

Canadian Conference on Physician Leadership

Fairmont The Queen Elizabeth Hotel • Montreal, Quebec

Diversity, Inclusion & Engagement: The Leadership Challenge

April 26-27, 2019

2 Day Pre-conference courses – April 24-25, 2019

Building and Leading Teams

Leading with Emotional Intelligence

Personal Leadership: Identifying Your Core Values and Vision

1 Day Pre-conference courses – April 25, 2019

Leading Coalitions: Navigating Cultural and Professional Silos

New — Just Culture

Nouveau en français — Culture juste

Conference at a glance

PRE-CONFERENCE COURSES

Apr 24-25, 2019 Pre-conference Courses 2 days 8 am - 5 pm

Building and Leading Teams Physicians are forced to act as experts – not only because of their training, but also because the structure and culture of the health system force them into that expert role. As a result, physicians can struggle when asked to practice systems thinking and engage in the transformation of the health and disease care system.

This course helps physicians understand and practice systems thinking in an interactive way, and makes large complex systems more understandable to live in and influence. Systems thinking will come alive through exercises, learning through a virtual organization and working on a case action plan.

Leading with Emotional Intelligence Emotional intelligence (EI) is considered a critical healthcare leadership competency, where it has been demonstrated to impact effectiveness in all clinical settings—from the boardroom and chairperson’s office to the ward and bedside. EI can be defined as the ability to identify, express and manage both your own emotions and others, in order to motivate, cope with stress, and help make good decisions. EI has been shown to impact the quality of care, communication, stress and burnout. This course is targeted for all physicians, regardless of where they are along their career trajectory since emotional skills are always relevant. The course will utilize an indepth assessment that will highlight emotional strengths and derailers.

Personal Leadership: Identifying Your Core Values and Vision To lead others, you must first know yourself. Personal leadership and self-awareness is having a strong sense of self, and knowing what your strengths and weaknesses are. This core course promotes greater self-awareness as you learn to examine your values and principles, thinking patterns, assumptions and leadership vision.

The course uses a variety of tools and techniques to help you develop the self-awareness you need to identify and build your approach to leadership. In the course, you will explore the complexity of roles, values, challenges and satisfactions of physician leadership. You will discuss the relevance of your personal values and vision in becoming an effective leader. You will establish a personal vision to guide you in decision-making and create a professional development action plan for your leadership practice.

Apr 25, 2019 Pre-conference Courses 1 day 8 am - 5 pm

New – Just Culture Learn how to create and manage a “just culture.” A just culture establishes a consistent organizational mindset that positively impacts the work environment and work outcomes. It allows an organization, fairly and consistently, to manage mistakes and errors in a way that does not automatically punish and to analyze system design and human behaviours to understand what happened and why. This allows for true learning and system improvement. Central to its application is the Just Culture Algorithm™, an effective tool to provide a just and consistent analysis of human behavioural choices and how they should be managed.

Nouveau – Culture juste Apprenez comment créer et gérer une « culture juste ». Une culture juste établit une mentalité organisationnelle cohérente qui a une incidence positive sur le milieu de travail et les résultats des travaux accomplis. Elle permet à une organisation de gérer de façon juste et uniforme les erreurs, sans toutefois punir automatiquement les responsables. Elle permet aussi d’analyser la conception des systèmes et les comportements humains pour comprendre ce qui s’est passé et pourquoi. Cette analyse permet un véritable apprentissage et une réelle amélioration des systèmes. Au cœur de son application est le Just Culture Algorithm™, un outil efficace pour fournir une analyse juste et uniforme des choix comportementaux humains et de la façon dont ils devraient être gérés.

Leading Coalitions: Navigating Cultural and Professional Silos The increasing complexity of the health care system requires the formation of successful coalitions between stakeholders with different values and interests. Coalitions are strategic relations between organizations, societies/associations, community agencies, and other independent bodies for the purpose of working together to achieve a common goal. This course helps stakeholders in the health care system, especially physicians, understand various types of coalitions, experience the challenges and opportunities of cultural diversity, and learn the skills and theory needed to lead coalitions toward achieving results. Using experiential and interactive exercises, virtual yet realistic coalitions will be created, as well as situations that trigger visceral reactions to the experience of cultural differences and misunderstanding within coalitions.

see full course descriptions starting on page 13

April 26-27, 2019

Conference at a glance Friday, April 26 – Day 1

DAY 1 MORNING

7:00-8:00 am REGISTRATION (Parc Mont-Royal Foyer) BREAKFAST (Square Dorchester)

8:00-8:15 am Welcome and Introductions Dr. Becky Temple, CSPL President (Place du Canada)

8:15-9:15 am KEYNOTE ADDRESS: Where have all the “Boomers” gone? And the times they are a changing... Linda Duxbury, PhD, Professor at the Sprott School of Business, Carleton University, Ottawa, ON

9:15-10:15 am KEYNOTE ADDRESS: Looking beyond social accountability: diversity and inclusion for excellence Gurdeep Parhar, MD, Executive Associate Dean and Clinical Professor, Faculty of Medicine, UBC

10:15-10:45 am BREAK (Mont-Royal Foyer)

10:45 am-12:15 pm WORKSHOP SESSION 1

- A.** Bringing mindfulness to leadership
- B.** Gender, sexual diversity, and health: essential information for caregivers
- C.** Putting LEADS to work: enabling physicians to lead health system improvement
- D.** #HeForShe: men as allies of women leaders in medicine
- E.** Human rights 101 for physicians
- F.** Leadership essentials: strategies for negotiation and persuasion
- G.** The self-deception trap: how mindset dramatically affects inclusion and engagement
- H.** The importance of dialoguing with boards: physicians missing in action?

12:15-1:25 pm LUNCH (Square Dorchester)

1:30-3:00 pm WORKSHOP SESSION 2

- A.** Bringing mindfulness to leadership
- B.** Gender, sexual diversity, and health: essential information for caregivers
- C.** Putting LEADS to work: enabling physicians to lead health system improvement
- D.** Inclusive leadership: leading those who are different from you
- E.** Human rights 101 for physicians
- F.** Leadership essentials: strategies for negotiation and persuasion
- G.** The self-deception trap: how mindset dramatically affects inclusion and engagement
- H.** Driving access to health information in Canada

3:00-3:25 pm BREAK (Mont-Royal Foyer)

3:30-4:00 pm AWARD CEREMONY: Celebrating CCPEs and CSPL Award of Excellence (Place du Canada)

4:15-5:15 pm PLENARY PANEL SESSION Personal medical leadership journeys via the pathways of diversity and inclusivity, Facilitator: Dietrich Furstenburg, MD, Northern Interior Rural Medical Director, Northern Health, Quesnel, BC

5:15-7:00 pm WELCOME RECEPTION - Everyone welcome! (Mont-Royal Foyer)

Please join us for a drink, appetizers, great conversation, and even have your photograph taken by a professional onsite photographer.

