



Physician in Executive Management Certificate

Beginning April 2024—Sign Up Now!

Target Audience: Physicians with management experience desiring to move into executive leadership roles (i.e., board member, c-suite, practice owner).

Description: This 6-month certificate program will be delivered through a combination of Zoom virtual sessions and in-person sessions held at the Pennsylvania Medical Society (PAMED) in Mechanicsburg, PA. Comprised of 13 modules designed to enhance knowledge and improve skills in the domains of senior management, governance, and finance, participants will engage with the content through experiential learning sessions, hands-on application, and online discussions targeted for practiced physician managers.



Senior management domain topics include:

- Strategy – Strategy & Strategic Decision Making, Strategy Formulation, Strategic Planning, and Strategic Execution/Implementation
- Leading Change
- Negotiation
- Conflict Management

Governance domain topics include:

- Boards and Governance Overview
- Regulatory Compliance
- Mergers and Acquisitions
- HR Law



Finance domain topics include:

- Capital Budgets
- Operating Budgets
- Payroll
- AP/AR
- RVUs

Program schedule: Courses will be conducted monthly from April through September 2024. A virtual orientation will be held on April 3, 2024, via Zoom for all registered participants and/or interested candidates. All courses will be held in-person at PAMED unless noted as a Zoom session.

April 3, 2024 — Virtual Orientation (Zoom, 7-8 p.m.)

- Meet the program adviser and other participants in the certificate program, review the technology and communication platforms that will be used throughout the year, and discuss program expectations.

April 11, 2024 — Governance 101 (6-9 p.m.) *Light refreshments on hand.*

- When serving on a board, it is important for physician leaders to understand that they take on fiduciary duties to the organization, including the duties of care, obedience, and loyalty. This course will explore these fiduciary responsibilities as well as delve into other traditional responsibilities of a board, board leadership roles, committees, and ethical and operational considerations.

April 12, 2024 — Negotiation for Physician Leaders in Healthcare (9 a.m. – 4 p.m.)

- We negotiate daily in a variety of contexts: business, family, and social. Negotiations serve several purposes: (1) establishing new or renewing old relationships; (2) changing behaviors and expectations; and (3) resolving conflict and disputes. How effectively we negotiate exerts important effects on the quality of life we live and how successful we are at work. Although negotiations are a ubiquitous part of our everyday lives, many of us know little about the strategy and psychology of effective negotiations. Why do we sometimes get our way, while other times we walk away feeling frustrated by our inability to achieve the agreement we desire? In this interactive session, participants will discuss strategies for claiming and creating value through effective negotiation and conflict management. The seminar is designed to address a broad spectrum of negotiation challenges that are faced by physician leaders. It provides participants with the opportunity to develop their skills experientially in role-playing exercises that highlight processes relevant to claiming and creating value in settings involving negotiation and conflict.

- Strategies for claiming and creating value in negotiations
- How to effectively prepare for a negotiation
- How to avoid common negotiation traps
- Helpful phrases and questions to use in negotiations



May 30, 2024 — Managing the Pitfalls of Mergers & Acquisitions (Zoom) (7 – 9 p.m.)

- Focusing on the latest trends in healthcare transactions and what organizations can do to prepare to compete in today's economy, the course covers the lifecycle of a transaction – from the complexity and cost of IT and other areas—to readiness and common pitfalls, threading throughout the importance of people and the team that will take the deal to the finish line and beyond.
 - Summarize areas of focus during each stage of the M&A lifecycle
 - Identify value opportunities and offsetting costs while keeping an eye on achieving the strategic value of the transaction
 - Transition from making the deal to having a successful integration program

May 31, 2024 — Developing & Executing Organizational Strategy (Zoom) (9 a.m. – 4 p.m.)

- **Strategy & Strategic Decision Making:** Strategy is future focused. Strategic decision making is a collective process where a limited set of choices are made recognizing that trade-offs are inevitable.
- **Strategy Formulation:** The creation of strategy sits at the interface between the internal strengths and weaknesses of the organization and the external opportunities and threats of the surrounding environment now and into a defined future time horizon such as 3-5 years.
- **Strategic Planning:** The step-by-step process or method of creating or refining or updating a vision, a mission, a set of values, strategic aims and associated objectives along with key performance indicators or metrics.
- **Strategic Execution/Implementation:** The realization of strategic planning represents the beginning of strategic execution/implementation. Necessary leadership and organizational competences include communication, change management, transition management, performance management, resource management, and project management.

June 6, 2024 — Capital/Operating Budgets, RVUs, Payroll (6 – 9 p.m.) *Light refreshments on hand.*

- In order to speak fluently about financial topics in the board room or in your practice, this session will teach you the various types of budgets typically used in ambulatory settings as well as give you an overview for an understanding of relative value units and how they fit into practices and recruiting new physicians/providers.

June 7, 2024 — Financial Statements, AP/AR & Game of Income/Outcome (9 a.m. – 4 p.m.)

- As a senior leader, one must be able to assess and discuss the current and future financial well-being of the organization. This course provides the opportunity to explore and practice aspects of real-world business solutions. Components include financial statements, business terminology, fundamental business dynamics, and methods to manage separately for cash and profit.

July 19, 2024 — Regulatory Compliance and HR Law (9 a.m. – 4 p.m.)

- Depending on the practice setting, senior level physician leaders may be asked to create or approve new human resource policy or evaluate proposed HR decisions that could place the organization at risk for a lawsuit if not handled properly. Likewise, organizations must adhere to standard business practices and operate according to established law and regulations. Key considerations and areas for concern will be explored as participants practice navigating these challenging areas for the uninitiated physician executive.

August 16, 2024 — Conflict Resolution (Zoom) (9 a.m. – 4 p.m.)

- Experts say some conflict is healthy, but when not managed well, conflict can lead to burnout, medical errors, poor patient satisfaction, increased cost, and higher turnover. This course equips physicians in senior leadership roles with skills to effectively navigate conflict and transform it into productivity.
 - Apply effective communication and conflict management skills to increase individual and organizational productivity.
 - Develop self-awareness and make better conflict management and communication choices.
 - Discover strategies for listening effectively and efficiently.
 - Understand the importance of setting and resetting expectations.
 - Deliver and receive positive and negative feedback.
 - Identify your own conflict style and recognize the conflict styles of others.
 - Assess conflict situations and practice using different conflict modes.
 - Build more effective relationships to support organizational transformation.

September 27, 2024 — Leading Change & Presentation of Certificates (9 a.m. – 4 p.m.)

- This workshop-style course is designed to build and strengthen the skills that physician leaders need to lead effective organizational change efforts and emphasizes how they can influence culture, positioning it for change. This course explores the various approaches to leading effective change and provides participants with a hands-on opportunity to apply a change management approach to a problem in their organization and develop strategies for building a culture that embraces change.

Program fee includes CME credit, all participant materials, and food at in-person sessions. Any lodging or travel costs are the responsibility of the participant.

PAMED Member \$3,000

Non-PAMED Member: \$3,750



Questions? Email cmeadmin@pamedsoc.org to register for the virtual orientation or with general program questions.

CME:

The Pennsylvania Medical Society (PAMED) is accredited by the Accreditation Council for Continuing Medical Education (ACCME) to provide continuing medical education for physicians.

PAMED designates this live activity for a maximum of *44 AMA PRA Category 1 credits™*. Physicians should claim credit commensurate with their participation in the activity.

No one involved in the planning or delivery of this activity has any relevant financial relationships to disclose.