

LEAD Academy

**Leadership • Engagement
Accountability • Development**



MAKE AN IMPACT

LEAD Academy synchronous e-learning is an intensive, 12-module training experience that empowers recently hired, newly appointed or previously untrained health care leaders to better understand and use their strengths. Designed for health care supervisors and managers, LEAD is built on the underlying principle that effective leadership requires productive relationships to support excellence in patient care, sustainable business objectives and a safe patient environment.

Synchronous e-learning refers to a virtual event or class that uses technology to engage a small group of participants in learning at the same time. This method takes LEAD Academy's traditional facilitator-classroom learning modules online, preserving the rich group interaction that most have come to expect from the experience. The facilitator leads group discussions and offers real-time insights and feedback. The best part of learning with your facilitator and peers in real time is the ability to learn and work together, making the experience relevant and fun.

Participants can:

- Ask questions in real time
- Feel a greater sense of community and connection to their peers
- Become more engaged in their learning, and
- Feel a stronger sense of collaboration through peer learning and feedback



ACADEMY OBJECTIVES

At the conclusion of LEAD Academy, participating health care managers will be able to:

1. Better use their own self-management skills during everyday and stressful situations
2. Enable people and groups reporting to them to improve their performance
3. Enhance their contributions toward achieving facility and system objectives

OUR CURRICULUM

The two-and-a-half hour LEAD Academy virtual modules replicate the physical classroom experience by using collaborative tools that encourage active learning. Breakout rooms for small group discussion and practice, digital whiteboards, videos, polling and screen sharing engage students with the material and one another. Pre-work and post-session work ensure a high level of skill development and learner outcomes.



CURRICULUM

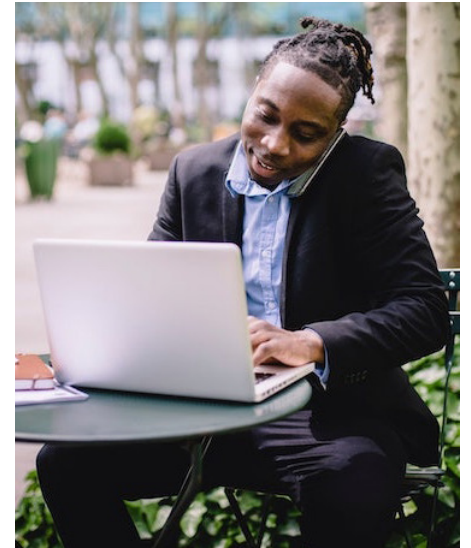
Strengthening Yourself

MODULE 1

From Peer to Supervisor to Leader

Following this module, managers will 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, managers will be able to:

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

MODULE 3

Leadership Communication Best Practices

Following this module, managers will 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, managers will 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 their 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, managers will be able to:

- Identify coaching goals based on the needs of the employee and organization
- Adapt their coaching approach to the person, situation and desired outcome
- Plan and facilitate coaching meetings for improved performance
- Increase employee performance as a result of focused feedback

MODULE 6

Leading Others Through Change

Following this module, managers will be able to:

- Predict their 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, managers will 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, managers will 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, managers will 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 their "Adult" persona when giving performance feedback

MODULE 10

Organizing Your Time, Work and Priorities

Following this module, managers will be able to:

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



MODULE 11

The Why and How of Organizational Policies

Following this module, managers will 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, managers will 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.

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 Rogers, (213) 538-0767 or srogers@hasc.org.



2023 Synchronous LEAD Academy

Check-in: 8:45 a.m. ● Event: 9–11:30 a.m. Pacific Time

Location: Virtual classroom ● Cost: \$162 per module

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

Please indicate session(s):

- | | | | |
|--|--|--|---|
| <input type="checkbox"/> Module 1: March 9 | <input type="checkbox"/> Module 2: March 23 | <input type="checkbox"/> Module 3: March 30 | <input type="checkbox"/> Module 4: May 11 |
| <input type="checkbox"/> Module 5: June 8 | <input type="checkbox"/> Module 6: June 22 | <input type="checkbox"/> Module 7: July 13 | <input type="checkbox"/> Module 8: Aug. 10 |
| <input type="checkbox"/> Module 9: Aug. 24 | <input type="checkbox"/> Module 10: Sept. 14 | <input type="checkbox"/> Module 11: Sept. 28 | <input type="checkbox"/> Module 12: Oct. 12 |

First name: _____ Last name: _____

Organization: _____ Title: _____

Address: _____ City: _____ State: _____ Zip: _____

Phone: () _____ Email (required): _____

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.
- N/A

***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.

SPECIAL NEEDS or QUESTIONS

For ADA assistance or general registration questions, contact Sherita Rogers, srogers@hasc.org or (213) 538-0767.

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.

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: _____