

2018 Canadian Conference on Physician Leadership

JW Marriott Parq Vancouver, BC

Dialogue: A tool to lead action

April 20-21, 2018

Don't forget to enroll in one of our amazing
Pre-Conference Courses – April 18-19, 2018

2-Day PLI Courses

New! Leading Systems in Healthcare
Developing and Leading System Improvement
Leading Change
Physician Leadership Focus
Disruptive Behaviour

2-day CSPL VitalSmarts Course © Crucial Conversations

Accreditation

This program has been certified by the College of Family Physicians of Canada and the British Columbia Chapter for up to 11.00 Group Learning credits.

This event is an Accredited Group Learning Activity (Section 1) as defined by the Maintenance of Certification Program of the Royal College of Physicians and Surgeons of Canada, and approved by the University of Ottawa's Office of Continuing Professional Development. You may claim a maximum of 11.0 hours (credits are automatically calculated).



www.physicianleadershipconference.com



Conference at a glance

Apr 18-19, 2018, Pre-Conference Courses 2 days 8 am - 5 pm

PRE-CONFERENCE COURSES

Leading systems in healthcare **Unlocking the mysteries of social complexity.** Physicians are forced to act as experts – not only because of their training, but also because the structure and culture of the health system force them into that expert role. As a result, physicians can struggle when asked to practise systems thinking and engage in the transformation of the health and disease care system. This course helps physicians understand and practice systems thinking in an interactive way, and makes large complex systems more understandable to live in and influence. Systems thinking will come alive through exercises, learning through a virtual organization and working on a case action plan.

Developing and leading system improvement **The fundamentals of improving patient care.** Quality has many dimensions. Safe, effective and patient-centric care are benchmarks by which we measure it. Excelling in these dimensions is essential to meet the challenge of improving outcomes across the health care system. As leaders playing a key role in engaging all health care professionals, you must have practical experience with QI tools and methods. This course – with a focus on efficiency and access – provides an introduction through lecture, small-group work and hands-on learning, where you have the opportunity to develop a plan for improving an area of your own system.

Leading change **Master the art and science of leading change.** Change is relentless in health care and physicians are its natural leaders. This core* course will help you master the art and science of leading change, by teaching you how to develop strategies for motivating, implementing and sustaining it. You'll gain a real understanding of your leadership style, the art and science of change, and what it takes to successfully lead it. You'll learn how to overcome opposition to change – both internal and external – and how to put change management theory into practice. The course structure includes discussion of real issues facing your health care organization and time to practise techniques in team exercises. Some of the topics covered include creating a resilient work environment, anticipating and learning from failure, dealing with the impact of change and how to build a shared vision and commitment to act.

Physician leadership focus: Put unrelenting distractions in their place **Enhance your focus, increase your performance.** Frustrated by distractions, demands and pressures? Recent research suggests that as leaders move into more senior positions, their hectic pace may contribute to greater stress, poorer focus, and reduced productivity. This course can help you sharpen your focus and thrive in today's complex health care workplace. This course uses case studies to look at how the ability to focus distinguishes top performers. It will help you to not only pay attention to what matters, but it will also increase your ability to build relationships and increase focus on all the issues in your complex workplace. The course takes a hands-on, practical approach to building effective leadership skills.

Managing disruptive behaviour The Canadian Medical Protective Association defines disruptive behaviour as inappropriate conduct on behalf of a physician with the potential to interfere with the delivery of quality health care. It can include abusive language, outbursts of anger or unwarranted physician force, among other things. This is a serious problem that profoundly affects the health and morale of the perpetrator's colleagues. It can also be challenging to manage and resolve. This course is designed to help physician leaders and executives understand the signs of disruptive behavior and how to deal with it from both an individual and systems perspective.

Crucial Conversations® - a VitalSmarts® product **Manage difficult conversations—and achieve desired outcomes.** Whether you're leading an organization or championing an issue, when the stakes are high, different opinions and strong emotions can derail your efforts to achieve the best outcome. Crucial Conversations® is a VitalSmarts® course that focuses on using candid and respectful communication to work successfully with others. Crucial conversations will help you develop the skills you need to manage conversations so that all perspectives are heard, relationships are enhanced and hidden issues come to the surface as you achieve the results you're looking for. The course is taught by physicians who are faculty members of the Canadian Society for Physician Leaders.

April 20-21, 2018

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Conference at a glance Friday, April 20 – Day 1

DAY 1 MORNING

7:00-8:00 am Breakfast and registration, Parq Grand Foyer

8:00-8:15 am Welcome and Introductions, Parq Grand DEF

8:15-9:15 am Keynote address: **Canada needs more physician leaders** Brigadier General [ret] **Hugh Colin MacKay, MD**

9:20-10:20 am Keynote address: **Communication and humour: A perfect pairing** **Lorraine Behnan**, President, ExpressionLab Communications Inc, Toronto

10:20-10:45 am Break, Parq Grand Foyer

10:45 am-12:15 pm **Workshop session 1**

A. Bringing mindfulness to leadership

B. Building a culture of accountability to improve clinical care

C. Transforming conflict from the inside out

D. Building mental resilience: Lessons learned from the Canadian Armed Forces Road to Mental Readiness (R2MR) Program

E. What every physician leader needs to know about change

F. Leadership essentials: strategies for negotiation and persuasion

G. Strategic communications: how to talk to media and everyone else

H. Advocacy: using stories to get what you want from politicians

12:15-1:25 pm Lunch, Kitsilano Ballroom

1:30-3:00 pm **Workshop session 2**

A. Bringing mindfulness to leadership

B. Building a culture of accountability to improve clinical care

C. Transforming conflict from the inside out

D. Building mental resilience: Lessons learned from the Canadian Armed Forces Road to Mental Readiness (R2MR) Program

E. The stories we tell ourselves: how to remove self-imposed barriers to successful personal change

F. Leadership essentials: strategies for negotiation and persuasion

G. Strategic communications: how to talk to media and everyone else

H. Advocacy: using stories to get what you want from politicians

3:00-3:25 pm Break, Parq Grand Foyer

3:30-4:00 pm CCPE AWARD CEREMONY, Parq Grand DEF

4:15-5:15 pm Keynote address: **Generative leadership in health care** **Gervase R. Bushe**, PhD, Professor of Leadership and Organization Development, Beedie School of Business, Simon Fraser University, Vancouver, BC

