



# Financial Acumen for Nursing: The Great Game

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# Objectives:

- Identify select concepts of Great Game of Business.
- Explain transformation of Great Game of Business to Great Game of Education.
- Discuss trends that make financial acumen important for both academia and health care professionals.
- Explain the concept of critical number.
- Explain team work as applicable to instructional financial status.



# Why a Game?

## Academia

“I am here to educate students for the greater good of society.”

## Health Care Clinicians

“I am here to help people regain their health.”

# Why a Game?

- Human nature: People like to “win”. It feels good.
- Institutions face competition: for students, for patients.
- Academic and health care institutions are important but they are not “special”.
- Institutions that cannot pay their bills are no longer institutions.

# Degree-granting postsecondary institutions that have closed their doors, by control and level of institutions 2015-17

Year	All institutions			Public			Private								
	All institutions			Public			Total			Nonprofit			For-profit		
	Total	4-year	2-year	Total	4-year	2-year	Total	4-year	2-year	Total	4-year	2-year	Total	4-year	2-year
2012-13 .....	21	3	18	1	1	0	20	2	18	4	2	2	16	0	16
2013-14 .....	20	8	12	1	1	0	19	7	12	4	3	1	15	4	11
2014-15 .....	54	7	47	0	0	0	54	7	47	5	3	2	49	4	45
2015-16 .....	66	24	42	0	0	0	66	24	42	8	5	3	58	19	39
2016-17 .....	112	65	47	0	0	0	112	65	47	20	12	8	92	53	39

[https://nces.ed.gov/programs/digest/d17/tables/dt17\\_317.50.asp?current=yes](https://nces.ed.gov/programs/digest/d17/tables/dt17_317.50.asp?current=yes)

## Financial Management



# 22 latest hospital bankruptcies, closures

Written by Ayla Ellison (Twitter | Google+) | October 11, 2018 | Print | Email

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Here are 22 hospitals that filed for bankruptcy protection or closed since Jan. 1, beginning with the most recent.

- 1. Sonoma West Medical Center (Sebastopol, Calif.).** Sonoma West Medical Center entered Chapter 7 bankruptcy Sept. 26. The decision to enter bankruptcy came after Anthem and its affiliates in nine states sued SWMC and the company that managed the hospital's toxicology program June 1. The lawsuit alleges SWMC engaged in a fraudulent billing scheme.
- 2. Northside Regional Medical Center (Youngstown, Ohio).** Dallas-based Steward Health Care closed Northside Regional Medical Center Sept. 20. Steward announced plans in August to shut down the facility, citing a sharp decline in patient volume.
- 3. McKenzie (Tenn.) Regional Hospital.** Brentwood, Tenn.-based Quorum Health closed McKenzie Regional Hospital Sept. 15. On Oct. 1, Quorum completed the sale of the hospital to Memphis, Tenn.-based Baptist Memorial Health Care. Baptist Memorial plans to operate the facility as an outpatient diagnostic imaging and sleep center.

<https://www.beckershospitalreview.com/finance/22-latest-hospital-bankruptcies-closures-101118.html>

# Great Game of Business (GGOB) Higher Laws of business (Stack & Burlingham, 2013, p. 27)

- You Get What You Give
- It's Easy to Stop One Guy, But It's Pretty Hard to Stop 100
- What Goes Around Comes Around
- You Do What You Gotta Do
- You Gotta Wanna
- You Can Sometimes Fool the Fans, But You Can Never Fool the Players
- When You Raise the Bottom, the Top Rises
- When People Set Their Own Targets, They Usually Hit Them
- If Nobody Pays Attention, People Stop Caring
- Change Begins at the Top, or—as We Say in Missouri—Shit Rolls Downhill

# Missouri Southern State University: Great Game of Education

- \$2.3 million budget deficit (2013)
- State support had steadily declined from 68% (1972) to 31% (2017)
- Finances became a focus, leading to formation of the university wide financial stability committee
- Faculty and administration leaders had attended seminars on the GGOB leading to adaptation of the Great Game of Education model.



# Team Building: You can Fool the fans but not the players, Culture change of “us”

- Team Building is not new in health care
  - Culture of Safety
  - SBAR communication
- How does your institution communicate its financial status?
  - Annual financial report?
  - Available in Human Resources?
  - Available on request?
  - Summary letter from the Board of Directors?



# Open the Books

Teach the Numbers



# Dissolve the Hierarchy of Information

- What are the problems for people doing the essential operations?
- Everybody is a team member, a.k.a. Team Steps
- Middle management is one of the hardest jobs in the institution.
- Financial information needs to be not in the language of a CPA.



