



# Module 1: Organizational Culture and Leadership

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## INTRODUCTION

Organizational culture and effective leadership from hospital administrators are two key, interrelated components of recruiting and retaining staff in Critical Access Hospitals (CAHs), which serve a significant role in ensuring health care access in rural communities.<sup>1,2</sup> Organizational culture is the collective set of values, norms, assumptions, and guidelines that comprise an organization, how decisions are made within the organization, and how its members interact.<sup>2,3</sup> Studies have shown that effective hospital leadership has positive impacts on employee engagement, job satisfaction, and creativity; contributes to a healthier work environment; facilitates successful conflict resolution; and encourages employees to align their behavior with organizational values.<sup>1,2,4</sup> Not only is good leadership helpful for recruiting and retaining staff, but the positive effects of good leadership extend to clinical outcomes as well, with research linking strong hospital leadership to fewer medication errors, fewer patient falls, and decreased infection and mortality rates.<sup>1</sup>

This module has three sections that explore the crucial role of effective leadership in CAHs and provide strategies to foster leadership and improve organizational culture in CAHs. The first section, titled *CAH Leadership*, outlines essential competencies and unique skills associated with effective CAH leadership. *CAH Culture* highlights the importance of building a positive organizational culture, securing staff support for organizational changes, addressing leadership burnout, and preserving institutional knowledge. *Leading Recruitment*, the final section, provides resources and strategies for effective recruitment that can highlight positive organizational culture and identify potential employees that best fit the environment of a CAH.

## CAH LEADERSHIP

### *The Importance of Effective CAH Leadership*

Health care leaders navigate complex challenges, patient safety, care excellence, effective resource management, and a positive work environment for diverse staff. Their vision, decision-making, and communication shape organizational culture, directly influencing team morale and performance. Effective hospital leadership is a critical cornerstone that impacts staff satisfaction and retention, patient care quality, and operational efficiency, with research highlighting its effects on clinical and process quality and the effectiveness of health care teams.<sup>1,2,4</sup>

Transformational leadership, often discussed as an avenue to enhance leadership, is characterized by leaders' ability to inspire and elevate their followers' ambitions while fostering a deep connection to the organization's goals and values. These leaders motivate employees to prioritize team benefits over personal interests and actively support them in identifying and solving problems, thereby enhancing workplace empowerment and safety outcomes, which directly influence patient satisfaction and care quality.<sup>5-7</sup> Transformational leadership also plays a pivotal role in recruiting and retaining hospital employees by creating a positive work environment that boosts staff satisfaction, well-being, and performance.<sup>8</sup>



Strong leadership is crucial in CAHs, where limited resources exacerbate recruitment and retention challenges, making effective human resources management essential for success.<sup>9,10</sup> Many CAH leaders embody transformational leadership qualities, inspiring and motivating staff while optimizing scarce resources to meet patient care and staff needs and attempting to foster a culture of loyalty and commitment. By effectively managing human resources, strong leaders can create a supportive and satisfying work environment, encouraging staff retention.<sup>9</sup>

### *Skills for Strong CAH Leadership*

Hospitals are fast-paced and dynamic environments, and leading one presents unique challenges that demand a robust skillset. This is especially true for CAHs, which face unique challenges due to their typically lower patient volumes and fewer resources compared to larger, more urban facilities.<sup>11,12</sup> Below, we have compiled a set of skills that CAH leaders should cultivate to effectively guide their facilities towards success and stability and assist with recruitment and retention of sustainable workforce.

