

Leading Through Uncertainty:

Navigating Crisis,
Change, & Complexity
in Healthcare Finance



Setting the Context

What We've Learned & What We Can No Longer Ignore

❑ Reflections on leading through COVID-19

“What we thought was a once-in-a-lifetime disruption became a dress rehearsal for sustained turbulence.”

❑ The evolving post-COVID era: it's not about bouncing back.....it's about building forward

❑ The new reality: **a perpetual state of volatility**

- Examples: budget reconciliation cuts, research funding cliffs, payer pressures, inflation, workforce disruption



The Nature of **Crisis** in Today's Healthcare Landscape



- ❑ Define today's "crisis" not as an acute event—but as a **chronic condition**
- ❑ Common elements of modern disruption:
 - **Pace:** Faster than most systems can metabolize
 - **Scope:** Cross-functional and systemic (e.g., payer policy changes affect care delivery, research, capital strategy)
 - **Ambiguity:** Lack of clear "right" answers
- ❑ Financial leaders now wear multiple hats: **strategist, communicator, stabilizer, innovator**

Leadership Shifts for the Finance Executive

❑ From Control to Clarity

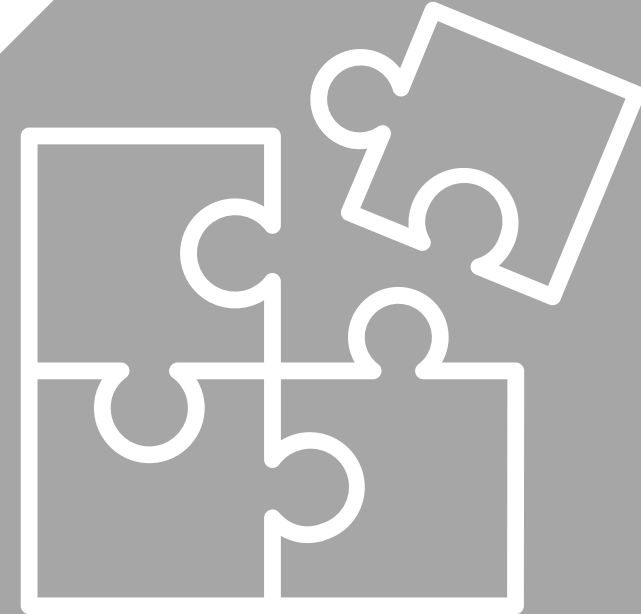
- We cannot control every variable—but we can anchor in clarity of values, mission, and purpose
- Finance leaders must translate uncertainty into actionable options

❑ From Budget Steward to Strategic Integrator

- Today's CFOs/COOs must be cross-functional leaders:
 - Engaging in workforce, operations, academic alignment, and even community trust
- Budgeting in ambiguity: moving toward rolling forecasts, scenario planning, and tolerance ranges

❑ From Command to Connection

- Transparency builds confidence during chaos
- Storytelling with data: "Financial literacy as a leadership skillset"



**Clarity
Integration
Connectivity**

Case Examples / Real-Time Challenges

- ❑ **Research Funding Reductions:** Leading a prioritization strategy when federal dollars decline
- ❑ **Budget Reconciliation Fallout:** Scenario planning and rapid communication with department leaders
- ❑ **Payer Contract Volatility:** Managing through reimbursement uncertainty: aligning cost structures with values



Tools & Tactics for Leading in Crisis Mode (Toolkit)

Focus Area

Actionable Strategy



Decision-making

Scenario modeling, threshold-trigger frameworks



Communication

Weekly transparency briefings, dashboards



Team resilience

Leadership rounding, gratitude rituals



Innovation under constraint

Lean pilot models, rethink ROI (e.g., workforce ROI)



Strategic partnerships

Engaging faculty/staff in co-designing solutions

Q&A / Interactive Discussion

1

What is the most **disruptive challenge** you're facing right now?

2

What do you wish your teams **better understood** about your role?



Closing: Reframing Crisis as Capacity Building

- ❑ “We’re not just surviving crises—we’re **building our capacity** to lead through them.”
- ❑ Reframe challenge as a catalyst for **innovation, culture change, and strategic realignment**
- ❑ **Call to action:** financial leaders as stewards of trust, not just dollars



Thank You For The Opportunity To Present

I am happy to answer any questions!



Let's Stay Connected!



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