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Physician Leadership Institute (PLI)

in-house courses

Empower your health care team to lead through disruption

98% course satisfaction rate

Physician Leadership Institute (PLI)
in-house courses

LEADS framework domains

LEADS framework domains
Lead self
Engage others
Achieve results
Develop coalitions
Systems transformation

Inquire with our team

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CORE *courses have been identified as essential training for physicians interested in or engaged in a position of leadership.*

Insights Discovery®: Understanding your Personality Preferences

The Insights Discovery® is an effective way to increase self-awareness. This tool can help physicians perform at their highest level by promoting effective relationships at work, by improving communication, and decreasing conflict. Insights Discovery is a psychometric tool based on the psychology of Carl Jung, which is built to help people understand themselves, understand others, and make the most of the relationships that affect them in the workplace. The tool uses a simple and memorable four colour model to help people understand their style, their strengths and the value they bring to the team.

Return on investment:

- Explore the relevance of your personality preference profile for your role as a leader
- Develop communication strategies for adapting and connecting with others and working in teams
- Understand how stress is uniquely manifested in your personality type
- Learn strategies to adapt your personality preferences to enhance your leadership effectiveness
- Leverage the strengths of your personality profile and manage the limitations in the context of your physician leadership role

Leadership Assessment Tool:

This course provides a personality profile assessment tool Insights Discovery® Personal Profile, which you will have completed before the course.

Please note: This course is for you if you are interested in taking a deeper dive into the Insights Discovery® portion of day 1 of the Self-awareness and effective leadership course or week 3 of the online course Leadership begins with self-awareness. This course will also be of interest to you if you have not previously taken either self-awareness course.

This course can be customized and delivered in-house at your organization, meeting or conference to physicians and/or interdisciplinary teams.

Leading with Emotional Intelligence

Emotional intelligence (EI) is considered a critical healthcare leadership competency, where it been demonstrated to impact effectiveness in all clinical settings—from the boardroom and chairperson's office to the ward and bedside. EI can be defined as the ability to identify, express and manage both your own emotions and others, in order to motivate, cope with stress, and help make good decisions. EI has been shown to impact the quality of care, communication, stress / burnout. This course is targeted for all physicians, regardless where they are along their career trajectory since emotional skills are always relevant. The course will utilize an indepth assessment that will highlight emotional strengths and derailers.

Return on investment:

- Learn the research that underpins emotional intelligence and leadership
- Assess emotional intelligence along 15 sub-scales and assess the impact on your leadership
- Acquire and practice skills to enhance emotional intelligence
- Motivate and promote emotional intelligence in others
- Leverage your emotional intelligence strengths and address areas for development

Leadership Assessment Tool:

This course provides an emotional intelligence assessment tool MHS Bar-On Leadership EQ-i™ Report, which you will have completed before the workshop. Please note:.This course is for you if you are interested in taking a deeper dive into the EQ-i assessment discussed during days 2/3 of the Self-awareness and effective leadership course or week 4 of the online course Leadership begins with self-awareness.

This course is also of interest if you have not previously taken either self-awareness course.

CORE

Personal Leadership: Identifying your Core Values & Vision

To lead others, you must first know yourself. Personal leadership and self-awareness is having a strong sense of self, and knowing what your strengths and weaknesses are. This core course promotes greater self-awareness as you learn to examine your values and principles, thinking patterns, assumptions and leadership vision.

The course uses a variety of tools and techniques to help you develop the self-awareness you need to identify and build your approach to leadership. In the course, you will explore the complexity of roles, values, challenges and satisfactions of physician leadership. You will discuss the relevance of your personal values and vision in becoming an effective leader. You will establish a personal vision to guide you in decision-making and create a professional development action plan for your leadership practice.