- **Vision and Strategic Planning** – Leaders must possess a clear vision for the future of their organization and the ability to anticipate changes in health care. This involves setting long-term goals that align with emerging trends and policy and ensuring that the hospital can adapt to new challenges and opportunities.<sup>13</sup>
- **Communication** – Effective communication is crucial for hospital leaders, who should be able to articulate ideas clearly, listen actively, and engage in meaningful dialogue. Leaders should foster an atmosphere of transparency and mutual respect, creating an open environment where feedback is encouraged and valued.<sup>14</sup>
- **Emotional Intelligence and Empathy** – A leader’s ability to understand and appropriately respond to the emotions of staff and their needs is essential, especially in CAHs where staff may have many different responsibilities and thus need to be more adaptable. This competency helps build trust and loyalty among team members, facilitating a supportive work environment that acknowledges individual feelings and perspectives.<sup>15</sup>
- **Commitment to Patient Safety and Quality Improvement** – Hospital leaders must prioritize patient safety and quality improvement, motivating teams to strive for excellence. This includes implementing standards, monitoring outcomes, and continuously seeking ways to enhance the care provided.<sup>16</sup>
- **Team Building and Collaboration** – Leaders should excel at assembling diverse teams that reflect a variety of professional and sociodemographic backgrounds and fostering collaboration. This involves aligning team members around common objectives and ensuring that each member’s strengths are effectively utilized to achieve organizational goals.<sup>17</sup>
- **Data-driven Decision Making** – Making informed decisions based on reliable data is key for hospital leadership. Leaders should use internal and external data to guide workforce decisions, improve patient outcomes, and enhance operational efficiencies.<sup>18,19</sup>
- **Resilience and Adaptability** – The ability to remain resilient and adapt to rapid changes is critical in health care. Leaders should demonstrate flexibility in their problem-solving approaches and maintain steadiness in the face of challenges.<sup>20</sup>
- **Continuous Leadership Development** – Ongoing personal and professional development is essential. By continuously enhancing their leadership skills, hospital leaders can adapt with changing times, inspire their teams, and effectively manage the complexities of their organizations.<sup>21,22</sup>
- **Conflict Management** – Conflict is inevitable in the workplace. Leaders must be skilled in navigating and managing conflicts constructively, ensuring that disagreements lead to productive outcomes instead of disrupting hospital operations or patient care.<sup>23</sup>



- **Resource Management** – Leaders must optimize limited financial and human resources to ensure sustainable and efficient health care delivery through strategic decisions and creative budgeting, scheduling, and service provision.<sup>12</sup>
- **Community Engagement** – In many cases, CAH leaders aren't simply health care providers and administrators, but also reliable leaders in their communities. They have a unique opportunity because of their role to make a significant impact by building strong relationships with community members, local businesses, and government entities.<sup>10</sup>

### *Leadership Burnout*

In CAHs, the challenges associated with leadership are compounded by the close-knit nature of the communities they serve. People who step into leadership roles often do so with a strong desire to serve their community effectively. However, this intense commitment coupled with the unique demands of leadership in a CAH (e.g., limited resources, staff often take on multiple responsibilities, and everyone in the community knows one another) can lead to high turnover rates. This turnover is problematic because it hampers the development of deep trust and understanding among staff and community members, which is essential for effective leadership in all hospitals, but especially crucial in CAHs. The cyclical nature of leadership changes thus presents a significant hurdle in maintaining continuity and building on past successes.<sup>10</sup>

To combat leadership burnout, leaders must prioritize their health and well-being. For all staff—including leadership—the opportunity to travel and attend events like national and state health conferences can offer leaders fresh perspectives and peer support, and can be beneficial for mental health, work-life balance, and prevention of burnout.<sup>10</sup> A selection of programs and resources to address burnout among staff and leaders may be found in the appendix below.

Preserving institutional knowledge in CAHs is crucial due to high leadership turnover, requiring strategies to document processes and cultivate a culture of shared knowledge. This ensures new leaders can quickly acclimate without losing momentum. As applicable, CAHs that are affiliated with a health system or that are members of a hospital network may lean on systems and networks as a resource to help provide structure in times of instability and to preserve institutional knowledge over time.

### *Leadership Resources*

Several resources exist for leadership training, including training specific to rural health care leaders. The Rural Health Value project has compiled [resources](#) that CAH leaders can use to assess their leadership competencies. The National Rural Health Resource Center has created a toolkit of general [leadership resources](#) that may be helpful for CAH leaders as well. There are various national certification and training programs that CAH leaders can participate in to improve their leadership skills, such as the [National Rural Health Association \(NRHA\) Rural Health CEO Certification Program](#) and the [NRHA Rural Hospital Human Resources Certification Program](#).

The National Rural Health Resource Center has also created a 6-part video series titled [Surviving and Thriving as a New Leader](#), which can be used as a resource to help CAH staff transition into a leadership role as a supervisor or manager. Additionally, they have prepared the [Small Rural Hospital Blueprint for Performance Excellence and Value](#), including a section on “Workforce and Culture” which has some strategies that CAH leaders can utilize to create lasting change and achieve excellence in their facilities.

