

Core Skills for Physician Leaders - Onsite Training



Course	Description	Facilitator
<p>Change Management</p> <p>2 hour session</p>	<p>Increased pressure for cost containment, intense competition, proliferating government regulations, and workforce shortages are impacting the types of skills needed by all managers in the hospital setting. A rising demand for productivity at all levels of an organization will drive the need to streamline processes and better control the time and human resource investment needed to manage increasingly faster change cycles. Upon completion of this two hour program, participants will be able to:</p> <ul style="list-style-type: none"> • Discuss behavior and process change processes • Identify seven key issues related to managing change • Outline the process to introduce and manage change 	<p>Catherine Civiello, PhD, RN, CHES</p> <p>Travels from Clearfield, PA</p>
<p>Communication Strategies</p> <p>Available as a 2, 4, or 7 hour session at the discretion of the purchaser in consultation with the instructor. **</p>	<p>This course is designed with emphasis on helping the physician with developing an effective communication style, which includes: refining skills to conduct difficult conversations, listening more effectively, and developing conflict resolution skills. These skills help to gain buy-in for the vision. At the end of this course, participants should be able to:</p> <ul style="list-style-type: none"> • Describe your communication style. • Identify ways to interact more effectively with other styles to convey your vision. • Use your style understanding to more productively conduct difficult conversations 	<p>Catherine Baumgardner, PhD, MFA, FACHE</p> <p>Travels from Lancaster, PA</p>

<p>Crisis Leadership</p> <p>4 hour session</p>	<p>A crisis is a situation characterized by a high degree of instability and carries the potential for extremely negative results. A crisis can happen anytime, anywhere, to any organization. Some are predictable; others occur unexpectedly. A crisis leader must be able to influence others in a positive way during times when there is a need to manage multiple systems, conflicting goals, changing processes, and shifting strategic goals. At the end of this course, participants should be able to:</p> <ul style="list-style-type: none"> • Describe the leadership competencies outlined in the crisis management model • Identify the crisis leadership lessons associated with Earnest Shackleton’s Antarctic expedition 	<p>Catherine Civiello, PhD, RN, CHES</p> <p>Travels from Clearfield, PA</p>
<p>Dynamic Teamwork</p> <p>Available as a 2, 4, or 7 hour session at the discretion of the purchaser in consultation with the instructor**</p>	<p>This course is designed to emphasize how physicians can working more effectively with others as an important skill of leadership. Dysfunctional team relationships can derail even the most well-meaning individuals in their quest to problem solve and improve overall organizational outcomes. At the end of this course, participants should be able to:</p> <ul style="list-style-type: none"> • Explain the importance of teamwork. • Practice your own teamwork skills. • Discuss ways to improve teamwork. 	<p>Catherine Baumgardner, PhD, MFA, FACHE</p> <p>Travels from Lancaster, PA</p>
<p>Employee Engagement / Performance Mgmt /Talent Mgmt</p> <p>Available as a 2, 4, or 7 hour session at the discretion of the purchaser in consultation with the instructor**</p>	<p>This course focuses on helping physicians to develop skills needed to engage employees and more effectively manage organizational talent, including team-building and collaborative thinking. Selection and retention of talent will also be covered. These elements get and keep the right people on board to execute the vision. At the end of this course, participants should be able to:</p> <ul style="list-style-type: none"> • Discuss how to create an environment that engages employees in their work. • Foster teamwork and collaborative thinking. 	<p>Catherine Baumgardner, PhD, MFA, FACHE</p> <p>Travels from Lancaster, PA</p>

	<ul style="list-style-type: none"> Enhance recruitment and retention. 	
<p>Ethics of Healthcare Leadership</p> <p>Available as a 2, 4, or 7 hour session at the discretion of the purchaser in consultation with the instructor**</p>	<p>This course is designed to examine the theories and frameworks that underlie the influence of values and ethics (personal, professional, organization, and social) on physician leadership practices in health care organizations, and to challenge physicians to examine their own paradigms. At the end of this course, participants should be able to:</p> <ul style="list-style-type: none"> Explain the concept of ethics Explore the ethical paradigms of teleology, deontology, justice, and care. Examine personal values and ethics 	<p>Catherine Baumgardner, PhD, MFA, FACHE</p> <p>Travels from Lancaster, PA</p>
<p>Growing Your Health Care Business</p> <p>4 hour session</p>	<p>Increasingly intense competition for business has become common for providers of health care. This is true whether such providers are individual or group physician practices, health care organizations or providers of allied health services such as physical therapy, radiology, or laboratories.</p> <p>With high out-of-pocket expenses becoming common, health care consumers are more value-sensitive than ever. This has caused them to “shop” for higher quality and lower cost health care options, further increasing competition among providers of services.</p> <p>This competition has necessitated effective marketing strategies to gain competitive advantage and grow health care business. At the end of this course, participants should be able to:</p> <ul style="list-style-type: none"> Name 5 key changes in health care that have caused an intense focus on health care marketing to grow business List at least 3 common resources health care consumers use to access health care services Name at least three internet based methods consumers use to compare health care providers or services Describe 5 common mistakes health care providers and organizations make when marketing health care services 	<p>Nirmal Joshi, MD, FACP</p> <p>Travels from Harrisburg, PA</p>