5:15-7:00 pm Welcome/networking reception - Parq Grand Foyer

DAY 1 AFTERNOON

Conference at a glance Saturday, April 21 – Day 2

DAY 2 MORNING

7:45-8:25 am CSPL Breakfast and Business Meeting – all CSPL members welcome

7:45-8:25 am Conference breakfast and registration, Parq Grand Foyer

8:30-8:45 am Welcome and introductions, Parq Grand DEF

8:45-9:45 am Keynote address: **Acting on the dialogue - adapting leadership to fit the needs of the team** **Jillann Farmer**, MB,BS (Hons) FRACGP, GC AppL, MHA, FRACMA, Director, Medical Services Division, United Nations, New York

9:45-10:45 am Keynote address: **Strength-based leadership: the 10-80-10 principle** **Sunjay Nath**, MBA, BScE, CSP, Engineering Human Performance, Toronto, ON

10:45-11:15 am Break, Parq Grand Foyer

11:15 am-12:45 pm Workshop session 3

- A.** Using attachment theory to understand and support people under stress
- B.** Sustaining joy as experienced leaders – part 1
- C.** Coaching for medical leaders: when not having answers is the answer
- D.** The importance of dialoguing with boards: physicians missing in action?
- E.** The 4Ds of priority management for physician leaders
- F.** Two monologues don't make a dialogue: a taste of optimal communication
- G.** Impactful communication for leaders
- H.** Digital health and patient engagement

12:45-2:00 pm Lunch, Kitsilano Ballroom

2:00 pm-3:30 pm Workshop session 4

- A.** Using attachment theory to understand and support people under stress
- B.** Sustaining joy as experienced leaders – part 2
- C.** Coaching for medical leaders: when not having answers is the answer
- D.** First do no harm: how physicians can lead the green health movement to heal the planet
- E.** The 4Ds of priority management for physician leaders
- F.** Two monologues don't make a dialogue: a taste of optimal communication
- G.** Impactful communication for leaders
- H.** Building momentum for physician leadership and engagement in health system transformation across Canada



Lorraine Behnan Change Management and Communications Expert

Lorraine Behnan believes that times of change should be looked at as an opportunity to excel. An expert in career evolution, Behnan gives leaders and employees the confidence and communication strategies to achieve their workplace and professional goals. She is known for her entertaining and energetic programs, which combine her skills as a long-time presentation coach for corporate executives and as a former actor with the famed Second City Comedy Revue.



Gervase R. Bushe, PhD, Beedie School of Business Simon Fraser University

Gervase (pronounced Jervis) Bushe is the Professor of Leadership and Organization Development at the Beedie School of Business, Simon Fraser University in Vancouver, Canada. His career spans over three decades of transforming organizational structures, cultures and processes away from command and control toward more collaborative work systems. He is an award winning author of over 80 papers and three books on organizational change, leadership, teams and teamwork. He has a B.A. from Concordia University, a Ph.D. from Case Western Reserve in Organizational Behavior. He is on the editorial boards of both scholarly and practical journals and has given talks and courses on leadership and organizational change methods in Canada, the US, Europe, Australia, Asia and Africa.



Dr. Jillann Farmer Jillann Farmer worked for the Medical Board of Queensland, building the Health Assessment

and Monitoring Program for management of registrants with illnesses that impact on their ability to practice. She also lead a program of national reforms to the way Medicare Australia interacted with practitioners whose practice had been identified as significantly different to peers. She has been a Director of Medical Services at a mid-size acute Hospital, and a Senior Medical Officer Emergency Medicine. She holds fellowships of both the RACGP and the College of Medical Administrators.



Brigadier-General (retired) H.C. MacKay OMM, CD, MD, MHSc, FRCPSC (Hon)

Hugh Colin MacKay joined the Canadian Armed Forces in 1983 as a Signals Officer. In 1989 Captain MacKay was selected for the Military Medical Training Program and completed his Doctor of Medicine degree at the University of Toronto, followed by his family medicine residency at Queen's University. In 1995 he was first posted as a medical officer in Kingston where he worked in the Base Hospital and then as a Unit Medical Officer. Following a command appointment as Base Surgeon of Shilo, Major MacKay became the Brigade Surgeon, 2 Canadian Brigade Group in Petawawa where he also lead the medical component of the Disaster Assistance and Relief Team (DART) during the earthquake in Turkey in August 1999.



Sunjay Nath, MBA, travels globally sharing insights on leadership and performance. He is best known for

his trademark, "The 10-80-10 Principle" which is a framework that helps individuals and teams improve performance. This methodology combines best practices with small wins to help people empower themselves. Sunjay was a founding Vice President of an e-learning company based in Toronto that has gone on to become a multimillion-dollar company. Prior to that position he worked as an engineer for a distribution company in New York. He served as a camp director for several years with a camp that focuses on developing leadership skills in students. He has also held positions with H&R Block and Bank of Montreal.