DAY 1 AFTERNOON

Conference at a glance Saturday, April 27 – Day 2

DAY 2 MORNING

7:30-8:25 am CSPL Breakfast and Business Meeting - all CSPL members welcome

7:45-8:25 am REGISTRATION (Mont-Royal Foyer) BREAKFAST (Square Dorchester)

8:30-8:45 am Welcome and introductions, Rowland (Rollie) Nichol, MD - Incoming CSPL President (Place du Canada)

8:45-9:45 am KEYNOTE ADDRESS: The power of kindness: a personal and professional search Brian Goldman, MD, Canadian emergency physician, author, public speaker, and radio personality, Toronto, ON

9:45-10:45 am KEYNOTE ADDRESS: Unconscious bias and challenges to fair assessment Maydianne Andrade, PhD, Vice-Dean of Faculty Affairs and Equity, University of Toronto, Scarborough, ON

10:45-11:15 am Break (Mont-Royal Foyer)

11:15 am-12:45 pm Workshop session 3

- A.** Patient and family engagement: are you ready?
- B.** Establishing a quality management framework in health care: a physician leadership challenge
- C.** Listening at the next level: coaching competencies for leaders
- D.** Engagement and well-being: actionable insight
- E.** Managing physician performance: the importance of natural justice
- F.** Management essentials: an overview of the role of financial and managerial accounting in the work of the physician executive
- G.** The way forward to a culture of equity and diversity in medicine: how far we've come, how far we have to go, and how to get there
- H.** Physicians enabling change through conversation: applying the OBREAU Tripod

12:45-2:00 pm Lunch (Square Dorchester)

12:45-2:00 pm Special Invite: CCPE LUNCHEON - OPEN TO ALL CCPE RECIPIENTS

2:00 pm-3:30 pm Workshop session 4

- A.** Patient and family engagement: are you ready?
- B.** Establishing a quality management framework in health care: a physician leadership challenge
- C.** Coaching and mentoring moments
- D.** Engagement and well-being: actionable insight
- E.** Managing physician performance: the importance of natural justice
- F.** Management essentials: an overview of the role of financial and managerial accounting in the work of the physician executive
- G.** The way forward to a culture of equity and diversity in medicine: how far we've come, how far we have to go, and how to get there
- H.** Physicians enabling change through conversation: applying the OBREAU Tripod

Keynote Address Friday, April 26 – Day 1 8:15-9:15, 9:15-10:15



Where have all the “Boomers” gone? And the times they are a changing...

Linda Duxbury, PhD, Professor at the Sprott School of Business, Carleton University, Ottawa, ON

In 2016, Millennials (those born 1981–1996) became the largest group in the North American workforce supplanting the Baby Boomers who had held this spot for many decades. The number of Millennials currently in the workforce (or in the educational pipeline for professional positions) also exceeds the number of Gen Xers. This trend will continue over time as Boomers retire while the Millennial workforce grows as more finish school and enter the labour market. Many Millennials are also first-generation immigrants to Canada. This talk addresses the increasing need for key decision-makers to understand generational differences in work attitudes and values. It begins by summarizing the key demographic shifts that have resulted in a situation where cultural norms and expectations established by the Baby Boomers over several decades are at odds with the majority of workers today. **Learning Objectives**

- Illustrate the demographic shifts that have occurred over the past 50 years and their impact on the workplace
- Explain why health care practitioners need to change how they relate to and manage those who are in different generations from themselves
- Identify what different generations of employees want from their employer and their immediate manager

With a master's degree in chemical engineering and a PhD in management sciences from the University of Waterloo, Linda Duxbury has completed major studies on balancing work and family with over 70,000 participants in the public, private, and not-for-profit sectors. She is currently conducting a national study looking at issues associated with balancing work and caregiving. Dr. Duxbury has published widely in both the academic and practitioner literature in the areas of work-family conflict, change management, supportive work environments, stress, telework, the use and impact of office technology, managing the new workforce, and supportive management. She has also given over 400 plenary talks on these issues. Dr. Duxbury has received numerous awards and honours.

Keynote Address Friday, April 26 – Day 1 8:15-9:15, 9:15-10:15

KEYNOTE ADDRESS



Looking beyond social accountability: diversity and inclusion for excellence

Gurdeep Parhar, MD, Executive Associate Dean and Clinical Professor, Faculty of Medicine, University of British Columbia, Vancouver, BC

Inclusion, equity, and diversity in health care are often positioned as goals because they are part of an institution's social responsibility and accountability mission. Historically, working toward these goals because that's the "right thing to do" has resulted in variable levels of success. To achieve institutional excellence in education, research, and clinical service, inclusion, equity, and diversity must be made a priority. **Learning Objectives** • Demonstrate the importance, and mitigate the impact, of unconscious bias and stereotyping • Identify strategies that will enhance the recruitment, selection, support, retention, and promotion of diverse health professionals • Explain the importance of policies, procedures, and practices that will lead to the best clinical care for diverse patient populations

Dr. Parhar's current role combines two portfolios in the faculty of medicine: clinical affairs and equity and professionalism. Until March 2015, Dr. Parhar served as the acting associate vice-president for equity and inclusion at UBC. Previously, he was co-acting head and associate head of the university's Department of Family Practice. Dr. Parhar's clinical practice focuses on immigrants, refugees, workers' health, and patients with severe disabilities. His teaching in undergraduate and postgraduate programs includes professionalism, equity, cultural safety, psychosocial aspects of health care, and medical disability. He is currently the principal investigator in studies employing interprofessional models to address issues important to underserved populations, particularly Indigenous peoples, immigrants, refugees, and those belonging to lower-status socioeconomic communities.