Return on investment:

- Explore the complexity of roles, values, challenges and satisfactions of physician leadership
- Discuss the relevance of your personal values in your effectiveness as a leader
- Establish a personal leadership vision to guide your decision-making
- Discuss techniques for enhanced emotional resonance with yourself and others
- Create a professional development action plan for your leadership practice

Online assessment:
Individual Values Assessment (IVA) from the Barrett Values Centre

Please note: This course is for you if you are interested in taking a deeper dive into day 1 (am) of the Self-awareness and effective leadership course or weeks 1 and 2 of the online course Leadership begins with self-awareness, which elaborates on creating a personal vision, exploring personal values, and strengthening your personal leadership development plan. This course will also be of interest to you if you have not previously taken either self-awareness course.

CORE

Leadership begins with self-awareness

To lead others, you must first know yourself.

Self-awareness is having a strong sense of self, and knowing what your strengths and weaknesses are. This course promotes greater self-awareness as you learn to examine your values and principles, thinking patterns, assumptions and emotional skills, as well as addressing your strengths and limitations. This facilitated online core* course uses a variety of tools and techniques to help you develop the self-awareness you need to be an effective leader. Participants move as a cohort through the six modules – one per week – allowing you to apply your learning on-the-go, completing one module per week. You'll interact with peers from across the country in discussion forums and webinars, but can choose when to be online according to your own schedule.

Return on investment

- Recognize the critical importance of personal mastery as a foundation for effective physician leadership
- Achieve a more complete view of self as a leader with respect to Personal values and principles, personality style, emotional intelligence and strengths
- Develop strategies to leverage strengths and manage your limitations
- Establish a professional development action plan that includes setting personal leadership goals

Special features

- Accessible via desktop or tablets
- Facilitation, guidance and feedback
- Cohort structure, featuring interaction with peers from across the country via discussion forums and webinars

Three online assessments
- Insights Discovery® personal profile
- Bar-On EQ-i emotional intelligence self-assessment
- StrengthsFinder 2.0 inventory

Leadership for medical women

Leverage your natural and unique abilities.

As the number of female physicians grows, more and more women have the opportunity to take on leadership positions and to have a greater influence in health care. Now is the perfect time for you to slow down and uncover what might be holding you back from reaching your passion and purpose. Build your confidence and your grit – while staying true to your values and who you are.

This course provides a rare opportunity for women physicians to connect. It focuses on deepening self-awareness and self-knowledge, identifying and developing individual skills and strengths, and highlighting capabilities necessary to address and successfully meet challenges unique to women leaders in medicine. Each participant will have the insights and tools to create a customized leadership development plan, and identify practical first steps.

Return on investment

- Explore the leadership direction that resonates most strongly with you
- Leverage your natural strengths to more effectively engage others and address factors that may be limiting your success
- Identify what influences leadership and recognize both internal and external factors affecting the career progression of medical women today
- Learn specific strategies to become more effective as a medical woman leader
- Identify opportunities to drive and support female physician leadership in our current and emerging complex health care system.

Physician leadership focus: Managing workplace distractions to increase productivity

Frustrated by constant distractions, demands and pressures? Recent research suggests that as leaders move into more senior positions, their hectic pace may contribute to greater stress, poorer focus, and reduced productivity. This course can help you manage your distractions and sharpen your focus so you can thrive in today's complex health care workplace.

This course uses neuroscience evidence to examine how the modern workplace of digital multitasking impairs both our cognitive and social functioning. The course will offer a practical framework to help restore your focus "muscles" so you can accomplish what matters most to you, and help your reconnection to your work and your relationships. The course takes a hands-on, practical approach to building effective personal leadership skills by offering time management and mindful practices to increase focus.

Return on investment

- Identify how distractions impact your productivity and contribute to stress and burn-out
- Discuss how to cultivate greater control of your time and focus by managing distractions
- Examine the link between attention and presence to improve resiliency, thinking, and relationships
- Learn and practice mindfulness-based techniques to enhance performance and well-being

Professionalism and ethics

Navigating what's right and what's wrong in health care.

