Paths to Leadership-2016
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 want to make a difference at OHSU. It is for faculty who are currently in—or taking on—formal or informal 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.

Why do this program?
Through Paths to Leadership participants will:
- Develop a leadership mindset (i.e., learn how to think—and act—like leaders)
- Have an increased understanding of OHSU and how they can make a difference.
- Make a significant contribution to an important OHSU issue through a learn-by-doing project.
- Become (more) “activated” and ready to take on additional leadership responsibility—whether formal or informal.

How will OHSU benefit?
OHSU will benefit from Paths to Leadership 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; preparing for difficult conversations; reframing complex organizational challenges using multiple lenses
• **Understanding the environment.** Understanding systems and complexity; organizations and silos; OHSU and its role in the American healthcare system; OHSU’s financial drivers

• **Leading organizations.** Managing projects; improving processes; problem solving and decision making

• **Building collaborations.** Communication for collaboration and community; building effective teams

• **Leading change.** Clarifying purpose and vision; using conscious influence; building a coalition

**Learning Modality**

• **Weekly face-to-face sessions.** Weekly we engage the learning themes identified above as well as the knowledge, skills, and tools that will be needed in the action learning project. A detailed, week-by-week schedule from 2015 is listed in Appendix A.

• **Action Learning Project: What difference would you like to make at OHSU?** The goal of the action learning project is to provide a learn-by-doing experience that creates value both for the participants and OHSU. All participants will develop an initial proposal for a project to make a difference in your unit at OHSU. Teams of 4-6 participants will select one individual’s project to pursue as a group project throughout the later months of the program. The projects from the 2010-2015 sessions are listed in Appendix B.

**Comments from Past Participants**

• “The diversity of leadership skills was inspiring, there is no single path. The importance of having clear, short list goals that can be easily explained - was very helpful.”

• “It helped me think about plans and the future in ways I should have done earlier but never found the time to do.”

• “Any academic physician needs this training.”

• “The diversity of leadership skills was inspiring, there is no single path. The importance of having clear, short list goals that can be easily explained - was very helpful.”

**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 2016 program runs from Tuesday, January 5, to Tuesday, June 7, 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 ([huntzicj@ohsu.edu](mailto:huntzicj@ohsu.edu) or 503-346-0365) or Niki Steckler ([steckler@ohsu.edu](mailto:steckler@ohsu.edu) or 503-346-0366).

• 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, November 30.**
## Appendix A. Paths to Leadership Schedule 2015
(The 2016 schedule is in development but will be similar to 2015.)

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Learning Topic</th>
<th>Guest Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Jan 6</td>
<td>Building Our Learning Community</td>
<td></td>
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<tr>
<td>2</td>
<td>Jan 13</td>
<td>From “Organizing to Execute” to “Organizing to Learn”</td>
<td></td>
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<tr>
<td>3</td>
<td>Jan 20</td>
<td>Designing Your Own Personalized Learning Laboratory</td>
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<tr>
<td>4</td>
<td>Jan 27</td>
<td>Teaming to Learn</td>
<td>Tracy Bumsted</td>
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<tr>
<td>5</td>
<td>Feb 3</td>
<td>Inquiry as a Leadership Skill</td>
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<tr>
<td>6</td>
<td>Feb 10</td>
<td>The Challenge of Leadership in an Academic Medical Center</td>
<td>Mark Richardson</td>
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<tr>
<td>7</td>
<td>Feb 17</td>
<td>The Power of Framing</td>
<td></td>
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<tr>
<td>8</td>
<td>Feb 24</td>
<td>Structures &amp; Systems</td>
<td></td>
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<tr>
<td>9</td>
<td>Mar 3</td>
<td>Making It Safe to Team</td>
<td>Sharon Anderson</td>
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<tr>
<td>10</td>
<td>Mar 10</td>
<td>Building Coalitions</td>
<td>George Mejicano</td>
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<tr>
<td>11</td>
<td>Mar 17</td>
<td>Culture &amp; Change</td>
<td>Joe Robertson</td>
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<tr>
<td>12</td>
<td>Mar 24</td>
<td>Project Work (Spring Break week)</td>
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<tr>
<td>13</td>
<td>Mar 31</td>
<td>The Reframing Game</td>
<td>--</td>
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<tr>
<td>14</td>
<td>Apr 7</td>
<td>Play to Your Strengths</td>
<td>-</td>
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<tr>
<td>15</td>
<td>Apr 14</td>
<td>Following the Money</td>
<td>Irene Barhyte</td>
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<tr>
<td>16</td>
<td>Apr 21</td>
<td>Preparing for Difficult Conversations</td>
<td>Kevin O’Boyle</td>
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<tr>
<td>17</td>
<td>Apr 28</td>
<td>Practicing Difficult Conversations</td>
<td>Sancy Leachman</td>
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<tr>
<td>18</td>
<td>May 5</td>
<td>Lessons from a Leadership Veteran</td>
<td>Jack Mudd (Providence)</td>
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<tr>
<td>19</td>
<td>May 12</td>
<td>Influence and Advocacy</td>
<td>John Hunter (5 PM)</td>
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<tr>
<td>20</td>
<td>May 19</td>
<td>Creating the Future for OHSU</td>
<td>Lawrence Furnstahl</td>
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<tr>
<td>21</td>
<td>May 26</td>
<td>Story Telling That Moves People</td>
<td></td>
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<tr>
<td>22</td>
<td>Jun 2</td>
<td>Project Work—Final Preparation</td>
<td></td>
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<tr>
<td>23</td>
<td>Jun 9</td>
<td>Final Team Presentations</td>
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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

**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

**2015 Projects**
- Referrals: Right Provider--Right Workup--Right Time--Right Response
- Nurturing Roots: Cultivating Junior Faculty Retention at OHSU
- Strategies to Enhance Translational Research at OHSU
- The “Conversation”—Engaging Patients Effectively