Workshop session 1 Friday, April 26 – Day 1 10:45 am-12:15 pm

DAY 1 MORNING



A. Bringing mindfulness to leadership Paul Mohapel, PhD, Mohapel Consulting, Victoria, BC

Mindfulness is a corporate buzzword that is widely used, but often misunderstood. In this session, we'll explore the nature and practice of mindfulness and how it directly connects with effective leadership. Recent academic knowledge in neuroscience and psychology reveal the value of mindfulness practice. Mindful leaders embody presence, focus, awareness, responsiveness, insight, creativity, and compassion in the service of others. Effective leaders bring mindfulness to both their work and interactions with others. This session will emphasize experiential activities and group inquiry. Participants will gain a greater understanding of what mindfulness is and how it can contribute to their personal leadership. They will also learn practical strategies and mindfulness techniques that they can easily incorporate into their professional and personal lives. **Learning Objectives** • Identify the supportive neuroscience of mindfulness practice • Describe the impact of mindfulness practices on self-awareness, self-regulation, and communication • Enhance personal self-management and leadership skills



B. Gender, sexual diversity, and health: essential information for caregivers Bill Ryan, Adjunct Professor of Social Work and Couple and Family Therapy, McGill University, Montréal, QC

Learning Objectives • Identify and understand the vocabulary of gender and sexual diversity and the impact on patients and colleagues of not having explicitly inclusive welcome messaging • Describe the impacts of transphobia and homophobia on the health of patients and colleagues who are LGBTQ2S and the hesitation of these clients to seek health care • Acquire tools to adequately demonstrate the openness of the health care system to welcome gender and sexual diversity among colleges and patients • Acquire basic knowledge on how to render workspaces LGBTQ2S positive



C. Putting LEADS to work: enabling physicians to lead health system improvement

Johny Van Aerde, MD, PhD, Past president CSPL, Editor-in-chief of the *Canadian Journal of Physician Leadership*, Ladysmith, BC, and Graham Dickson, PhD, Senior Research Advisor to CSPL, Victoria, BC

The LEADS in a caring environment capabilities framework has been adopted across Canada by a large number of health organizations, such as the six health authorities (HAs) in British Columbia, Alberta Health Services and Alberta College of Family Physicians, the new Saskatchewan HA, HAs in Manitoba, about half of the jurisdictions and hospitals in Ontario, along with Horizon HA in New Brunswick, the new provincial HA in Nova Scotia, the four HAs in Newfoundland, and in PEI. LEADS also underpins the curriculum of the Physician Leadership Institute, Joule Inc., and is supported by CSPL. **Learning Objectives** • Define and introduce physicians to LEADS • Demonstrate the unique challenges associated with the application of LEADS domains and capabilities by physicians in their own organizations • Describe aspects of LEADS that participants feel are strengths within the physician community and those that may need development • Develop ideas for resources to support physicians in acquiring LEADS capabilities



D. #HeForShe: men as allies of women leaders in medicine

Mamta Gautam, MD, Psychiatrist, Physician Health Expert, Certified Coach, Ottawa, ON, and Dennis Kendel, MD, Leadership Coach & Mentor, Saskatoon, SK

Catalyst research has identified barriers to the advancement of women leaders in the workplace, including gender bias, lack of role models, too few mentors and sponsors, and exclusion from informal networks. Although many initiatives focus on training and changing women, it is also important to address organizational systems and practices that support the status quo. We must recruit both men and women as allies in creating positive change. Men have a critical role to play in leveling the playing field and are an untapped resource in gender diversity initiatives. Open to both men and women in medicine, this workshop will identify specific actions that male leaders can take to actively support equal rights for their female colleagues, act as sponsors and champions, and create an inclusive medical workplace. **Learning Objectives** • Identify the implicit gender bias in medicine • Define the main barriers and challenges for women leaders in medicine • Distinguish how the organization's system supports and maintains these limitations • Identify specific actions that male leaders can take to actively support leadership development of their female colleagues



E. Human rights 101 for physicians

Ena Chadha, LLM, Toronto, ON
To be successful in today's modern health care environment, physicians need to understand what the law requires of them with respect to human rights protections and obligations. Failing to abide by human rights laws can result in significant costs and disruption to practice, as well as damage to professional reputation. This workshop introduces human rights law as it affects physicians, with a particular emphasis on the responsibilities of doctors as employers/supervisors in the context of clinical settings.

Starting with an overview of the human rights complaint system, the program explains what constitutes discrimination, harassment, and associated topics, such as the duty to accommodate and reprisal. The session will highlight key tribunal decisions related to physicians and hospitals from different regions across the country. **Learning Objectives** • Provide an overview of the human rights system in Canada • Examine human rights concepts relevant to health care services • Improve your insight into human rights obligations to patients, employees, students/residents, and peers



F. Leadership essentials: strategies for negotiation and persuasion

Kevin Tasa, PhD, Associate Professor of Organization Studies, Schulich School of Business, York University, Toronto, ON

Few skills are as important to physician leaders as the ability to negotiate, persuade, and influence others. In this session, we'll examine evidence-based approaches to building agreement between parties. The session will introduce how to best prepare for a negotiation, how to identify whether potential agreements are good or bad, and how to be most persuasive when presenting offers. We will also discuss how to ask questions that lead to open and honest responses from a negotiation counterpart. The session will introduce an actual negotiation that occurred in a hospital setting, giving participants an opportunity to discuss negotiating styles, framing, barriers, and other conflict-resolution dynamics. Participants will leave with the ability

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to think strategically about negotiations and to be more effective at influencing others. **Learning Objectives** • Describe a plan to enhance your ability to prepare for a negotiation • Identify several ways to evaluate the quality of potential agreements • Describe personal communication strategies that increase a counterpart's positive responses

**G. The self-deception trap: how mindset dramatically affects inclusion and engagement**

Mitch Warner, Managing Partner and Author, The Arbinger Institute, Utah, USA

During this presentation, we will look at how the behaviours we engage in and possible results are a direct function of our prevailing mindset. We will begin by exploring two fundamentally different and crucial mindsets: the inward and the outward. The inward mindset is the most natural and is a focus on self; however, this mindset poisons engagement and sabotages results, because, in it, we are blind to the problems we create and our effect on others. We will help participants learn how to change to an outward mindset – a focus on the whole that helps people become aware of their impact on the organization and on each other. The outward mindset accelerates results and improves behaviours naturally while increasing engagement and inclusion. **Learning Objectives** • Outline the difference between an inward and an outward mindset and their effects on individual, team, and organizational performance • Develop an outward mindset toward others including peers, reports, patients, and customers • Apply outward mindset tools and frameworks to avoid destructive collusive behaviours and improve collaboration and accountability

**H. The importance of dialoguing with boards: physicians missing in action?**

Chris Carruthers, MD, Consultant, Ottawa, ON

This workshop will outline the roles and importance of boards in the governance of health care systems and identify the increasing need for physicians to be board members, bringing their specific skills to the discussions. We will explore the expectations of physicians as board members, outline their fiduciary duties and conflicts of interest, and improve their performance as directors. As physicians, we are major stakeholders in the health care system, and we need to understand our obligation and opportunities as board members. This session will include a case study of a recently failed governance system with physicians on the board. We will also review training opportunities for physicians in the fascinating world of boards. **Learning Objectives** • Justify the need for physicians on health care boards • Describe the role of physicians on these boards • Develop expectations of physician board members • Describe a plan to improve your performance as a board member