	<ul style="list-style-type: none"> Discuss at least 3 highly effective strategies to market and grow your health care business 	
<p>Health Informatics</p> <p>Available as a 2, 4, or 7 hour session at the discretion of the purchaser in consultation with the instructor**</p>	<p>This course is designed to assist physicians with their understanding and use of data and analytics. It is particularly important for physicians interested in quality improvement, population health and critical analysis of the medical literature. The program will leverage the two modules on health informatics developed as part of the PAMED volume to value series. It will review the key concepts presented there as a prelude to interactive sessions designing relevant health informatics projects for the participants in clinical practice or the hospital setting.</p> <p>Longer programs will provide greater insight into the use and integration of multiple data sources, the development and use of clinical decision support, predictive modeling, severity indexing and personalized medicine.</p>	<p>Raymond Fabius MD, DFACPE</p> <p>Travels from Newtown Square, PA</p>
<p>Healthcare Transformation</p> <p>Available as a 2, 4, or 7 hour session at the discretion of the purchaser in consultation with the instructor**</p>	<p>This course is designed to provide insight into the evolving health care delivery system with an emphasis alternative models of care. The program will feature the importance of patient center medical homes and the development of accountable care organizations and clinically integrated networks. It will leverage the Triple Aim and its logical extension to the Quadrupole Aim to include physician / provider satisfaction.</p> <p>This course will include interactive exercises to solve for common problems in care such as transitions in care, coordination of care between providers and readmissions.</p> <p>Longer programs will dive deeper into the issues of waste, variation and poor performance of the present system and offer interactive exercises to solve for these issues within the participant's own practice or hospital.</p>	<p>Raymond Fabius MD, DFACPE</p> <p>Travels from Newtown Square, PA</p>

<p>Human Resource Management</p> <p>4 hour session</p>	<p>Interpersonal, or human, skills involve the knowledge and understanding of how to motivate and work with other people. Accounting for an average of fifty percent of the operational costs for any organization, the management of human resources involves the oversight of the various aspects of employment such as labor law compliance, benefit administration, and recruitment or dismissal processes. Human resource management and leadership skills are equally important for all levels of management. Upon completion of this four hour program, participants will be able to:</p> <ul style="list-style-type: none"> • Discuss the legal acts that impact the processes of human resource management. • Describe effective interviewing and hiring processes • Review the orientation and competence assessment processes 	<p>Catherine Civiello, PhD, RN, CHES</p> <p>Travels from Clearfield, PA</p>
<p>Leadership Roles and Styles</p> <p>4 hour session</p>	<p>There exists a plethora of information related to the field of management development. Managerial tasks and processes have been studied for almost a century, including identification and investigation of core competencies specific to multiple managerial levels. This four hour course will begin by differentiating between management and leadership, and proceed to defining the core skills at various levels of management. Four styles of management will be discussed, as well as issues related to managing the five generations now present in the workforce. Upon completion, participants will be able to:</p> <ul style="list-style-type: none"> • Define management and leadership • Discuss the core skills and various levels of responsibility of managers • Outline four styles of management • Discuss methods for managing the various generational groups 	<p>Catherine Civiello, PhD, RN, CHES</p> <p>Travels from Clearfield, PA</p>
<p>Leading Change</p> <p>Available as a 2, 4, or 7 hour session at the discretion of the purchaser</p>	<p>This course is designed to build the skills that physician leaders need to lead effective organizational change efforts, and how to build a physician culture that embraces change. These skills help to gain buy-in for the vision. At the end of this course, participants should be able to:</p> <ul style="list-style-type: none"> • Describe the essence of change. 	<p>Catherine Baumgardner, PhD, MFA, FACHE</p> <p>Travels from Lancaster, PA</p>