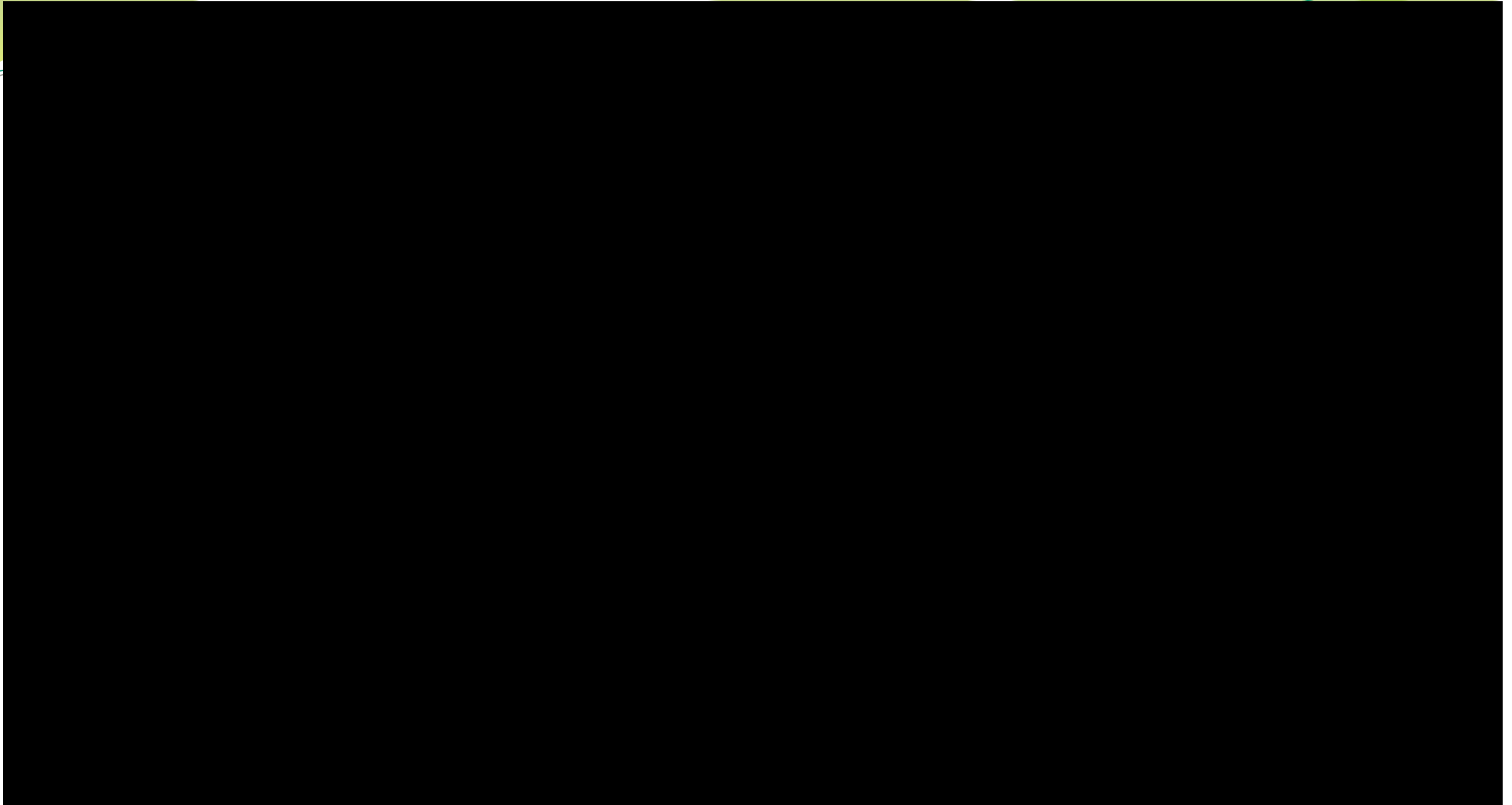
Every institution has a critical number.  
That number directly correlates with  
financial health of the institution.

# What Can Improve the Institution's Financial Standing?

- Shift from Emphasis on Volume to Focus on Outcome Strategies
  - More students (partial solution)
  - More patients (partial solution)
  - Largest cost center will be in human resources (not good, not bad, just is)
- In service based organization i.e. academia or health care “customers” have to find value in the product/service offered.

# Missouri Southern State University: GGOE Success

- Transitioned to GGOE Culture Committee
  - Financial Training for Everyone
  - Scoreboards available for the institution and every functional unit
  - Scoreboards updated monthly and viewable by any employee
  - Mini games essentially process improvement projects
  - Staff have really taken the lead in implementation of GGOE
- Progression from the “dire” financials of 2013, MSSU Board of Governors has distributed “Lions Share” checks to all employees in 2017 and 2018





# Sticking Points for MSSU

- Mini games hard for some academic units to conceptualize and design
- Unit level huddles not really catching on



# Next chapter of GGOE

- Financial indicators are not going to leave GGOE
- The “critical number” version 2.0 will be student retention.



# Mission

Missouri Southern State University will **educate** and **graduate** knowledgeable, responsible, successful global citizens.

# MSSU

- 1 year retention of freshman, 61%
- 2014 freshman cohort graduation in 4 years, 14.9%
- 2012 freshman cohort graduation in 6 year, 33%

# What Can Your Nursing Program/Department Do?

- Learn the financial indicators
- Ask for help in understanding financials
- We are a team
- We are not “special” but we can win



Questions/Discussion?

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