Workshop session 2 Friday, April 26 – Day 1 1:30-3:00 pm

A. Bringing mindfulness to leadership Paul Mohapel, BSc, MSc, MA, PhD, Mohapel Consulting, Victoria, BC **Repeat of morning session**

B. Gender, sexual diversity, and health: essential information for caregivers Bill Ryan, Adjunct Professor of Social Work and Couple and Family Therapy, McGill University, Montréal, QC **Repeat of morning session**

C. Putting LEADS to work: enabling physicians to lead health system improvement Johny Van Aerde, MD, PhD, Past president CSPL, Editor-in-chief of the *Canadian Journal of Physician Leadership*, and Graham Dickson, PhD, Senior Research Advisor to CSPL **Repeat of morning session**

**D. Inclusive leadership: leading those who are different from you**

Mamta Gautam, MD, Psychiatrist, Physician Health Expert, Certified Coach, Ottawa, ON

As physician leaders, we are privileged to lead an amazing group of people who include those of different gender, race, ethnicity, age, unique needs, economic classes, and political views. Navigating the many perspectives of such a diverse group can be challenging yet rewarding. In this interactive workshop, we will address some key current barriers, including implicit bias toward diversity, lack of role models, and exclusion from

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informal networks. We will highlight the benefits of a diverse workforce to understand why we should care and work toward this. Gathering the knowledge and expertise in the room, we will generate a discussion to identify best practices to successfully lead, mentor, champion, and sponsor a diverse group of people who are different from you. **Learning Objectives** • Identify the implicit bias in medicine against diversity • Define the main barriers and challenges for a diverse population in health care • Distinguish how the organization of the system supports and maintains these limitations • Identify specific actions that leaders can take to actively lead toward inclusion

E. Human rights 101 for physicians Ena Chadha, LLM, Toronto, ON **Repeat of morning session**

F. Leadership essentials: strategies for negotiation and persuasion Kevin Tasa, PhD, Associate Professor of Organization Studies, Schulich School of Business, York University, Toronto, ON
Repeat of morning session

G. The self-deception trap: how mindset dramatically affects inclusion and engagement Mitch Warner, Managing Partner and Author, The Arbinger Institute, Utah, USA **Repeat of morning session**

**H. Driving access to health information in Canada**

Rashaad Bhyat, MD, Physician Leader, Canada Health Infoway, Ottawa, ON
Canada Health Infoway seeks to continue a national dialogue on digital health, and its strategy is evolving as the digital health landscape in Canada matures. From this session, physician leaders will gain insights into and be able to provide feedback on key issues facing our health care system. **Learning Objectives** • Improve efforts to enhance Canadians' ability to access their personal health information, supported by a national, standards-based technology infrastructure • Identify support for Canadians' access to e-mental health services using a scalable, multi-jurisdictional approach • List progress on PrescriberIT, a national e-prescribing service that aims to enhance team-based communication and patient-centred care • Describe efforts to scale a First Nations community-focused EMR across multiple First Nations, in multiple provinces/territories • Develop input into Infoway's evolving approach to clinician engagement

Plenary Session Friday, April 26 – Day 1 4:15-5:15 pm

Personal medical leadership journeys via the pathways of diversity and inclusivity Facilitator: Dietrich Furstenburg, MD, Northern Interior Rural Medical Director, Northern Health, Quesnel, BC
Panelists: Nadine Caron, MD, Associate Professor & Surgeon, Prince George Regional Hospital, Northern Health, Prince George, BC; Michael Negraeff, MD, Division Head of Pain Management, UBC Department of Anesthesiology, Pharmacology and Therapeutics, Vancouver General Hospital, Vancouver, BC; May Cohen, MD, Professor Emerita, Department of Family Medicine, McMaster University, Hamilton, ON; Henry Annan, MD, Pediatric Resident, IWK Health Centre, Halifax, NS

This panel session will provide participants with a unique insight into the lives of four successful physician leaders from across Canada. Find out what diversity and inclusion means to them, how they approached, navigated, and managed their own challenges, and how this shaped them into the physician leaders they are today. **Learning Objectives** • Identify ways to overcome challenges related to diversity and inclusivity in health care • Relate to obstacles you have encountered in your leadership career • Determine how you can advocate change • Develop awareness of systemic bias regarding certain populations in health care leadership



The power of kindness: a personal and professional search Brian Goldman, MD, Canadian emergency physician, author, public speaker, and radio personality, Toronto, ON

Physicians and other health care professionals provide care that is more complex than ever before. All too often, patients and family members wonder whether empathy is part of the program. As a veteran ED physician, Brian Goldman knows all about that. An encounter with the husband of a patient he treated in the ED sent him on a search through his brain, his heart, and around the world to find his lost capacity for empathy and kindness. What he discovered is of great importance to front-line physicians and physician leaders alike. **Learning Objectives** • Define cognitive empathy, kindness, and sympathy • List factors in the health care system and among health professionals that discourage empathy • Develop your ability to be more empathic

Dr. Goldman is one of those rare individuals with great success in several adrenaline-pumping careers. A highly regarded emergency physician at Mount Sinai Hospital in Toronto, he is also the host of the CBC's award-winning radio show *White Coat, Black Art*. He unpacks and demystifies what goes on behind medicine's sliding doors, with edgy topics that include whistle blowing in health care, burnout among health professionals, racism, and how to get to the head of the line. Goldman is on a lifelong campaign to confront medical errors and create a culture of safety for patients. He is unafraid of using his own medical mistakes as examples to show how doctors can improve. His TEDtalk – "Doctors Make Mistakes. Can We Talk About That?" – has been seen by close to a million viewers and has been featured in *The Huffington Post* and NPR's *TED Radio Hour*. Dr. Goldman has worked as a health reporter for CBC's *The National* and *The Health Show* and served as senior production executive during the launch year of *Discovery Health Channel*. In *The Night Shift: Real Life in the ER*, he takes readers to giddy heights and crashing lows, on a typical night shift in one of Canada's busiest ERs. Dr. Goldman has always believed that caring comes naturally to physicians, but time, stress, errors, and heavy expectations take their toll. In his latest book, *The Power of Kindness*, he leaves the comfortable, familiar surroundings of the hospital in search of his own lost compassion.



