



Paths to Leadership

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.

- **Content 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; building a business case, understanding OHSU finances. A detailed, week-by-week schedule from 2012 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, and 2012 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 2013 program runs from Tuesday, January 8, to Tuesday, June 18, on consecutive Tuesdays from 4:30-6:00 PM in 2201 Mackenzie Hall.
- Typically, participants will spend up to 4 hours per week in pre- and post-session reading and project work.

Further Information

- Contact Jim Huntzicker at huntzicj@ohsu.edu or 503-346-0365.
- Web page: www.ohsu.edu/PathsToLeadership
- Application form available at www.ohsu.edu/PathsToLeadership

Appendix A. Paths to Leadership Schedule 2012

Week	Date	Learning Topic
1	Jan 10	Building Our Learning Community
2	Jan 17	Understanding How We Learn: Learning Style Preferences
3	Jan 24	Strengths & What to Do With Them
4	Jan 31	Working in Teams
5	Feb 7	Building Your Coalition
6	Feb 14	Project Launch/ Design & Integrative Thinking
7	Feb 21	Understanding Culture (at OHSU)
8	Feb 28	Tools for Organizational Learning and Leading Change/Appreciative Inquiry
9	Mar 6	Project work
10	Mar 13	Understanding & Improving Systems & Processes (Dan Handel, M.D., OHSU Dept. of Emergency Medicine)
11	Mar 20	Using Conscious Influence to Drive Organizational Change
12	Mar 27	Project Work (Spring Break week)
13	Apr 3	Mid-Term Project Reports
14	Apr 10	Mid-Term Project Reports
15	Apr 17	Re-Visiting Teaming
16	Apr 24	Essentials of Financial Management (Larry Wasserman)
17	May 1	Understanding OHSU Funds Flows (Irene Barhyte, Sr. Assoc. Dean for Finance & Administration, OHSU School of Medicine)
18	May 8	Project Work/Building the business case
19	May 15	The Wide World of Academic Health Centers—Where Does the Future Lie? (Lawrence Furnstahl, OHSU Chief Financial Officer)
20	May 22	Decision Making
21	May 29	Charles Thomas: Live Leadership Case
22	Jun 5	Project Work
23	Jun 12	Final Team Presentations (4:30-6:30 PM)
24	Jun 19	Conversation with Dean Mark Richardson

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: 1st Case OR Start Times and Delays
- Wait Time Assessment in OHSU Clinics
- Faculty Development—Preparing New Faculty for Success