

LEAD ACADEMY

**Leadership • Engagement
Accountability • Development**



MAKE AN IMPACT

LEAD Academy is an intensive six-session, 12-module training experience using innovative tools and experiential learning to empower recently hired, newly appointed or previously untrained health care leaders to better understand and use their strengths. Designed for health care supervisors and managers, LEAD is built on the underlying principle that effective leadership requires productive relationships to support excellence in patient care, sustainable business objectives and a safe patient environment.

LEAD Academy sessions provide a safe environment to practice newly learned skills and align work goals and actions to support the broader vision of the organization. Engaging activities guide participants through the process of understanding differing leadership styles and overcoming the distinct challenges of being a leader. Specific program focus areas include:

- *Self-development*
- *Supporting the development of others*
- *Managing and developing a successful organization*



ACADEMY OBJECTIVES

At the conclusion of the LEAD Academy, participating health care managers will be able to:

1. Improve the performance of the people and groups that report to them
2. Enhance their contribution to the achievement of facility and system objectives
3. Increase their own self-management skills during everyday and stressful situations

OUR CURRICULUM

Classroom modules, taught by world-class facilitators, culminate with a certificate of completion. Each session can be taken individually or participants can sign up for the complete program. Organizations interested in a customized program option can contact us for more information and a quote.



OUR CURRICULUM

SESSION 1

From Peer, to Manager, to Leader

- Describe how leadership is similar and different from management/supervision, and why it is important
- State what successful leadership, management/supervision looks and sounds like
- Explain how to align job responsibilities at each level of the organization and why it matters
- List four key principles and practices that support success for supervisors and managers

Leading People Differently

- Explain how and why different people approach tasks and relationships differently
- Describe how your own behavior is influenced by preferences
- Develop improved relationships with employees who have a different “style”
- Influence people with whom you have been challenged in the past



SESSION 2

Leadership Communication Best Practices

- List the three elements that comprise effective communication
- Describe specific tools and behaviors to enhance leadership communication
- Apply communication tools with different people in different situations
- Adapt your communication style to meet the needs of your employees
- Deliver messages you don't understand or agree with, or think are just plain crazy

Coaching Employees to Higher Performance

- Define performance goals based on the needs of the employee and the organization
- Explain how various coaching approaches are different
- Demonstrate which coaching approach is best suited to support individual employee success
- Set up and facilitate a coaching meeting for maximum success
- Increase employee performance as a result of focused feedback

SESSION 3

Leading Others Through Change

- Predict your own and others' natural responses to day-to-day and event-based change
- Determine your employees' predictable responses
- Use your leadership and communication skills to help your employees and others work through issues
- Keep and adapt gentle pressure toward successful change

Managing Performance

- Create performance goals with each employee that reinforce the organization's goals
- Observe employee performance objectively
- Reduce rater biases in providing performance feedback
- Increase employee performance as a result of focused feedback





SESSION 4

Building and Leading Effective Teams

- List the four essential components of effective team work
- Clarify the team's purpose
- Define the roles and responsibilities of an effective team member
- Build on each team member's knowledge, skill, experience and interpersonal style
- Apply tools and techniques for team problem-solving and decision-making
- Measure, track and report team performance for continuous team development
- Be an advocate for your employees while still running the business

Planning and Running Effective Team Meetings

- Explain why different meetings require different processes
- Plan and open outcome-oriented meetings
- Manage meeting processes and behaviors
- Close meetings to enhance understanding, agreement and action
- Follow-up meetings to provide maximum benefit



SESSION 5

Resolving Interpersonal Conflict

- Identify common sources of conflict
- Describe five options for responding to conflict at the source and the risks and benefits of each
- Leverage your preferred style for responding to conflict and adjust it as needed
- Guide a conversation focused on productive conflict resolution between yourself and others, and between others

Organizing your Time, Work and Priorities

- Identify and overcome personal time wasters, procrastination or indecision
- Enhance a personal productivity strategy
- Handle conflicting priorities and deadlines
- Organize your workspace, phone and email
- Balance emotional energy with objectivity

SESSION 6

Why and How of Organizational Policies

- Describe the complexity of organizational behavior in health care
- Explain what is behind policies and policy administration
- Define organizational policies and describe where to find them
- Explain policies to others, providing clarification when needed
- Reinforce organizational policies

Business and Finance for Today's Health Care Leader

- Describe organizational performance measures and how to meet them, including balanced scorecards, benchmarking and dashboards
- Read a financial report and know why it matters
- Explain health care reimbursement; how hospitals get paid, third party payers and why they matter
- Complete a budget to meet specific targets





OUR FACULTY

Working with HASC, IRI Consultants designed the LEAD Academy based on its 30-year track record of helping health care organizations be more effective and successful. This is based on IRI Consultants' strong affiliations with the American Hospital Association (AHA), the American Society for Healthcare Human Resources Administration (ASHHRA), The Healthcare Roundtable, and state and regional hospital associations like HASC.