Unconscious bias and challenges to fair assessment Maydianne Andrade, PhD, Vice-Dean, Faculty Affairs and Equity, University of Toronto, Scarborough, ON

Assessment of professional achievement is fundamental in all careers and affects hiring, compensation, promotion, and opportunities for further progress. Unfortunately, systematic biases may be revealed in the implementation of workplace policies and procedures, particularly when it comes to women and racialized people, and this may result in unfair outcomes, with negative effects felt throughout the workplace. **Learning Objectives** • Outline the negative impacts that bias may have on both individuals and organizations • Use an inclusive and positive approach to show how even well-intentioned individuals may have biases that impede their ability to reward achievement • Identify steps that can be taken to reduce these effects and produce a positive, fair workplace culture

Professor Andrade shows the strength that diversity brings to an organization by actively promoting the hiring, retention, and success of a diverse and inclusive faculty. Through her informative and eye-opening talks, she speaks to the harm that unconscious biases cause to both individuals and organizations and provides techniques and solutions to resolve and mitigate those negative effects and create more positive and fair workplaces. With a PhD in neurobiology and behaviour from Cornell University, she has been a professor at UTSC for more than 18 years. As vice-dean, she advises on academic equity issues, faculty advancement, promotions, mentorship, and recognition and oversees all academic human resources matters including the selection and training of dean's assessors, labour relations, and grievances. Professor Andrade is also co-founder and the inaugural chair of the Toronto Initiative for Diversity and Excellence, where she provides education about unconscious bias to academic leaders and search committees across the three campuses of the University of Toronto. She has also conducted workshops and spoken on the topic at several universities across the United States and Canada, to division heads at the City of Toronto, and to Legal Aid Ontario. Her most recent science outreach efforts include acting as a guest host for an upcoming episode of the CBC's *The Nature of Things* called "The First Animals."



A. Patient and family engagement: are you ready? Jennifer Rees, Provincial Lead, Engagement and Patient Experience, Alberta Health Services, AB
Learn how patient engagement can improve the patient and provider experience. This workshop will outline the rationale for engaging patients and families in all aspects of care from the bedside to the boardroom. Patient participation in research will also be discussed. This interactive and participatory session will leave you with the beginning of an engagement plan and a few techniques for engaging patients and families immediately. **Learning Objectives**

- Demonstrate how patient engagement improves patient and provider experiences
- Examine best practices in patient and family engagement through an increased understanding of when, where, and how to engage



B. Establishing a quality management framework in health care: a physician leadership challenge Michael Auld MD, Associate Zone Medical Director, Chinook Regional Hospital; Dawn S. Hartfield, MD, Associate Zone Medical Director, Integrated Quality Management, Edmonton Zone; David Mador, MD, Senior Medical Advisor, Alberta Health Services, AB

Since the publication of *To Err is Human* nearly two decades ago, understanding of health care quality has evolved and, with that, the realization that a structured quality framework approach is necessary to support and enable improvements to our systems. Health care organizations across Canada have organized their quality strategies in many ways. However, the physician leader – as an executive sponsor as well as in providing leadership and expertise specific to quality and safety – is always pivotal. In this interactive session, we will share our quality journey, learn about key enablers of success (from one another and the literature), and highlight the important role physicians and physician leaders play in quality and patient safety. **Learning Objectives**

- Describe the key enablers for developing a quality management framework in health care
- Show how a quality management framework enables teams to make real and meaningful improvements in quality and safety
- Demonstrate the importance of physician leaders in establishing and maintaining quality management systems in health care
- Determine how to use quality and safety as an engagement strategy for physicians



C. Listening at the next level: coaching competencies for leaders Nancy Merrow, MD, Chief of Staff & VP Medical Affairs, Orillia Soldiers' Memorial Hospital, Orillia, ON
Embracing diversity and cultivating engagement is achieved with authentic conversations. Workshop attendees will practice how to: **Learning Objectives**

- Suspend judgement for deeper listening
- Use curiosity to demonstrate respect and inclusiveness
- Combine coaching skills with day-to-day encounters and high-stakes interactions



D. Engagement and well-being: actionable insight Melissa Prokopy, LLB, Director, Legislative, Legal & Professional Issues, and Tyrone A. Perreira, PhD, Research Scientist, Ontario Hospital Association, Toronto, ON

As a leader, where should you focus resources to improve engagement and well-being? This interactive workshop combines the disciplines of psychometrics, work psychology, and organizational behaviour to help you quickly analyze and evaluate your organization to determine where immediate attention is required. Environmental factors can be used to identify how you might intervene, while personal characteristics can be used to recognize individuals who are most vulnerable. We will share our latest research in this area and discuss the benefits of standardized definitions and measurements. Please bring along the instruments currently used in your organization to measure engagement and well-being. **Learning Objectives**

- Analyze how your organization defines and measures engagement and well-being
- Illustrate how the term "physician engagement" is used and defined in the literature
- Distinguish the importance of standardized definitions and measures
- Evaluate facilitators of engagement within your organization
- Apply a micro-, meso-, macro- level analytic framework to everyday scenarios
- Identify how the work environment influences physician attitudes, behaviours, and outcomes



E. Managing physician performance: the importance of natural justice

Daniel Boivin, partner in the Ottawa office of Gowling WLG, and Guylaine Lefebvre, MD, Director, Practice Improvement, Safe Medical Care, Canadian Medical Protective Association, Ottawa, ON

Establishing a workplace culture that promotes and prioritizes safe medical care requires deliberate action on the part of leaders. Leaders can help build a culture of accountability by ensuring that natural justice principles are respected when managing conflict and performance issues. This workshop will explore the importance of fair process and provide an overview of alternative dispute resolution principles with a special focus on distinguishing interests from positions. A skills-building component will allow participants to explore how to elicit interests and foster collegiality in conflict resolution. **Learning Objectives** • Explain how three principles of natural justice are important to establishing reliable management in a disruptive behaviour situation • Describe two dispute resolution methods • Demonstrate effective use of interest-based resolution skills using a mock conflict situation



F. Management essentials: an overview of the role of financial and managerial accounting in the work of the physician executive

Brian E. Cummings, CPA, CA, MD, Staff Pathologist, Department of Laboratory Medicine, Grand River Hospital and Saint Mary's General Hospital, Kitchener, ON

This interactive session will provide an overview of both financial and managerial accounting for the physician executive, including an introduction to techniques for analyzing historical financial statements. We will discuss the role of managerial accounting in evaluating and controlling operations, including understanding and predicting cost behaviours and analyzing variances between actual and budgeted results. Participants will review terms, such as fixed and variable costs, contribution margins, sunk costs, and incremental costs and, through both examples and exercises, learn how to use cost and budgeting techniques in real-life decisions. **Learning Objectives** • Contrast financial and managerial/cost accounting and describe scenarios where each may be applicable in the work of a physician executive • Define and use common accounting terms, such as fixed and variable costs, incremental costs, and contribution margin analysis • Apply cost and budgeting techniques in making real-life decisions as a physician executive



G. The way forward to a culture of equity and diversity in medicine: how far we've come, how far we have to go, and how to get there

Facilitator: André Bernard, MD, Assistant Professor, Department of Anesthesia, Pain Management & Perioperative Medicine, Dalhousie

University, Halifax, NS **Panelists:** Dennis Kendel, MD, Leadership Coach & Mentor, Saskatoon, SK; Gigi Osler, MD, CMA President and Head, Section of Otolaryngology-Head and Neck Surgery, St. Boniface Hospital, Winnipeg, MB; Vishal Varshney, MD, PGY-6 in Pain Medicine, University of Calgary; Chika Oriuwa, Medical Student, University of Toronto, Toronto, ON

Data and studies regarding equity in the medical profession are limited in the Canadian context. Cultural bias, discrimination, harassment, leadership inequity, pay inequity, impacts from relationships and family, impacts on physician health, and intersecting marginalization of other inequity groups continue to be prevalent in medicine. The causes and consequences of these many layers of inequity and the lack of diversity are influenced by individual and systemic factors, and confronting the drivers is a shared responsibility.