Recent and profound shifts in health care are bringing about more complex ethical, moral and professional dilemmas. How do you navigate changes in the model of care, manage "medicine as a business" appropriately and keep up with advances in technology? As a physician, you play a key role in helping to prevent, identify and resolve ethical and professional conflicts.

This course provides a foundation of relevant ethical concepts with decision-making tools and resources for commonly encountered challenges. Building on these concepts, we will analyze professionalism from an individual and systems perspective. Using collegial conversations, we will explore the role of physicians, leaders and institutions to create environments that promote compassionate and accountable behaviour.

Return on investment

- Understand and explain relevant ethical concepts and principles as they apply to leadership roles
- Identify and address ethical dilemmas and conflicts that arise in day-to-day management
- Incorporate current understanding of medical professionalism in your leadership strategy, including collegial conversation skills
- Use resources and tools for effective decision-making and reflection

Navigating your career: Essential skills for the modern physician

Establish a clear vision for your career path – and the path of others

Career development is an essential skill for all physicians. Understanding your aspirations, the opportunities available and the skills you need to reach your goals will help you establish a clear vision of your career path. These skills will help you better navigate change and will ensure you derive the greatest benefit from your professional training.

In this program, participants will apply contemporary career management theories to the benefit of their own careers. Participants will use an evidence-based framework and practical management tools to explore career aspirations, and expand their network. In an increasingly volatile, uncertain, complex, and ambiguous (VUCA) professional world, participants will consider career paths and understand career management in a broad scope of practice that includes self-employment, working with others, and employment within organizations. This course covers related issues of mobility, dual careers,and more.

Return on investment

- Clarify their career aspirations within the profession and identify what possibilities exist to fulfil those aspirations
- Build a Career Statement - "a roadmap" - to guide strategic career exploration
- Create meaningful links between knowledge gained in the course, and practical career tools such as a resume or CV, LinkedIn profile, job interview skills, networking skills
- Develop increased confidence, resilience, and optimism towards their current and future roles
- Make more satisfying and well-informed choices aligned with the career statement and exploration plan they developed in this program

Special features

- Accessible via desktop or tablets
- Facilitation, guidance and feedback
- Cohort structure, featuring interaction with peers from across the country via discussion forums and weekly live webinars

Building and Leading Teams

This course will explore the challenges of leading teams that are inherited as well as those that are purpose-built. Participants will develop the skills to build high-performing teams. We will examine the attributes of successful team leaders and develop the leadership skills to create vision and mission for teams by engaging team members and developing team ownership of goals and benchmarks. Using case studies and simulations, participants will build practical skills in empowering team members, delegating responsibilities, creating an open team culture, eliciting ideas from team members in shared projects, and moving teams forward, as well as managing conflict in a team and providing feedback to team members.

Return on investment:

- Discuss the attributes of team leadership
- Explain the special dynamics of inherited teams
- Identify the skills to lead both dysfunctional and high-performing teams
- Practice the skills to manage different kinds of conflict in a team
- Discover and practice how to provide timely, direct, and constructive feedback to the team as a group and to individual team members

CORE

Engaging others

Develop a passionate and committed workforce.

The ability to engage people — to make them care deeply about their work, commit to your organization's goals and work together to achieve them — is crucial to your success as a leader. But it's not easy, particularly in highly complex health care workplaces, where you need to reach people across many layers, functions and cultures.

This core course addresses what it means to be engaged, and how to engage people by tapping into their individual potential. By focusing on core skills and practical tools, it will show you how to engage people in your organization and beyond. It's a pragmatic approach which may be particularly useful when you need cooperation from people outside your usual sphere of influence.

To get the most out of the course, you'll be asked to complete an online leadership assessment tool, called Work Engagement Profile®,. For the face-to-face version, we also recommend you purchase Strengths Based Leadership by Tom Rath and Barry Conchie, and complete the online StrengthsFinder 2.0 Assessment to receive your personalized Strengths Based Leadership Guide.

(**NOTE:** There is an access code for the assessment in the book).