<p>in consultation with the instructor**</p>	<ul style="list-style-type: none"> Analyze the steps critical to leading change. Examine how to build a culture that embraces change 	
<p>Managing Virtual Teams: Strategies for Successful Outcomes with People, Projects, and Committees</p> <p>4 hour session</p>	<p>The growth and expansion of health systems has created great challenges for physician leaders. Performance improvement is best accomplished with face to face interaction which becomes more difficult in multicenter systems. Understanding the mutual compact of optimal patient care and outcomes creates the foundation, but physician leaders must utilize a variety of techniques to engage the team in a virtual format. Strategies to include video conferencing, regional breakout sessions, use of project managers, brainstorming sessions, task forces are utilized to attain results. At the end of the course, participants should be able to:</p> <ul style="list-style-type: none"> Compare and contrast virtual team interactions with conventional hospital committee design Discuss the core skills and approach required of a virtual physician leader Explore strategies most effective in leading virtual teams towards common performance improvement goals 	<p>Samuel Hammerman, MD, MMM, CPE, FCCP</p> <p>Travels from Shavertown, PA</p>
<p>New Model of Physician Leadership: Leading From the Front</p> <p>Available as a 4 hour or 7 hour session at the discretion of the purchaser in consultation with the instructor**</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. At the end of this course, participants should be able to:</p>	<p>Nirmal Joshi, MD, FACP</p> <p>Travels from Harrisburg, PA</p>

	<ul style="list-style-type: none"> • State at least three 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 • Identify 5 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 • Name at least 3 concrete action items that they can implement “tomorrow morning” in their organization as first steps toward implementing the core strategies 	
<p>Performance Management & Corrective Action</p> <p>4 hour session</p>	<p>A performance standard is a work requirement or expectation typically conveyed in measures of quality, quantity, timeliness, and manner of performance. Differentiation between performance problems at the individual versus the organizational level will be discussed. Concepts such as coaching/counseling methods, corrective discipline, and the concept of just-cause will be covered in this four hour program. At the end of this course, participants should be able to:</p> <ul style="list-style-type: none"> • Identify methods for identifying performance problems at the individual versus the organizational level • Describe the components of coaching and counseling • Discuss legal issues regarding discipline and discharge, including the concept of just cause 	<p>Catherine Civiello, PhD, RN, CHES</p> <p>Travels from Clearfield, PA</p>

<p>Personal and Professional Leadership Styles</p> <p>Available as a 2, 4, or 7 hour session at the discretion of the purchaser in consultation with the instructor**</p>	<p>This course is designed to emphasize assessment of the physician leader’s own style and how it impacts others. Tools already in place (participants will be invited to bring along leadership assessments they may have used) to develop physician leaders to work better with others and to assemble more effective teams. At the end of this course, participants should be able to:</p> <ul style="list-style-type: none"> • Define leadership. • Explain how personal leadership style influences how you lead. • Determine how to leverage your personal leadership style to maximize the effectiveness of your organization and team 	<p>Catherine Baumgardner, PhD, MFA, FACHE</p> <p>Travels from Lancaster, PA</p>
<p>Physician Leadership</p> <p>Available as a 2, 4, or 7 hour session at the discretion of the purchaser in consultation with the instructor**</p>	<p>This course focuses on helping physicians to develop skills needed to lead health care practices, departments and organizations. It will feature the 7 “C” crets of physician leadership written about in the presenter’s second textbook Total Care Management. These are:</p> <ul style="list-style-type: none"> • Compassion • Clarity • Consistency • Charisma • Competence • Collaboration • Creativity <p>The program will include interactive sessions the will allow for self-assessment and the development of a two to three year roadmap to sharpen one’s leadership skill set.</p> <p>Longer programs will focus on systematic process improvement techniques used by effective leaders such as six sigma, LEAN, blue ocean strategy and re-engineering</p>	<p>Raymond Fabius MD, DFACPE</p> <p>Travels from Newtown Square, PA</p>
<p>Population Health</p>	<p>Every physician should be well versed in this topic whether you are a single practitioner or working within a multi-specialty practice. This program will provide</p>	<p>Raymond Fabius MD, DFACPE</p>