In this session, panelists with diverse backgrounds and experience will provide a plurality of perspectives to confront the issues surrounding equity and diversity in medicine. Together, they will analyze the progress seen in Canadian medicine to date, explore the individual and systemic factors that influence equity and diversity in medicine, and discuss how to better envision a better future and cultivate a physician workforce that reflects the diversity of Canadian society. **Learning Objectives** • Identify the impact of equity and diversity on the medical profession and patients • Identify best practices in fostering a culture of diversity in complex health care settings • Define the role physician leaders play in shaping training and practice culture through the implicit and explicit ways in which they communicate core values • Improve equity and diversity in medical practice and in participants' unique contexts



H. Physicians enabling change through conversation: applying the OBREAU Tripod

Don Dunoon, Director New Futures Pty Ltd, Lewisham, New South Wales, Australia, and author of *In the Leadership Mode*

How can physician leaders usefully frame leadership-oriented action in relation to management action? How can they approach leadership conversations in ways that include disparate voices, model diversity – including in thought and perspective – and foster engagement? This workshop will consider these questions in both practical and conceptual terms.

In most organizations, management-oriented practice tends to overshadow its leadership counterpart, partly because leadership is associated with threat and risk. Enacting leadership implies engaging in one-to-one and group conversations that might otherwise be avoided or circumvented. The OBREAU Tripod is a structure to support leaders in stepping into such work. OBREAU represents the first two letters of three pivotal words: observation, reasonableness, and authenticity. Participants will have an opportunity to practise, with colleagues, applying the OBREAU Tripod in preparing for a conversation that matters to them.

Learning Objectives • Interpret leadership and management as complementary modes of action/practice for physician leaders • Distinguish default patterns that can impede leadership-mode action and conversations for change • Describe the OBREAU structure and practices as supporting leadership action • Apply the OBREAU framework to prepare for a conversation of personal consequence

Workshop session 4 Saturday, April 27 – Day 2 2:00 pm–3:30 pm

A. Patient and family engagement: are you ready? Jennifer Rees, Provincial Lead, Engagement and Patient Experience, Alberta Health Services, AB **Repeat of morning session**

B. Establishing a quality management framework in health care: a physician leadership challenge Michael Auld MD, Associate Zone Medical Director, Chinook Regional Hospital; Dawn S. Hartfield, MD, Associate Zone Medical Director, Integrated Quality Management, Edmonton Zone; David Mador, MD, Senior Medical Advisor, Alberta Health Services, AB **Repeat of morning session**



C. Coaching and mentoring moments 10 coaches/mentors

Ever have a situation, problem, or question that you need to ask and just can't find the appropriate person? Well, this may be your chance. The CSPL has assembled 10 amazing coaches and mentors who may be able to help you. This new workshop session will allow for a maximum of 20 participants. Registration is on a first-come, first-served basis. Participants will be able to speak with up to three coaches or mentors for approximately 15 minutes each.

If you register for this session, you will receive an email with a list of potential coaches and mentors and their areas of expertise. You will rank your top six and return. Once we have everyone's ranking, we will make up the schedule of times and coaches. If you find yourself unable to participate in this session or decide not to, please inform us immediately, as there will be a waitlist.

D. Engagement and well-being: actionable insight Melissa Prokopy, LLB, Director, Legislative, Legal & Professional Issues, and Tyrone A. Perreira, PhD, Research Scientist, Ontario Hospital Association, Toronto, ON **Repeat of morning session**

E. Managing physician performance: the importance of natural justice Steven Bellemare, MD, Senior Physician Advisor, Safe Medical Care, and Guylaine Lefebvre, MD, Director, Practice Improvement, Safe Medical Care, Canadian Medical Protective Association, Ottawa, ON **Repeat of morning session**

F. Management essentials: an overview of the role of financial and managerial accounting in the work of the physician executive Brian E. Cummings, CPA, CA, MD, Staff Pathologist, Department of Laboratory Medicine, Grand River Hospital and Saint Mary's General Hospital, Kitchener, ON **Repeat of morning session**

G. The way forward to a culture of equity and diversity in medicine: how far we've come, how far we have to go, and how to get there. **Facilitator:** André Bernard, MD, Assistant Professor, Department of Anesthesia, Pain Management & Perioperative Medicine, Dalhousie University, Halifax, NS
Panelists: Dennis Kendel, MD, Leadership Coach & Mentor, Saskatoon, SK; Gigi Osler, MD, CMA President and Head, Section of Otolaryngology-Head and Neck Surgery, St. Boniface Hospital, Winnipeg, MB; Vishal Varshney, MD, PGY-6 in Pain Medicine, University of Calgary; Chika Oriuwa, Medical Student, University of Toronto, Toronto, ON **Repeat of morning session**

H. Physicians enabling change through conversation: applying the OBREAU Tripod Don Dunoon, Director New Futures Pty Ltd, Lewisham, New South Wales, Australia, and author of *In the Leadership Mode* **Repeat of morning session**

