

TELFER EXECUTIVE PROGRAMS

Champlain LHIN Senior Leadership Program

Program Prospectus

The Champlain LHIN Senior Leadership Program is an executive development program delivered through a partnership between the Telfer School of Management (University of Ottawa) and the Rotman School of Management (University of Toronto). The program is designed to address the leadership development needs of executives and physician leaders and to improve opportunities for networking and collaboration between individuals and organizations. Participants in the program are sponsored by the leaders of health service providers both large and small from across the Champlain LHIN. The program is also endorsed and sponsored by the Champlain LHIN organization. The program will be offered for the ninth year starting in October 2018.

The program is led by Academic Director Brian Golden, Sandra Rotman Chaired Professor of Health Sector Strategy, Rotman School of Management, University of Toronto.

WHO SHOULD ATTEND

Thirty-four participants attended the 2016-2017 program from 14 different Champlain LHIN organizations. There was a broad mix of professional disciplines and responsibilities represented, from clinical and nursing to human resources, finance and support services. There has been a steady increase in the participation of smaller, non-hospital organizations since the program began in 2010. Invitations are extended to every organization within the Champlain LHIN including those outside of the National Capital Region. The level of interest shown by these organizations has been extremely high which highlights the impact that the program has on increased collaboration and networking across the Champlain LHIN.

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“This program pushed me to think about my leadership style and how it affects those around me and my ability to lead change. The time away from the office with other leaders and experts gave me the space I don't often afford myself to step back and view things through a different and unbiased lens, i.e. those around me weren't invested in my day to day successes or failures. It was very worthwhile. Thank you!”

“Thank you for this great opportunity!! I made new connections and it gave me a better appreciation/depth of who I am as a leader and what my role is in my institution. I wasn't quite sure initially why I was invited to come to this; now I understand and truly appreciate the value and honour to have been part of this.”

To learn more about the **Champlain LHIN Senior Leadership Program** or to register:

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“Overall [I] found this an excellent and enriching experience. Amazing faculty, staff, and program - excellent model of adult education. Felt very hospital focused but provided an opportunity to dialogue/demonstrate similarities and connectedness of other health care providers, agencies. Fantastic opportunity to network...Great use of group work - liked that it changed...Thank you.”

“Thank you very much for the time and effort taken to develop such excellent content and presentations.”

“Really enjoyed the course. Faculty and staff were knowledgeable and skilled. Excellent. 2-day modules with the break in between allowed for reflection and an opportunity to try things we learned. Course material and style of teaching allowed for reflection about one's own approach to leading and managing.”

CURRICULUM OVERVIEW

The program consists of four 2-day modules of classroom-based activity, each approximately 6 weeks apart. The program starts in October of each year and concludes in February-March of the following year. Each of the four modules addresses specific thematic elements of the program and includes presentations, case studies, group exercises and simulations. The program combines the disciplines of health system administration and executive leadership. It provides a challenging opportunity for personal growth and development and also supports the creation of a network of collaborative relationships across the region that provides benefits for the individual participants as well as for the broader integration initiatives of the LHIN. The seniority and diversity of participants creates a unique forum and network for discussion, reflection and learning that creates a superbly rich development environment.

The program focuses on developing capabilities and skills in the following competencies.

Personal Leadership Skills

These are critical skills for the new world of healthcare. Our approach to healthcare leadership focuses on setting and communicating direction (establishing vision), creating conditions for effective engagement with others (inspiring motivation), and enlisting the support of stakeholders (achieving alignment).

Management of Change

Participants will learn a systematic approach to managing change and a process for working with individuals and groups, both inside and outside of their organization.

Leadership Self-awareness and Political Intelligence

Self-awareness is a critical asset for an effective healthcare leader. Participants will be exposed to techniques for enhancing their Emotional Intelligence and developing their personal leadership style and preferences.

Application of Managerial Tools

Participants will be exposed to a range of tools in the areas of planning, organizing, and measuring. These tools are embedded in the Rotman approach to Integrative Thinking that is used as a guiding principle for this program.

The overall session schedule for the 2017-2018 cohort is provided in an attachment to this prospectus.

OVERALL EVALUATION OF THE 2016-2017 COHORT

Throughout the program, extensive evaluations were conducted of each individual session, each module and the overall program. The key results are summarized below.

