



The Foundation For Medical Excellence  
presents

# Northwest Healthcare Leadership Institute

In cooperation with:  
Oregon Association of Hospitals & Health Systems



The Northwest Healthcare Leadership Institute advances community health within the Pacific Northwest by educating health care leaders in diverse roles, disciplines and organizations.

## Purpose of the Institute

The Northwest Healthcare Leadership Institute applies a local lens to national healthcare priorities and imperatives. Its unique cross-institutional design prepares healthcare leaders in the Pacific Northwest to collaborate with peers to build a stronger, more innovative healthcare delivery system amidst unprecedented transformation.

A graduate will be prepared to:

- Advocate, collaborate, innovate and adapt to succeed within a largely unknowable future
- Achieve goals by leveraging individual leadership strengths and overcoming blind spots
- Recognize how personal values, resilience and leadership behaviors impact organizational performance and health
- Understand how to make strategic decisions given the economic realities and implications of the healthcare industry

## Who should participate in this program?

The Institute is designed for current and future leaders in healthcare. Both tracks are open to physician leaders and non-physician leaders in recognition that elevated organizational performance depends on integrating a variety of skill sets, experiences, and the ability to unify a diverse workforce.

The content areas include:

- Strategic collaboration
- Adaptive and complex change
- Leadership development and emotional intelligence

Sessions are highly interactive and focus on skill development. Specific attention to personal awareness will be a theme throughout the entire program because leadership effectiveness relies on highly evolved interpersonal skills and self-knowledge.

## Guest Faculty:

Joni Mar, BA, BJ, CPCC, CNTC, MCC

– Joni Mar and Associates, Leadership and Executive Team Coach, Vancouver, British Columbia

Krista Hirschmann, Ph.D., Enhance Consulting, LLC, Allentown, Pennsylvania

Anthony Suchman, M.D., Founder and Senior Consultant Relationship Centered Health Care Institute, Rochester, New York

## Core Faculty:

Ellen Singer, M.D., FAAP, FACP, Medical Director, TFME

Paula Liddell, RN, Organizational Consultant, NW Permanente, PC

Barry Egener, M.D., Faculty + Consultant, TFME

Brad Fortier, MA, Organizational Consultant

## Consulting Faculty:

Lisa Goren, MS, Organizational Consultant, Legacy Health System

## What are the Institute Requirements?

In order to maximize learning in the classroom environment and within the workplace setting, participants will engage in several leadership development activities including:

- Attendance at four, one-day sessions (8:00 am-5:00 pm); two Friday evening dinners immediately following class or the evening before class. All sessions will be held the OMEF Event Center (OMA building) in SW Portland
- Design and implementation of a project to serve the sponsoring organization
- Two meetings with organization sponsor to align learning with organizational goals and to review project design
- Completion of Hogan Leadership Assessment (individualized survey tool and self-assessment instrument) prior to beginning the Institute
- Participation in three one-on-one leadership coaching sessions based on personal learning goals and the results of the Hogan Leadership Assessment

## Session 1

### **Conscious Leadership: Leading with Intention and Attention**

**Dates: Friday, October 25, 2019 (Track One) Saturday, October 26, 2019 (Track Two)**

Guest Faculty and Keynote Speaker: Joni Mar, MCC, Healthcare Executive Coach and Consultant

Core Faculty: Ellen Singer, M.D., and Paula Liddell, RN

Session Objectives:

- Review the expectations and outcomes for the Leadership Institute
- Identify the core attributes today's healthcare leaders need to embody in order to lead within an uncertain and dynamic environment
- Review Hogan Leadership Assessment results and gain a deeper understanding for how ones' values, motivations, strengths and blind spots impact leadership effectiveness
- Create a leadership action plan that supports personal growth and can be applied to leading a specific project within your organization
- Practice strategies to improve personal awareness and moment by moment problem solving in meetings and team project design

Prior to Session 1, participants will complete the Hogan Leadership Assessment suite to provide personalized insight into opportunities to develop leadership capabilities, well-being and resilience.

## Session 2

### **Facilitating Collaboration: Coming Together Without Coming Apart**

**Dates: Friday, November 15, 2019 (Track Two), Saturday, November 16, 2019 (Track One)**

Guest Faculty & Keynote Speaker: Krista Hirschmann, Ph.D., Enhance Consulting, LLC

Core Faculty: Ellen Singer, M.D., Paula Liddell, RN, and Barry Egener, M.D.