2019 Canadian Conference on Physician Leadership Planning Committee

Chair Becky Temple, MD, CCFP, CCPE Medical Director Northeast Medical Lead Privilege Dictionary Review, BCMQI Northern Health, NE Corporate Office, Fort St. John, BC (CSPL President) **Johny Van Aerde, MD, MA, PhD, FRCPC** Clinical Professor of Pediatrics, University of Alberta & Victoria Associate Faculty, Leadership Studies - Royal Roads University, Editor-in-Chief / *Canadian Journal of Physician Leadership*, Ladysmith, BC (CSPL Past President) **Rollie Nichol MD, MBA, FCFP, CEC, CCPE** Associate Chief Medical Officer, Alberta Health Services, Calgary, AB (Incoming CSPL President) **Shannon Fraser MSc, MD, FRCSC, FACS** Chief General Surgery, Jewish General Hospital, CIUSSS CODI, Montreal, QC (CSPL Treasurer) **Mamta Gautam, MD, MBA, FRCPC, CCPE** Dept of Psychiatry, University of Ottawa, Psychiatrist, Psychosocial Oncology Program, The Ottawa Hospital, President and CEO, PEAK MD Inc. Ottawa, ON (CSPL Board Member) **Melanie Bechard, BSc (Hons), MD** Paediatrics Resident PGY3, The Hospital for Sick Children, Toronto, ON, (President - Resident Doctors of Canada) **Owen Adams, PhD** Chief Policy Advisor, Canadian Medical Association, Ottawa, ON **Dietrich Furstenburg, MD** Northern Interior Medical Director, Family Medicine, Northern Health, Quesnel, BC

Pre-conference Courses **Apr 24-25, 2019 8 am - 5 pm**

Building and Leading Teams

Register early as space is limited to 40 participants



Physician
Leadership Institute

FACULTY TEAM Janice Gross Stein PhD, FRSC, LLD, MOC

Physicians are forced to act as experts - not only because of their training, but also because the structure and culture of the health system force them into that expert role. As a result, physicians can struggle when asked to practice systems thinking and engage in the transformation of the health and disease care system.

This course helps physicians understand and practice systems thinking in an interactive way, and makes large complex systems more understandable to live in and influence. Systems thinking will come alive through exercises, learning through a virtual organization and working on a case action plan.

RETURN ON INVESTMENT • Discuss the attributes of team leadership • Explain the special dynamics of inherited teams • Identify the skills to lead both dysfunctional and high-performing teams • Practice the skills to manage different kinds of conflict in a team • Discover and practice how to provide timely, direct, and constructive feedback to the team as a group and to individual team members

Leading with Emotional Intelligence

Register early as space is limited to 30 participants



Physician
Leadership Institute

FACULTY TEAM Paul Mohapel PhD

Emotional intelligence (EI) is considered a critical healthcare leadership competency, where it has been demonstrated to impact effectiveness in all clinical settings—from the boardroom and chairperson's office to the ward and bedside. EI can be defined as the ability to identify, express and manage both your own emotions and others, in order to motivate, cope with stress, and help make good decisions. EI has been shown to impact the quality of care, communication, stress and burnout. This course is targeted for all physicians, regardless where they are along their career trajectory since emotional skills are always relevant. The course will utilize an indepth assessment that will highlight emotional strengths and derailers.

RETURN ON INVESTMENT • Learn the research that underpins emotional intelligence and leadership

- Assess emotional intelligence along 15 sub-scales and assess the impact on your leadership
- Acquire and practice skills to enhance emotional intelligence
- Motivate and promote emotional intelligence in others
- Leverage your emotional intelligence strengths and address areas for development

Leadership Assessment Tool:

This course provides an emotional intelligence assessment tool MHS Bar-On Leadership EQ-i™ Report, which you will have completed before the workshop.

Please note: This course is for you if you are interested in taking a deeper dive into the EQ-i assessment discussed during days 2/3 of the Self-awareness and effective leadership course or week 4 of the online course Leadership begins with self-awareness. This course is also of interest if you have not previously taken either self-awareness course.

Personal Leadership: Identifying your Core Values & Vision

Register early as space is limited to 40 participants



Physician
Leadership Institute

FACULTY TEAM Jamie Campbell MEd, BEd, BA(Hon)

To lead others, you must first know yourself. Personal leadership and self-awareness is having a strong sense of self, and knowing what your strengths and weaknesses are. This core course promotes greater self-awareness as you learn to examine your values and principles, thinking patterns, assumptions and leadership vision.

The course uses a variety of tools and techniques to help you develop the self-awareness you need to identify and build your approach to leadership. In the course, you will explore the complexity of roles, values, challenges and satisfactions of physician leadership. You will discuss the relevance of your personal values and vision in becoming an effective leader. You will establish a personal vision to guide you in decision-making and create a professional development action plan for your leadership practice.

RETURN ON INVESTMENT • Explore the complexity of roles, values, challenges and satisfactions of physician leadership • Discuss the relevance of your personal values in your effectiveness as a leader • Establish a personal leadership vision to guide your decision-making • Discuss techniques for enhanced emotional resonance with yourself and others • Create a professional development action plan for your leadership practice

Please note: This course is for you if you are interested in taking a deeper dive into day 1 (am) of the Self-awareness and effective leadership course or weeks 1 and 2 of the online course Leadership begins with self-awareness, which elaborates on creating a personal vision, exploring personal values, and strengthening your personal leadership development plan. This course will also be of interest to you if you have not previously taken either self-awareness course.

Pre-conference Courses 1-day **Apr 25, 2019** 8 am - 5 pm

1-DAY PRE-CONFERENCE COURSES

Leading Coalitions: Navigating Cultural and Professional Silos

Register early as space is limited to 40 participants **APRIL 25**

FACULTY TEAM John Van Aerde, MD, PhD, FRCPC



Enhance your focus, increase your performance

The increasing complexity of the health care system requires the formation of successful coalitions between stakeholders with different values and interests. Coalitions are strategic relations between organizations, societies/associations, community agencies, and other independent bodies for the purpose of working together to achieve a common goal. This course helps stakeholders in the health care system, especially physicians, understand various types of coalitions, experience the challenges and opportunities of cultural diversity, and learn the skills and theory needed to lead coalitions toward achieving results. Using experiential and interactive exercises, virtual yet realistic coalitions will be created, as well as situations that trigger visceral reactions to the experience of cultural differences and misunderstanding within coalitions.

RETURN ON INVESTMENT • Examine and discuss the need for coalitions to manage the complexity of the Canadian health care system • Understand how the role Develop coalitions fits within the LEADS framework • Using metaphors and experiential exercises followed by reflective debrief, participants assess and discuss elements that make coalitions fail or succeed • Learn and practise the “political” skills needed for coalitions • Learn how to build trust and practise how to develop it in organizations and coalitions • Using a card game, experience the gut feelings and reactions to the clash of organizational (and other) cultures and mental models, increase participants’ awareness of such conflict, and practise the skills needed to manage such differences • Discover practical ways in which developing coalitions can be applied to the health care system, e.g., in person-centred and patient-centred care, in increasing joy at work, and in other areas pertinent to participants

New – Just Culture

Register early as space is limited to 30 participants **APRIL 25**



FACULTY TEAM TBD

Learn how to create and manage a “just culture.” A just culture establishes a consistent organizational mindset that positively impacts the work environment and work outcomes. It allows an organization, fairly and consistently, to manage mistakes and errors in a way that does not automatically punish and to analyze system design and human behaviours to understand what happened and why. This allows for true learning and system improvement. Central to its application is the Just Culture Algorithm™, an effective tool to provide a just and consistent analysis of human behavioural choices and how they should be managed.