Return on investment

- Define engagement and assess your own (and others') engagement in the workplace
- Describe a strengths-based approach to building engagement Discuss strategies for motivating others and building trust Distinguish dialogue from other forms of discourse
- Practise: powerful listening approaches to discover common ground and mutual insight
- Prepare the steps required for providing constructive feedback
- Describe the major principles behind coaching
- Apply a framework for facilitating a high-performing team (Face-to-face course version)

Managing disruptive behaviour

Dealing with—and resolving—disruptive behaviour.

The Canadian Medical Protective Association defines disruptive behaviour as inappropriate conduct on behalf of a physician with the potential to interfere with the delivery of quality health care. It can include abusive language, outbursts of anger or unwarranted physician force, among other things.
This is a serious problem that profoundly affects the health and morale of the perpetrator's colleagues. It can also be challenging to manage and resolve.
This course is designed to help physician leaders and executives understand the signs of disruptive behavior and how to deal with it from both an individual and systems perspective.

Return on investment

- Explain why managing disruptive behaviour has become relevant in today's workplace
- Surface unspoken assumptions and beliefs regarding the nature and management of disruptive behaviour
- Distinguish between disruptive and non-disruptive behaviour
- Understand the impact of disruptive behaviour
- Identify elements of workplace/organizational culture which may influence/prompt disruptive behaviour
- Identify three key components of a robust Code of Conduct and determine its effectiveness for ensuring workplace justice and for managing disruptive behaviour
- Summarize CMPA's experience with disruptive behaviour
- Discuss the CMPA approach to supporting colleagues and medical leaders
- Apply principles of fairness, compassion and accountability by using a staged approach for resolving incidents of disruptive behaviour
- Discuss approaches and interventions for managing behavioural problems in the workplace
- Prepare for and practice a "difficult" feedback conversation
- Identify strategies for supporting personal resilience as a physician leader dealing with this complex workplace problem
- Design prevention strategies to inculcate respectful professional behaviour in the workplace

Managing people effectively

From hiring to motivating to evaluating.

Some physicians achieve leadership—perhaps you want to "make a difference". Others have leadership thrust upon them—maybe it's your turn, or nobody else will do it. Likely neither type has any training on how to be a people manager. Often, physicians are expected to learn by osmosis; their lessons, too often, come from making mistakes. Given the complexity of health care organizations, administrators and physicians need a sophisticated set of management skills to be successful. This course focuses on those skills: the "how to's" of successfully managing people and their work.

Return on investment

- Discuss the challenges of the physician leader role as a manager of people
- Describe the accountabilities and roles of the physician leader in an organization
- Outline the key components and requirements of the human resource development cycle
- Design and apply best-practice techniques to optimize effectiveness in the human resource development cycle (i.e., behavioural interview, constructive performance conversation)

Facilitating meetings

Leading productive meetings that engage participants.

Every minute a physician spends in a meeting is time not spent with a patient, so you want to be sure the meetings you run are productive, efficient and useful for all. This course offers the fundamental skills necessary to facilitate effective meetings. You'll learn the importance of leaving behind the traditional, authoritarian role of Chair in favour of becoming a more empathetic and approachable facilitator. You will hear how to create a productive and comfortable space where everyone feels safe and engaged — and will see how that results in team problem-solving and decision-making. A well-facilitated meeting taps into "group brilliance" and leaves participants feeling their time has been well spent.

Return on investment

- Distinguish between traditional and facilitative leadership
- Implement strategies for engaging team members by creating a climate of collegiality and trust
- Identify key elements for leading productive meetings (live, teleconferences and virtual) to help team members stay focused and productive
- Manage disruptive or dysfunctional meeting behaviour
- Differentiate between consensus and other types of team decision-making

Coaching for excellence

Supporting individuals for overall performance.

