

Toronto Central LHIN Community Health Leadership Program (CHLP)

In partnership with Rotman School of Management

Program Description: The **Community Health Leadership Program (CHLP)** is a five-day program aimed at current and emerging leaders from community health organizations in the Toronto Central Local Health Integration Network.

Proposed Program schedule summary is provided below:

Day	Morning	Afternoon
Day 1	Building High Performance Work Cultures	Understanding Personal Styles and Strengths
Day 2	Team Performance and Influence Tactics	Integrative Thinking
Day 3	Measuring Performance and Managing Resources	Measuring Performance and Managing Resources
Day 4	Negotiations and Conflict Resolution	Negotiations and Conflict Resolution
Day 5	Leading Change	Leading Change

Subject to change.

Format and Orientation: Sessions will be highly interactive and led by leading researchers, all of whom are accomplished instructors. In addition, leaders from the field will be invited as guest speakers in order to profile a range of leadership approaches.

Day 1 (a.m.): Alignment: Building High Performance Work Cultures

This session will examine those leadership competencies and design features which contribute to an organization's management culture. *Beginning with the examination of three seemingly different organizations – the Veterans Health Administration, a Canadian Radiation Clinic and General Electric --- we will examine the impact that organizational alignment and leadership can have on creating and supporting high performance work cultures.* We will explore how to engage staff through the interconnectedness of mission, strategy, organization, people policies, rewards (not limited to compensation), decision support, and organizational culture. Session objectives include considering the role of "leader as architect", developing a diagnostic tool for assessing and correcting the system (e.g., team, unit, program, hospital) misalignment, and examining the process of change leadership at multiple levels (system, inter-organizational). Participants will be asked to apply the alignment model to performance challenges they are currently facing.

Day 1 (p.m.): Understanding Personal Style and Strengths

This session will be based on an individual assessment tool (MBTI) to assist participants in exploring the links between personality and their management and leadership behaviours. MBTI is the most widely used instrument in the world for understanding leadership and personality differences. As it explains basic patterns of human functioning and individual preferences, the MBTI is used for a wide variety of purposes including team-building, self-understanding and development. In this highly interactive session, participants will learn about the sixteen MBTI types and enhance their understanding of their self-motivation, gain insight into their (dis)comfort zone, natural strengths and weaknesses and their potential areas for growth. Ultimately, they will leave the session with an understanding of the sources of misunderstanding and miscommunication in their world and a deeper appreciation of people who are different from themselves and how to leverage those differences.

The final session on Day 5 will incorporate the participants' feedback from the Multifactor Leadership Questionnaire. All assessments will be confidential, voluntary and in accordance with the University of Toronto ethics guidelines.

Day 2 (a.m.): Influence and Building High Performance Teams Effective healthcare leaders know that engaging colleagues, staff and other stakeholders to commit to change rarely involves pronouncements from on high. Rather, it typically involves working first with small groups of the "almost committed" or "weakly opposed" to gain allies and build coalitions. The objective of this session is to develop practical strategies, based in the psychology of teams and decision making, to influence decision making teams. This session will use the film "12 Angry Men" to increase participants' capacity to influence teams, including using such tactics as coalition building, timing and agenda setting, persuasion, educated risk taking, and testing-the-waters. We will also explore the ethical obligations of the leader.

Toronto Central LHIN Community Health Leadership Program (CHLP)

In partnership with Rotman School of Management

Day 2 (p.m.): Integrative Thinking The health care sector is filled with what Rittel and Webber called “wicked problems”, those problems that are complex and messy, with shifting, incomplete or contradictory elements. Integrative Thinking at the Rotman School of Management has been designed to gain traction with such problems. Through an exploration of some of the key integrative thinking concepts, participants will gain an appreciation of the possibilities to be found in leveraging the power of opposing models to arrive at new insights and creative solutions to vexing conundrums. In order to ground the theory in practice and to make it relevant to your context, we will spend the second half of the session tackling a current and challenging issue in the health care system using an integrative thinking framework and its associated, actionable tools.

Day 3 (a.m. and p.m.): Measuring Performance and Managing Resources Health care leadership requires the knowledge and tools for measuring performance through a variety of indicators – benchmarking processes, volume and case measures, patient/client satisfaction, financial and strategic. In addition, understanding financial management and reporting is crucial for success in any area of leadership in the healthcare sector. These sessions will be focused on understanding (1) what Ontario’s accountability agreements mean to providers, (2) how hospitals are funded and how to read and interpret financial statements (both what the statements tell us, and even more importantly, what they don’t), and (3) performance management.

