

2016 CANADIAN CONFERENCE ON PHYSICIAN LEADERSHIP

LEADING TOGETHER: ACHIEVING RESULTS

MAY 13–14, 2016

FAIRMONT ROYAL YORK HOTEL

TORONTO, ONTARIO, CANADA

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PLUS 5 PMI AND CSPL PRE-CONFERENCE COURSES



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SCHEDULE AT A GLANCE

PRE-CONFERENCE COURSES

WEDNESDAY AND THURSDAY, MAY 11 – 12 (SEE PAGES 13-17)

7:30 am	Breakfast and registration (Begins at 7:30 am on May 11)
8:00 am – 4:45 pm	2-day PMI course: Influencing Boards: Unpacking Principles of Board Governance – Chris Carruthers, MD and Janice Gross Stein, PhD
8:00 am – 5:00 pm	2-day PMI course: Leadership Strategies for Sustainable Physician Engagement – Graham Dickson, PhD and John Van Aerde, MD
7:30 am – 5:00 pm	2-day PMI course: Disruptive Behaviour: a Rational Approach for Physician Leaders – Mary Yates, BA(Hons), MEd and Paul Farnan, MB
8:00 am – 5:00 pm	2-day PMI course: Self-awareness and Effective Leadership – Jamie Campbell, MEd, BEd, BA(Hons) and Monica Olsen, MHRD, BScN, BA
8:00 am – 5:00 pm	2-day CSPL course: Crucial Conversations® – a VitalSmarts® product – Gillian Kernaghan, MD

CONFERENCE DAY 1

FRIDAY, MAY 13

7:30 – 8 am	Breakfast (Ballroom) and registration (Ballroom Foyer)
8 – 8:15 am	Introduction (Concert Hall)
8:15 – 9:15 am	Keynote address: Becoming the best leader you can be Barry Z. Posner, PhD, Accolti Endowed Professor of Leadership, Leavey School of Business, Santa Clara University, California
9:20 – 10:20 am	Keynote address: The mark of a leader Tim Magwood, Master Storyteller and Culture Catalyst, Toronto
10:20 – 10:45 am	Break (Ballroom Foyer)
10:45 am – 12:15 pm	Workshop session 1
12:15 – 1:20 pm	LUNCH (Ballroom)

1:30 – 3 pm **Workshop session 2**

3 – 3:25 pm **Break (Ballroom Foyer)**

3:30 – 4:30 pm **Debate (Concert Hall) — Be it resolved that politicians are an obstacle to real health care reform**
Facilitator: Louis Francescutti, MD, Physician and Storyteller, Edmonton
Panel: Jeffrey Braithwaite, Professor and Director, Australian Institute of Health Innovation; Director, Centre for Healthcare Resilience and Implementation Science, Macquarie University, Australia
Chris Eagle, MD, Professor, University of Calgary; former CEO, Alberta Health Services, Edmonton
Gillian Kernaghan, MD, President and CEO, St. Joseph's Healthcare, London, ON
Anne Snowdon, PhD, Chair, International Centre for Health Innovation, Richard Ivey School of Business, London, ON

4:30 – 5:30 pm **CCPE AWARD CEREMONY (Concert Hall)**

**CCPE Award Recipients and CSPL
Excellence in Medical Leadership
Award Recipient**

**CANADIAN CERTIFIED
PHYSICIAN EXECUTIVE**
The Standard for Physician Leadership



**MÉDECIN GESTIONNAIRE
CERTIFIÉ DU CANADA**
La norme en leadership des médecins

5:30 – 7 pm **Welcome/networking reception (Ballroom Foyer)**

CONFERENCE DAY 2

SATURDAY, MAY 14

7:45 – 8:25 am **CSPL Business Meeting — all CSPL members welcome (Salon B)**

7:45 – 8:25 am **Conference breakfast (Ballroom) and registration (Ballroom Foyer)**

8:30 – 8:45 am **Welcome and introductions (Concert Hall)**

8:45 – 9:45 am **Resilient health care: Reconciling work-as-imagined and work-as-done**
Jeffrey Braithwaite, Professor and Director, Australian Institute of Health Innovation; Director, Centre for Healthcare Resilience and Implementation Science, Macquarie University, Australia

9:45 – 10:45 am **Global trends in health system innovation: Opportunities to strengthen health systems**
Anne Snowdon, PhD, Chair, International Centre for Health Innovation, Richard Ivey School of Business

