



LEAD Academy:  
Guiding health care leaders to  
success, together



## MAKE AN IMPACT

If you're a new health care leader or would like to enhance your management skills, LEAD Academy is for you! The synchronous e-learning program offers 12 intensive modules that will empower you to better understand and use your strengths.

Designed for health care supervisors and managers, LEAD is based on the principle that effective leaders require productive relationships to support excellent patient care, achieve business objectives efficiently and maintain a safe patient environment.

Synchronous e-learning refers to a virtual event that uses technology to engage a group of participants in learning at the same time. This method brings LEAD Academy's traditional facilitator-classroom learning modules online, preserving the rich interaction of an in-person experience.

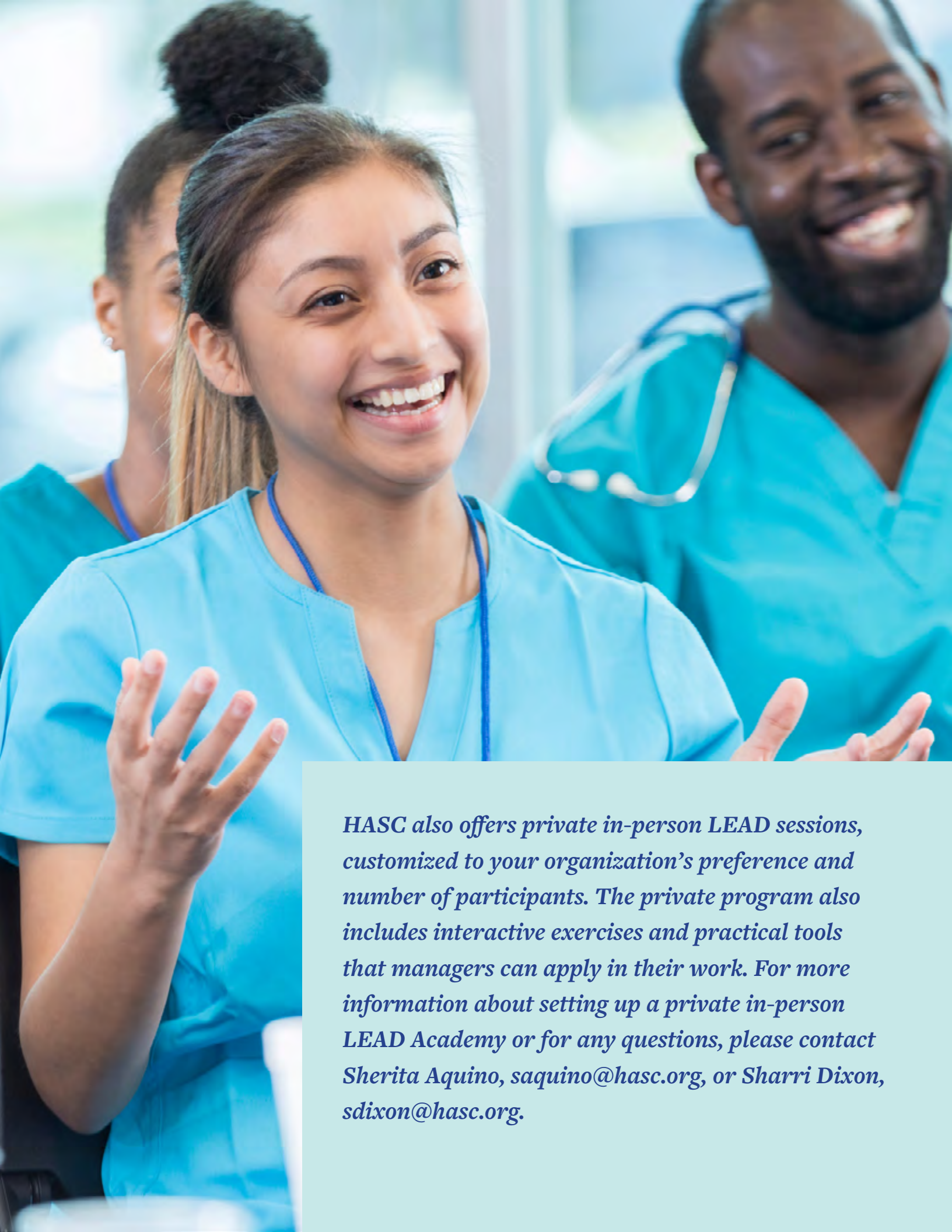
Your facilitator will lead group discussions and offer real-time insights and feedback. The best part of this live course is the ability to work with and learn from your facilitator and peers, making the experience relevant and fun.