There are many facets to people leadership. Coaching is one facet increasingly being adopted to unlock people's potential and to maximize performance. This course helps you discover ways to practically apply coaching skills in a variety of contexts. As your workplace continues to shift towards a team-based, collaborative environment, these skills can be used to support and optimize the performance of those around you — colleagues, patients, administrators or other stakeholders. You will learn to build a coaching culture that maximizes strengths and supports greater capacity to find creative solutions to challenging situations.

Return on investment

- Address opportunities in the medical context where coaching can be useful
- Explain the nature of the coaching relationship and the mindset required for successful coaching
- Discuss how coaching can contribute to engagement for individual and team performance
- Identify strategies for establishing a coaching relationship
- Describe a model of coaching that can be used by physicians
- Practise coaching skills of listening, inquiry and support
- Develop a plan for using coaching in your work context

Maximizing your patient relationships

Driving change, physician-wellness and patient satisfaction all through patient-centred care

Put aside what you have heard others say patient-centred care is and connect with your peers to discover what it means for physicians. At its core, patient-centred care is about maximizing the physician-patient relationship—a lot of which can be done by improved communications. Patient-centred care is personalized, timely and designed with respect for the patient. Health systems that have adopted this approach have reported numerous benefits including improved physician wellness, greater patient satisfaction and improved efficiency within organizations.

In this highly interactive, conversational six-week online course, participants learn from their peers how to incorporate patient-centred care into their practice, across interdisciplinary teams and within organizations. The highly experiential course material leverages the experience of other organizations and programs, giving participants concrete strategies for moving forward. The course format provides physicians with the opportunity to delve into concepts through conversations with physicians, healthcare teams and well-known thought leaders, and engage with each other and course faculty in online discussions and webinars. **Join the discussion.**

Return on investment

- Explain the concept of patient-centered care: what it is and what it isn't - and what it can be
- Discuss why focusing on patient-centered care has the potential to make all of our jobs easier and more fulfilling
- Illustrate examples of programs and organizations that have engaged and included patients in many aspects of decision making, how they did it and pitfalls discovered along the way
- Prepare and take action/concrete steps towards engaging patients and their families
- Describe examples of how they have applied material learned from the course in their own practice

Special features

- Accessible via desktop or tablets
- Facilitation, guidance and feedback
- Cohort structure, featuring interaction with peers from across the country via discussion forums and weekly live webinars

CORE

Dollars and sense

Sift through the tangled web of healthcare and economics.

The reality of today's health care system is a constant struggle between cost and care — and physicians are increasingly the ones striving to balance the two. If you find yourself wondering how much is enough health care and where to land between doing more and worrying about cost-effectiveness, this is the course for you. We'll help you tackle the fundamental economic dilemmas in health care head on.

You'll learn how to interpret financial statements, identify high-performing hospitals and determine the real costs of choosing among care alternatives.

By looking at how costs behave (or don't), you'll be able to calculate a contribution margin, understand the concept of breaking even and determine the optimal action when demands for resources exceed availability — as they so often do. Real-life examples will test your ability to make decisions based on sound economic and accounting principles. This core* course involves hands-on work with financial spreadsheets: participants should have Excel installed on their laptop.

Return on investment

- Explain how the fundamental principles of economics shape the health care system
- Analyze and interpret financial statements for a health care organization
- Apply economic evaluation and accounting principles when making decisions
- Discuss the interaction of ethics, autonomy and allocation in health care
- Practise financial decision-making that maximizes quality of care in times of scarcity and competing alternatives

Leading high performance culture

Learn to understand and leverage corporate culture

Paying attention to culture when leading change initiatives and implementing strategy is an often neglected yet critical aspect of leadership. Over 70% of change initiatives fail due to the lack of appropriate attention to organizational culture. Effective leaders have an awareness and understanding of the underlying organizational culture dynamics, and are able to leverage them for success.

