

Physician Leadership Program

DEVELOPED IN PARTNERSHIP WITH BC HEALTH AUTHORITIES, BC PATIENT SAFETY QUALITY COUNCIL AND UBC FACULTY OF MEDICINE



UBC SAUDER
SCHOOL OF BUSINESS

Executive Education

PROGRAM OBJECTIVE

As leaders in health care rise in formal responsibility, relationship-building, communication, and interpersonal skills are key indicators of success. This imperative requires a shift from the traditional, autonomous culture to a mindset of teamwork, shared decision making, collaborative communication, and inspirational leadership.

The objective of this innovative program is to deliver the leadership knowledge, behaviours, and skills that senior physicians need to effectively engage in the planning, delivery, and transformation of our health care system. Participants will acquire meaningful new perspectives on health care leadership, and develop a practical, broad-based set of skills to work up and down multiple levels of organizations and across multiple health care contexts.

This program was created by collaboration between B.C. Health Authorities, B.C. Patient Safety Quality Council, UBC's Sauder School of Business and the UBC Faculty of Medicine. Its interdisciplinary outlook ensures a system-wide, yet well-integrated, view of both the medical and management aspects required for excellence in health care leadership.



PROGRAM OUTCOMES

By attending this program, you will:

- Know how to mobilize the strategic thinking and hands-on capabilities needed to effectively lead quality and safety improvements throughout the organization
- Build the capacity to navigate through the complex organizational environment of health care
- Create a gateway to inspired leadership thinking and effective action within the health care sector
- Recognize your many roles as a leader, and strengthen your self-awareness and the leadership impact you have on your team
- Gain deeper insights into how to engage, inspire, and motivate your team
- Feel confident initiating and implementing change at a program or organizational level
- Become more nimble in navigating health care political structures
- Enhance your critical communication, negotiation, problem-solving and decision-making skills
- Develop and nurture a physician community within B.C.

TARGET AUDIENCE

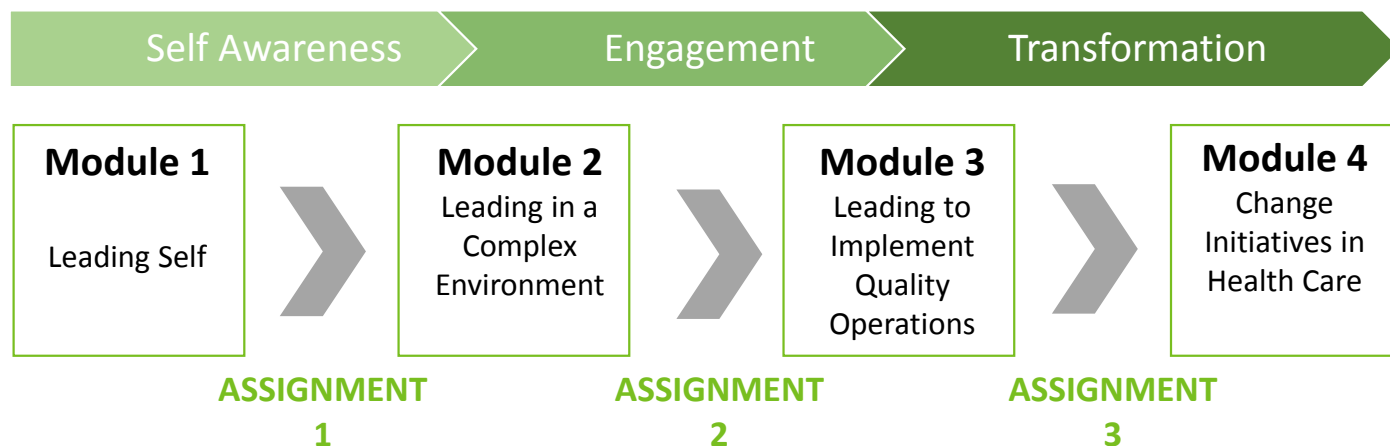
This program is designed for senior physicians who are taking on leadership roles in their health authority, and who wish to augment their medical background with applied, forward-thinking management skills. It is expected that participants will have completed some introductory management and leadership training (i.e. PMI etc.) prior to enrolling in this program.

Upon completion of the 10 day program you will be awarded a Physician Leadership Certificate from the Sauder School of Business, receive Continuing Medical Education (CME) credits as well as credits that contribute towards the Canadian College of Health Leaders Certified Health Executive (CCHL CHE) designation.

STRUCTURE, SPEAKERS, AND ASSIGNMENTS

Each module of learning offers a blend of Sauder professors bringing the latest in innovative thinking and business knowledge, mixed with domestic and international healthcare industry speakers who will present on the latest trends and business-related healthcare issues.

Between each module, you will complete assignments to build on the material taught and apply the new skills to your workplace. The Action Learning Project in Modules 2 and 3 enables you to collaborate directly with a team of operational or administrative counterparts from your health authority to influence real change in your department.