10:45 – 11:15 am **Break (Ballroom Foyer)**

11:15 am – 12:45 pm **Workshop session 3**

12:45 – 2 pm **LUNCH (Ballroom)**

2 – 3:30 pm **Workshop session 4**

LEADING TOGETHER: ACHIEVING RESULTS

FRIDAY, MAY 13 — DAY 1

7:30 – 8 am	Breakfast (Ballroom) and registration (Ballroom Foyer)
8 – 8:15 am	Introduction (Concert Hall)
8:15 – 9:15 am	Keynote address: Becoming the best leader you can be — Barry Z. Posner, PhD, Accolti Endowed Professor of Leadership, Leavey School of Business, Santa Clara University, California
9:20 – 10:20 am	Keynote address: The mark of a leader — Tim Magwood, Master Storyteller and Culture Catalyst, Toronto
10:20 – 10:45 am	Break (Ballroom Foyer)

10:45 am – 12:15 pm Workshop session 1

- A. **How to engage others** — Michael Gardam, MD, Infectious Diseases Consultant; Medical Director, Infection Prevention and Control, University Health Network and Women’s College Hospital; Medical Director, Tuberculosis Clinic, Toronto Western Hospital

Learn how to use simple engagement techniques called “liberating structures” to help bring about positive changes in patient safety and quality of care.

Objectives

- Explain complexity science and why complexity-based approaches have an important role in improving safety and quality
- Illustrate the impact of using these approaches to complex patient safety problems
- Demonstrate how to use several specific liberating structures

- B. **The changing landscape for physicians in a value-based health system** — Kevin Smith, D.Phil, President and CEO, St. Joseph’s Health System; CEO, Niagara Health System; Associate Professor, Department of Medicine, McMaster University, Hamilton

In this workshop, we focus on international directions in health care and physician remuneration.

Objectives

- Extract maximum value through the scope of practice
- Understand the impact and changing landscape of technology in health care
- Learn the effects of activist payers and consumers

- C. **The coach approach: Change the conversation, change everything** — Nancy Merrow, MD, Chief of Staff, Orillia Soldiers' Memorial Hospital and Cecile Andreas, MD, Family Physician and Graduate Executive Coach, Cranbrook, BC

Coaching for excellence in leadership performance involves the art of having conversations that provoke deep thought and reflection. The outcomes of effective coaching include new insights and connections that arise from your own values, beliefs, and priorities. When you achieve new perspectives through skilled questioning by a grounded and focused coach, you experience personal growth and satisfaction that becomes integrated as a new way of being effective.

Objectives

- Understand what is unique about a coaching conversation
 - Know when to use the coach approach in leading change
 - Practise coaching techniques to use immediately and add to your leadership skills
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- D. **Leading together for safer care: The role of digital health** — Jennifer Zelmer, PhD, Executive Vice President, Canada Health Infoway, Toronto, and Jeremy Theal, MD, Chief Medical Information Officer, Gastroenterologist, North York General Hospital, North York, ON

First do no harm is a fundamental principle of medicine. Achieving gains in patient safety requires collective leadership and action. Effective use of digital health solutions can foster safety by encouraging a culture of safer care, supporting seamless care by ensuring the right information is available at the right time, deploying analytics and decision support for smarter care, and embedding safety in clinical systems. At the same time, attention to e-safety and change management is needed to realize potential safety gains and reduce risks.

Objectives

- Using real-world examples from a variety of care settings, understand how digital solutions, from point-of-care tools to big data, can affect patient safety and quality of care
 - Learn about best practices in e-safety and change management
 - Explore how these approaches apply in your own work environment
-

- E. **The beginners' guide to an effective medical dyad leadership model** — Verna Yiu, MD, VP Quality and Chief Medical Officer, Alberta Health Services (AHS); Francois Belanger, MD, VP and Medical Director for Central and Southern Alberta and Zone Medical Director for Calgary Zone, AHS; Sean Chilton, Chief Zone Officer, South Zone, AHS; Laura Calhoun, MD, Provincial Medical Director, Addictions & Mental Health, AHS, Edmonton

This workshop will be a panel session.

Objectives

- Discover how to make a dyad relationship work for you, not against you
 - Learn about seven complementary success factors for an effective dyad model
 - Hear from experienced leaders about how a dyad relationship has helped them (or not)
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F. Medicine: Resiliency in the midst of change and innovation — finding the simple side of complexity and the courage to lead — Gregory P. McQueen, PhD, CEO, G. McQueen Consulting Services, Niagara on the Lake, ON

Medicine and health care are going through dramatic and dynamic changes in Canada, United States, and the rest of the world. Physicians will be called on, now more than ever before, to deal with change, develop individual and organizational resiliency, and use their complex social reasoning skills to help the profession and society make ethical decisions that have far-reaching and long-term social implications. Dealing with the ongoing changes and innovation in health care will call for a high degree of resilience to avoid “burn out.”

Objectives

- Define resilience in terms of your own leadership role
- Develop an appreciation of the link between resilience and effective leadership
- Identify the level of resilience you bring to leadership
- Understand your predisposition to change and the link to being resilient
- Appreciate the leadership resiliency advantage of being able to engage in non-arbitrary social cooperation and consensus building – “complex moral reasoning”

G. Challenges and triumphs of senior leaders — Mamta Gautam, MD, Psychiatrist, Physician Health Expert, Certified Coach, Ottawa

This workshop is limited to senior physician leaders with 10 or more years of experience as physician executives.