Pamela Cunningham is a Six Sigma Black Belt skilled at blending the technical with the human side of high performance. A highly regarded trainer, Pam conducted leadership training for clinical and non-clinical managers for private- and public-sector health care organizations including Marquette General Health System, BCBS Michigan, Metro Healthcare and CIGNA. She also has advised hospital executives on how to quickly and effectively resolve various organizational issues in such organizations as Lutheran, St. Vincent and Baptist Hospitals.



Marcey Uday-Riley, MSW, CPT, has been a human performance and organization development consultant for more than 25 years. For many years, Marcey was a clinical behaviorist and manager in a large, urban teaching hospital. She now helps organizations across multiple industries achieve business objectives as a consultant and trainer. She has provided executive, manager and leader training for such organizations as Metropolitan Chicago HealthCare System, Kaleida Health, Lake Regional Health System and Oakwood Health System.

Questions

If you have questions about this program, please call Karen Ochoa at (213) 538-0765 or email kochoa@hasc.org.



Registration: 7:30 a.m.; Event: 8 a.m. – 5 p.m.

Registration fees include all materials, continuing education credits, breakfast, lunch and a certificate of completion.
Visit <http://www.hasc.org/education-event/lead-academy-los-angeles-3> for more information and online registration.

Cost: \$285 per session

Please indicate session(s):

- Spring 2014 Session 4: April 25 Session 5: May 16 Session 6: June 6
Summer/Fall 2014 Session 1: July 18 Session 2: August 8 Session 3: October 3 Session 4: October 17
 Session 5: November 7 Session 6: December 5

USC Verdugo Hills Hospital, Part of Keck Medicine of USC, 1812 Verdugo Boulevard, Glendale, CA 91208-1409

First Name: _____ Last Name: _____ Preferred Name: _____

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CONTINUING EDUCATION CREDITS

Attendee must complete all contact hours for the concurrent session in order to receive continuing education credits.

- ACHE Category, Type II Credit. The Hospital Association of Southern California is authorized to award 6 hours of pre-approved ACHE Qualified Education credit (non-ACHE) for this program toward advancement, or recertification in the American College of Healthcare Executives. Participants in this program wishing to have the continuing education hours applied toward ACHE Qualified Education credit should indicate their attendance when submitting application to the American College of Healthcare Executives for advancement or recertification.
- BBS Credit: MFCCs and/or LCSW Lic. No. _____ Course meets the qualifications for 6 hours of continuing education credit for MFCCs and/or LCSWs as required by the California Board of Behavioral Sciences. (PCE #4280)
- BRN Credit: RN Lic. No. _____ Provider approved by the California Board of Registered Nursing, Provider #970, for 6 contact hours.
- CLS Credit: Provider approved by the California Department of Public Health, LFS Registration #219 for 6 contact hours.
- HRCI Credit: TBD

IMPORTANT REMINDERS

- Valid payment information must be received with your registration.
- Full academy registrants will have priority over single class registrations.
- We encourage you to register for the full academy as space may not be available for other sessions once the academy sessions have started.
- Pre-registration is required and onsite registrants may not be guaranteed a seat the day of class.
- Mail and make check payable to: HASC - Leadership Academy, Attn: Karen Ochoa, 515 South Figueroa St., Ste. 1300, Los Angeles, CA 90071.
- Fax registration form to (213) 482-8537.
- Payment is due two weeks prior to session start date.

SPECIAL NEEDS or QUESTIONS

For ADA assistance or general registration questions, contact Karen Ochoa at (213) 538-0765 or kochoa@hasc.org.

TRANSFERS

Registrants who cannot attend a session may transfer to another session within the same geographical area and year. Transfer/make-up sessions will be based on availability and cannot be guaranteed. A \$25 administrative charge will be assessed for each transferred session.

CANCELLATION

All cancellations must be requested in writing and confirmed by HASC at least two weeks prior to class start date and will be subject to a \$50 processing fee per cancelled session.

Cancellations received after the two-week deadline and non-attending registrants will be invoiced for the entire registration fee. Substitutions are accepted at any time for this program but will not be processed until full payment has been received. Fees are non-transferrable for other HASC seminars.