Workshops

Friday, April 20 – Day 1 Workshop session 1-10:45 am-12:15 pm

DAY 1 MORNING



A. Bringing mindfulness to leadership Paul Mohapel, BSc, MSc, MA, PhD, Mohapel Consulting, Victoria, BC

Mindfulness is a corporate buzzword that is widely used, but often misunderstood. In this session, we'll explore the nature and practice of mindfulness and how it directly connects with effective leadership. Recent academic knowledge in neuroscience and psychology reveal the value of mindfulness practice. Mindful leaders embody presence, focus, awareness, responsiveness, insight, creativity, and compassion in the service of others. Effective leaders bring mindfulness to both their work and interactions with others. This session will emphasize experiential activities and group inquiry. Participants will gain a greater understanding of what mindfulness is and how it can contribute to their personal leadership. They will also learn practical strategies and mindfulness techniques that they can easily incorporate into their professional and personal lives. **Learning Objectives** • Identify the supportive neuroscience of mindfulness practice • Describe the impact of mindfulness practices on self-awareness, self-regulation, and communication • Enhance personal self-management and leadership skills



B. Building a culture of accountability to improve clinical care Guylaine Lefebvre, MD, Director, Safe Medical Care, Practice Improvement; Steven Bellemare, MD, Senior Physician Advisor, Safe Medical Care, CMPA, Ottawa, ON

Presented by the Canadian Medical Protective Association (CMPA), this interactive workshop will allow leaders to gain the knowledge and develop the attitudes required to establish a workplace culture that promotes natural justice and accountability to foster safe medical care. Participants will gain insight into the genesis of patient safety incidents and disruptive behaviour and understand how establishing a culture of accountability can improve workplace communication, reduce conflict, and improve clinical care. **Learning Objectives** • Distinguish between human error, at-risk behaviour, and reckless behaviour • Describe an appropriate managerial intervention for each situation • Summarize the role of the leader in balancing system and individual accountabilities



C. Transforming conflict from the inside out Basia Solarz, MAEd, CPCC, Consultant for Communication and Conflict Competence, Workplace Conflict Resolution Program, Nova Scotia Health Authority, Halifax, NS

What makes it hard to be our best self during difficult conversations? Why do we walk away feeling regret or disappointment, not only in the outcome but also in ourselves? In this session, participants will be invited to take a deeper look at what matters to them in communication with others and gain clarity about how to act differently in challenging situations. **Learning Objectives** • Identify the transformative framework of conflict and communication • Explain common human reactions to difficult communications • Identify what guides people's behaviour in the conflicts they face • Develop practical strategies for responding deliberately and effectively



D. Building mental resilience: Lessons learned from the Canadian Armed Forces Road to Mental Readiness (R2MR) Program Lieutenant-Colonel Suzanne M. Bailey, Senior Social Work Officer, Canadian Armed Forces

Participants will learn about the impact of challenging professions on health and well-being, and how unmanaged stress can affect our performance both at work and at home. Building on the program developed for Canadian Armed Forces (CAF) personnel deploying to Afghanistan, and now tailored for the diverse demands of military service across environments, occupations and ranks. **Learning Objectives** • Create simple evidence-based skills to manage the daily demands of your roles • Identify distress early and leverage additional resources, while outlining a path to create long term resilience for a sustainable career



E. What every physician leader needs to know about change Lesley Beatson, MEd, PhD, Leadership Consultant and Coach, Rossland, BC

The goal of this interactive presentation is to increase participants' understanding of the people side of organizational change. Today, many organizations are experiencing a need to implement change at an unprecedented rate. Evidence clearly shows that the probability of success increases when leaders follow proven principles of change management. Human resistance to change is the most common reason why many initiatives are unsuccessful. With increased understanding of what is behind resistance, leaders are better able to build change competency into their teams and reduce the potential for negative consequences.

Learning Objectives • Summarize factors associated with resistance to change • Describe where and how to focus efforts to implement successful change • Identify the leader's role in successful change initiatives deliberately and effectively



F. Leadership essentials: strategies for negotiation and persuasion Kevin Tasa, PhD, Associate Professor of Organization Studies, Schulich School of Business, York University, Toronto, ON

Few skills are as important to physician leaders as the ability to negotiate, persuade, and influence others. In this session, we'll examine evidence-based approaches to building agreement between parties. The session will introduce how to best prepare for a negotiation, how to identify whether potential agreements are good or bad, and how to be most persuasive when presenting offers. We will also discuss how to ask questions that lead to open and honest responses from a negotiation counterpart. The session will introduce an actual negotiation that occurred in a hospital setting, giving participants an opportunity to discuss negotiating styles, framing, barriers, and other conflict-resolution dynamics. Participants will leave with the ability to think strategically about negotiations and to be more effective at influencing others. **Learning Objectives** • Describe a plan to enhance your ability to prepare for a negotiation • Identify several ways to evaluate the quality of potential agreements • Describe personal communication strategies that increase a counterpart's positive responses



G. Strategic communications: how to talk to media and everyone else Joanna Piros, Senior Consultant, COUNTERPOINT Communications, Vancouver, BC

All communications are strategic. Whether you are tasked with speaking to media on reactive or proactive issues, engaging communities and stakeholders, or attempting to influence and persuade in the workplace, strategy must come before tactics. After all, you don't treat before you diagnose. In this highly interactive workshop, we'll talk about how to think and plan to communicate strategically in all situations, organizational as well as personal. We'll touch on the latest research into how people interpret information and how we make decisions. **Learning Objectives** • Explain how to assess an audience • Create a plan to ensure communications support larger goals • Describe how we are hard wired to make decisions in an increasingly noisy world • Identify ways people interpret information