## CAH CULTURE

### *Building a Positive Organizational Culture in Hospitals: Key Strategies*

Creating a positive organizational culture within a hospital is crucial for attracting and retaining staff, ensuring high-quality patient care, and fostering a productive work environment.<sup>24-26</sup> To achieve this, hospital leadership should focus on several key components that research has shown to be generally valued by hospital staff. These strategies can enhance staff satisfaction and retention and contribute to the overall success and reputation of the hospital.

- **Establish a Clear Mission and Values** – Establishing a clear mission and values, along with ethical practices, sets the foundation for an organization’s culture, helping staff align their personal values with those of the hospital. Leadership can play a critical role in this by demonstrating organizational values through actions, decisions, and policies.<sup>26,27</sup>
- **Emphasize Staff Development** – CAH leadership should facilitate personal and professional development for staff. Leaders should actively work to identify and eliminate barriers to professional growth, such as financial constraints or lack of access to these opportunities due to geographic remoteness. CAHs should also consider providing their staff with the needed time to attend conferences and other events conducive to professional development. Utilizing technology for training and education is another way to provide these opportunities for CAH staff, and organizations at the state level may provide opportunities for development that CAH leaders can take advantage of. For example, the [Rural Wisconsin Health Cooperative](#) and the [Illinois Critical Access Hospital Network \(ICAHN\)](#) offer a wealth of online education services for hospitals in their respective states and beyond.
- **Recognize Employees for their Contributions** – Recognizing staff achievements, large or small, fosters a culture of appreciation that can boost morale and job satisfaction.<sup>28,29</sup> Examples of CAH employee recognition efforts are described in the next section below.
- **Promote Work-Life Balance** – Initiatives such as flexible scheduling or employee assistance and wellness programs help staff manage the stresses of the job, leading to happier, more engaged employees.<sup>30,31</sup> As one such example, the Kansas Hospital Association’s [Healthy Workplaces webpage](#) includes a toolkit to support hospitals in creating a worksite wellness committee and taking steps to advance employee wellness.
- **Commit to Diversity, Equity, and Inclusion (DEI)** – Ensuring that all staff, including leadership, feel welcome and integrated into the culture from day one is crucial for long-term engagement and success.<sup>10</sup> Leadership that demonstrates a strong commitment to DEI by acting in alignment with those principles can help staff feel welcomed and valued, regardless of their background.<sup>32</sup> Additionally, addressing discrimination and implicit bias in health care as a workplace is crucial to ensure equitable treatment for all staff and patients, promoting a supportive and inclusive environment for all, and improves overall health outcomes by reducing disparities in care.<sup>32,33</sup>



## Examples

### Fairview Regional Medical Center

The FMT spoke with leadership at Fairview Regional Medical Center (FRMC), a CAH in Oklahoma, about their culture-focused recruitment and retention strategies. Often unable to compete on direct compensation, FRMC has created a positive environment where staff and community members feel valued, leading to successful staffing through word-of-mouth referrals. FRMC leadership noted that referrals via friends and family of current staff has made recruiting easier and provided greater insight into which applicants might be more likely to fit well in their work environment and remain committed to their community. Leadership also focuses on employee recognition and appreciation, helping to retain staff despite competitive wages elsewhere. Finally, FRMC has received the Best Practices Recognition from The National Rural Health Resource Center for their innovative workforce activities. More information about FRMC's efforts can be found [here](#).

### Clark Fork Valley Hospital

Clark Fork Valley Hospital (CFVH), a CAH in Plains, Montana, was able to decrease turnover in their facility by implementing creative employee recognition and appreciation activities, such as pizza parties, appreciation gifts, and an “employee of the month” board. CFVH was awarded the Best Practices Recognition by The National Rural Health Resource Center for their employee retention strategies, which are described in greater detail [here](#).

## *Securing Staff Support for Organizational Change*

Gaining support from hospital staff when implementing changes is crucial for the success and sustainability of those changes. The process of securing support begins with communication and transparency, including conversations about expected benefits and potential challenges. Leaders must clearly communicate the rationale for changes and provide regular updates, solicit feedback, and address concerns in order to demonstrate their commitment to transparency and collaboration, making staff feel respected and involved in the process. Moreover, demonstrating leadership's commitment to change through visible support, modeling desired behaviors, and prioritizing the change effort underscores the initiative's importance and encourages staff to follow suit.<sup>34</sup>

Engaging partners early in the change planning process is another critical strategy. Involving frontline staff, department heads, and other partners from the outset ensures that their insights and experiences inform the planning and implementation of changes. This not only values and empowers staff but also builds ownership and commitment to the change efforts to foster a sense of collective responsibility and enhance the likelihood of successful adoption of new practices or systems.<sup>27,34</sup>

