



## Paths to Leadership-2015

### A School of Medicine Program for Developing Faculty Leaders

*Paths to Leadership (PTL)* is a School of Medicine program designed to provide emerging faculty leaders with the knowledge and skills to be effective leaders and managers. The learning is built around a project conducted by the participants themselves that will deliver real value both to the participants and to OHSU. This program is offered by the OHSU Division of Management under the sponsorship of the School of Medicine.

#### **Who is this intended for?**

*Paths to Leadership* is intended for School of Medicine faculty who are currently in—or taking on—early or mid-stage leadership roles within their departments, divisions, or elsewhere in the School of Medicine or OHSU. Individuals who are considering taking on such roles or wish to develop their individual leadership skills are also invited to apply.

#### **What are the benefits?**

##### **Participants will benefit through:**

- New concepts, insights and perspectives leading to solutions for current issues
- Learning that adapts to their daily reality
- A deeper understanding of OHSU and the School of Medicine
- Having greater personal impact in promoting change or new initiatives
- A trusted group of colleagues and peers

##### **OHSU will benefit by:**

- Improving its leadership and management capacity
- Leveraging participants' experience to address organizational issues
- Promoting a learning culture
- Developing and sustaining champions for change

#### **Learning Overview**

*Paths to Leadership* is organized around five learning themes:

- **Growing self and broadening perspectives.** Building on strengths, design thinking.
- **Understanding the environment.** Understanding systems and complexity; organizations and silos; OHSU and its role in the American healthcare system; understanding OHSU's financial drivers.
- **Leading organizations.** Managing projects, improving processes, building a business case; problem solving and decision making.
- **Building collaborations.** Collaboration and community; building effective teams
- **Leading change.** Using conscious influence; building your political coalition

## Learning Modality

Learning will occur via weekly content sessions and an action learning project. The content sessions will be sequenced to provide just-in-time learning for the application project.

- **Weekly sessions.** These sessions will be 90 minutes in duration and will focus on the learning themes identified above as well as on the knowledge, skills, and tools that will be needed in the action learning project—specifically, fundamentals and tools for managing projects; understanding and improving processes; understanding OHSU finances, etc. A detailed, week-by-week schedule from 2014 is listed in Appendix A.
- **Action learning project.** The goal of the action learning project is to provide a learn-by-doing experience that creates value both for the participants and OHSU. Participants will work in teams of 3-5 on a particular project throughout the duration of the program. The principal criteria for the projects are that it will be a valuable learning experience for participants and that it will add value to OHSU. The projects from the 2010, 2011, 2012, 2013, and 2014 sessions are listed in Appendix B.

## Logistics

- The program is open to individuals with a faculty appointment in the School of Medicine.
- There is no dollar cost to participants or participants' departments for this program.
- The 2015 program runs from Tuesday, January 6, to Tuesday, June 9, on consecutive Tuesdays from 4:30-6:00 PM in 2201 Mackenzie Hall.
- Typically, participants will spend 2-4 hours per week in pre- and post-session reading and project work.

## Further Information

- Contact Jim Huntzicker at [huntzicj@ohsu.edu](mailto:huntzicj@ohsu.edu) or 503-346-0365.
- Web page: [www.ohsu.edu/PathsToLeadership](http://www.ohsu.edu/PathsToLeadership)
- Application form available at [www.ohsu.edu/PathsToLeadership](http://www.ohsu.edu/PathsToLeadership) **Applications are due Monday, December 1.**

## Appendix A. Paths to Leadership Schedule 2014

(The schedule for 2015 will be similar to that for 2014.)

<b>Week</b>	<b>Date</b>	<b>Learning Topic</b>	<b>Guest speaker</b>
1	Jan 7	Building Our Learning Community	
2	Jan 14	Culture & Leadership in Academic Medicine-Part 1	Tracy Bumsted, MD Associate Dean, SOM
3	Jan 21	Seeing Your Life as a System You Can Change	
4	Jan 28	Adaptive Leadership	
5	Feb 4	Design & Integrative Thinking	
6	Feb 11	Working in Teams	
6	Feb 11	Building Your Coalition	
7	Feb 18	Culture & Leadership in Academic Medicine-Part 2	Mark Richardson, MD Dean, SOM
8	Mar 4	Understanding & Improving Processes	
9	Mar 11	Listening to Understand	
10	Mar 18	Understanding Leadership	Joe Robertson, MD President, OHSU
11	Mar 25	Project Work (Spring Break week)	
12	Apr 1	Difficult Conversations-Part 1	George Mejicano, MD Associate Dean, SOM
13	Apr 8	Difficult Conversations-Part 2	
14	Apr 15	Project Work	
15	Apr 22	Creating the Future for OHSU—Challenges & Strategy	Lawrence Furnstahl, CFO, OHSU
16	Apr 29	Managing Your Time as a Leader	Pen Barnes, MD PTL alumna
17	May 6	Understanding Funds Flow at OHSU	Irene Barhyte Associate Dean, SOM
18	May 13	Project Work	Susan Bakewell Sachs Dean, SON
19	May 20	Moments of Greatness—Play to Your Strengths	Sancy Leachman, MD Chair, Dermatology
20	May 27	Story Telling That Moves People	Eric Switzer OHSU Brand Strategy
21	Jun 3	Project Work—Dress Rehearsal	
22	Jun 10	Final Team Presentations	

## **Appendix B. Paths to Leadership Action Learning Projects**

### **2010 Projects**

- System Approaches to Quality at OHSU
- Building a Financially Stable Model for Continuing Medical Education at OHSU

### **2011 Projects**

- Integrating Integrative Medicine at OHSU
- Optimization of Multi-Disciplinary Clinics: Models, Business plan, Assessment Tools, Telemedicine – the Future of Multi-Disciplinary Clinics
- Reducing Re-Admissions at OHSU
- Promoting Interdisciplinary Research at OHSU
- Communication in Action: The Surgical Pause

### **2012 Projects**

- Clinician Interest in Developing Outpatient Telehealth at OHSU
- Operating Room Efficiency: 1<sup>st</sup> Case OR Start Times and Delays
- Wait Time Assessment in OHSU Clinics
- Faculty Development—Preparing New Faculty for Success

### **2013 Projects**

- Stories from the Trenches—A Snapshot of Work Life at OHSU
- Identifying and Facilitating Research Collaborations at OHSU
- Bottoms-Up Approach to Quality Improvement in Colorectal Surgery
- Enhancing Learning & Productivity in EPIC
- Knight Cancer Wellness Program for Patients and their Caregivers

### **2014 Projects**

- Residency Selection at OHSU—Informing Institutional Diversity Strategies
- Faculty Development Experiment
- Multi-Disciplinary Clinics at OHSU—Integrating the Referring Provider
- Hospital-Wide Approach to Patient-Centered Inpatient Orientation