H. Advocacy: using stories to get what you want from politicians Ian Hanna, Director of Government Relations, Saskatchewan Teachers' Federation, Saskatoon, SK

Local leaders are increasingly being called on to advocate on behalf of their national organizations. This requires knowledge, skills, style, focus, and an understanding of the political environment. Using his 13 years of experience on the front lines of politics, Ian will help you prepare for and make the most of these opportunities. **Learning Objectives** • Develop an appreciation for how advocacy is more than providing information; it's the art of combining that information with a compelling narrative • Develop simple tools to help organize your thoughts • Make an elevator pitch and learn a system for evaluating your writing to make sure it is simple and direct • Describe the dos and don'ts of making presentations to elected officials

"The CSPL conference is one of the most intellectually stimulating educational events that I have ever attended. The topics, how they're presented, the discussions, truly fit for the more complex multilayered system that healthcare has become. I am looking forward to the 2018 conference." *Khaled Abdel-Razek, MD, FRCSC, Obstetrician Gynecologist, Program Medical Director - Surgery Orillia Soldiers' Memorial Hospital*

Friday, April 20 – Day 1 Workshop session 2 - 1:30-3:00 pm

DAY 1 AFTERNOON

A. Bringing mindfulness to leadership Paul Mohapel, BSc, MSc, MA, PhD, Mohapel Consulting, Victoria, BC **Repeat of morning session**

B. Building a culture of accountability to improve clinical care Guylaine Lefebvre, MD, Director, Safe Medical Care, Practice Improvement; Steven Bellemare, MD, Senior Physician Advisor, Safe Medical Care, CMPA, Ottawa, ON **Repeat of morning session**

C. Transforming conflict from the inside out Basia Solarz MAEd, CPCC, Consultant for Communication and Conflict Competence, Workplace Conflict Resolution Program, Nova Scotia Health Authority, Halifax, NS **Repeat of morning session**

D. Building mental resilience: Lessons learned from the Canadian Armed Forces Road to Mental Readiness (R2MR) Program Lieutenant-Colonel Suzanne M. Bailey, Senior Social Work Officer, Canadian Armed Forces Halifax, NS **Repeat of morning session**



E. The stories we tell ourselves: how to remove self-imposed barriers to successful personal change Lesley Beatson, MEd, PhD, Leadership Consultant and Coach, Rossland, BC

If sustaining a personal change was simple, New Year's resolutions would work, people would only diet once, and all personal plans and goals would be achieved. Grounded in the assumption that all leadership development involves personal growth and development, this session will help us see how our own thinking can create an immunity to change, limiting our success. Changing our thinking is critical to changing our behaviour. Participants will interact as they learn the power of habitual ways of thinking, revealing our personal narrative – the stories we tell ourselves. Using current knowledge from neuroscience, sport psychology, and leadership theory, participants will learn effective methods to create desirable personal change. **Learning Objectives** • Analyze personal thinking patterns • Describe new ways of leveraging your strengths • Identify ways to coach yourself through challenging situations • Identify and modify old behaviour patterns

F. Leadership essentials: strategies for negotiation and persuasion Kevin Tasa, PhD, Associate Professor of Organization Studies, Schulich School of Business, York University, Toronto, ON **Repeat of morning session**

G. Strategic communications: how to talk to media and everyone else Joanna Piros, Senior Consultant, COUNTERPOINT Communications, Vancouver, BC **Repeat of morning session**

H. Advocacy: using stories to get what you want from politicians Ian Hanna, Director of Government Relations, Saskatchewan Teachers' Federation, Saskatoon, SK **Repeat of morning session**

Saturday, April 21 – Day 2 Workshop session 3 - 11:15 am-12:45 pm

DAY 2 MORNING



A. Using attachment theory to understand and support people under stress

Jon Hunter, MD, FRCPC, Associate Professor, Head of the Division of Consultation-Liaison Psychiatry, University of Toronto Department of Psychiatry, Mount Sinai Hospital, Toronto, ON

Attachment theory is an empirically derived and well-established view of how people respond to stressful circumstances, based on schema established in early development. In this workshop, we'll examine the utility of attachment theory in understanding behavioural responses to stress. Descriptions of typical patterns of responses, the interpersonal tensions they may create, and potential approaches for resolving differences will be considered. Participants will be invited to describe vignettes for the group to analyze using this approach.

Learning Objectives • Describe the basic tenets of attachment theory • Identify typical patterns of behaviour associated with attachment insecurity • Explain how to best approach those with various "difficult" interpersonal behaviour patterns



B. Sustaining joy as experienced leaders – part 1

Mamta Gautam, MD, MBA, FRCPC, CPDC, Psychiatrist, Physician Health Expert, Certified Coach, Ottawa, ON

This workshop is limited to seasoned physician leaders with 10 or more years of experience as a physician executive.

You have worked hard to get to where you are today. You have a track record of success. You take care of your organization and the people in it. People respect you and come to you when they need advice or mentorship. But, where can you go to get the same? Who takes care of you? This interactive workshop will allow seasoned leaders to get together in a confidential supporting environment to discuss their challenges and successes with peers; share stories, tips, and strategies; and be reminded that they are not alone. This first of a 2-part series focuses on key challenges you face and strategies to meet them successfully. The second part addresses how to remain motivated, inspired, and innovative, so you can sustain the joy of leadership. **Learning Objectives** • Identify the main challenges of being an experienced leader in medicine • Identify and apply tangible strategies for managing these challenges effectively



C. Coaching for medical leaders: when not having answers is the answer

Margaret (Peggy) Yakimov, BSc, BA, MD, FRCS(C), CEC, Okanagan, BC

The demands on medical leaders to provide professional development to those reporting to them or working in their area of responsibility and, at the same time, develop as effective leaders are increasingly evident in our health care organizations. Coaching has recently come to the fore as an effective and rewarding approach.