Finally, acknowledging and addressing resistance proactively is essential. Recognizing that resistance is a natural response allows leaders to engage in open dialogue about concerns and work collaboratively to find solutions. Providing education and training through sessions, workshops, and resources equips staff with the knowledge and skills to adapt to changes, addressing concerns and ensuring smoother transitions and adherence to new protocols. Celebrating successes and milestones throughout the change process can boost morale and reinforce the value of the changes. Additionally, soliciting and incorporating feedback ensures that the change process is iterative and responsive to staff needs and concerns.<sup>34</sup>



### *Prioritizing Staff*

CAH leadership plays a pivotal role in establishing and nurturing a positive organizational culture, which is fundamental in promoting staff satisfaction and retention. Below are some suggestions CAH leaders can use to support and prioritize their staff, which can help boost staff satisfaction and retention.

- **Ensure Internal Visibility and Accessibility** – Being physically present, approachable, and actively involved in daily hospital operations and community activities bridges the gap between leadership and staff, builds trust, and provides leaders with firsthand insight into team challenges and successes.<sup>10</sup>
- **Effective Communication** – Leaders should prioritize clear, open, and consistent communication channels, such as regular staff meetings, suggestion boxes, or digital platforms, to foster two-way feedback and a culture of transparency and inclusiveness. These practices help staff feel heard and valued while keeping them informed about hospital developments, changes, and achievements, increasing their involvement and investment in the organization's success.
- **Emphasize Staff Appreciation** – Simple acts of recognition, such as formal awards, shout-outs, or thank-you notes, boost morale and highlight the value of individual and team contributions to the hospital's mission.<sup>28</sup>
- **Pitch in When Help is Needed** – Actions like assisting in patient care during understaffed shifts, participating in community health events, and small gestures like serving lunch in the cafeteria exemplify a leadership style that prioritizes service, teamwork, and making staff feel valued.<sup>10</sup>
- **Round with Staff** – Regularly rounding with staff allows leaders to engage with their teams, offer support, and solicit direct feedback on improving patient care and working conditions. This practice demonstrates leaders' commitment to understanding frontline experiences and their dedication to addressing concerns and fostering a positive work environment.<sup>10</sup>
- **Facilitate Mentorship** – CAH leaders could establish mentorship programs for experienced staff to guide new employees, and CAH leaders could connect staff with external mentorship opportunities such as the [Medical Alumni Volunteer Expert Network](#)—which connects current physicians with retired counterparts to provide support with education and consultation—and ICAHN's six-month generalized [Rural Health Fellowship Program](#), where participants are paired with a mentor experienced in rural health leadership.

## **LEADING RECRUITMENT**

CAH leaders must devote substantial time and effort to recruitment, as it directly impacts patient care, operational efficiency, and the workplace environment. Effective recruitment attracts highly skilled professionals and aligns them with the hospital's culture, values, and mission, fostering a cohesive and motivated workforce. Intentional recruitment efforts also mitigate long-term staffing challenges, reduce turnover rates, and save costs associated with frequent hiring and training. In essence, by prioritizing recruitment, hospital leaders invest in the institution's most valuable asset—its people—thereby enhancing patient satisfaction, improving clinical outcomes, and securing the hospital's reputation as a desirable place to work and receive care.<sup>10</sup>

Finding the right individuals who are a good fit for the rural setting is crucial for the success and stability of CAHs. In rural communities, the level of fitness between the individual and the community often determines whether an employee will stay for a brief period or will build a lasting career. One of the best predictors for working in a rural setting is whether the employee has a rural background.<sup>35</sup> Thus, it may be most effective to seek out staff in the local community because they might be more likely to accept an offer.<sup>10</sup>

Hospital leadership can leverage technology to tackle workforce challenges and enhance recruitment and retention efforts, turning potential challenges into opportunities. The integration of telehealth and telemedicine services,



for instance, not only extends the hospital's reach to patients in remote areas but also opens up new avenues for employing professionals who can work remotely.<sup>36</sup> This can be particularly advantageous for positions such as billing, marketing, and clerical work, allowing the hospital to recruit talent from outside the local community and diversify its workforce.