### *As a participant, you can:*

- Ask questions in real time
- Feel a greater sense of community and connection with your peers
- Become more engaged in your learning, and
- Benefit from collaborating with your peers and receiving feedback







# ACADEMY OBJECTIVES

*At the end of LEAD Academy, you'll be able to*

- 1* Better use your self-management skills in everyday and stressful situations
- 2* Enable people and groups you supervise to improve their performance
- 3* Enhance your contributions toward achieving facility and system goals

*HASC also offers private in-person LEAD sessions, customized to your organization's preference and number of participants. The private program also includes interactive exercises and practical tools that managers can apply in their work. For more information about setting up a private in-person LEAD Academy or for any questions, please contact Sherita Aquino, [saquino@hasc.org](mailto:saquino@hasc.org), or Sharri Dixon, [sdixon@hasc.org](mailto:sdixon@hasc.org).*

The LEAD Academy virtual modules use collaborative tools that encourage active learning, as in a physical classroom experience. Small group discussions, digital whiteboards, videos, polling and screen sharing will help you engage with the material and your peers. Pre- and post-session work help ensure you develop a high level of skills and outcomes.



# CURRIC- ULUM



# STRENGTHENING YOURSELF

## MODULE 1 From Peer to Supervisor to Leader

*Following this module, you'll be able to:*

- Differentiate between leadership and management/supervision, and use the approach best suited to the situation
- Explain what successful leadership and management/supervision look and sound like
- Apply four key leadership principles and practices that support success for supervisors and managers
- Describe how job responsibilities at each level of the organization align to help the organization achieve its goals and objectives

## MODULE 2 Leading People Differently / DISC

*Following this module, you'll be able to:*

- Approach tasks and relationships in a range of ways with different people, using the DISC tool
- Acknowledge how preferences influence your own behavior
- Adapt your style to improve relationships with employees who have different styles
- Influence people with whom you have faced past challenges

## MODULE 3 Leadership Communication Best Practices

*Following this module, you'll be able to:*

- Successfully use the three communication cues that impact understanding
- Use interpretive listening to help employees and colleagues understand the reason for communication
- Deliver messages in a way that achieves the communication's intent
- Apply the most effective communication tools with different people and situations

## MODULE 4 Resolving Interpersonal Conflict

*Following this module, you'll be able to:*

- Identify common sources of conflict
- Choose from five options for responding to conflict, based on the risks and benefits of each
- Adjust your preferred style for responding to conflict to achieve productive outcomes
- Facilitate and engage in conversations focused on successful conflict resolution

# STRENGTHENING OTHERS

## MODULE 5 Coaching Employees to Higher Performance

*Following this module, you'll be able to:*

- Identify coaching goals based on the needs of the employee and organization
- Adapt your coaching approach to the person, situation and desired outcome
- Plan and facilitate coaching meetings for improved performance
- Improve employee performance with focused feedback

## MODULE 6 Leading Others Through Change

*Following this module, you'll be able to:*

- Predict your own natural responses to day-to-day and event-based change
- Predict employees' and others' responses to day-to-day and event-based change
- Use leadership and communication skills to help employees work through issues arising from change
- Apply and adapt gentle pressure towards successful change

