

PAMED 2018-2019 Year-Round Leadership Academy Curriculum

Competencies/ Skills and Characteristics	Course	Course Type	Proposed Schedule	Credits
<p>Foundational for</p> <ul style="list-style-type: none"> ❖ Engaging Others/ Relationship Building ❖ Influence & Credibility ❖ Leading Change & Innovation ❖ Motivating & Managing Performance ❖ Promoting Continuous Improvement & Quality ❖ Strategic Planning & Implementation ❖ Teamwork & Collaboration ❖ Strong Listening Skills ❖ Communication Skills 	<p>A New Model of Physician Leadership: Leading from the Front</p> <p>With the rapid pace of change in health care, many physicians have found themselves overwhelmed, unhappy and cynical. It is no surprise that the incidence of physician burnout is at its highest rate ever. Often, physicians have not found themselves at the “head of the table” when important, strategic health care policy is being developed or implemented. This is ironic since physicians are theoretically in the best position to affect change: they have historically been patient advocates and are closest to the real action in delivering care to patients.</p> <p>This course will focus on the solution to the above problem and will lead to important possible actions on the part of physicians to have them reclaim the role as leader of the health care team.</p> <p>Objectives:</p> <ul style="list-style-type: none"> • Address key changes in health care that have caused physicians to be cynical about health care, increased the rate of physician burnout and potentially threatened their ability to lead effective health care change. • Assess core strategies to provide effective leadership in a changing health care environment • Discuss potential barriers in implementing the five core strategies and how to overcome them • Identify concrete action items that they can implement “tomorrow morning” in their organization as first steps toward implementing the core strategies 	In-person, onsite in Harrisburg	Friday, 9/14/2018	7 CME
<ul style="list-style-type: none"> ❖ Engaging Others/ Relationship Building ❖ Influence & Credibility ❖ Motivating & Managing Performance ❖ Teamwork & Collaboration ❖ Leading Change & Innovation 	<p>Resolving Conflict</p> <p>Some conflict is healthy, however, when not managed well, conflict can become disruptive and lead to medical errors, poor patient satisfaction, increased cost and higher turnover. Participants will assess their own conflict resolution styles and evaluate if /how they are overusing or underusing one or more of five recognized conflict-handling modes: competing, collaborating, compromising, avoiding, and accommodating. Participants will practice skills through small group activities, role playing and case evaluations.</p> <p>Objectives:</p> <ul style="list-style-type: none"> • Assess conflict resolution modes and the effectiveness of each in any given circumstance. • Understand how effective listening sets the foundation for productive relationships. • Deliver meaningful positive and negative feedback. • Develop skills for navigating difficult conversations. • Manage the stress conflict creates. • Learn how to harness the power of conflict and transform it into productivity 	Online, self-study	Oct 2018	7 CME 7 Elective credits toward AAPL Master’s degree and/or CPE Certification

