

## **Application Registration Information for TC LHIN Advanced Health System Leadership Program (AHSLP)**

To apply, please logon to: <http://www.rotmanexecutive.com/TCAdvancedLeadership> and complete the application by **April 7, 2014**.

### **Setting up your profile:**

There are three steps when registering your profile account. In **step three** it will ask you: "Is your organization contributing towards the program fee?" Please select the "self-sponsored" choice in the drop-down menu. Although not applicable for this program, this is required as part of the web-based application process. Please be advised that selecting 'self-sponsored' does not commit you in any way to the course fees.

### **Completing the Program portion of the submission:**

The first section entitled: "**Step 1: Details**" will ask you to click the "accept" box. This section includes information regarding cancellations, deferrals, fee payments and penalties, discounts and application policies. Again, this section **does not apply** to this program; however, you will need to accept these terms and conditions in order to submit your application.

The last section (**Step 4: Fees**) regarding alumni discounts and codes is also not applicable. Please skip over this page and hit '**continue**' to complete your application. Once you hit 'continue, the next page will advise you that your application has been received and the submission is complete.

### **Additional details:**

Participants must attend all ten days of the program in order to receive the program certificate. Please apply if you are able to commit to all ten full-day sessions of the program. Community leaders will only be able to apply to one program – either CHLP or AHSIP, not both. Be sure to select the program that best relates to your core-competencies.

Finally, we will require your CEO or Board Chair (if CEO is the applicant) to indicate their agreement and commitment for the applicant to attend the program (page 5). Please have your CEO or Board Chair sign the attached form and email it to: [tcii@reconnect.on.ca](mailto:tcii@reconnect.on.ca).

### **Reminders:**

The application consists of three documents: Your resume, a personal statement and reference letter.

Application deadline:	<b>April 7, 2014</b>
Admission status notification:	<b>April 16, 2014</b>
Program commencement:	<b>May 21, 22; Jun 25-26; Sep 15-16; Oct 27-28; Dec 9 and 17*, 2014</b>

*\*Please note the last day of the program has changed to December 17, 2014.*

The **AHSLP** will be offered to a total of 45 participants.

Should you have any additional questions, please feel free to contact [tcii@reconnect.on.ca](mailto:tcii@reconnect.on.ca) or call Jennifer Ratcliff, project manager, Reconnect Mental Health Services directly at (647) 270-1305.

## Toronto Central LHIN Advanced Health System Leadership Program (AHSLP)

### AHSLP Program Description

This 10-day program will be delivered in 5 modules, each consisting of 2 days of classroom-based activities over 6 months. The recommended spacing between modules is 6-8 weeks. This modular structure allows participants the opportunity to reflect on their learning and practice new behaviours at the workplace and across partner organizations in the LHIN. The cycle of reflection and practice deepens understanding, broadens one's analytical ability and, most importantly, creates embedded learning. A key feature of the proposed program is **Action Learning Projects** that will allow participants to engage with each other continuously on the real integration and performance improvement work in the LHIN.

This program is aimed at leaders with integrated service delivery, service coordination and planning responsibilities including Coordinators, Managers, Directors, etc., from community health organizations. Program will be offered to 45 qualified participants between May - December 2014.

Many of Rotman's health leadership programs integrate a group project component referred to as Preceptor Projects. These projects are strategic in nature and are put forward by the client's senior management group (e.g., organizational leadership, LHIN steering committee), working with the Rotman Academic Director. Participants collaborate in cross-functional teams and tackle the project over the course of the program. Of the many benefits derived from these projects are the cross-organizational/system relationships that result.

During the pre-program design stage and in consultation with TC LHIN leadership, the following themes will be woven into the custom-designed program content:

- **Leadership:** Successful leadership means determining what to do under conditions of great uncertainty, while considering enormous quantities of information and the multiple and conflicting interests of stakeholders. Leaders in the health system are often required to accomplish their objectives by working with a large and diverse group of people over whom they have little or no formal control.
- **Management of Change:** Understanding and leading change effectively requires the adoption of a systematic approach to change and a process for working with individuals and groups both inside and outside the organization. Participants will learn a range of strategies and tactics that will assist them in designing and implementing major change initiatives.
- **Emotional and Political Intelligence:** Self-awareness is a critical asset for an effective leader. An essential first step is to understand one's own emotional makeup and the impact of one's behaviour on the emotional responses of those nearby.
- **Integrative Thinking™:** Many management tools and techniques commonly used in the business world can play a useful role in health systems. Participants will be exposed to a range of these tools and given the means to adapt and apply them in their work units. The Integrative Thinking™ framework developed at Rotman is one such tool. Rather than choosing one option or one point of view, integrative thinkers leverage the tension between ideas to generate new models that are superior to those that already exist. The Integrative Thinking™ sessions give participants practical tools aimed at helping them integrate existing models and generate new innovative solutions.
- **Alignment and Systems Thinking:** Too often, systems, whether organizations or entire provincial health systems, fail to meet their objectives because of poor alignment among strategy and supporting systems (e.g., structure, people, rewards and decision support). Participants will develop an appreciation for the causes and remedies of organizational and system misalignments.
- **Innovation and Design:** Health professionals (clinicians and administrators) are trained to deal primarily with symptoms, diagnosis and treatment to achieve the best possible outcomes for clients. But, for the client, these processes can cause confusion and distress, which may have undesirable consequences including compromising the health outcome. Participants will use tools developed for the purpose of understanding customers' experience and frame operational issues in terms of the client's

perspective, how clients' experience can be understood through observational research, and how solutions can be developed through structured creative thinking.

**Program Schedule Summary:**

<b>Module 1</b>		
	<b>Morning</b>	<b>Afternoon</b>
Day 1	Alignment: Building High Performance Work Cultures	A Thoughtful and Reflective Approach to Leadership: Lessons from Henry V
Day 2	Achieving Results: Measuring Performance & Managing Resources	Achieving Results: Measuring Performance & Managing Resources
<b>Module 2</b>		
	<b>Morning</b>	<b>Afternoon</b>
Day 3	Negotiating Change and Conflict Resolution	Negotiating Change and Conflict Resolution
Day 4	Difficult Managerial Conversations	Coaching & Mentoring Workshop
<b>Module 3</b>		
	<b>Morning</b>	<b>Afternoon</b>
Day 5	The Concept of Strategy for Healthcare	Ontario's Health System Transformation and Working with Government
Day 6	The Psychology of Influence and Persuasion	Innovation: Understanding The Client Experience- Part I
<b>Module 4</b>		
	<b>Morning</b>	<b>Afternoon</b>
Day 7	Innovation: Understanding The Client Experience- Part II	Innovation: Understanding The Client Experience- Part III
Day 8	Integrative Thinking- Part I	Integrative Thinking-Part II
<b>Module 5</b>		
	<b>Morning</b>	<b>Afternoon</b>
Day 9	Strategy Implementation and Leading Change	Strategy Implementation and Leading Change
Day 10	The Thoughtful Leaders: Developing a Personal Agenda	Transformational Leadership: Redesigning Self and Organization

**Program Eligibility Criteria for AHSLP**

- Administrators, Coordinators, Managers, Directors and others with collaborative care planning based on local needs, integrated service delivery planning, and/or care coordination responsibilities
- Demonstrated involvement in performance improvement initiatives
- Working across organizational boundaries towards coordinated and integrated care for target populations
- A member of a performance improvement team
- Accountable to and supported by their organization for measureable performance improvement
- Strong letter of support from ED, CEO, Chief, and/or Board Chair

## Benefits of AHSLP

This initiative will equip up to 45 TCLHIN emerging and current 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 AHSLP program.

**The AHSLP program** will enhance the participants' leadership, change management, integrative thinking, alignment and systems thinking, as well as innovation and design skills and will deepen their understating of the client experience. Furthermore, for the organizations involved, the learning will positively contribute towards enhanced levels of collaboration within as well as outside the organization as the participants will engage with each other continuously on the care integration and performance improvement work in the LHIN thus benefiting the community sector and clients to be served.

## Rotman School of Management Application Process

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

1) Your resume

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

- 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 CEO or Executive Director (in organizations where ED 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.

**Letter of Commitment to attend the Toronto Central LHIN Advanced Health System Leadership Program (AHSLP) 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 ten full days at the Advanced Health System 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 Advanced Health System Leadership Program for the identified ten days of that program. I recognize that the program will be offered in five 2-day modules in Toronto, Ontario. The program will begin on May 21, 2014. Modules will be spaced 4-6 weeks apart, with program ending in December of 2014. I accept that [applicant's name] will attend all scheduled sessions.

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

Name, Title, Organization \_\_\_\_\_

(Please email this Letter of Commitment to tcii@reconnect.on.ca from the CEO or Board Chair of your organization.)