You have worked hard to get to where you are today. You are a highly seasoned leader with outstanding competencies and capabilities, impressive experience and knowledge, and a track record of achievement and success. You take care of your organization and the people in it. People respect you and come to you when they need advice, coaching, or mentorship. But where can you go to get the same? Who takes care of you? This interactive workshop allows seasoned leaders to get together in a confidential supporting environment to discuss their challenges and successes with peers, share stories, tips and strategies, and create collaborative and supportive connections. Come prepared with your answer to the question “What keeps you up at night?” You will leave with strategies to address and resolve this.

Objectives

- Define the main challenges of being a leader in medicine
- Identify tangible strategies for managing these challenges effectively
- Share triumphs and successes
- Recognize the value of supportive connections and networks in enhancing leadership effectiveness

H. Physicians stuck in the middle of change: How to lead and survive from the middle — Kathleen Redmond, MA, PCC, Associate, Niagara Institute, Niagara, ON

Physicians must be flexible, nimble, innovative, and strong communicators to survive, grow, and prosper in today’s ever-changing hospital environments. Physicians who are “stuck in the middle” of change need clear strategies to help them influence others in the hospital. This interactive session will help physicians understand the why, when, where, and how of thriving in the middle.

Objectives

- Unlock the keys of influence to facilitate support
- Practise the five key behaviours that influence
- Receive feedback from colleagues on your influencing skills

12:15 – 1:20 pm

LUNCH (Ballroom)

1:30 – 3 pm

Workshop session 2

- A. **How to engage others** — Michael Gardam, MD, Infectious Diseases Consultant; Medical Director, Infection Prevention and Control, University Health Network and Women's College Hospital; Medical Director, Tuberculosis Clinic, Toronto Western Hospital

Repeat of morning session.

- B. **The changing landscape for physicians in a value-based health system** — Kevin Smith, D.Phil, President and CEO, St. Joseph's Health System; CEO, Niagara Health System; Associate Professor, Department of Medicine, McMaster University, Hamilton

Repeat of morning session.

- C. **The coach approach: Change the conversation, change everything** — Nancy Mellow, MD, Chief of Staff, Orillia Soldiers' Memorial Hospital and Cecile Andreas, MD, Family Physician and Graduate Executive Coach, Cranbrook, BC

Repeat of morning session.

- D. **Realizing our promise: Setting direction after the 2015 CSPL study "Understanding Physician Leadership in Canada"** — Graham Dickson, PhD, Professor Emeritus, Royal Roads University and CEO LEADSchange Consulting Group, Victoria and Johny Van Aerde, MD, Clinical Professor of Pediatrics, University of British Columbia and Alberta; Associate Faculty, Leadership Studies, Royal Roads University, Ladysmith, BC

In 2014, the Canadian Society of Physician Leaders completed a seminal study on physician leadership in Canada. Its findings, plus research and progress on physician leadership drawn from a number of international jurisdictions, have been compiled to produce a CSPL White Paper — i.e., a paper for broad stakeholder discussion — that outlines key issues facing physician leaders in Canada. The paper is aimed at responding to a key finding in the 2015 report of the Advisory Panel on Healthcare Innovation (Naylor report): "Time and again, the Panel heard that Canada's physicians are a superb national resource, but our healthcare systems have been organized around and under them in dysfunctional ways. The result is a waste of talent in all directions." The White Paper outlines a number of proposed steps to ensure that physician leadership talent is available to Canadian jurisdictions in their efforts to transform health care for the future. This session is designed to obtain input from physicians to include in the final draft of the White Paper, which will be distributed in fall 2016.

Objectives

- Provide an overview of the results of the CSPL's physician leadership study and their long-term implications for physician leadership in Canada
 - Review additional research and knowledge on physician leadership gleaned from other international jurisdictions, including the Naylor report
 - Share the preliminary recommendations of the White Paper
 - Obtain input from participants for the final draft of the White Paper
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- E. **The beginners' guide to an effective medical dyad leadership model** — Verna Yiu, MD, VP Quality and Chief Medical Officer, Alberta Health Services (AHS); Francois Belanger, MD, VP and Medical Director for Central and Southern Alberta and Zone Medical Director for Calgary Zone, AHS; Sean Chilton, Chief Zone Officer, South Zone, AHS; Laura Calhoun, MD, Provincial Medical Director, Addictions & Mental Health, AHS, Edmonton

Repeat of morning session.

- F. **Medicine: Resiliency in the midst of change and innovation — finding the simple side of complexity and the courage to lead** — Gregory P. McQueen, PhD, CEO, G. McQueen Consulting Services, Niagara on the Lake, ON
- Repeat of morning session.
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G. Leveling the playing field: Engaging men as allies in supporting the development of women leaders in medicine

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

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.