The overall evaluation of the program continues to be excellent: **100% of respondents said they would recommend the program to a colleague** and extensive comments were made regarding the value they received on specific sessions and discussions. A summary of the data from the 2016-2017 evaluation reports is presented as an attachment to this prospectus.

Participants were asked to indicate which elements of the program had the greatest value for them and what they would be able to do differently as a result. We also asked what topics participants would have found helpful that were not covered. Some of the most frequent responses are provided below:

Which session or activity had the most value?

- All had value - it is hard to pick just one
- Working through a change management simulation and learning the difference pieces involved in creating change
- The use of simulations, videos, and group exercises to learn on different topics
- Dialogues with invited guest speakers (local CEOs)
- Leading through chaos – learning to navigate leadership challenges in complex situations

What are you now able to do differently?

- Relate to my team
- Take more time for self-reflection
- Support and contribute to the team in a positive way
- Coach senior team on leadership and change
- Be a conscious leader and lead with confidence
- Define issues in greater detail; plan and think them through
- Share knowledge, enable others and grow leaders

Suggestions for topics that were not covered but would have been useful

- Even more discussion and practice with leadership techniques
- Funding models in healthcare
- Project management
- Respect in the workplace

CONCLUSION

The Champlain LHIN continues to break new ground by offering this program and by bringing together executives and physician leaders from a diverse range of healthcare institutions and professions. The Program has clearly met a very significant need within the LHIN to improve leadership capabilities, which will in turn improve the degree of integration and the effectiveness and efficiency in the delivery of healthcare services across the region.

The collaboration of Telfer and Rotman throughout the design, development, and delivery of the program continues to be productive and positive. The leaders and instructors involved from both institutions look forward to continuing to work with all of the CLHIN organizations as we prepare for the eighth cohort of this flagship leadership development program.

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PROGRAM SCHEDULE

	DATE	SESSION	FACILITATOR
Module 1	October 10, 2018, 8h00 – 16h30		
	Morning	Program Welcome and Introductions	
		Designing High Performance Health Systems	Brian Golden
	Afternoon	Political Intelligence: The Psychology of Persuasion & Influence	Brian Golden
	October 11, 2018, 8h00 – 16h30		
	Morning	Leading High Performance Teams	Lynn Davies
Afternoon	Managing Difficult Conversations	Lynn Davies	
Module 2	November 21, 2018, 8h00 – 16h30		
	All Day	Negotiating Change & Conflict Resolution	Glen Whyte
	November 22, 2018, 8h00 – 16h30		
	Morning	Performance Management: Balanced Scorecards	Greg Richards
	Afternoon	Leadership Styles & Skills	Mike Miles
Module 3	January 9, 2019, 8h00 – 16h30		
	All Day	Innovation and Design	Jennifer Riel
	January 10, 2019, 8h00 – 16h30		
	Morning	Collaboration across Organizations	Ingrid Richter
	Afternoon	Leading Change	Brian Golden
Module 4	February 20, 2019, 8h00 – 16h30		
	All Day	Leading Change: Simulation	Brian Golden
	February 21, 2019, 8h00 – 18h00		
	Morning	Developing your Personal Leadership Agenda	Mike Miles
	Afternoon	Aligning Self, Organization, and System	Brian Golden
		Graduation & Reception	

SUMMARY DATA FROM PROGRAM EVALUATION REPORTS, 2016-2017

Overall Evaluation (on a scale from 1 to 7)*

Overall rating of the program	6.3
Applicability to your work	6.4
Quality of the faculty	6.5
Usefulness to you as a leader	6.3

Evaluation of Individual Modules (on a scale from 1 to 7)*

	1. Strategic Leadership	2. Managing Self & Others	3. Managing Change	4. Operational Excellence
Achieved value from learning	6.4	6.3	6.5	6.4
Relevance of content	6.3	6.5	6.4	6.6
Administrative support	6.7	6.8	6.6	6.8
Overall Module rating	6.4	6.7	6.6	6.6

* Data is based on voluntary participation in evaluation process. Participation rate was between 25-50% (out of a possible 34 participants).

Program Recommendation

Would you recommend this program to your colleagues?	<u>Yes</u> 100%	<u>No</u> 0%
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