

## TELFER EXECUTIVE PROGRAMS

# Regional Health Senior Leadership Program

## Program Prospectus

The Regional Health Senior Leadership Program, *formerly known as 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, senior managers, 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 region.

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

Twenty participants attended the 2017-2018\* program from 14 different organizations within our region. 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 area 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 healthcare landscape.

\* This program was on hiatus in 2018-2019 but will be resuming in 2019-2020 for its ninth cohort.

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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 **Regional Health Senior Leadership Program** or to register:

Centre for Executive Leadership  
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Ottawa Ontario K1P 6B9

telfer.uOttawa.ca/executiveprograms  
[executiveprograms@telfer.uottawa.ca](mailto:executiveprograms@telfer.uottawa.ca)  
613-562-5921



***“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 for helping to add so many new tools into my leadership toolkit.”***

***“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 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 healthcare system. 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 2017-2018 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 2017-2018 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. The enthusiasm of teachers and the different perspectives/mix of other leader perspectives were valuable (i.e. helping further define what "LEAN" is to a novice such as myself.)
- The entire program will definitely help me develop as a leader.

**What are you now able to do differently?**

- Prepare for meetings with my Vice-President.
- Knowing when & how to bring up issues.
- Have better understanding of meeting perspectives.

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

- A little more on leadership styles.

**CONCLUSION**

This partnership continues to break new ground by offering this program and by bringing together executives, senior managers and physician leaders from a diverse range of healthcare institutions and professions. The Program has clearly met a very significant need within the local healthcare landscape 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 regional organizations as we prepare for the ninth cohort of this flagship leadership development program.

For more information or to register, contact us:

[www.telfer.uOttawa.ca/executiveprograms](http://www.telfer.uOttawa.ca/executiveprograms)

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Ottawa ON K1P 6B9

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**PROGRAM SCHEDULE**

Day	Topic	Date	Time
	<b>Module 1</b>		
1	Designing High Performance Health Systems Political Intelligence: The Psychology of Persuasion & Influence	October 16, 2019	08:00-16:30
2	Leading High Performance Teams Managing Difficult Conversations	October 17, 2019	
	<b>Module 2</b>		
3	Negotiating Change & Conflict Resolution	November 18, 2019	08:00-16:30
4	Performance Management: Balanced Scorecards Leadership Styles & Skills	November 19, 2019	
	<b>Module 3</b>		
5	Innovation and Design	January 8, 2020	08:00-16:30
6	Collaboration across Organizations Leading Change	January 9 2020	
	<b>Module 4</b>		
7	Leading Change: Simulation	March 25, 2020	08:00-16:30
8	Developing your Personal Leadership Agenda Aligning Self, Organization, and System Graduation & Reception	March 26, 2020	08:00-18:00

*\*Schedule subject to change.*

**SUMMARY DATA FROM PROGRAM EVALUATION REPORTS, 2017-2018\***

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

Overall rating of the program	6.0
Applicability to your work	5.5
Quality of the faculty	6.0
Usefulness to you as a leader	6.0

**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	6.5	6.3	6.4	6.5
Relevance of content	6.4	6.3	6.6	6.4
Administrative support	6.5	6.1	6.5	6.3
Overall Module rating	6.4	6.1	6.5	6.3

**Program Recommendation**

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

\* This program was on hiatus in 2018-2019; therefore, there is no available data from last year.

\*\* Data is based on voluntary participation in evaluation process. Participation rate was between 20-25% (out of a possible 20 participants).