Unlike mentoring, teaching or counseling, coaching holds the coachees to be competent and capable of finding their own creative solutions when challenged by intuitive, powerful questions from a skilled coach, and encourages full participation in the problem-solving process and accountability for actions. **Learning Objectives** • Explain the coach approach and how it differs from traditional methods of performance development • Determine the ethical principles underlying coaching • Describe effective coaching strategies and apply some of the techniques demonstrated • Identify and explain the major pitfalls to avoid as a coach



D. The importance of dialoguing with boards: physicians missing in action?

Chris Carruthers, MD, Consultant, Ottawa, ON

This workshop will outline the roles and importance of boards in the governance of health care systems. It will identify the increasing need for physicians to be board members, bringing their specific skills to the discussions. We will explore the expectations of physicians as board members, outline their fiduciary duties and conflicts of interest, and improve your performance as a director. As physicians, we are major stakeholders in the health care system, and we need to understand our obligation and opportunities as board members. This session will include a case study of a recently failed governance system with physicians on the board. We will also review training opportunities for physicians in the fascinating world of boards. **Learning Objectives** • Justify the need for physicians on health care boards • Describe the role of physicians on these boards • Develop expectations of physician board members • Describe a plan to improve your performance as a board member



E. The 4Ds of priority management for physician leaders Enette Pauzé, PhD, FEA, CEO, Level 8 Leadership Institute, Toronto, ON

Most leaders wish they had more time, as not having enough leads to stress, poor decisions, and burnout. But leaders don't need more time; they need to move from a focus on time management to priority management. The 4Ds is a simple and easy-to-use framework to help leaders focus on what is most important instead of what is most urgent. There will always be more tasks to complete than time available. Leadership doesn't get easier, it gets more accountable. Consider the number of meetings you attend with key partners and all of the action items that result from these meetings.

In this interactive session we'll apply the 4D framework to your current to-do list and offer insightful tips to help you manage the never ending list of meeting action items. **Learning Objectives** • Identify your growing to-do list • Develop an approach to instantly increase the value of meetings • Create a strategy to reduce the number of action items that end up on your to-do list • Describe strategies which will increase team communication, efficiency, and engagement



F. Two monologues don't make a dialogue: a taste of optimal communication Callie Bland, BSc, BSN, RN, CPCC, PCC, Executive Coach & Registered Nurse, Vancouver, BC
The ability to communicate effectively plays an important role in enhancing today's health care landscape. This interactive, bite-sized workshop by UBC's Division of Continuing Professional Development provides a taste of the mindset and a simple 4-stage tool necessary to navigate through your own difficult situations. Through practice with personal case studies, you will begin to gain confidence in tackling difficult conversations with patients, clinicians, peers, and administrative staff. **Learning Objectives**

• Apply an evidence-based model to enhance communication skills • Summarize common challenging communication patterns • Identify and apply the qualities of a learning conversation



G. Impactful communication for leaders Ken Lawson, Lead Facilitator, and Angela Galanopolous, Improv for Business Division, Vancouver TheatreSports, BC
For over 15 years, Vancouver TheatreSports has worked with groups of all sizes, including many in the health care sector, in the areas of collaboration, communication, leadership, creativity, and innovation. This session will focus on how the foundation of what makes for successful improv can be used in the areas of meaningful engagement and impactful communication. Please note this is not a comedy workshop. You will not be asked to be "funny," or to perform. The workshop will be a collaborative experience

that takes you through a series of improv-based exercises and activities. **Learning Objectives** • Express ideas clearly and confidently • Create authentic interactions • Develop rapport • Handle the unexpected with grace • Create your story



H. Digital health and patient engagement Asim Masood, MD, Chief Medical Officer, Canada Health Infoway; Rashaad Bhyat, MD, Physician Leader, Canada Health Infoway, Ottawa
Canada Health Infoway seeks to continue a national dialogue on digital health, and its strategy is evolving as the digital health landscape in Canada matures. From this session, physician leaders will gain insights into and will be able to provide feedback on key issues facing our health system.

Learning Objectives • Understand PrescribeIT™ (Canada's national eprescribing service) and its role in helping to address the opioid crisis • Develop efforts to expand patient access to their health information • Define mental health needs of Canadians using digital health technologies

Saturday, April 21 – Day 2 Workshop session 4 2:00 pm-3:30 pm

A. Using attachment theory to understand and support people under stress Jon Hunter, MD, FRCPC, Associate Professor, Head of the Division of Consultation-Liaison Psychiatry, University of Toronto Department of Psychiatry, Mount Sinai Hospital, Toronto, ON **Repeat of morning session**

B. Sustaining joy as experienced leaders – part 2 Mamta Gautam, MD, MBA, FRCPC, CPDC, Psychiatrist, Physician Health Expert, Certified Coach, Ottawa, ON

This workshop is limited to seasoned physician leaders with 10 or more years of experience as a physician executive.