With cutting-edge research and relevant case studies, this course will reveal how organizational culture impacts most aspects of leadership. It will assist both formal and informal physician leaders to assess and impact their organizational culture. Participants will learn specific strategies to design and shape the culture in more intentional directions, while managing the risks of culture dynamics. The course will emphasize "hands-on", practical application to help establish effective leadership skills and processes that cultivate healthy cultures that help support change initiatives and promote innovation in various contexts, from work groups to larger programs or sites.

Return on investment

- Describe how the (physician) leader connects strategy, culture and leadership
- Develop skills to lead change initiatives through a cultural framework that identifies the current and ideal future states
- Evaluate and explain how best to leverage culture to enhance workplace relationships and promote innovation
- Construct a culture sustainment strategy to align the system, build (leadership and front-line) capability, integrate a culture measurement system, and manage misaligned behaviours

Quality measurement for leadership and learning

Use data to improve system and patient outcomes.

Are you trying to improve system performance, patient flow, access, safety or clinical outcomes? Does the word "statistics" strike fear into your heart? If so, this course is designed for you.

Over two days, you will learn about data and how to turn it into information and knowledge that will help you to improve your system and patient outcomes. The highly interactive teaching methods and many hands-on exercises in this course will teach you the best ways to obtain data, how to analyze data with easily understood statistical methods that are different from traditional statistics, and how to effectively display data. You will leave better equipped to understand quality measures and how to use them in both your leadership role and quality improvement projects.

You will be given some tools for building statistical process control charts using macros; participants interested in exploring these tools and asking for guidance during breaks or lunch should bring a laptop with Excel installed. You should have a basic understanding of quality improvement (i.e., have taken the Developing and Leading System Improvement/Prescribing Quality Improvement course or equivalent).

Recommended textbook: The course content will frequently reference The Health Care Data Guide: Learning from Data for Improvement (Provost and Murray, 2011). This is not mandatory; however, you may find it helpful to invest in this textbook before or after the course.

Return on investment

- Demonstrate an understanding of the relationship between measurement for research, accountability and quality improvement
- Critically discuss measurement frameworks
- Create conceptual and operational definitions for measures of quality
- Identify and discuss different sources and methods to obtain data
- Apply and discuss visual displays of data for exploring variation, including run charts and statistical process control
- Analyze a variety of statistical process control charts
- Identify and discuss underlying key concepts for using measurement and data in your leadership role

Strategic thinking for results

Develop robust, high-quality strategic plans for your organization.

Creating a roadmap for your health care organization is no simple feat. An effective strategic plan needs room to grow, to demonstrate a strong understanding of the health care sector, establish a set of actions to achieve results and transform systems, and must be measurable.

This course provides in-depth information on the strategic planning process. You will tackle real-life strategic issues with other participants exploring strategies, such as appreciative inquiry and effective change leadership, to engage key stakeholders in assisting with implementation of your plan. And, finally, you'll learn methods for monitoring the plan's progress to ensure that it is responding to your organization's needs. Many individuals have left this program with an ability to use the content to develop robust, high-quality strategic plans for their organizations. So will you.

Return on investment

- Describe the utility, purpose and elements of strategic thinking and planning
- Scan the environment for driving forces, impediments and opportunities that should inform future strategy and planning
- Set direction by establishing a patient-centered vision, values and measures of success for the implementation of a strategic plan
- Strategically align decisions with the vision and values by accessing and using evidence to shape strategic direction
- Use systems thinking to balance short-term demands with long-term priorities
- Identify how to engage colleagues, staff, and shareholders in implementation
- Assess and monitor the impact of the strategic plan on quality of service delivery
- Demonstrate political astuteness
- Create a strategic and implementation work plan for a strategic project

Talent management for exceptional leadership

Putting people first.

An organization is made up of its people and health care organizations are no exception. What is talent management and why is it important in health care organizations? Talent management ensures that the right people, with the right skills, are in the right place in their organization, and are engaged and focused on achieving the organization's goals.

This course provides concrete strategies to help physicians create an organizational culture that focuses on developing leaders, thereby helping to attract, engage and retain the best leadership talent.

