

LEED-R

Leadership Excellence Education-Residents/Fellows



**A GUIDE TO DEVELOPING A LEADERSHIP SKILLS
CURRICULUM FOR TRAINEES**

**MED-PEDS PROGRAM DIRECTORS ASSOCIATION ANNUAL
CONFERENCE**

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Disclosures



- Each presenter in this workshop has no relevant financial disclosures

Learning Objectives

- Discuss core leadership competency principles that are needed for resident/fellow physicians
- To describe the development of a leadership elective initiative that serves both as a win-win for the Med-Peds program and institution
- Share lessons learned from 3 years of an institution wide leadership elective

Leadership Excellence Education- Residents/Fellows LEED-R

Class of 2015-2016



Class of 2013-2014



Class of 2014-2015

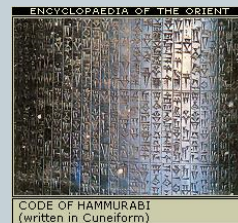


Purpose-The Why?

Leadership development in graduate medical education (residents and fellows) has not been well developed. With an increased emphasis on working in high functioning teams, attaining new competencies/milestones and providing value-based care- it is more compelling than ever for our future physician leaders (residents/fellows):

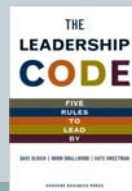
- To develop leadership behaviors and applicable skills earlier in their careers for current and future roles.
- Expose resident/fellow leaders to system level thinking
- Bring the voice of the resident to senior leadership
- Recruit and retain leaders

Let's start with an activity...

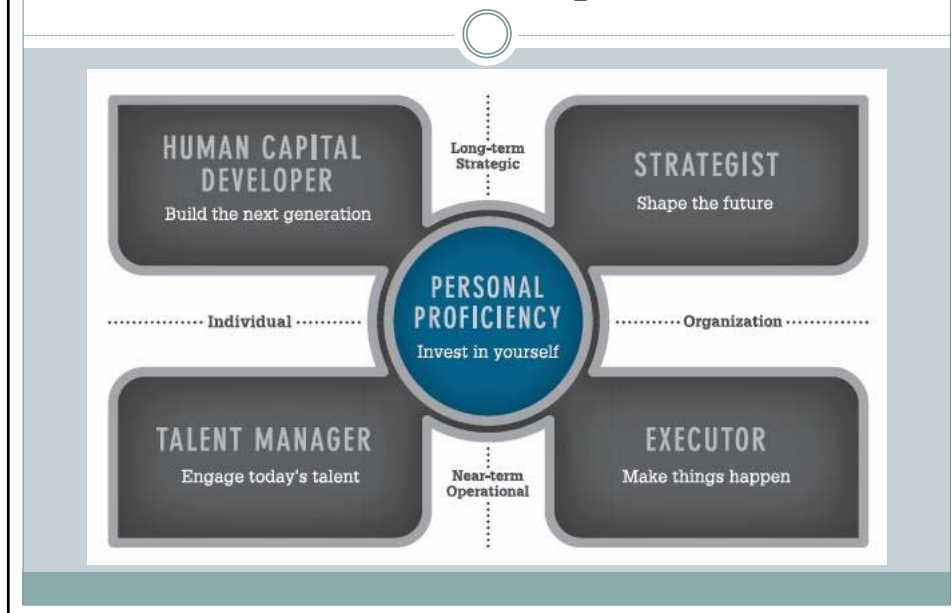


THE LEADERSHIP CODE

http://leadershipcode.s3.amazonaws.com/tools/Leadership_Code_Self_Assessment.pdf



The Leadership Code



Why is this important to you?

- When completing this activity, how did you feel about your own qualities as a leader?
- How would this model have been different during your residency training?
- What steps have you taken along the way to help strengthen each domain
- As a program leader, how can you impart leadership skills to your trainees at an earlier point in their career?

Background

- The “accidental leader” and the “intentional leader”
- We know that residents feel neither confident in their leadership knowledge nor competent to assume leadership responsibilities
- Longitudinal curricula
 - Mass General: 2 years
 - University of Pennsylvania: 6 months
 - Duke University: 15-18 months
- These are all built AROUND patient care responsibilities and clinical duties



Demographics- our 1st year

- Institutions: Christiana Care Health System, Alfred I. Dupont Hospital for Children, Jefferson Medical College
- 25 participants from 14 different residencies/fellowships, including IM, Med-Peds, Emergency Medicine, OB/GYN, podiatry, cardiology
- Average age of 30 years old (range 27-37 years)
- Average 3.5 years from medical school graduation (range 1-9 years)
- 15 participants currently or previously held a leadership position
 - Only 6 had formal leadership training prior to this rotation

Stakeholders



Methods – The How?