For description, see morning session, part 1 **Learning Objectives** • Explain and share triumphs and successes to remain inspired and innovative • Apply skills and strategies to maintain joy in leadership • Recognize the value of caring connections in enhancing leadership effectiveness • Evaluate and address your own level of leadership resilience

C. Coaching for medical leaders: when not having answers is the answer Margaret (Peggy) Yakimov, BSc, BA, MD, FRCS(C), CEC, Okanagan, BC **Repeat of morning session**

"The Canadian Conference on Physician Leadership provides a wonderful opportunity for physician leaders to network and learn from colleagues across the country and beyond. I have connected with and been inspired by many peers who are transforming health care from where they are leading." *Gillian Kernaghan, MD, CCFP, FCFP, CCPE, President and Chief Executive Officer, St. Joseph's Health Care London, Ontario*

Saturday, April 21 – Day 2 Workshop session 4 2:00 pm-3:30 pm cont'd

DAY 2 AFTERNOON



D. First do no harm: how physicians can lead the green health movement to heal the planet Neil Ritchie, BSc, MHSA, Project Lead, Green Health Leader's Initiative, Canadian Coalition for Green Health Care, Halifax, NS

The environment and health are inextricably linked. There is a growing sense of urgency for hospitals to adopt strategies to reduce the harm they are causing to patients, their communities, and the planet while at the same time become more resilient and adapt to climate change. This interactive workshop will give participants an understanding of the specific concerns from a health care perspective and how physicians can show leadership and implement strategies to promote environmental sustainability in their own organization. **Learning Objectives** • Explain a hospital's environmental and energy footprint and how policies and clinical practice can create environmentally sustainable, low-carbon health care • Analyze greening of the OR, waste minimization, food and water consumption, and green transportation • Evaluate and describe how climate change affects patient and population health, health care infrastructure, and the new challenges facing health care leadership

E. The 4Ds of priority management for physician leaders Enette Pauzé, PhD, FEA, CEO, Level 8 Leadership Institute, Toronto, ON **Repeat of morning session**

F. Two monologues don't make a dialogue: A taste of optimal communication Callie Bland, BSc, BSN, RN, CPCC, PCC, Executive Coach and Registered Nurse, Vancouver, BC **Repeat of morning session**

G. Impactful communication for leaders Ken Lawson, Lead Facilitator, and Angela Galanopolous, Improv for Business Division, Vancouver TheatreSports, BC **Repeat of morning session**



H. Building momentum for physician leadership and engagement in health system transformation across Canada Neil Fraser, President, Medtronic Canada; Graham Dickson, PhD, Senior Research Advisor to CSPL; Johny Van Aerde, MD, PhD, Past-president CSPL, Editor-in-chief of CJPL

These three presenters bring together current thinking on physician leadership in health system transformation. Mr. Fraser will approach the issue from the aspect of the report he co-authored with David Naylor: "Unleashing innovation: excellent healthcare for Canada" (the Naylor Report). Drs. Dickson and Van Aerde, who wrote and are promoting the recommendations of the CSPL's White Paper, "Accepting our responsibility: a blueprint for physician leadership in transforming Canada's health care system," will add their perspectives as leadership researcher and physician. Participants will learn the rationale for enhanced physician leadership and engagement, a major priority identified in the Naylor Report, and progress made in achieving the goals of the CSPL's White Paper. They will also be asked to share their own experiences regarding enhancement of physician leadership and engagement and to provide suggestions and ideas on how to continue this work in 2018-2019. **Learning Objectives** • Explain the findings of the Naylor Report as they relate to enhanced physician leadership and engagement • Describe what progress has been made by the CSPL and its members toward achieving the goals of the White Paper • Identify the role of the White Paper initiative in the CSPL's mission • Define the next steps needed to further this work

2018 Canadian Conference on Physician Leadership Planning Committee

Dr. Johny Van Aerde, Consultant for a variety of academic and health care organizations, Ladysmith, BC, and member of PLI faculty • **Dr. Becky Temple**, Medical Director, Northeast Health, Northern Health Authority, President, Canadian Society of Physician Leaders, and Chair, CCPL Planning Committee, Fort St. John, BC • **Dr. Rollie Nichol**, Associate Chief Medical Officer, Alberta Health Services, Calgary, AB • **Dr. Pamela Eisener-Parsche**, Director, Physician Consulting Services, Canadian Medical Protective Association, Ottawa, ON • **Ms. Deborah Scott-Douglas**, Vice-President, Innovation, Canadian Medical Association, Ottawa, ON • **Ms. Janice Cooney**, Vice-President, Physician Leadership and Development, Joule Inc., a CMA company, Ottawa, ON • **Ms. Lindee David**, Chief Executive Officer, Joule Inc., a CMA company, Ottawa, ON • **Ms. Carol Rochefort**, Executive Director, Canadian Society of Physician Leaders, Ottawa, ON

Pre-Conference Courses **Apr 18-19, 2017, 8 am - 5 pm**

Leading systems in healthcare

Register early as space is limited to 40 participants

FACULTY TEAM Phil Cady, MA, DSocSci (cand) • John Van Aerde, MD, MA, PhD, FRCPC

Unlocking the mysteries of social complexity

Physicians are forced to act as experts - not only because of their training, but also because the structure and culture of the health system force them into that expert role. As a result, physicians can struggle when asked to practice systems thinking and engage in the transformation of the health and disease care system.

This course helps physicians understand and practice systems thinking in an interactive way, and makes large complex systems more understandable to live in and influence. Systems thinking will come alive through exercises, learning through a virtual organization and working on a case action plan.

RETURN ON INVESTMENT • Examine and discuss the complexity of the Canadian system for health and disease care • Develop and apply skills in sense-making to guide decisions in complicated, complex and chaotic systems • Assess your level(s) of leadership agility and determine what skills are needed in different systems • Recognize and influence underlying archetypes and social systems patterns causing resistance to systemic changes • Uncover and interpret patterns of interaction and learn to foster and manage relationships, in a virtually created organization, by

- exploring, discussing, and experiencing the different worlds of Tops, Middles, Bottoms, and Customers (Patients)
- developing concrete strategies for working more constructively within the system and respective organizations
- conversing on leadership strategies that address issues systemically rather than personally.