Objectives

- Define the main barriers and challenges for women leaders in medicine
- Recognize how the system in your organization supports and maintains these limitations
- Identify specific actions that male leaders can take to actively support leadership development of their female colleagues

H. Boost organizational performance in health care by breaking down isolation — Tom Tavares, PhD, Chief Assessor, Niagara Institute, Niagara

This interactive session will introduce new thinking about persistent leadership challenges in hospitals, such as departmental silos, change management, and communication. The goal will be to help physicians diagnose the underlying conditions that give rise to these symptoms of isolation in the hospital environment.

Objectives

- Understand the systemic impact of isolation on the quality of care
- Realize the vast untapped potential to improve performance in hospitals
- Focus on what physicians and staff need to do to put knowledge into action on a day-to-day basis

3 – 3:25 pm **Break (Ballroom Foyer)**

3:30 – 4:30 pm **Debate (Concert Hall)**

Be it resolved that politicians are an obstacle to real health care reform

Facilitator: Louis Francescutti, MD, Physician and Storyteller, Edmonton

Panel: Jeffrey Braithwaite, Professor and Director, Australian Institute of Health Innovation; Director, Centre for Healthcare Resilience and Implementation Science, Macquarie University, Australia
Chris Eagle, MD, Professor, University of Calgary; former CEO, Alberta Health Services, Edmonton
Gillian Kernaghan, MD, President and CEO, St. Joseph's Healthcare, London, ON
Anne Snowdon, PhD, Chair, International Centre for Health Innovation, Richard Ivey School of Business

4:30 – 5:30 pm **CCPE AWARD CEREMONY (Concert Hall)**

5:30 – 7 pm **Welcome/networking reception — everyone welcome (Ballroom Foyer)**

SATURDAY, MAY 14 — DAY 2

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9:45 – 10:45 am	Global trends in health system innovation: Opportunities to strengthen health systems — Anne Snowden, PhD, Chair, International Centre for Health Innovation, Richard Ivey School of Business, London, ON
10:45 – 11:15 am	Break (Ballroom Foyer)
11:15 am – 12:45 pm Workshop session 3	

A. Creating high-impact messages — Mila Naimark, President, Clockwork Talk, Toronto

The first step in making your communications effective, whether they are spoken or written, is getting the message right. This can be challenging when decisions are critical, deadlines are tight, and audiences are resistant. This highly interactive 90-minute workshop gives you the tools you need to craft high-impact communications that can influence, persuade, and move your target audience to action.

Objectives

- Define a clear result for a communication, formal or informal, spoken or written
- Identify the target audience and any important secondary audiences for the communication
- Structure a clear and compelling message
- Provide the right level of supporting information
- Check assumptions that can lead to misinterpretation and misunderstanding
- Identify the crucial decision-making drivers of an audience
- Position key points of the message to appeal to those important decision-making drivers
- Anticipate and offset possible objections, constraints, or competing messages

B. Leadership essentials: Strategies for negotiation and persuasion — Kevin Tasa, PhD, Associate Professor of Organization Studies, Schulich School of Business, York University, Toronto

Few skills are as important to physician leaders as the ability to negotiate, persuade, and influence others. In this session, we examine evidence-based approaches to building agreement between parties. The session will introduce how to prepare for negotiation, how to determine 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. Presentation of an actual negotiation in a hospital setting will provide participants with an interactive opportunity to discuss negotiating styles, framing, barriers, and other conflict-resolution dynamics.

Objectives

- Enhance your ability to prepare for a negotiation
- Explore ways to evaluate the quality of potential agreements
- Learn how to think strategically about negotiations and be more effective at influencing others

C. Civility, accountability, and workplace culture: Learning from medical–legal cases — Gordon Wallace, MD, Managing Director, Safe Medical Care, Canadian Medical Protective Association, Ottawa

Improving care is a patient, physician, and financial imperative. Regulatory authorities (colleges) and courts recognize the value of good communication, respect, and teamwork in providing health care. This interactive workshop will use actual case studies to illustrate common issues related to professionalism and provide information on establishing fair and effective workplace cultures.

Objectives

- Describe the medical–legal environment in Canada and the imperative for improvement of systems of care and workplace cultures
 - List three expectations from medical–legal bodies related to the quality of communications of providers, either within teams or with patients
 - Describe a framework for fairly addressing human error and at-risk behaviour of providers
-

D. Leaderful teams: Leadership in our rapidly shifting reality — Guy Nasmyth, PhD, Associate Faculty, Royal Roads University, Victoria

This workshop is based on an understanding of leadership as a distributed phenomenon in which all members of a group or team contribute to leadership according to their strengths. Based on relevant literature and experience, it is also grounded in Dr. Nasmyth’s research into groups and teams who experienced significant success in terms of outcomes and satisfaction of their members. Although the workshop does not focus solely on leaderless teams, it emphasizes the notion of meaningful empowerment and strength-based participation.

