



In person

Dignity Health
Sequoia Hospital

LEAD Academy:
Guiding health care leaders to
success, together





MAKE AN IMPACT

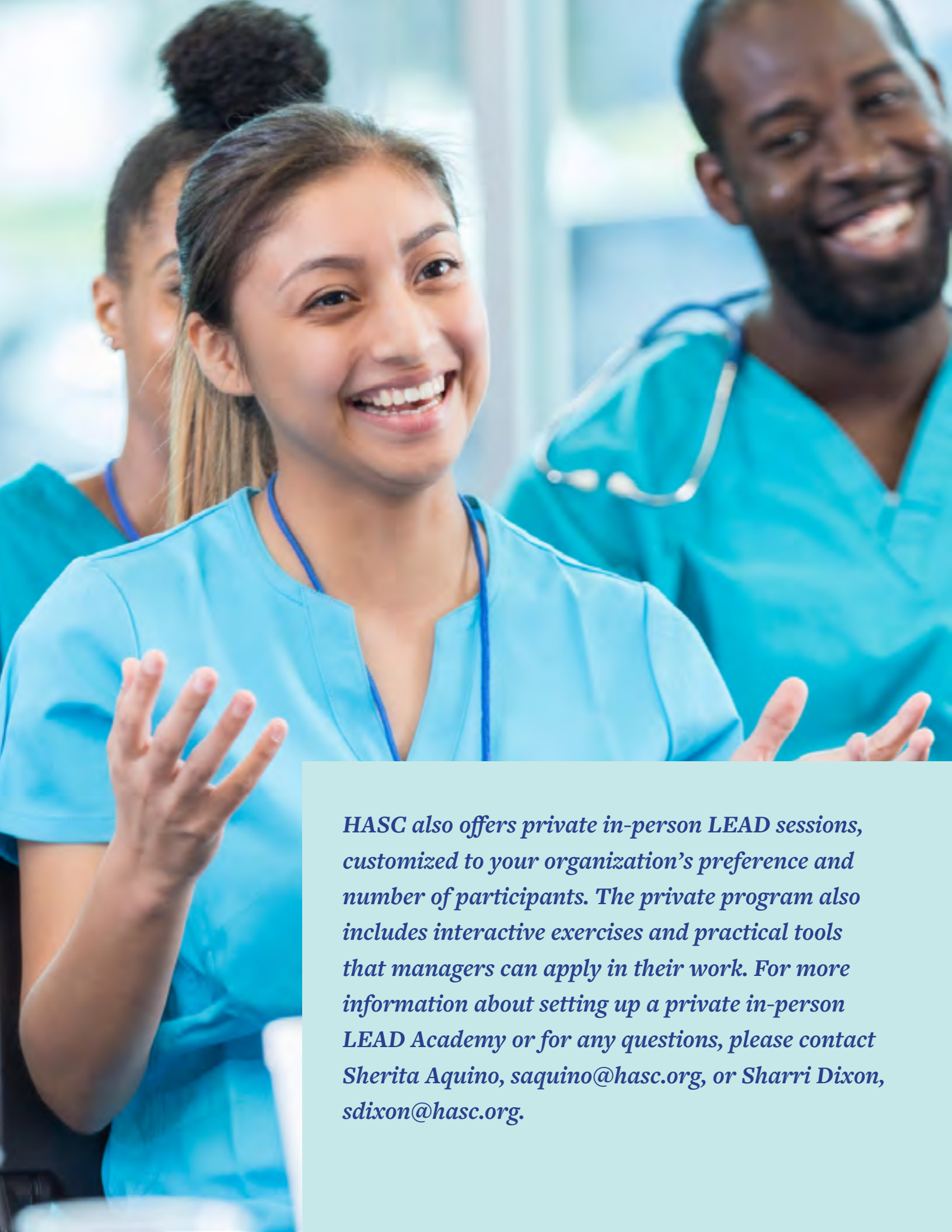
If you're a new health care manager or want to enhance your leadership skills, LEAD Academy was made for you! In six intensive in-person sessions, you'll gain insights that empower you to better understand and use your strengths.

At LEAD Academy, you'll learn about different leadership styles, the challenges of leading others, and ways to overcome these challenges. Innovative tools, hands-on lessons and group discussions make your journey inspiring and fun. The sessions offer a safe space for you to practice new skills and align your work with your hospital's mission.

LEAD is designed expressly for health care supervisors and managers. It was built on the core premise that successful leaders need productive work relationships to provide excellent patient care, reach business goals and maintain a safe patient environment.

In the program, you'll focus on three main areas:

- Self-development
- Supporting others' development
- Managing and developing a successful organization



ACADEMY OBJECTIVES

Following LEAD Academy, you'll be able to:

- 1** Better use your self-management skills in everyday and stressful situations
- 2** Empower direct reports to improve their performance
- 3** Enhance your contributions toward your hospital's mission

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, or Sharri Dixon, sdixon@hasc.org.

The onsite LEAD sessions allow you to fully engage with the lessons and your peers. You'll feel a sense of connection as you interact with and learn from one another.

You can register for the complete program, which will allow you to gain the most from your experience. You can also sign up for single sessions. Once you complete the six classroom sessions (12 modules), you'll earn a certificate of completion.

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

“Unfortunately, they only signed us up for two modules. I would have loved to attend the whole series.”

— 2024 LEAD Academy attendee

STRENGTHENING OTHERS

MODULE 5 Coaching Employees to Higher Performance

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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

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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

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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

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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

“The breakout session topics were great.”

— 2024 LEAD Academy attendee

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

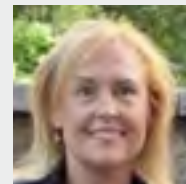
“[Module 9] was, so far, the most impactful as it taught on areas I struggle with — employee evaluation and behavior management. Took a lot back with me, thank you.”

— 2024 LEAD Academy attendee



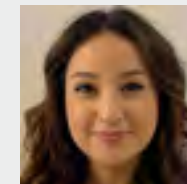
OUR FACULTY

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, Pamela also has advised hospital executives on LEAN programs, process improvement and human performance system strategies to resolve various organizational issues quickly and effectively.



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 6 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 6 contact hours.*
- Provider approved by the California Department of Public Health, LFS Registration #219, for 6 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 is \$2,042 for the full Academy or \$340.20 for each session (two modules).

Questions?

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

APPLY NOW

2024 In-person LEAD Academy

Dignity Health Sequoia Hospital
170 Alameda de las Pulgas, Redwood City, CA 94062

Check-in: 8:30 a.m. Pacific Time
Event: 9:00 a.m.-5:00 p.m. Pacific Time

Full Academy — \$2,042
Per session — \$340.20 (Single session registration opens August 12)

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

Please indicate session(s):

FULL ACADEMY

- September 12, 2024:** Module 1 and 2
- September 26, 2024:** Module 3 and 4
- October 10, 2024:** Module 5 and 6
- October 24, 2024:** Module 7 and 8
- November 7, 2024:** Module 9 and 10
- November 21, 2024:** Module 11 and 12



REGISTER ONLINE <https://hasc.org/lead-sequoia>

Scan the QR code to register online
OR fill in the form below
and email to 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 6 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 6 contact hours.*
- CLS Credit:** Provider approved by the California Department of Public Health, LFS Registration #219, for 6 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 \$100 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 or (213) 538-0767.

CANCELLATIONS

Cancellations received in writing up to two weeks before the session start will be subject to a \$150 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: _____