MODULE 1: LEADING SELF

Physician, Heal Thyself:
Leadership Excellence Starts
with The Self

September 23 - 25, 2021

As a leader, you cannot effectively lead others until you lead yourself. In this highly experiential three-day module, you will explore what it means to be an authentic leader, engage in difficult conversations and develop a personal leadership vision for yourself.

During this module you will:

- Understand how to align a clinical role and an administrative leadership role under a single, unified, and cohesive vision
- Expand your understanding of leadership and what it takes to make a difference during uncertainty
- Learn critical skills to identify, manage, and leverage conflict constructively and deal with disruptive behaviour and resistance appropriately
- Sharpen the skills necessary to influence and lead others through change

In this module, you will gain an understanding of the complexity in health care and how physicians can both contribute to and aid in addressing this complexity through operations management.

During this module you will:

- Build an understanding of the vast complexities in health care in order to develop the capacity to work effectively in the health care environment
- Develop multiple strategies to manage complexity and craft a system of measurable accountability for yourself and others
- Explore how to effectively engage and influence internal and external stakeholders, and build valuable professional partnerships within your organization
- Learn how to utilize operations management principles to manage complexity and deliver results
- Identify a real-time change initiative that you will tackle along with a change team

MODULE 2: LEADING IN A COMPLEX ENVIRONMENT

A Systemic Approach for
Far-Reaching Benefit

October 21 - 23, 2021





MODULE 3: LEADING TO IMPLEMENT QUALITY OPERATIONS

Mastering the Structure
and Function of Excellence

November 25 - 27, 2021

In health care, operations management includes designing and evaluating health care delivery processes, managing variability, managing quality, ensuring and measuring safety in outcomes, budgeting, scheduling and using data effectively. Operations affects the ROI and ROQ of any initiative.

During this module you will:

- Flesh out your change initiative
- Identify ways to rigorously measure the benefits of improvement initiatives and articulate the return on investment and return on quality to health authority administration
- Understand safety incidents from a systems perspective, including the concepts of resilience and reliability
- Describe the implications of unintended variation on system performance and patient outcomes
- Learn how to introduce organizational change initiatives and evaluate how changes can impact the organization before they are made
- Bring an operational counterpart onto the program with you to benefit from the learning and collaborate with you on the applied business project for your department

MODULE 4: CHANGE INITIATIVES IN HEALTH CARE

Finale and Graduation

March 11, 2022

Real change takes time to implement and time to embed. In this final one-day module, you will have the opportunity to reconnect with your peers and academic leads to bring together the learning from the program and gather feedback about the progress of your team or individual change initiatives.

During this module you will:

- Present the progress of your change initiative
- Gain feedback about the progress of your change initiative and gain fresh ideas for the continuous improvement of your initiative
- Learn about the progress of other initiatives going on within health care in B.C.
- Reflect on the learning you have gained throughout the course of this program
- Build a peer-sharing network which you can draw on as you develop in your practice – to hold one another accountable, to align initiatives, to provide feedback and to share new ideas

THE ACADEMIC LEADS



Dr. Daniel Skarlicki

Daniel is the Edgar Kaiser Professor of Organizational Behaviour at the Sauder School of Business. He teaches in the EMBA in Health Care. He taught in the Tulane University School of Public Health and Tropical Medicine and in executive programs across North and South America, and Europe and Asia. His clients have included Cathay Pacific, the Government of Canada, Vancity, YMCA and Glaxo. He has won numerous teaching and international research awards. His research interests focus on how people respond to workplace injustice and how leaders add value to organizations in turbulent times.



Dr. Mahesh Nagarajan

Mahesh is the Senior Associate Dean for Research and Professor in the Operations Division at the UBC Sauder School of Business, where he holds the Alumni Chair professorship in Stochastic optimization. He is an applied mathematician whose research looks at mathematical modelling, analysis and optimization. He has worked with various hospitals and health care systems in the US, Canada and China applying operational tools to acute settings, public health and community care.



Dr. Doug Cochrane

Doug retired from clinical practice in 2017 after a three-decade career as paediatric neurosurgeon at BC Children's Hospital and Sunny Hill Health Centre for Children in Vancouver, as well as Sick Kids in Toronto. During that time he served in numerous leadership positions throughout BC Children's Hospital, the Children's and Women's Health Centre and the Provincial Health Services Authority. He also chaired the BC Patient Safety Task Force from its inception in 2003 to the creation of the BC Patient Safety and Quality Council. A passionate leader, Doug was appointed Professor Emeritus by the University of British Columbia's Department of Surgery in 2016.

PROGRAM DELIVERY

Due to the evolving situation with COVID-19, all modules will be delivered virtually via Zoom.



ENROL OR
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Please contact VIHA to register.

medstaffdevelopment@viha.ca

All registrations must be completed by September 1, 2021.