Objectives

- Learn critical considerations for effective self-directed teamwork
 - Learn theory of team leadership
 - Build capacity by experiencing team excellence
 - Create an action plan for leveraging effective distributed leadership in teams
-

E. Influencing physician leadership development in health systems — Johny Van Aerde, MD, Clinical Professor of Pediatrics, University of British Columbia and Alberta; Associate Faculty, Leadership Studies, Royal Roads University, Ladysmith, BC

Physicians and organizations invest large amounts of time and money in workshops and courses to develop leadership skills among doctors. However, on returning to their organizations, physicians rarely find an environment that entices them to practise those skills. As a result, the newly learned leadership skills are quickly forgotten or not practised sufficiently to become habits. Data from the literature and interviews with people in Canadian and international health care organizations were incorporated into the Influencer© framework for behavioural change. The resulting model can help organizations and physicians practise specific leadership behaviour by embedding opportunities into an organization’s structure and culture.

Objectives

- Learn and discuss strategies around motivation and ability in the personal domain, the social domain of the peer group, and the organizational structure
 - Develop an action plan to take to your home organization
 - Identify factors that inhibit and facilitate physician leadership development in your organization and learn how to introduce the latter
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- F. Leading a culture of professionalism and accountability** — André Bernard, MD, Chair, Advocacy Committee, World Medical Association, Ottawa and Emily Gruenwoltd, Director, Professional Affairs, Canadian Medical Association, Ottawa

Medicine is changing in ways that challenge many of the basic assumptions physicians and patients have about how, where, and by whom care is delivered. Questions of health system sustainability and declining public trust mean that physicians must re-examine their role and rethink their social contract with Canadians. Participate in this interactive workshop to share your views on the roles and responsibilities of physician leaders in a rapidly evolving health care context, and contribute to a progressive vision of medical professionalism in Canada.

Objectives

- Describe key levers for physician leaders to advance medical professionalism in Canada
 - Identify models of best practice related to physician accountability in Canada and abroad
 - Apply strategies to advance professionalism within physician leaders' scope of practice
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- G. Leading self: What could this look like for me?** — Debrah Wirtzfeld, MD, Director, Leadership Development, Dean's Council, University of Manitoba, Winnipeg

This workshop will give you a greater sense of what it means to "lead self" as defined by the LEADS framework and what this type of self-development might look like for you as an individual. We will relate the five components of the LEADS framework to the acquisition of physician leadership skills and detail the four dimensions of leading self, including a brief description of what is encompassed by each.

Objectives

- Recognize examples of learning activities that could enhance your ability to lead self, including coaching
 - Develop a personalized action plan that promotes leading self
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- H. Tweeting like a leader: An introduction to social networking and digital footprint** — Alireza Jalali, MD, Distinguished Teacher and Teaching Chair, Director of Practical Exam, and Professor of Anatomy, Faculty of Medicine, University of Ottawa

After describing how various social media (Facebook, Twitter, LinkedIn) are used in health care, we will summarize the advantages and perils of these tools for physician leaders in terms of administration, research, and education. We will also discuss appropriate professional behaviour in the digital world at the personal and institutional levels.

Objectives

- Learn how to use social media effectively
 - Recognize the pitfalls associated with these tools
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12:45 – 2 pm **LUNCH (Ballroom)**

2 – 3:30 pm **Workshop session 4**

- A. Creating high-impact messages** — Mila Naimark, President, Clockwork Talk, Toronto
Repeat of morning session.
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- B. Leadership essentials: Strategies for negotiation and persuasion** — Kevin Tasa, PhD, Associate Professor of Organization Studies, Schulich School of Business, York University, Toronto
Repeat of morning session
-

C. Human rights 101 for physicians — Ena Chadha, LLM, Toronto

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, inconvenience in lost time and disruption to practice, as well as damage to professional reputation. This workshop provides an in-depth understanding of human rights law as it affects physicians, with a particular emphasis on the responsibilities of doctors as service providers to patients and as employers/supervisors their workplace. After an overview of the human rights complaint system, we will explain discrimination and harassment and associated topics, such as the duty to accommodate, undue hardship, and reprisal. The session will highlight key tribunal decisions related to physicians and hospitals.

Objectives

- Get an overview of the human rights system in Canada and human rights concepts relevant to health care services
 - Gain insight into your human rights obligations to patients, employees, students, and residents
 - Acquire tools and strategies for dealing with human rights concerns
-

D. Leaderful Teams: Leadership in our rapidly shifting reality — Guy Nasmyth, PhD, Associate Faculty, Royal Roads University, Victoria

Repeat of morning session.