PAMED 2018-2019 Year-Round Leadership Academy Curriculum

<ul style="list-style-type: none"> ❖ Engaging Others/ Relationship Building ❖ Influence & Credibility ❖ Leading Change & Innovation ❖ Teamwork & Collaboration ❖ Strategic Planning & Implementation 	<p>Ethical Challenges of Physician Leaders As a physician leader, you need to be equipped to deal with complex and perplexing ethical issues. You'll learn how to take a leadership role in developing processes for resolving ethical dilemmas facing physicians, patients and their families.</p> <p>Objectives:</p> <ul style="list-style-type: none"> • Explore ways to build ethics into your organization's culture, especially its policies and procedures. • Identify and manage ethical conflicts at the bedside. • Explain the responsibly of managing your organization's resources. • Respond to patients' refusals of needed medical interventions. • Setting ethically justified limits on individual and organizational self-sacrifice. • Invoking futility to set ethically justified limits on end-of-life care. • Putting your institution to the test: gauging its commitment to ethics. 	Online, self-study	Nov 2018	5 CME 5 Elective credits toward AAPL Master's degree and/or CPE Certification
Holiday Break – No Courses Scheduled in December				
<ul style="list-style-type: none"> ❖ Leading Change & Innovation ❖ Promoting Continuous Improvement & Quality ❖ Motivating & Managing Performance 	<p>Fundamentals of Physician Leadership: Quality Poorly designed care processes or systems have led to unnecessary duplication of services, long waiting times and delays, and compromised patient safety, resulting in avoidable errors and harm to patients. Health care organizations are increasingly adopting quality improvement methods and techniques to minimize waste, decrease errors, increase efficiency, and ultimately improve quality of care. Gain clarity about what you are trying to accomplish, what changes you can make that will result in an improvement, and how you will know that the improvement has occurred. Learn how you can implement such approaches more successfully within health care.</p> <p>Objectives:</p> <ul style="list-style-type: none"> • Summarize quality improvement theories and frameworks • Examine the role of finance in quality improvement programs and articulate & demonstrate the relationship between quality and cost • Define data collection, measurement and analysis tools and techniques • Compare internal and external performance against the identified quality standards and practices and against national quality initiatives (including patient safety) • Explore the historical context of quality and safety with an emphasis on how this fits into health reform 	Online, Self-study	Jan 2019	7 CME 7 Core credits toward AAPL Master's degree and/or CPE Certification
<ul style="list-style-type: none"> ❖ Promoting Continuous Improvement & Quality ❖ Strategic Planning & Implementation ❖ Finance 	<p>Principles of Financial Decision Making Gain the skills and knowledge needed to navigate the economic side of health care. Become familiar with the basic principles of finance and understand the documents that reveal the fiscal health of an organization. By the end of the course, physician leaders will have covered strategies for managing costs and revenue in evolving payment systems.</p> <p>Objectives:</p> <ul style="list-style-type: none"> • Review the economic pressures in the health care industry (and response to these pressures by health care organizations) • Consider the relationship between operating results and the financial health of an organization • Address the economics of managing the cost structure and revenue function of the operating budget process in volume-based and fixed-pay environments. 	Online, Self-study	Feb 2019	3.5 CME 3.5 Elective credits toward AAPL Master's degree and/or CPE Certification

PAMED 2018-2019 Year-Round Leadership Academy Curriculum

<ul style="list-style-type: none"> ❖ Strategic Planning & Implementation ❖ Vision 	<p>Strategic Thinking The process of making choices today in order to achieve desired outcomes in the future is often called strategic thinking. In organizations, the word strategy gets used a lot. We all know strategies are essential. But the meaning can be frustratingly elusive. This course explores the true meaning of strategy, what strategies are good for, and what makes creating and implementing shared strategies hard.</p> <p>Objectives:</p> <ul style="list-style-type: none"> • Explain, in the context of organizations, the meaning and importance of strategies • Identify and characterize the different ways strategies can be utilized • Combine criteria and key questions for effective strategic thinking • Compile a list of different types of creative foresight requirements and methods • Describe the benefits of systems thinking 	Online, self-study	March 2019	2 CME 2 Elective credits toward AAPL Master's degree and/or CPE Certification
<ul style="list-style-type: none"> ❖ Motivating & Managing Performance ❖ Strategic Planning & Implementation ❖ Collaboration & Cooperation Vision 	<p>Fundamentals of Physician Leadership: Negotiation Learn proven techniques to use in every negotiation process and come out further ahead than you ever thought possible.</p> <ul style="list-style-type: none"> • Learn how to prepare for a negotiation and determine your bargaining power • Use the most effective strategies to negotiate the best agreements • Take charge of the negotiation process • Negotiate win-win outcomes and that enhance long-term working relationships • Learn how to avoid costly conflict <p>Objectives:</p> <ul style="list-style-type: none"> • Introduce the framework and concepts of the negotiation process. • Improve the ability to analyze negotiations in a variety of contexts. • Balance the implicit tradeoffs of competition and cooperation inherent in most negotiations. • Prepare for a negotiation and determine your bargaining power. • Identify the most effective negotiation strategies. • Improve the ability to conduct successful negotiations. • Recognize opportunities to negotiate. • Negotiate win/win outcomes that enhance long-term working relationships. • Reflect upon the ethical dilemmas involved in most negotiations. • Avoid costly conflict. 	In-person, onsite in Harrisburg	Friday 04/12/19	7 CME 7 Core credits toward AAPL Master's degree and/or CPE Certification
<ul style="list-style-type: none"> ❖ Influence & Credibility ❖ Teamwork & Collaboration ❖ Promoting Continuous Improvement & Quality Self Confidence & Mental Resilience 	<p>Fundamentals of Physician Leadership: Influence Influencing others is a major component of leadership. Fundamentals of Physician Leadership: Influence shows physicians leaders how to first influence themselves – by developing core values and clarifying their vision – so they can effectively inspire and lead the people around them. This course provides an inside look at the types of questions leaders ask themselves, how they gain a broad perspective of complex situations, the tactics they use to create change quickly and more. Lessons are delivered through a series of video lectures, downloadable resources and interactive moments that allow participants to practice with the skills and insights they develop through the course.</p>	Online, Self-study	May 2019	7 CME 7 Core credits toward AAPL Master's degree and/or CPE Certification