## MODULE 7 Building and Leading Effective Teams

*Following this module, you'll be able to:*

- Clarify the team's purpose and ensure a WIIFM (What's In It for Me) for all
- Define roles and responsibilities of team members
- Identify and build on each team member's knowledge, skills, experience and interpersonal style
- Apply process tools and techniques to guide proactive team engagement
- Measure, track and report performance for continuous team development

## MODULE 8 Planning and Running Effective Meetings

*Following this module, you'll be able to:*

- Use different processes for different meetings
- Plan and open outcome-oriented meetings
- Manage meeting processes and behaviors
- Close meetings to enhance understanding, agreement and action
- Follow up on meetings to provide maximum benefit

# STRENGTHENING YOUR ORGANIZATION

## MODULE 9 **Managing Performance**

*Following this module, you'll be able to:*

- Create measurable performance goals with each employee that reinforce the organization's goals
- Observe employee performance objectively
- Reduce rater bias in evaluation and feedback
- Stay in your "adult" persona when giving performance feedback

## MODULE 10 **Organizing Your Time, Work and Priorities**

*Following this module, you'll be able to:*

- Identify and overcome personal time wasters, procrastination and indecision
- Create or enhance a personal productivity strategy based on your strengths and limitations
- Prioritize requests, requirements and deadlines
- Organize and manage your workspace, phone and e-mail

## MODULE 11 **The Why and How of Organizational Policies**

*Following this module, you'll be able to:*

- Explain the impact of the dynamics that drive organizational behavior in health care
- Create policies that establish or reinforce the desired organizational culture
- Interpret and communicate organizational policies and ensure understanding and buy-in to increase compliance
- Administer and reinforce organizational policies

## MODULE 12 **Business and Finance for Today's Health Care Leaders**

*Following this module, you'll be able to:*

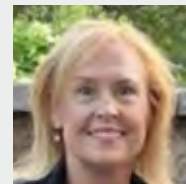
- Read financial reports and know why they matter
- Explain health care reimbursement: how hospitals get paid, third-party payers and why they matter
- Describe the relationship between a department's finances and the hospital's finances
- Explain organizational performance measures and how to use them



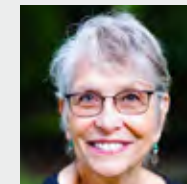


# OUR FACULTY

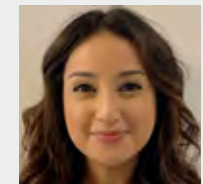
Working with HASC, **IRI Consultants** designed the LEAD Academy based on its 30-year track record of helping health care organizations become more effective and successful. This record in turn is based on IRI Consultants' strong affiliations with the American Hospital Association (AHA), the American Society for Healthcare Human Resources Administration (ASHHRA), The Healthcare Roundtable, and state and regional hospital associations like HASC.



**Pamela Cunningham** is a Six Sigma Black Belt skilled at blending the technical and human sides of high performance. A master facilitator, certified coach and highly regarded trainer, she has designed and conducts leadership training for clinical and nonclinical managers for private- and public-sector health care organizations throughout the western United States. A certified LEAN practitioner, Cunningham also has advised hospital executives on LEAN programs, process improvement and human performance system strategies to resolve various organizational issues quickly and effectively.



**Marcey Uday-Riley, MSW, CPT**, has been a human performance and organization development consultant for more than 25 years. She served as a clinical behaviorist and manager in a large urban teaching hospital for many years. Uday-Riley now helps multiple organizations achieve business objectives as a consultant and trainer. She has provided executive, manager and leader training for numerous facilities.



**Monique Gutierrez** brings eight years of experience in organizational and leadership development, change management and labor relations. She studied organizational development in graduate school and is currently working on her PhD in business psychology. Her wealth of knowledge also includes a strong background in project management, group facilitation, employee opinion surveys and corporate needs analysis. Monique has conducted management training for leaders at all levels within organizations in the healthcare, manufacturing, logistics and hospitality industries. She also coaches leaders in managing employee engagement, performance, and employee relations issues.