Return on investment

- Explore the unique opportunities and challenges in developing physician leaders
- Discuss unique needs and success factors required of physician leaders in your organization
- Explain a strengths-based approach to developing talent
- Explore your organization's readiness and capacity for a talent management program
- Discuss the essential components of a talent management system for your organization
- Explore opportunities and challenges to implementing a talent management plan for your organization/department/program
- Identify practical strategies for implementing aspects of a talent management system

CORE

Conflict management and negotiation

Rise above the chaos.

The stresses and pressures of today's demanding medical workplaces can lead to conflicts at multiple levels. This core* course will teach you tactics and strategies for managing those conflicts when they arise, through approaches such as guiding processes to reach a solution or actively resolving disagreements.

Return on investment

- Differentiate between types of conflict and conflict management styles
- Discuss strategies for recognizing and managing conflict situations
- Practise a model of creative collaboration to address conflict with individuals, teams and organizations
- Describe the structures, processes, principles and currencies of effective negotiation
- Develop strategies for managing constituencies and building coalitions
- Practise specific negotiation strategies for real situations
- Analyze the dynamics and politics of effective negotiation

Leadership strategies for sustainable physician engagement

Getting physicians' attention, involvement and commitment.

Physician engagement is vital to the success of Canadian health reform. However, external barriers and internal motivation can impact a physician's ability to take the lead and move forward with quality improvement initiatives. Culture, organizational structure and politics can also significantly impact engagement.

This program provides physicians with the knowledge, skills and abilities – and the opportunity – to use those attributes to construct an action plan and gain collaboration. Participants can become active leaders, bringing about effective physician engagement wherever they work – whether as clinicians in primary or hospital care or as system administrators.

Return on investment

- Assess the impact of physician engagement on the health system, and its importance in improving the quality of patient care
- Review the evidence underpinning efforts to improve physician engagement
- Increase your awareness and in-depth knowledge of current efforts underway across Canada to improve physician engagement
- Determine the optimal processes of physician engagement to discriminate good practices from bad practices, and personally determine the degree to which you might wish to be involved in such enterprises
- Explore what effect organizational efforts to improve physician engagement would have on your personal experience at work
- Construct your personal action plan for improving physician engagement in the context of your own workplace in relation to your personality, work-life balance needs, and professional goals

Developing and leading system improvement

The fundamentals of improving patient care.

Quality has many dimensions. Safe, effective and patient-centric care are benchmarks by which we measure it. Excelling in these dimensions is essential to meet the challenge of improving outcomes across the health care system. As leaders playing a key role in engaging all health care professionals, you must have practical experience with QI tools and methods.

This course – with a focus on efficiency and access – provides an introduction through lecture, small-group work and hands-on learning, where you have the opportunity to develop a plan for improving an area of your own system.

Return on investment

- Describe the theory and science of QI in health care
- Discuss common sources of waste in health care
- Apply tools that reveal and explore patterns and processes within your system
- Explain and apply the Model for Improvement in health care
- Discuss techniques for identifying ideas for improvement or change in health care
- Apply course content to a quality improvement agenda in the context of your organization

Developing strategic influence

Build alliances to achieve your organization's objectives

Small 'p' politics exist in every leader's world. This course explores practical, authentic ways for health care leaders to navigate through their interactions with various stakeholders while maintaining autonomy, integrity and sanity — and keeping an eye on the organization's vision.

Learn how to build alliances to achieve your organization's objectives and be an official spokesperson using recognized communication, advocacy and media skills. Discover how to network in a matrix in which leadership is both horizontal and vertical, and learn the components of consensus building.

Return on investment

- Discuss the health care environment from political, social and economic perspectives
- Work with matrices and networks as platforms of influence
- Describe the nature of health care decision-making processes and influence at the local, provincial and federal levels
- Navigate the points of entry into political environments
- Create a strategic advocacy approach
- Describe key issues in developing persuasive messages
- Practise effective skills in working with the media and receive feedback

CORE

Leading change

Master the art and science of leading change.