PAMED 2018-2019 Year-Round Leadership Academy Curriculum

	<p>Objectives:</p> <ul style="list-style-type: none"> • Identify core values which guide leadership styles and decision making. • Discover current leadership level and potential personal impact. • Explore processes for leading a team, tribe, and organization. • Develop strategies to maximize the productivity of teams and individuals. 			
<ul style="list-style-type: none"> ❖ Motivating & Managing Performance ❖ Teamwork & Collaboration ❖ Mentoring ❖ Strategic Planning & Implementation 	<p>Physician Performance Management</p> <p>In the health care industry, we cannot afford (financially, culturally or clinically) anything but high performance. But high performance goes beyond a smart strategic plan, a disciplined operational plan and a solid financial statement.</p> <p>Research has shown that physician behavior is the number one consideration in reducing medical malpractice liability and improving patient safety. Yet, many organizations do not have the <i>culture of high performance</i> required to nurture behaviors that support overall organizational performance. Case studies from high-performing organizations will be shared in this program. Lessons learned from the literature and the front-lines will be shared with you to equip you with the knowledge and skills to manage performance more effectively and efficiently—not to mention with less stress.</p> <p>High performance demands that each and every physician fully contribute to the mission and goals of the organization. Physician leaders will learn how to align the goals of your physicians, including those on the voluntary medical staff, with the goals of your organization to enhance individual, departmental and organizational performance.</p> <p>Physician leaders and managers require tools, like the Performance Planning Matrix, to help them do their jobs better. This program provides several tools to manage physician performance more effectively.</p> <p>This program will provoke thinking about managing the performance of physicians and other providers including mid-levels, as well as improve the participant's own physician leadership and management skills</p> <p>Objectives:</p> <ul style="list-style-type: none"> • Establishing standards of behavior and performance—defining, measuring, interpreting and applying various instruments and methods. • Managing conflict – giving formal and informal feedback to different types of individuals in different situations. • Creating systems for reinforcing performance improvement. • Managing disruptive physician behavior and marginal performers. • What to do when behavior improves, and step by step analysis and discussion of what to do if it doesn't. • Dealing with clinician impairment for the good of the individual and organization. • Assessing the costs of doing nothing 	<p>In-person, onsite in Harrisburg</p>	<p>Friday 6/21/19</p>	<p>7 CME</p> <p>7 Elective credits toward AAPL Master's degree and/or CPE Certification</p>