A CMA Company
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Physician
Leadership Institute

Developing and leading system improvement

Register early as space is limited to 40 participants

FACULTY TEAM Katherine Stevenson, BA Honours, BScPT, MSc • Kishore Visvanathan, MD, FRCSC

The fundamentals of improving patient care

Quality has many dimensions. Safe, effective and patient-centric care are benchmarks by which we measure it. Excelling in these dimensions is essential to meet the challenge of improving outcomes across the health care system. As leaders playing a key role in engaging all health care professionals, you must have practical experience with QI tools and methods.

This course - with a focus on efficiency and access - provides an introduction through lecture, small-group work and hands-on learning, where you have the opportunity to develop a plan for improving an area of your own system.

RETURN ON INVESTMENT • Describe the theory and science of QI in health care • Discuss common sources of waste in health care • Apply tools that reveal and explore patterns and processes within your system • Explain and apply the Model for Improvement in health care • Discuss techniques for identifying ideas for improvement or change in health care • Apply course content to a quality improvement agenda in the context of your organization's resistance to systemic changes



A CMA Company
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Physician
Leadership Institute

Pre-Conference Courses **Apr 18-19, 2017, 8 am - 5 pm**

Leading change

Register early as space is limited to 40 participants

FACULTY TEAM Brian Golden, PhD • Joshua Tepper, MD, FCFP, MPH, MBA

Master the art and science of leading change

Change is relentless in health care and physicians are its natural leaders. This core* course will help you master the art and science of leading change, by teaching you how to develop strategies for motivating, implementing and sustaining it. You'll gain a real understanding of your leadership style, the art and science of change, and what it takes to successfully lead it. You'll learn how to overcome opposition to change – both internal and external – and how to put change management theory into practice.

The course structure includes discussion of real issues facing your health care organization and time to practise techniques in team exercises. Some of the topics covered include creating a resilient work environment, anticipating and learning from failure, dealing with the impact of change and how to build a shared vision and commitment to act.

RETURN ON INVESTMENT • Develop and apply a systematic approach to analyzing and addressing change challenges and opportunities • Identify organizational design impediments and enablers to change and to influence organizational culture • Apply tactics to minimize resistance and influence stakeholders • Identify networks of relationships and discuss how to build and maintain partnerships when leading change • Anticipate, accept, and learn from failure as part of leading change • Reflect on your leadership style and develop the ability for resilience in leading change



Physician leadership focus: Put unrelenting distractions in their place

Register early as space is limited to 40 participants

FACULTY TEAM Paul Mohapel, PhD

Enhance your focus, increase your performance

Frustrated by distractions, demands and pressures? Recent research suggests that as leaders move into more senior positions, their hectic pace may contribute to greater stress, poorer focus, and reduced productivity. This course can help you sharpen your focus and thrive in today's complex health care workplace.

This course uses case studies to look at how the ability to focus distinguishes top performers. It will help you to not only pay attention to what matters, but it will also increase your ability to build relationships and increase focus on all the issues in your complex workplace. The course takes a hands-on, practical approach to building effective leadership skills.

RETURN ON INVESTMENT • Identify how the modern healthcare workplace contributes to distraction and poor performance • Examine the link between attention, resilience, empathy and relationships building • Discuss how to cultivate focused awareness and minimize distractions • Practice mindfulness, reflective practice, and communication techniques to enhance performance.



Enhance your leadership experience by attending the Canadian Conference on Physician Leadership immediately post course - April 20 and 21st - See you there!

April 20-21, 2018

Managing disruptive behaviour

Register early as space is limited to 40 participants

FACULTY TEAM Paul Farnan, MB, BCh, CCMF, dipl. ABAM • Mary Yates, BA (Dist.), MEd

Dealing with—and resolving—disruptive behaviour

The Canadian Medical Protective Association defines disruptive behaviour as inappropriate conduct on behalf of a physician with the potential to interfere with the delivery of quality health care. It can include abusive language, outbursts of anger or unwarranted physician force, among other things. This is a serious problem that profoundly affects the health and morale of the perpetrator's colleagues. It can also be challenging to manage and resolve. This course is designed to help physician leaders and executives understand the signs of disruptive behavior and how to deal with it from both an individual and systems perspective.

RETURN ON INVESTMENT • Explain why managing disruptive behaviour has become relevant in today's workplace • Surface unspoken assumptions and beliefs regarding the nature and management of disruptive behaviour • Distinguish between disruptive and non-disruptive behaviour • Understand the impact of disruptive behaviour • Identify elements of workplace/organizational culture which may influence/prompt disruptive behaviour • Identify three key components of a robust Code of Conduct and determine its effectiveness for ensuring workplace justice and for managing disruptive behaviour • Apply principles of fairness, compassion and accountability by using a staged approach for resolving incidents of disruptive behaviour • Discuss approaches and interventions for managing behavioural problems in the workplace • Prepare for and practice a "difficult" feedback conversation



Crucial Conversations© - a VitalSmarts© product

Register early as space is limited to 40 participants

FACULTY TEAM Gillian Kernaghan, MD, CCFP, FCFP

Manage difficult conversations—and achieve desired outcomes

Whether you're leading an organization or championing an issue, when the stakes are high, different opinions and strong emotions can derail your efforts to achieve the best outcome. Crucial Conversations© is a VitalSmarts© course that focuses on using candid and respectful communication to work successfully with others. Crucial conversations will help you develop the skills you need to manage conversations so that all perspectives are heard, relationships are enhanced and hidden issues come to the surface as you achieve the results you're looking for.

The course is taught by physicians who are faculty members of the Canadian Society for Physician Leaders.