<p>Available as a 2, 4, or 7 hour session at the discretion of the purchaser in consultation with the instructor**</p>	<p>insight into ways to enhance wellness as well as treat illness using proven methodologies and science of prevention, risk reduction, disease management and centers of excellence.</p> <p>This program will be based on the presenter’s textbook - Population Health: Creating Cultures of Wellness and it will leverage the two modules on population health developed as part of the PAMED volume to value series. It will review the key concepts presented there as a prelude to interactive sessions designing relevant population health projects for the participants in clinical practice or the hospital setting.</p> <p>Longer programs will provide greater insight into the development of comprehensive programs across the full continuum of care and provide greater insight into health literacy, cultural competency, behavior change, behavioral economics, health disparities, and the marketing and communication of health and wellbeing.</p>	<p>Travels from Newtown Square, PA</p>
<p>Problem-Solving and Corrective Action (High Reliability Organizations)</p> <p>Available as a 2, 4, or 7 hour session at the discretion of the purchaser in consultation with the instructor**</p>	<p>This course is designed to emphasize how physicians can most effectively engage in organizational problem solving. Skills are developed in root cause analysis, problem resolution, and developing “anticipation-thinking” instead of always reacting to problems. This emphasis helps to more effectively design and manage processes. At the end of this course, participants should be able to:</p> <ul style="list-style-type: none"> • Identify tools for process analysis • Apply the concepts of process design and problem resolution • Develop “anticipation-thinking” 	<p>Catherine Baumgardner, PhD, MFA, FACHE</p> <p>Travels from Lancaster, PA</p>
<p>Project Management for Physicians: What You Don’t Learn in Medical School</p>	<p>The approach to system based challenges in the health care setting requires an organized and well thought out plan. From identification of the primary root cause to brainstorming and finally to solutions by consensus is a challenge without project management experience. Understanding the basic elements of project</p>	<p>Samuel Hammerman, MD, MMM, CPE, FCCP</p>

<p>7 hour session, includes outlining an action plan for a project identified by the purchaser</p>	<p>management, effective meeting design, conflict resolution is critical to creating solutions. At the end of this course, the participant should be able to:</p> <ul style="list-style-type: none"> • Assess the key concepts of project management including the PDSA cycle and FMEA • Apply effective meeting management techniques • Use key pathways and tools to bring a project from brainstorming to resolution • Describe a current problem and outline a basic project management approach 	<p>Travels from Shavertown, PA</p>
<p>Quality Management</p> <p>Available as a 2, 4, or 7 hour session at the discretion of the purchaser in consultation with the instructor**</p>	<p>This training is a must for physicians and other healthcare delivery providers who:</p> <ul style="list-style-type: none"> • Want to improve the care they deliver to their patients over time • Will participate in pay for performance models such as MACRA • Realize that the future will provide increasing transparency and the internet will compare the outcomes of doctors and hospitals <p>This program will leverage the two modules on quality developed as part of the PAMED volume to value series. It will review the key concepts presented there as a prelude to interactive sessions designing relevant quality improvement programs for the participants in clinical practice or the hospital setting. In longer programs the participants will also be instructed on developing pay for performance models so that they will be better prepared for future contracting opportunities.</p>	<p>Raymond Fabius MD, DFACPE</p> <p>Travels from Newtown Square, PA</p>
<p>Strategic Thinking and Decision-making (Strategic Organizational Leadership)</p> <p>Available as a 2, 4, or 7 hour session at the discretion of the purchaser</p>	<p>This course is designed to help physicians to build strategic thinking and organizational strategy development skills, while understanding the impact of strategy on structure, and capturing the power of a vision. At the end of this course, participants should be able to:</p> <ul style="list-style-type: none"> • Describe the similarities and differences between strategic thinking and strategic planning. • Identify the impact of strategy on organizational design. • Describe and enhance utilization of the organizational vision. 	<p>Catherine Baumgardner, PhD, MFA, FACHE</p> <p>Travels from Lancaster, PA</p>

<p>in consultation with the instructor**</p>		
<p>Team Based Rounds: A Strategy for Enhancing Quality and Patient Safety at the Bedside</p> <p>Available as a 2 hour or 4 hour session (with shadowing) at the discretion of the purchaser in consultation with the instructor**</p>	<p>The growing complexity of disease management within the inpatient setting requires multidisciplinary collaboration and communication. Of note, failure to communicate is the single most common cause of sentinel events. The benefits of such rounds includes enhanced coordinated care, nurse empowerment and improved retention, and improved patient and family satisfaction. Setting a template for communication with assigned roles of the team members is critical to efficient rounding. At the end of the course, participants should be able to:</p> <ul style="list-style-type: none"> • Discuss the importance and expected outcomes of multidisciplinary rounds in acute care settings • Engage staff physicians, nurses, and pharmacists to work as a single team in the effective interchange of information • Use a defined template and assign roles of each team member • Address challenges and barriers to sustainability of team based rounds 	<p>Samuel Hammerman, MD, MMM, CPE, FCCP</p> <p>Travels from Shavertown, PA</p>

**For a learner new to the topic, the 4 or 7 hour framework may be more appropriate. As a refresher or to use a course to gauge interest, the 2 hour format would work better.