### *Showcasing Positive Culture in Recruitment*

Displaying a positive organizational culture is crucial for recruiting new staff, as it attracts top talent and ensures candidates align with the hospital's values. Prospective employees seek a workplace where they can thrive and contribute, making a supportive and inclusive culture a key factor in showcasing the hospital as an employer of choice.

One significant strength CAHs have to market themselves to potential employees is their community, and CAH leaders should consider highlighting the benefits of living and working in a rural community in addition to the specific hospital environment. We have listed some potential benefits below, but there are undoubtedly many others that can be integrated into recruitment conversations and materials.

- The close-knit nature of these communities allows for a deeper connection with patients and colleagues, fostering meaningful and impactful relationships that can enhance job satisfaction.<sup>10</sup>
- Working in a CAH not only supports personal and professional growth but also enables staff to play a pivotal role in improving community health outcomes directly.<sup>10</sup>
- Rural settings often provide a quieter, more relaxed lifestyle compared to urban areas, which can lead to lower stress levels and a more pleasant quality of life for some.<sup>37</sup>
- Health care professionals in these areas typically face less competition and bureaucracy, granting them greater autonomy and the opportunity to take on broader responsibilities.<sup>10,38,39</sup>

Another effective strategy is to craft compelling job descriptions that not only detail the roles and responsibilities but also reflect the hospital's culture, mission, and values. Including employee testimonials and success stories in recruitment materials and on career pages can give candidates real insights into what it's like to work at the hospital. These stories can showcase career progression, mentorship opportunities, and the supportive environment that current employees enjoy. 3RNET's [Recruiting for Retention Academy](#) provides online training and resources specifically targeted for recruitment and retention of health care workforce in rural areas. 3RNET also provides [four guides](#) that CAH leaders can utilize to enhance their recruitment efforts.

## **CONCLUSION**

Fostering an environment where organizational culture and leadership are priorities is essential for ensuring a sustainable workforce in CAHs. By integrating strategic leadership development, promoting a positive work culture, and emphasizing the recruitment and retention of dedicated staff, CAHs can overcome their workforce challenges. Effective leadership that embodies transformational qualities can inspire and engage staff, leading to improved patient care and operational efficiency. Additionally, initiatives that promote work-life balance, professional growth, and a supportive work environment are critical to maintaining a motivated and committed workforce, which can in turn positively influence patient care outcomes.

For more information on this toolkit, please contact Robert Barclay, [barcl052@umn.edu](mailto:barcl052@umn.edu).

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## Appendix

This appendix lists all resources referenced in the above module, organized according to the module headings. This appendix also features additional resources that were not included in the module. Each of the listed resources includes a description and link to the corresponding resource.

General Resources		
Resource	Description	Link
3RNET	This website is for 3RNET, an organization funded by the Federal Office of Rural Health Policy (FORHP) to support rural health care providers, including CAHs, in addressing workforce shortages. Their website offers resources CAHs may use to enhance recruitment efforts.	<a href="https://www.3rnet.org/">https://www.3rnet.org/</a>
3RNET Recruiting for Retention Academy	This program provides online training and resources specifically targeted for recruitment and retention of health care workforce in rural areas.	<a href="https://academy.3rnet.org/">https://academy.3rnet.org/</a>
Rural Hospital Quality Leadership Summit: Building and Sustaining Quality Leadership in Rural Hospitals – The National Rural Health Resource Center	This report summarizes topics surrounding rural hospital quality and leadership that were discussed during the Summit. Key topics discussed within the report include leadership and strategic planning strategies and workplace culture.	<a href="https://www.ruralcenter.org/sites/default/files/Building%20and%20Sustaining%20Quality%20Leadership%20in%20Rural%20Hospitals.pdf">https://www.ruralcenter.org/sites/default/files/Building%20and%20Sustaining%20Quality%20Leadership%20in%20Rural%20Hospitals.pdf</a>
Rural Tools and Resources – American Hospital Association	This webpage lists a myriad of resources, tools, and case examples for rural health care leaders. Some items on this page are more general in nature, but there are several case examples describing rural hospitals' efforts to address workforce shortages.	<a href="https://www.aha.org/rural-tools-and-resources">https://www.aha.org/rural-tools-and-resources</a>
Small Rural Hospital Blueprint for Performance Excellence and Value – The National Rural Health Resource Center	This guide offers strategies to support rural hospitals in utilization of a systems approach to pursue organizational excellence. It includes a section on "Workforce and Culture" which has some strategies that CAH leaders can utilize to create lasting change and achieve excellence in their facilities.	<a href="https://www.ruralcenter.org/resources/small-rural-hospital-blueprint-performance-excellence-and-value">https://www.ruralcenter.org/resources/small-rural-hospital-blueprint-performance-excellence-and-value</a>
Staff Sustainability Guide and Toolkit for Rural Health Care Organizations – The National Rural Health Resource Center	This toolkit focuses on the Staff Sustainability Cycle, a model that seeks to enhance retention and engagement of health care staff. It provides strategies rural health care providers can use to address workforce challenges through staff recruitment, onboarding, development, retention, and succession planning.	<a href="https://www.ruralcenter.org/programs/rhptp/staff-sustainability-guide">https://www.ruralcenter.org/programs/rhptp/staff-sustainability-guide</a>
Leadership Development Resources		
Resource	Description	Link
Assessing Your Leadership Competencies – Rural Health Value Project	This document summarizes several evidence-based tools available for health care executives to assess their leadership competencies.	<a href="https://ruralhealthvalue.public-health.uiowa.edu/files/Assessing%20Leadership%20Competencies.pdf">https://ruralhealthvalue.public-health.uiowa.edu/files/Assessing%20Leadership%20Competencies.pdf</a>
Board and Executive Leadership Video Series – The National Rural Health Resource Center	This four-part video series addresses challenging technical topics for CAH executives and board members, such as corporate compliance, financial stewardship, physician compensation, and health equity.	<a href="https://www.youtube.com/playlist?list=PL2zqoJGj9xIvpCguEvvc6lIOApNqHcDR1">https://www.youtube.com/playlist?list=PL2zqoJGj9xIvpCguEvvc6lIOApNqHcDR1</a>