RETURN ON INVESTMENT • Describe and apply the skills to engage others in addressing challenging issues while retaining or enhancing the relationship. • Explain when a conversation or issue becomes crucial, and learn how to stay in conversation to move toward resolution and action. • Identify the challenges facing physician leaders in the health care system and acquire practical tools to deal with them.



PRE-CONFERENCE COURSES APRIL 18-19 (Prices include all taxes)

	CSPL/CMA Member	Medical Student/ Resident	Spouse/ Companion*	Non-Member	
New! Leading Systems in Health Care	\$2,199.75	N/A	N/A	\$2,940.00	(Max. 40 participants)
Developing and Leading System Improvement	\$2,199.75	N/A	N/A	\$2,940.00	(Max. 40 participants)
Leading Change	\$2,199.75	N/A	N/A	\$2,940.00	(Max. 40 participants)
Physician Leadership Focus	\$2,199.75	N/A	N/A	\$2,940.00	(Max. 40 participants)
Disruptive Behaviour	\$2,199.75	N/A	N/A	\$2,940.00	(Max. 40 participants)
CSPL Crucial Conversations	\$1,680.00	N/A	N/A	\$1,980.00	(Max. 40 participants)

CCPL APRIL 20-21

2-Day CCPL Conference	\$1,155.00	\$367.50	\$168.00*	\$1,417.50	Plenary
1-day CCPL Day 1 or Day 2	\$651.00	\$199.50	N/A	\$756.00	Plenary

*Spouses/companions can attend breakfasts and opening keynotes only on both days
GST is calculated at 5%. Meeting is held in Vancouver, British Columbia

REGISTRATION AND CANCELLATION POLICY

HOW TO REGISTER

Registration for the conference and preconference programs must be done **ONLINE only** at www.physicianleadershipconference.com

Conference cancellation policy

Registration fees, less a \$225 administrative charge will be refunded for cancellations received in writing before April 6, 2018. No refund will be offered for cancellations received after that time - no exceptions. Participants who request a cancellation may opt to send a substitute.

Hotel Accommodation

The Canadian Conference on Physician Leadership has negotiated special rates at the JW Marriott Parq Vancouver, 39 Smithe Street, Vancouver, BC V6B 0R3

Rate:

- The DOUGLAS, Autograph Collection for 249.00 CAD per night, plus local taxes and fees
- JW Marriott Parq Vancouver for 249.00 CAD per night, plus local taxes and fees
- Call-in: Reservations 1-877-688-9951

Book your group rate for Canadian Conference on Physician Leadership

Note: Hotel reservations are booked on a first-come, first-served basis. Rates are available until the cut-off date or until the block is full, whichever comes first. Book early to obtain the conference rate.

Cancellations can be made up until 24 hours prior to the day of arrival without penalty. Thereafter, there will be a cancellation fee of one night's stay. All rates are subject to applicable taxes and service fees.

Terms and conditions

The cut-off date for reservations is March 30, 2018. Thereafter, rooms will be released back to the hotel. Further requests for hotel rooms will be based on availability and the hotel is under no obligation to guarantee the negotiated rate after the cut-off date. All reservations must be guaranteed by a valid credit card.

For more information, contact:

Carol Rochefort at carol@physicianleaders.ca or 613 369-8322

April 20-21, 2018

LEVEL I

ASSOCIATION
MÉDICALE
CANADIENNE



CANADIAN
MEDICAL
ASSOCIATION

LEVEL II

Canadian Foundation for **Healthcare Improvement**

Fondation canadienne pour **l'amélioration des services de santé**



Canada Inforoute
Health Santé
Infoway du Canada

doctors
of **bc**

Deloitte.



Mental Health
Commission
of Canada

Commission de
la santé mentale
du Canada

Petal**MD**

LEVEL III

THE COLLEGE OF
FAMILY PHYSICIANS
OF CANADA



LE COLLÈGE DES
MÉDECINS DE FAMILLE
DU CANADA

CMPA . ACPM

Empowering
better healthcare

Pour l'avancement
des soins de santé

What will I gain from attending THIS CONFERENCE?

Face-to-face discussion with colleagues and international experts, participants will have the opportunity to:

- Identify the role of the physician leader in transformational change
- Develop personal self-management and leadership skills
- Examine common human reactions to difficult communications
- Explain factors associated with resistance to change
- Develop your ability to prepare for a negotiation
- Identify ways to coach yourself through challenging situations
- Create a healthier organization culture by cultivating and training towards team members' strengths
- Describe and apply the best approach to those with various "difficult" interpersonal behaviour patterns
- Develop the ethical principles underlying coaching
- Demonstrate ongoing commitment to physician leadership

Why you should attend!

- To acquire skills to help you achieve your desired results
- Network and learn with and from peers
- Acquire practical skills to help you lead yourself and others
- Get a feel for current and future trends

REGISTER NOW AT
www.physicianleadershipconference.com

For more information contact:
Carol Rochefort
Email: carol@physicianleaders.ca
Phone: 613 369-8322

The annual Canadian Conference on Physician Leadership is one of the conferences that I most look forward to each year. Every year I come away with actionable concepts that I can immediately apply once I get back to the trenches.

Any physician leader, whether early in their career, or at a very senior level can benefit from the many and varied workshops that are offered each year. In fact, the workshops are always so good, that it becomes a challenge trying to decide which of the many that I can actually attend.

The information, the professional contacts, and the skills that I have learnt over the last few years of attending the annual CCPL meeting have greatly helped me to achieve my goals at work. I always leave the conference feeling inspired about what I do for the healthcare system in Canada. *Michael J. Farmer, MD, Clinical Assistant Professor, Faculty of Medicine, UBC Head, Department of Family Practice, Vancouver, BC*