E. Creating and implementing the Markham Family Health Team Lead Physician Performance Review: An exercise in leadership accountability and transparency — Allan Grill, MD, Lead Physician, Markham Family Health Team and Parm Singh, MD, Chair, Governance Committee, Markham Family Health Team, Markham, ON

Evaluating the performance of those in health care leadership positions is crucial. Advice from peers and colleagues creates an opportunity for leadership growth and, in turn, organizational maturity. Constructive feedback also holds leaders accountable by determining whether they are meeting their stated deliverables. The Markham Family Health Team recently designed an award-winning performance review for their lead physician. In this workshop, we will outline the various steps in this process, including updating the job description, developing an evaluation survey, selecting people to complete the evaluation, choosing an online method to gather and analyze feedback, and communicating the results to the board and members of the organization.

Objectives

- Outline the steps required to create and implement a performance review for a physician in a leadership role
 - Explore the attributes and personal characteristics expected of a physician in a leadership role
 - Emphasize the importance of self-reflection in creating an individual development plan
 - Discuss the importance of a transparent process when designing a physician leadership performance review and its influence on accountability within a health care organization
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F. Leading a culture of professionalism and accountability — André Bernard, MD, Chair, Advocacy Committee, World Medical Association, Ottawa and Emily Gruenwoltd, Director, Professional Affairs, Canadian Medical Association, Ottawa

Repeat of morning session.

G. Leading self: What could this look like for me? — Debrah Wirtzfeld, MD, Director, Leadership Development, Dean's Council, University of Manitoba, Winnipeg

Repeat of morning session

H. Tweeting like a leader: An introduction to social networking and digital footprint — Alireza Jalali, MD, Distinguished Teacher and Teaching Chair, Director of Practical Exam, and Professor of Anatomy, Faculty of Medicine, University of Ottawa

Repeat of morning session.

2-DAY PRE-CONFERENCE PMI COURSE

Influencing Boards: Unpacking Principles of Board Governance

May 11-12, 2016, 8 am – 4:45 pm

This course is open to physicians only. Register early as space is limited.

DESCRIPTION

Boards make decisions that influence health care leaders' professional lives. Board members often look to health care leaders for expert knowledge and advice. This course explores practical ways for health care leaders to work effectively with their boards. Learn the fundamentals of what boards do and how they work — who does what and why. Understand the core responsibilities of boards. Learn how board members are chosen and how to identify their stakeholders. Learn to identify the outcome you wish to see your board enable. Discover how to make an effective presentation, one that marshals evidence carefully, deals with costs and benefits, and captures and retains the board's attention.

LEARNING OBJECTIVES

At the end of this course you will be able to:

- Understand the responsibilities and roles of boards involved in health care decision making.
- Understand how boards are appointed and function.
- Understand the challenges and constraints boards face.
- Understand how issues reach board agendas.
- Learn techniques to champion your ideas so that your issues reach the board agenda and receive board approval.

SPECIAL COURSE FEATURES

2 days — Limited to 40 participants

FACULTY TEAM

Chris Carruthers, BSc, MD, MBA, FRCS, FAAOS, ICD.D

Janice Gross Stein, PhD, FRSC, LLD, MOC, O.Ont

2-DAY PRE-CONFERENCE PMI COURSE

Leadership Strategies for Sustainable Physician Engagement

May 11-12, 2016, 8 am – 5 pm

This course is open to physicians only. Register early as space is limited.

DESCRIPTION

Physician engagement is vital to the success of Canadian health reform. Any efforts to improve physician engagement must involve physicians at the outset. Whether that initiative is to create a provincial policy framework, a region-wide approach, a hospital-specific strategy or a community-initiated enterprise, physicians must be involved from the beginning and throughout the implementation. To do so is not easy, for administrators or physicians. It requires substantial rethinking of mindsets, work habits, attitudes, cultural beliefs and working procedures on behalf of both partners. It requires an investment of time, money and learning. It also places demands on both administrators and physicians to share leadership — and to have the prerequisite collaborative leadership skills to make that shared approach work. This program provides physicians with the knowledge, skills and abilities, and the opportunity to use those attributes to construct an action plan, to become active leaders in bringing about effective physician engagement in whatever context they work in (as clinicians in primary or hospital care or as administrators in the health care system).

LEARNING OBJECTIVES

At the end of this course you will be able to:

- Assess the impact of physician engagement on the health system and its importance in improving the quality of patient care.
- Review the evidence underpinning efforts to improve physician engagement.
- Increase your awareness and in-depth knowledge of current efforts underway across Canada to improve physician engagement.
- Determine the optimal processes of physician engagement to discriminate good practices from bad practices, and personally determine the degree to which you might wish to be involved in such enterprises.
- Explore what effect organizational efforts to improve physician engagement would have on your personal experience at work.
- Construct your personal action plan for improving physician engagement in the context of your own workplace in relation to your personality, work–life balance needs and professional goals.