Leadership Development Resources		
Resource	Description	Link
CAH Board Leadership Training Video Series – The National Rural Health Resource Center	This six-part video series is tailored to CAH board members and seeks to support board members in understanding their important leadership role. These videos emphasize the importance of systems thinking and visionary leadership in navigating the evolving health care landscape.	<a href="https://www.youtube.com/playlist?list=PL2zqoJGj9xIs43yvPk0NdwGVcvHVDz3l-">https://www.youtube.com/playlist?list=PL2zqoJGj9xIs43yvPk0NdwGVcvHVDz3l-</a>
CAH Leadership Development – The National Rural Health Resource Center	This webpage offers resources for leadership development among rural health care leaders ranging from board members to mid-level management.	<a href="https://www.ruralcenter.org/resources/toolkits/leadership-development">https://www.ruralcenter.org/resources/toolkits/leadership-development</a>
Educational Services – Rural Wisconsin Health Cooperative (RWHC)	This webpage lists some of the educational services offered by the RWHC, several of which are focused on rural health care leadership.	<a href="https://www.rwhc.com/Services/Educational-Services">https://www.rwhc.com/Services/Educational-Services</a>
Leadership Fundamentals for New Leaders Video Series – The National Rural Health Resource Center	This six-part video series offers strategies to equip new leaders in rural health with the skills needed to confidently transition to supervisory roles and build effective, results-driven teams.	<a href="https://www.youtube.com/playlist?list=PL2zqoJGj9xlvzSAUYSvzu8CQySrqy8a4r">https://www.youtube.com/playlist?list=PL2zqoJGj9xlvzSAUYSvzu8CQySrqy8a4r</a>
Management Methodologies and Value-Based Strategies: An Overview for Rural Health Care Leaders – Rural Health Value Project	This document provides resources on eight management methodologies that may be helpful for rural health care leaders. Each methodology is displayed with a focus area, additional best practice resources, and examples of how the methodology is typically implemented in the health care setting.	<a href="https://ruralhealthvalue.public-health.uiowa.edu/files/Management%20Methodologies%20and%20Value-Based%20Strategies.pdf">https://ruralhealthvalue.public-health.uiowa.edu/files/Management%20Methodologies%20and%20Value-Based%20Strategies.pdf</a>
Professional Education Services – Illinois Critical Access Hospital Network (ICAHN)	This webpage describes the educational programs offered by ICAHN, which include health care leadership and management courses.	<a href="https://icahn.org/services/professional-education-services/">https://icahn.org/services/professional-education-services/</a>
Certifications, Training Programs, and Fellowships		
Resource	Description	Link
Impact Rural Health Leadership – Montana Hospital Association	This program supports the development of rural health care executives in Montana, providing quarterly leadership symposiums and one-on-one mentoring for participants. The program focuses on retention of Montana’s health care executives and provides guidance to them on promoting positive organizational culture and ensuring effective communication.	<a href="https://mtha.org/education-events/leadership-programs/impactleadership/">https://mtha.org/education-events/leadership-programs/impactleadership/</a>
Leadership Academy – The Mountain Plains Mental Health Technology Transfer Center (MHTTC)	This program, focused on mental health leaders, offers strategies for change leadership, recruiting and retaining staff, managing limited budgets, and certification and compliance procedures.	<a href="https://mhttcnetwork.org/wp-content/uploads/2024/01/LdrAcad_WP_final_2023.pdf">https://mhttcnetwork.org/wp-content/uploads/2024/01/LdrAcad_WP_final_2023.pdf</a>
NRHA’s Rural Hospital CEO Certification Program – Center for Rural Health Leadership	This program equips rural CEOs with the competencies and skills needed to effectively tackle the unique challenges of leading a rural hospital and to excel as a top-performing leader.	<a href="https://www.crhleadership.com/ceo">https://www.crhleadership.com/ceo</a>

