LEAD ACADEMY
Leadership • Engagement
Accountability • Development

LEAD ACADEMY®

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

At the conclusion of this module managers will be able to:

- Differentiate between leadership and management/supervision, and use the approach best suited to the situation
- Explain what successful leadership, management/supervision looks and sounds like
- Apply four key leadership principles and practices that support success for supervisors and managers
- Describe how job responsibilities at each level of the organization align to help the organization achieve its goals and objectives

Leading People Differently

At the conclusion of this module managers will be able to:

- Approach tasks and relationships differently with different people (using the DISC tool)
- Acknowledge how their own behavior is influenced by preferences
- Adapt their style to develop improved relationships with employees who have a different "style"
- Influence people with whom they have been challenged in the past

SESSION 2

Leadership Communication Best Practices

At the conclusion of this module managers will be able to:

- Successfully use the three communication cues that impact understanding
- Use interpretive listening to help employees and colleagues understand the reason for communication
- Deliver messages in a way that achieves the intent of the communication
- Apply the most effective communication tools with different people in different situations

Coaching Employees to Higher Performance

At the conclusion of this module managers will be able to:

- Identify coaching goals based on the needs of the employee and the organization
- Adapt their coaching approach based on the person in the situation and the desired outcome
- Plan and facilitate coaching meetings for improved or higher performance
- Increase employee performance as a result of focused feedback

SESSION 3

Leading Others Through Change

At the conclusion of this module managers will be able to:

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

Managing Performance

At the conclusion of this module managers will be able to:

- Create measurable performance goals with each employee that reinforce the organization's goals
- Observe employee performance objectively
- Reduce rater bias in evaluating performance and providing feedback
- Stay in their "Adult" persona when giving performance feedback

SESSION 4

Planning and Running Effective Meetings

At the conclusion of this module managers will be able to:

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

Building and Leading Effective Teams

At the conclusion of this module managers will be able to:

- Clarify the team's purpose and ensure a WIIFM (What's In It For Me) for all
- Define the roles and responsibilities required from team members
- Identify and build on each team member's knowledge, skill, experience, and interpersonal style
- Apply process tools and techniques to guide proactive team engagement
- Measure, track, and report team performance for continuous team development

SESSION 5

Resolving Interpersonal Conflict

At the conclusion of this module managers will be able to:

- Identify common sources of conflict
- Choose between five options for responding to conflict at the source based on the risks and benefits of each
- Adjust their preferred style for responding to conflict to achieve a productive outcome
- Facilitate and engage in a conversation focused on successful conflict resolution

Organizing Your Time, Work and Priorities

At the conclusion of this module managers will be able to:

- Identify and overcome personal time wasters, procrastination, or indecision
- Create or enhance a personal productivity strategy based on strengths and limitations
- Prioritize requests, requirements and deadlines
- Organize and manage their workspace, phone, and e-mail

SESSION 6

Why and How of Organizational Policies

At the conclusion of this module managers will be able to:

- Explain the impact of the dynamics that drive organizational behavior in health care
- Create policies that establish or reinforce the desired organizational culture
- Interpret and communicate organizational policies and ensure understanding and buy-in to increase compliance
- Administer and reinforce organizational policies

Business and Finance for Today's Health Care Leader

At the conclusion of this module managers will be able to:

- Read a financial report and know why it matters
- Explain health care reimbursement; how hospitals get paid, third-party payers and why they matter
- Describe the relationship between a department's finances and the hospital's finances
- Explain organizational performance measures and how to use them

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 multiple facilities.

CONTINUING EDUCATION CREDITS PER SESSION

The Hospital Association of Southern California is authorized to award 7 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 an application to the American College of Healthcare Executives for advancement or recertification.*

Provider approved by the California Board of Registered Nursing, Provider #970, for 8 contact hours.*

Provider approved by the California Department of Public Health, LFS Registration #219, for 8 contact hours.*

This program has been submitted to the HR Certification Institute for review.

*Only 4 contact hours are awarded for session 5.

Questions?

If you have questions on this program please contact Sherita Rogers at (213) 538-0767 or **srogers@hasc.org**.

LEADERSHIP · ENGAGEMENT · ACCOUNTABILITY · DEVELOPMENT

2020 Sacramento LEAD Academy

Location Sessions 1, 3, 4 and 5: Tsakopoulos Library Galleria, 828 I St, Sacramento, CA 95814
Location Sessions 2 and 6: State Building & Construction Trades Council of California, 1231 I St #302, Sacramento, CA 95814

Registration fees include all materials, continuing education credits, breakfast, lunch and a certificate of completion.
Fax or Email registration to: (213) 538-0789 or srogers@hasc.org
Cost $358 per session

❑ SESSION 1: April 27   ❑ SESSION 2: May 14   ❑ SESSION 3: June 26
❑ SESSION 4: July 17   ❑ SESSION 5: August 28   ❑ SESSION 6: September 24

First Name: _____ **Last Name:** _____ **Nick Name**: _____

Organization: _____

Title: _____

Address: _____ **City:** _____ **State:** _____ **Zip:** _____

Phone: (____) _____   **Email** *(required)*:_____

CONTINUING EDUCATION CREDITS PER SESSION

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

❑ **ACHE Credit:** The Hospital Association of Southern California is authorized to award **8** hours of pre-approved ACHE
Qualified Education credit for this program toward advancement, or recertification, in the American College of Healthcare Executives. Participants in this program who wish to have the continuing education hours applied toward ACHE Qualified Education credit must self-report their participation. To self-report, participants must log into their MyACHE account and select "My Education Credit" to log hours earned.*
❑ **BRN Credit:** RN License #_____ (Provider approved by the California Board of Registered Nursing, CEP #970 for **8** contact hours.)*
❑ **CLS Credit:** Provider approved by the California Department of Public Health, LFS Registration #219 for **8** contact hours.*
❑ **HRCI Credit:** This program has been submitted to the HR Certification Institute for review.

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—LEAD Academy, Attn: Sherita Rogers, 515 S. Figueroa St., Ste. 1300, Los Angeles, CA 90071.
• Fax registration for to (213) 538-0987.
• Payment is due two weeks prior to session start date.
• **Photo Release:** You may be photographed or videotaped at the event.
  HASC reserves the right to use these items in promotional, marketing, educational and other materials.
* Only 4 contact hours will be awarded for session 5.

SPECIAL NEEDS OR QUESTIONS
For ADA assistance or general registration questions, contact Sherita Rogers at (213) 538-0767 or srogers@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 **$100** 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 $150 processing fee per canceled 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-transferable for other HASC seminars.*

I have read and understand the cancellation, transfer policy and reminders.   Initials _____   Date: _____