SPECIAL COURSE FEATURES

2 days — Limited to 40 participants

FACULTY TEAM

Graham Dickson, PhD

John Van Aerde, MD, MA, PhD, FRCPC

2-DAY PRE-CONFERENCE PMI COURSE

Disruptive Behaviour: a Rational Approach for Physician Leaders

May 11 – 12, 2016, 7:30 am – 5 pm

This course is open to physicians only. Register early as space is limited.

DESCRIPTION

Physician behaviour that is experienced by colleagues and co-workers in the workplace as disruptive is a serious problem that can profoundly affect workplace health and morale. The complex issues that surround such behaviour are often hard to manage or resolve. This course is designed to help physician leaders and executives understand and deal effectively with disruptive behaviour from both an individual and systems perspective.

LEARNING OBJECTIVES

At the end of this course you will be able to:

- Explain why managing disruptive behaviour has become relevant in today's workplace.
- Address unspoken assumptions and beliefs about the nature and management of disruptive behaviour.
- Distinguish between disruptive and nondisruptive behaviour.
- Understand the impact of disruptive behaviour.
- Identify elements of workplace/organizational culture that may influence or prompt disruptive behaviour.
- Identify three key components of a robust code of conduct and determine its effectiveness for ensuring workplace justice and managing disruptive behaviour.
- Apply principles of fairness, compassion and accountability by using a staged approach for resolving incidents of disruptive behaviour.
- Discuss approaches and interventions for managing behavioural problems in the workplace.
- Prepare for and practise a "difficult" feedback conversation.
- Identify strategies for supporting personal resilience as a physician leader dealing with this complex workplace problem.
- Design prevention strategies to promote respectful professional behaviour in the workplace.

SPECIAL COURSE FEATURES

2 days — Limited to 40 participants

FACULTY TEAM

Mary Yates, BA(Hons), MEd

Paul Farnan, MB, BCh, CCFP, dipl. ABAM

2-DAY PRE-CONFERENCE PMI COURSE
Self-awareness and Effective Leadership
May 11 – 12, 2016, 8 am – 5 pm

This course is open to physicians only. Register early as space is limited.

DESCRIPTION

Self-awareness means having a strong sense of who you are, what you can do and where you're going as a leader — coupled with the ability to manage your communication, emotions and behaviours along the way. In this course, you will gain insight into the personal attributes essential for effective leadership. By exploring best practices and emerging trends, you will delve deep into the dynamics of leadership. Using the concepts of emotional intelligence and temperament theory, you will explore how to communicate more effectively to create positive, enduring work relationships. A variety of tools and techniques will help you assess your personal leadership capacity and enhance your ability to influence and lead others.

LEARNING OBJECTIVES

At the end of this course you will be able to:

- Explore the complexity of roles, values, challenges and satisfaction of physician leadership.
- Interpret your emotional intelligence strengths and areas for development.
- Discuss the relevance of your personal effectiveness profile for your role as a leader.
- Develop communication strategies for adapting and connecting with others.
- Discuss techniques for self-management that enhance well-being.
- Create a professional development action plan for your leadership practice.

SPECIAL COURSE FEATURES

2 days — Limited to 40 participants

This course provides access to the online leadership assessment tool Insights® Discovery Personal Profile, as well as the emotional intelligence assessment tool MHS Bar-On EQ-i™ 2.0 Workplace Report, both of which you will have completed before the course.

FACULTY TEAM

Jamie Campbell, MEd, BEd, BA(Hons)
Monica Olsen, MHRD, BScN, BA

2-DAY PRE-CONFERENCE COURSE
Crucial Conversations® — a VitalSmarts® product
May 11 – 12, 8 am – 5 pm

This course is open to both physicians and non-physicians. Register early as space is limited.

DESCRIPTION

As a physician leader, much of your time is spent interacting with others to achieve desired outcomes. When communication is both candid and respectful, it allows all perspectives and issues to surface and leads to the best decisions or direction. On some issues, differences of opinion are significant, the stakes are high in terms of the outcomes and strong emotions are involved. These require Crucial Conversations (CCV). Research by VitalSmarts identified a key difference between good and great leaders: great leaders achieve results even when the issue or conversation is “crucial.” CCV helps you master the skills you need to step up to high-stakes issues, while remaining candid and respectful, to achieve better results and establish better relationships. Unique to this offering is that this CCV course is taught by trained physician faculty members of the Canadian Society of Physician Leaders.

LEARNING OBJECTIVES

At the end of this course you will be able to:

- Acquire the skills to engage others in addressing challenging issues while retaining or enhancing the relationship.
- Understand when a conversation or issue becomes crucial and learn how to stay in conversation to move toward resolution and action.
- Identify the challenges facing physician leaders in the health care system and acquire practical tools to deal with them.

SPECIAL COURSE FEATURES

2 Days: Limited to 40 participants

FACULTY TEAM

Gillian Kernaghan, MD, CCFP, FCFP

“I have used the techniques I learned in Crucial Conversations to navigate through difficult discussions every day! I am looking forward to registering for the next stage of the program — Crucial Accountability.”