Certifications, Training Programs, and Fellowships		
Resource	Description	Link
NRHA's Rural Hospital HR Certification Program – Center for Rural Health Leadership	This program prepares human resource leaders in rural hospitals for the workforce challenges they may experience, including employee burnout and turnover, difficulties recruiting staff, and evolving regulatory policy.	<a href="https://www.crhleadership.com/hrprogram">https://www.crhleadership.com/hrprogram</a>
Rural Health Fellows Leadership Program – National Rural Health Association	This fellowship program aims to support participants in the development of leadership and advocacy skills. Fellows participate in in-person trainings and monthly conference calls, and are assigned a mentor from NRHA's Board of Trustees.	<a href="https://www.ruralhealth.us/programs/center-for-rural-health-innovation-and-system-redesign/rural-health-fellows-leadership-program">https://www.ruralhealth.us/programs/center-for-rural-health-innovation-and-system-redesign/rural-health-fellows-leadership-program</a>
Rural Health Fellowship – Illinois Critical Access Hospital Network (ICAHN)	This fellowship is designed for new executives in Illinois' rural health care organizations, including CAHs and other hospitals. The fellowship seeks to teach participants about the unique responsibilities of leadership and focuses on four key topics: rural health, operations, finance, and leadership.	<a href="https://icahn.org/event/icahn-rural-health-fellowship-2022/">https://icahn.org/event/icahn-rural-health-fellowship-2022/</a>
Organizational Culture Examples		
Resource	Description	Link
Appreciation and Retention Example – Clark Fork Valley Hospital	This webpage highlights a Montana CAH that received a Best Practices Recognition from The National Rural Health Resource Center and details the CAH's efforts to decrease turnover by implementing creative employee recognition and appreciation activities.	<a href="https://www.ruralcenter.org/resources/articles/clark-fork-valley-hospital-plains-montana">https://www.ruralcenter.org/resources/articles/clark-fork-valley-hospital-plains-montana</a>
Diversity and Inclusion – American Hospital Association Institute for Diversity and Health Equity	This webpage includes resources, data, and events related to diversity and inclusion in the health care workforce. It also contains links to the Workforce Library, which is maintained by the American Hospital Association (AHA).	<a href="https://www.aha.org/resources/diversity-and-inclusion">https://www.aha.org/resources/diversity-and-inclusion</a>
Healthy Workplaces – Kansas Hospital Association	This webpage offers several resources to support hospitals in advancing employee engagement and wellness, including a toolkit on creation of a worksite wellness committee.	<a href="https://www.kha-net.org/CriticalIssues/OptimalHealth/HealthyKansasHospitals/HealthyWorkplaces/">https://www.kha-net.org/CriticalIssues/OptimalHealth/HealthyKansasHospitals/HealthyWorkplaces/</a>
Recruitment and Retention Example – Fairview Regional Medical Center	This webpage highlights an Oklahoma CAH that received a Best Practices Recognition from The National Rural Health Resource Center and describes the CAH's innovative recruitment and retention strategies in addition to their leadership's focus on professional development for staff.	<a href="https://www.ruralcenter.org/resources/articles/fairview-regional-medical-center-fairview-oklahoma">https://www.ruralcenter.org/resources/articles/fairview-regional-medical-center-fairview-oklahoma</a>