Day 4 (a.m. & p.m.): Negotiating Change and Conflict Resolution

Health care leaders negotiate every day – with clinical workers, administrators, governments, research funders and even their friends and romantic partners. Negotiation is the art and science of securing agreements between two or more independent parties. It is a craft that must hold cooperation and competition in creative tension. It is difficult to do well. Even the most experienced (and confident) negotiators often fall prey to common biases, errors in judgment, and bad strategies. During these sessions participants will practice, analyze, reflect, and practice again.

Day 5 (a.m. & p.m.) Leading Change

These sessions will provide a research based, systematic tool for leading change in healthcare.

Two perspectives will be simultaneously developed during this session: (1) managing planned orderly change, and (2) change in dynamic, complex adaptive systems. Participants will analyze and develop a change strategy “in the shoes of” British Chef Jamie Oliver. Oliver attempted to implement a major change to the British education system --- to get children to eat healthy meals. Change was required at the individual, organizational and system level.

This first session on implementing change will be followed by a session using an interactive computer-based simulation designed for the Ontario healthcare system. This simulation brings alive the leading research on change management by placing it in a healthcare context. Learning objectives include: diagnosing and overcoming resistance to change; stakeholder and network analysis; multilevel change; developing internal systems to support change; and embedding change for sustainability.

Benefits of CHLP

This initiative will equip emerging and current TC LHIN community leaders with the skills and confidence necessary to manage the change processes in the sector by completing high quality evidence based leadership training program geared towards their specific needs enabled through their participation in the Rotman School of Management’s CHLP.

CHLP will enhance the participants’ leadership, innovative thinking, change management, communication, and negotiation skills and will foster new approaches to leadership. In addition, it will enable the participants to capitalize on their knowledge, skills and capabilities and to augment their capacity to influence and contribute to change in pursuit of the transformational agenda within their organization and the community sector. Furthermore, for the organizations involved, the learning will positively contribute towards enhanced levels of collaboration within as well as outside the organization thus benefiting the community sector and the individuals to be served by these providers.

Toronto Central LHIN Community Health Leadership Program (CHLP)

In partnership with Rotman School of Management

Program Eligibility Criteria for CHLP

- Emerging leaders with record of achievements in the area of leadership and demonstrated commitment to learning
- Currently on a management team or evidence of executive-level leadership
- Responsibility for financial and/or clinical and/or social support performance
- History of successfully managing and motivating staff
- Record of initiative and achievement (e.g., successfully led a change process that delivered tangible results)
- Experience of successfully working across a broad set of stakeholders, including: care givers and/or clinicians; professional associations; governments; and other provider organizations
- Indications of career progression and ambition based on the resume and personal statement
- Strong letter of support from ED, CEO or Board Chair

Rotman School of Management Application Process

Please note that during the application process you will be required to submit three documents:

1) Resume

2) A one or two page personal statement that describes:

- why you wish to participate in this program and why now
- your career aspirations for the next 5 to 10 years
- your current responsibilities (e.g., financial, clinical, for patients or clients, for staff)
- a record of accomplishment
- a summary of your experience working successfully across a broad set of stakeholders, including: clinicians; professional associations; governments; and other provider organizations

3) A reference letter

Please provide a reference letter from the most senior person in your organization. If you are the chief executive officer or the executive director (in organizations where executive director is the most senior staff position), the letter should be written by the board chair. These letters are quite important and should be detailed and specific with respect to why they believe you will benefit from this program and how they believe you will contribute to other participants. We recommend you share the admissions criteria with letter-writers in advance.

4) Commitment Letter

Please have your CEO or Board Chair (if CEO is the applicant) indicate agreement and commitment for the applicant to attend all five days of the program. The form (below) can be found as part of the Program Package. Please have your CEO or Board Chair sign the attached form and email it to: tci@reconnect.on.ca or upload it as part of your online submission.

CHLP Important Dates:	
Application deadline:	November 24, 2014
Admission status notification:	December 9, 2014
Program commencement:	January 12, 2015
Program dates:	Module 1 (3 days) January 12-14, 2015 Module 2 (2 days) February 17-18, 2015

Toronto Central LHIN Community Health Leadership Program (CHLP)
In partnership with Rotman School of Management

Letter of Commitment to attend the Toronto Central LHIN Community Health Leadership Program (TC LHIN - CHLP) for the full duration of the program

To: tcii@reconnect.on.ca

From: _____
(Community Health Service Provider CEO or Board Chair)

Subject: Commitment to attend five full days at the Community Health Leadership Program

As [Title -- CEO or Board Chair, health service provider organization], I am fully committed and prepared to have [applicant's name] attend the TC LHIN Community Health Leadership Program for the identified five days of that program. I recognize that the course will run in the January/February 2015 timeframe. I accept that [applicant's name] will attend all scheduled sessions. Dates include January 12-14 and February 17-18, 2015

I have read, understood and fully agree to this Letter of Commitment.

Name, Title, Organization _____