RETURN ON INVESTMENT • Explain the role of accountability and justice in a learning culture • Identify the role of an organization’s mission and values in promoting a just culture • Apply good system design strategies to manage risk • Apply the principles of managing three core behaviours for promoting a just culture • Identify and apply the “reasonable person standard” in assessing events • Define and contrast outcome-based and procedure-based duties • Describe the three duties and how to identify breaches of them • Employ an algorithm to create and maintain a just culture in an organization

Pre-Conference Courses 1-day **Apr 25, 2019, 8 am - 5 pm**

1-DAY PRE-CONFERENCE COURSES

Nouveau – Culture juste en français **25 AVRIL**
Inscrivez-vous le plus tôt possible car le nombre de participants est limité à 30



FACULTY TEAM TBD

Apprenez comment créer et gérer une « culture juste ». Une culture juste établit une mentalité organisationnelle cohérente qui a une incidence positive sur le milieu de travail et les résultats des travaux accomplis. Elle permet à une organisation de gérer de façon juste et uniforme les erreurs, sans toutefois punir automatiquement les responsables. Elle permet aussi d'analyser la conception des systèmes et les comportements humains pour comprendre ce qui s'est passé et pourquoi. Cette analyse permet un véritable apprentissage et une réelle amélioration des systèmes. Au cœur de son application est le Just Culture Algorithm™, un outil efficace pour fournir une analyse juste et uniforme des choix comportementaux humains et de la façon dont ils devraient être gérés.

RENDEMENT DE L'INVESTISSEMENT • Expliquer le rôle de la responsabilité et de la justice au sein d'une culture d'apprentissage • Déterminer le rôle de la mission et des valeurs d'une organisation dans la promotion d'une culture juste • Appliquer de bonnes stratégies de conception de systèmes pour gérer les risques • Appliquer les principes de gestion des trois comportements fondamentaux pour promouvoir une culture juste • Identifier et appliquer la norme de « personne raisonnable » dans l'évaluation des événements • Définir et mettre en contraste les obligations basées sur les résultats et les procédures • Décrire les trois obligations et la façon de déceler les manquements à ces obligations • Utiliser un algorithme pour créer et maintenir une culture juste au sein d'une organisation

Enhance your leadership experience by attending the Canadian Conference on Physician Leadership immediately post course - April 26 and 27 - See you there!

2019 Canadian Conference on Physician Leadership now accredited

We are pleased to announce that the 2019 Canadian Conference on Physician Leadership has received accreditation from both the Royal College of Physicians and Surgeons of Canada and the College of Family Physicians of Canada. The pre-conference courses are accredited independent of the main event.

College of Family Physicians of Canada

This Group Learning program has been certified by the College of Family Physicians of Canada and Quebec Chapter for up to 11.00 Mainpro+ credits.

Royal College of Physicians and Surgeons of Canada

This event is an Accredited Group Learning Activity (Section 1) as defined by the Maintenance of Certification Program of the Royal College of Physicians and Surgeons of Canada, and approved by the University of Ottawa's Office of Continuing Professional Development. You may claim a maximum of 11.0 hours (credits are automatically calculated).

PRE-CONFERENCE COURSES APRIL 24-25 (Prices include all taxes)

	CSPL/CMA Member	Medical Student/Resident	Spouse/Companion**	Non-Member	
April 24-25					
2-day PLI Leading with Emotional Intelligence	\$2,414.48	N/A	N/A	\$3,219.30	(Max. 30 participants)
2-day PLI Conflict In Teams	\$2,414.48	N/A	N/A	\$3,219.30	(Max. 40 participants)
2-day PLI High Performance Culture	\$2,414.48	N/A	N/A	\$3,219.30	(Max. 40 participants)
April 25					
1-day CSPL Leading Coalitions	\$1,092.50	N/A	N/A	\$1,264.73	(Max. 40 participants)
1-day Saegis Just Culture (English)	\$1,092.50	N/A	N/A	\$1,264.73	(Max. 30 participants)
1-day Saegis - Culture juste (Français)	\$1,092.50	N/A	N/A	\$1,264.73	(Max. 30 participants)

CCPL APRIL 26-27

April 26-27					
2-Day CCPL Conference	\$1,264.73	\$402.41	\$183.97 **	\$1,552.16	Plenary
1-day CCPL Day 1 or Day 2	\$712.85	\$218.45	N/A	\$827.82	Plenary

**Spouses/companions can attend breakfasts, keynote speakers and reception only
GST(5%) plus QST (9.975%). Meeting is held in Montreal, Quebec

REGISTRATION AND CANCELLATION POLICY

HOW TO REGISTER

Registration for the conference and preconference programs must be done **ONLINE only** at www.physicianleadershipconference.com

Conference cancellation policy

Registration fees, less a \$225 administrative charge will be refunded for cancellations received in writing before April 10, 2019. No refund will be offered for cancellations received after that time - no exceptions. Participants who request a cancellation may opt to send a substitute.

Hotel room rate

Book your group rate for Canadian Conference on Physician Leadership
Group Rate: Fairmont room \$259 plus 3.5% accommodation tax, 5% GST, 9.975% PST (single or double occupancy)

Cut-off: April 2, 2019

Reservations

Hotel reservations are booked on a first-come, first-served basis. Rates are available until the cut-off date or until the block is full, whichever comes first. Book early to obtain the conference rate.

This program has received an educational grant or in-kind support from:

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What will I gain from attending THIS CONFERENCE?

Face-to-face discussion with colleagues and international experts, participants will have the opportunity to:

- Enhance personal self-management and leadership skills
- Acquire tools to adequately demonstrate openness of health care systems to welcome gender and sexual diversity among your colleagues and patients
- Define the main barriers and challenges for women leaders in medicine
- Describe a plan to enhance your ability to prepare for a negotiation
- Define the main barriers and challenges for a diverse population in healthcare
- Develop how a quality management framework enables teams to make real and meaningful improvements in quality and safety
- Explain why health care practitioners need to change how they relate to and manage those who are in different generations from themselves.
- Identify strategies that will enhance the recruitment, selection, support, retention and promotion of diverse health professionals
- Demonstrate ongoing commitment to physician leadership

Why you should attend!

- To acquire skills to help you achieve your desired results
- Network and learn with and from peers
- Acquire practical skills to help you lead yourself and others
- Get a feel for current and future trends

REGISTER NOW AT

www.physicianleadershipconference.com

For more information contact:

Carol Rochefort

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