get governed on the floor instead of escalating upward — freeing executive bandwidth and protecting throughput.

WHAT LEADERS LEAVE ABLE TO DO

- ◆ **Read the area they lead the way a senior executive would** — as a business with measurable inputs, outputs, and financial consequences.
- ◆ **Make staffing decisions on a defensible structure rather than feel** — and hold them when the pressure comes.
- ◆ **Have the accountability conversations they've been avoiding** — clearly, and without absorbing the emotional cost.
- ◆ **Diagnose operational problems at root cause** rather than chase the same symptoms week after week.
- ◆ **Present a business review with action items to executive leadership** — a tangible capstone that proves the depth of what they've gained.

THE CURRICULUM

Six modules with deliverables. One operating system.

Each module centers on a core operating model — the frameworks a high-performing operator uses to run their area. Taught in sequence, they build on one another and integrate into a single operating system your leader carries back to the floor. The program doesn't just cover concepts. It teaches the models operators actually run on.

01	The Business of What You Lead See clinical operations through a business lens — read your area the way a CEO reads the organization.	PRIMARY FOCUS The Business Review 10-22-26 1:30 – 3:30 p.m. CT In-person, Fargo Holiday Inn
02	The Psychology & Structure of Staffing Replace staffing-by-feel with the TrueLevel Staffing Method — a structure that holds under pressure.	PRIMARY FOCUS The TrueLevel Staffing Method 11-12-26 9:30 – 11:30 a.m. CT Virtual
03	Capacity, Flow & the Conversations That Control Them Hold operational governance over throughput and physician partnership without surrendering authority.	PRIMARY FOCUS The Escalation Pathway Map 12-10-26 9:30 – 11:30 a.m. CT Virtual
04	Holding Standards Without Absorbing Guilt Accountability for leaders who care too much — tend top, middle, and low performers differently.	PRIMARY FOCUS The Guardrail Inventory 1-7-27 9:30 – 11:30 a.m. CT Virtual
05	Diagnosing Operational Problems Structurally Run the operator's loop — Detect → Design → Deploy — to solve root cause, not symptoms.	PRIMARY FOCUS Detect → Design → Deploy 1-28-27 9:30 – 11:30 a.m. CT Virtual
06	From Clinical Leader to High-Performing Hospital Operator Integrate the six models into one operating system and step into the operator identity.	PRIMARY FOCUS The Operator's Playbook 2-18-27 9:30 – 11:30 a.m. CT Virtual

THE CAPSTONE

The Operator's Playbook. The six operating models come together into one integrated system your leader can run on the floor. They leave not as the leader who entered the program, but as the kind of operator a CEO wants in the room when the difficult decisions get made.

LAUNCH Oct. 22, 2026 1:30 – 3:30 p.m. Module 1 live at the NDHA Annual Convention; Modules 2–6 delivered virtually over the following five to six months.	INVESTMENT \$1,500 Per leader — or per pair of leaders from the same hospital. Sponsor one or build a cohort.	FORMAT Live + virtual In-person kickoff, then instructor-led virtual sessions with a working binder for each participant.
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Sponsor the leaders you can't afford to lose.

Register your team through the North Dakota Hospital Association.

Register: <https://ndha.org/events/operationalperformance/>

Questions? Pam Cook, NDHA Director of Education