Session Objectives:

- Identify personal communication strengths and gaps
- Learn tools for managing disruptive behavior and conflict from leadership and institutional perspectives
- Build collaborative relationships within an organization and across competing institutions

## Session 3

### **The Illusion of Control: Transforming How We Manage Change**

**Dates: Friday, January 24, 2020 (Track One), Saturday, January 25, 2020 (Track Two)**

Guest Faculty & Keynote Speaker: Anthony Suchman, M.D., Founder and Senior Consultant Relationship Centered Health Care

Core Faculty: Ellen Singer, M.D., Paula Liddell, RN, and Brad Fortier, MA

Session Objectives:

- Identify the components of complex adaptive change
- Understand how to operationalize and execute organizational change
- Collaborate on creating a culture that is resilient in the face of change
- Re-evaluate project challenges and success and design with colleagues

## Session 4

### **Envisioning Our Future: Transforming Mindsets to Transform Care**

**Dates: Friday, February 28, 2020 (Track Two), Saturday, February 29, 2020 (Track One)**

Guest Faculty & Keynote Speaker: Joni Mar, MCC, Healthcare Executive Coach and Consultant

Core Faculty: Ellen Singer, M.D., and Paula Liddell, RN

Session Objectives:

- Learn to shift from a fixed mindset to a growth mindset
- Develop and enroll others in a compelling leadership vision
- Review the experience and outcomes of the Leadership Institute
- Learn and practice techniques of effective coaching conversations

## Application Process: Leaders can apply by sending the following materials:

- Curriculum Vitae
- 1-2 page letter from a sponsoring executive or immediate supervisor.  
The letter should indicate the track for which you are applying and outline the leadership roles and responsibilities you have had within the organization. The letter should highlight the reasons the program would benefit you and enhance your leadership impact within your organization and the Northwest region.
- 1-2 page personal statement indicating the leadership goals you hope to achieve by attending this program and the valuable perspective you bring to the learning environment.

Maximum enrollment for each Track is 16 students. Program tuition for each track is \$5,500 which includes the four sessions, leadership coaching between sessions, meals during each session, two dinners and one leadership assessment. Please note: Hotel accommodations are not included in tuition.

All application materials are due no later than **August 30, 2019**. Early applications are encouraged because acceptance into the Institute will occur on a rolling basis.

Address all application materials to Ellen Singer, M.D., c/o The Foundation for Medical Excellence, 11740 SW 68th Parkway, Suite 125, Portland, Oregon 97223

Questions, please contact TFME at 503-222-1960 or review the program information on the website at [www.tfme.org](http://www.tfme.org)

### Track One sessions:

Friday, October 25, 2019  
Saturday, November 16, 2019  
Friday, January 24, 2020  
Saturday, February 29, 2020

### Track Two sessions:

Saturday, October 26, 2019  
Friday, November 15, 2019  
Saturday, January 25, 2020  
Friday, February 28, 2020

## Graduation and ACCME Accreditation Credits

At the completion of the 4 sessions track, participants will receive a certificate of achievement and CME credits.

The Foundation For Medical Excellence is accredited by the Accreditation Council for Continuing Medical Education to provide continuing medical education for physicians.

The Foundation For Medical Excellence designates this live activity for a maximum of **36 AMA PRA Category 1 credit(s)<sup>TM</sup>**. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

## Who Is TFME?

The Foundation for Medical Excellence (TFME) was founded in Portland, Oregon in 1984 as a non-profit organization promoting excellence in healthcare and advancing sound health policy through education, collaboration and research. [www.tfme.org](http://www.tfme.org)

## What graduates say about the program:

*"The structure of this cohort has changed my leadership approach and perspective. I have been able to engage in deep reflection and better myself as a person and as a leader."*

*"The NWLI has given me additional confidence and knowledge that regardless of my discipline, we all share similar challenges and barriers."*

*"Increased my self-awareness of the impact of my weaknesses on others."*

*"I now define effective leadership as concentrating on the why as opposed to the how or what. The why is especially important to help guide leaders through the disruptions and uncertainty in the current state of medicine."*

*"Every week I took away something essential that will impact me as a leader. Being a vulnerable and authentic leader was previously a 'nice to have' and something I aspired to. I now feel like I have the tools to be such a leader."*