Dr. Lynne Harrigan

Vice-president, Medicine and Integrated Health Services, Nova Scotia Health Authority, Halifax, NS

HOW TO REGISTER

NEW: Registration for the conference and pre-conference programs must be done ONLINE ONLY at www.physicianleadershipconference.com

CONFERENCE CANCELLATION POLICY

Registration fees, less a \$200 administrative charge will be refunded for cancellations received in writing before April 22, 2016. 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 ACCOMMODATION

The Canadian Conference on Physician Leadership has negotiated special rates at the Fairmont Royal York Hotel Toronto, 100 Front St West, Toronto, ON M5J 1E3

Rate: \$205 – Fairmont rooms

- Call-in: Reservations Department at 1-800-663-7229 or the Global Reservations Centre at 1-800-441-1414
- Booking Reference: Canadian Conference on Physician Leadership (CCPL)
- GroupMAX Booking Link: <https://resweb.passkey.com/go/cmacpl2016>

Note: Hotel reservations are booked on a first-come, first-served basis. Book early to obtain the conference rate.

You may book your accommodation online at www.physicianleadershipconference.com

Cancellations can be made up until 24 hours prior to the day of arrival without penalty. Thereafter, there will be a cancellation fee of one night's stay. All rates are subject to applicable taxes and service fees.

TERMS AND CONDITIONS

The cut-off date for reservations is **April 19, 2016**. Thereafter, rooms will be released back to the hotel. Further requests for hotel rooms will be based on availability and the hotel is under no obligation to guarantee the negotiated rate after the cut-off date. All reservations must be guaranteed by a valid credit card.

For more information, contact:

Carol Rochefort at carol@physicianleaders.ca or 613 369-8322

2016 CANADIAN CONFERENCE ON PHYSICIAN LEADERSHIP FEE SCHEDULE

	CSPL/CMA MEMBER	MEDICAL STUDENT/ RESIDENT	SPOUSE/ COMPANION	NON-CMA OR NON-CSPL MEMBER
PRE-CONFERENCE COURSES (MAY 11 – 12)				
Disruptive Behaviour	\$2,254.35	N/A	N/A	\$3,005.80
Influencing Boards	\$2,254.35	N/A	N/A	\$3,005.80
Leadership Strategies	\$2,254.35	N/A	N/A	\$3,005.80
Self-Awareness & Effective Leadership	\$2,254.35	N/A	N/A	\$3,005.80
CSPL Crucial Conversations©	\$1,695.00	N/A	N/A	\$1,921.00
CANADIAN CONFERENCE ON PHYSICIAN LEADERSHIP — Leading Together, Achieving Results				
2-day CCPL Conference	\$1,073.50	\$350.30	\$169.50	\$1,356.00
1-day CCPL Conference Day 1 OR Day 2	\$565.00	N/A	N/A	\$678.00

HST is calculated at 13%. Meeting is held in Toronto, Ontario.

What will I gain from attending this conference?

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

- Discuss the role of the physician leader in transformational change
- Acquire communication and presentation tools and techniques that will allow you to connect with colleagues, government officials, health authorities and the media
- Discover a variety of skill sets that will improve your abilities in conflict resolution, social media and negotiation
- Practice coaching techniques to use immediately and add to your leadership skills
- Identify tangible strategies for managing challenging healthcare situations
- 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 trend

▶ Register now at
www.physicianleadershipconference.com

For more information contact

Carol Rochefort

Email: carol@physicianleaders.ca

Phone: 613 369-8322

CONFERENCE PLANNING COMMITTEE:

Dr. Lynne Harrigan

President of CSPL; Vice President, Medicine and Integrated Health Services, Nova Scotia Health Authority, Halifax, NS

Dr. Johnny Van Aerde

Past-President of CSPL; Health Care System Consultant; Clinical Professor of Pediatrics, University of British Columbia and University of Alberta; Associate Faculty, Leadership Studies, Royal Roads University, Ladysmith, BC

Dr. Rollie Nichol

Associate Chief Medical Officer, Alberta Health Services, Calgary, AB;

Dr. Becky Temple

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Vice President, Professional Services and Leadership, Canadian Medical Association, Ottawa, ON

Dr. Gaétan Tardif

Physiatrist-in-Chief and Medical Program Director – Toronto Rehabilitation Institute, University Health Network; Professor of Medicine, University of Toronto, President, Canadian Paralympic Committee; Toronto, ON

Dr. Todd Watkins

Managing Director, Physician Services Group, Canadian Medical Protective Association, Ottawa, ON

Ms. Carol Rochefort

Executive Director, Canadian Society of Physician Leaders, Ottawa, ON

Thank you to our contributors and friends!

Level I



Level II



Level III