Change is relentless in health care and physicians are its natural leaders. This core course will help you master the art and science of leading change, by teaching you how to develop strategies for motivating, implementing and sustaining it. You'll gain a real understanding of your leadership style, the art and science of change, and what it takes to successfully lead it. You'll learn how to overcome opposition to change — both internal and external — and how to put change management theory into practice.

The course structure includes discussion of real issues facing your health care organization and time to practise techniques in team exercises. Some of the topics covered include creating a resilient work environment, anticipating and learning from failure, dealing with the impact of change and how to build a shared vision and commitment to act.

Return on investment

- Develop and apply a systematic approach to analyzing and addressing change challenges and opportunities
- Identify organizational design impediments and enablers to change and to influence organizational culture
- Apply tactics to minimize resistance and influence stakeholders
- Identify networks of relationships and discuss how to build and maintain partnerships when leading change
- Anticipate, accept, and learn from failure as part of leading change
- Reflect on your leadership style and develop the ability for resilience in leading change

Social systems leadership: Thriving in complexity

Unlocking the mysteries of social complexity

Physicians (and many other healthcare workers) act as experts – not only because of their training, but also because the structure and culture of the health system force them into that expert role. As a result, experts can struggle to lead in the volatility, uncertainty and ambiguity of a complex system such as the Canadian healthcare system.

This course helps with the understanding and practice of systems thinking in an interactive way and makes large complex systems more understandable to live in and influence. Systems thinking will come alive through exercises, learning through a simulated organization and working on a case action plan.

Return on investment

- Examine and discuss the complexity of the Canadian system for health and disease care
- Develop and apply skills in sense-making to guide decisions in complicated, complex and chaotic systems
- Determine and discuss what leadership agility skills are needed in different systems
- Recognize and influence underlying archetypes and social systems patterns causing resistance to systemic changes
- Uncover and interpret patterns of interaction and learn to foster and manage relationships, in a simulated, experiential organization, by:
    - exploring, discussing, and experiencing the different worlds of Tops, Middles, Bottoms, and Customers (Patients)
    - developing concrete strategies for working more constructively within the system and respective organizations conversing on leadership strategies that address issues systemically rather than personally.

Additional opportunities

Crucial Conversations© – a VitalSmarts© product

Manage difficult conversations and achieve desired outcomes

Whether you're leading an organization or championing an issue, when the stakes are high, different opinions and strong emotions can derail your efforts to achieve the best outcome. Crucial Conversations© is a VitalSmarts© course that focuses on using candid and respectful communication to work successfully with others. Crucial conversations will help you develop the skills you need to manage conversations so that all perspectives are heard, relationships are enhanced and hidden issues come to the surface as you achieve the results you're looking for.

Return on investment

- Acquire the skills to engage others in addressing challenging issues while retaining or enhancing the relationship
- Understand when a conversation or issue becomes crucial, and learn how to stay in conversation to move toward resolution and action
- Identify the challenges facing physician leaders in the health care system and acquire practical tools to deal with them

This course is available in English and French.

Crucial Accountability© – a VitalSmarts© product

Identify performance gaps, and hold yourself—and others—accountable

Crucial Accountability© is a follow up to our Crucial Conversations© course, which teaches leaders how to manage conversations candidly and respectfully so all perspectives are heard and strong opinions and emotions don't derail efforts to achieve good outcomes. Crucial Accountability builds on those principles by teaching skills to help you and the people you work with hold each other accountable. You'll learn to identify performance gaps such as broken promises and bad behaviour for which people must be held accountable, and be shown ways to close those gaps, motivate improved performance and resolve issues.

Please note that our course Crucial Conversations is a pre-requisite.
If it's been more than 24 months since you took it, you are strongly encouraged to review those materials before attending.

Return on investment

- Learn how to hold one another accountable
- Identify the gap between expected and actual performance
- Diagnose and close the gap between expected and actual performance

This course is available in English and French.