# CONTINUING EDUCATION CREDITS

## *per module*

- By attending the LEAD Academy offered by the Hospital Association of Southern California, participants may earn up to 2.5 ACHE Qualified Education Hours toward initial certification or recertification as a Fellow of the American College of Healthcare Executives (FACHE).\*
- Provider approved by the California Board of Registered Nursing, Provider #970, for 2.5 contact hours.\*
- Provider approved by the California Department of Public Health, LFS Registration #219, for 2.5 contact hours.\*
- This program has been submitted to the HR Certification Institute for review.

*\*Please note that no contact hours will be awarded for Module 10.*

## **Cost**

Tuition for each module is \$162 per registrant.

## **Questions?**

For any questions about this program, please contact **SHERITA AQUINO**, (213) 538-0767 or saquino@hasc.org.

# APPLY NOW

VIRTUAL CLASSROOM

## 2024 Synchronous LEAD Academy

Check-in: 8:45 a.m. Pacific Time

Event: 9-11:30 a.m. Pacific Time

Cost — \$162 per module

*Registration fees include all materials, continuing education credits and certificate of completion.*

### Please indicate session(s):

- Module 1:** September 5
- Module 2:** September 12
- Module 3:** September 19
- Module 4:** September 26
- Module 5:** October 3
- Module 6:** October 10
- Module 7:** October 17
- Module 8:** October 24
- Module 9:** October 31
- Module 10:** November 7
- Module 11:** November 14
- Module 12:** November 21



### REGISTER ONLINE [cvent.me/1AG2xw](https://cvent.me/1AG2xw)

Scan the QR code to register online  
OR fill in the form below  
and email to [saquino@hasc.org](mailto:saquino@hasc.org).

First name \_\_\_\_\_ Last name \_\_\_\_\_  
Organization \_\_\_\_\_  
Address 1 \_\_\_\_\_  
Address 2 \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

### Continuing Education Credits per module

Attendee must complete all contact hours for the concurrent session in order to receive continuing education credits.

**ACHE Credit:** By attending the LEAD Academy offered by the Hospital Association of Southern California, participants may earn up to 2.5 ACHE Qualified Education Hours per session toward initial certification or recertification of the Fellow of the American College of Healthcare Executives (FACHE) designation.

- BRN Credit:** RN Lic. No. \_\_\_\_\_ Provider approved by the California Board of Registered Nursing, CEP #970, for 2.5 contact hours.\*
- CLS Credit:** Provider approved by the California Department of Public Health, LFS Registration #219, for 2.5 contact hours.\*
- HRCI:** This program has been submitted to the HR Certification Institute for review.
- Not applicable

*\*Please note that no contact hours will be awarded for module 10.*

### IMPORTANT REMINDERS

Full academy registrants will have priority over single class registrations.

We encourage you to register for the full academy, as space may not be available for single-class attendees once a session has started.

Pre-registration is required and payment is due two weeks prior to session start date.

Make check payable and mail to: HASC — LEAD Academy, FILE 1361, Pasadena, CA 91199-1361.

You may be photographed or videotaped at the event. HASC reserves the right to use these images and videos in promotional, educational and other materials.

### TRANSFERS

Registrants who cannot attend a session may transfer to another session within the same year. Transfer/make-up sessions will be based on availability and cannot be guaranteed. A \$50 administrative charge will apply to each transferred session.

### SPECIAL NEEDS or QUESTIONS

For ADA assistance or general registration questions, contact Sherita Aquino, [saquino@hasc.org](mailto:saquino@hasc.org) or (213) 538-0767.

### CANCELLATIONS

Cancellations received in writing up to two weeks before the session start will be subject to a \$50 processing fee.

We welcome substitutions at any time.

Refunds will not be granted after the two-week cancellation deadline or for no-shows. Fees are not transferable to other HASC programs.

I have read and understand the reminders and policies for transfers and cancellations. Initials \_\_\_\_ Date: \_\_\_\_\_