- GMEC retreat for Residency/Fellowship PD's generated interest to create a program to develop leadership skills for select residents/fellows.
- A two-week block of protected time for intensive leadership development
- A select group of 25 residents/fellows (inter-departmental, inter-institutional participants) per year utilizing the National Center for Healthcare Leadership competencies and Christiana Care Leadership Behaviors.
- The rotation also included a "leadership challenge" project in the context of our health system strategy.
 - Participants present group leadership projects to senior leadership as a prerequisite to graduate from the program with a certificate.

Budget: Year 1

- Design: \$15,500
- Materials: \$14,682
- Speakers: \$13,420
- Catering/Snacks: \$4,500
- Total: \$48,102



*This does not include preceptor time

- Year 2 cost about \$30,000 or about \$1200/resident

Curriculum – The What?

- **Includes:**
 - Classroom delivery (internal and external content experts)
 - E-learning
 - Small group work/social learning
 - Articles/case studies
 - Experiential learning games
 - Private journaling
 - Interaction with Christiana Care Health System leadership.
- The Herrmann Brain Dominance Inventory is completed by participants in advance of the elective in order for us to anticipate how the materials should be best presented.



	Monday 8/24	Tuesday 8/25	Wednesday 8/26	Thursday 8/27	Friday 8/28
8	Welcome/Tea/Buff (Dr. Neil Jordan - CEO, Dr. Ross Cohen - SVP Learning Institute @ CCH, Dr. Virginia Collier - Chair, CCH)	Emotional Intelligence & Building Trust (John VanDoren - DD)	Start Up - B&B Leadership Challenge (Barbara Morgan, Dr. Alan Prashant)	Leadership (Sue Ferguson - CCO)	Start Up - B&B Learning to Move into a Project (Lynette Corrigan - SVP & Carol Moore)
9	Break		Break	Break	Break / Journal
10	Introductions + General Rules + Research + Research Leadership Introductions + Journal + Leadership Challenge (Barbara Morgan & Dr. Alan Prashant)		Team Activity - ColourMind (Chris Stevens, Learning Inst)	Population Health (Dr. Dan Elford, CCO)	Volume to Value (Tom Campen - CFO, Dr. Paul Steiner - SVP, Mike Zepfner - DDO)
11					
12	LUNCH	LUNCH	LUNCH (BYOBS & Travel to PMIS)	LUNCH	LUNCH
1	HBDI Thinking Styles (Barbara Morgan & Dr. Ross Cohen/Institute - Learning Institute)	Communicating for Leadership Success (John VanDoren - CCO)	Cultural Competence (John Ditts - Learning Institute)	Diversity & Inclusion (Diane Reardon - Learning Institute)	Change Leadership (Barbara Morgan, Learning Institute)
2					Break
3				Team Activity - Marshmallow Challenge (Barbara Morgan)	
4			Project / Reading / Journal	Team Activity - Think Sheet (Barbara Morgan)	

Self-Awareness & Leadership

- HBDI Thinking Styles
- Emotional Intelligence
- So you want to be a leader? 23%

Develops People & Creates High Performance Teams

- Servant Leadership
- Leading People
- Feedback & Coaching Skills
- Team Dynamics 17%

Collaborates & Builds Relationships

- Communication Skills
- Diversity, Inclusion, Cultural Competency
- Conflict Management
- Inter-professional Collaboration 25%

Enables Learning & Innovation

- How to turn an idea into a project, navigating CCHS 15%

Leads & Promotes Change

- Change Leadership Project Management - RACI
- Influence Skills 10%

Creates Value

- Healthcare Business Model
- Key Healthcare system strategies 10%

	Monday 8/24	Tuesday 8/25	Wednesday 8/26	Thursday 8/27	Friday 8/28
8	Start Up - B&B Conflict / Difficult Situations & People (Dr. Alan Prashant - H&C Consulting)	Start Up - B&B Influence Skills (John VanDoren - DD)	BOOKING AVAILABLE Breakthrough Negotiations (Dr. Barbara Moore, Advisory Board Company)	Start Up - B&B Discussion - Practical Skills • Setting Clear Expectations • Time Management • Delegation • Meetings	MEETDAY OFFSITE #100
9					Team Problem Solving Activity - Dr. Richard (Barbara Morgan - Learning Institute)
10					
11					
12	Travel to CR & LUNCH (8:00)	LUNCH	Travel to CR & LUNCH (8:00)	LUNCH	LUNCH
1	Communication & Teamwork (Dr. Joe Coffey, VEST Care)	Influence & Strategy (Continued)	Leadership Calls (Various internal/external leaders)	Leadership & Future (Dr. Alan Prashant)	Project Check In
2			Leadership & Innovation (Pamela Steinhilber)	Break / Project / Reading	Reflection Leadership Legacy (Barbara Morgan)
3	WEEKLY COLLAB - 101		Hold for group photo	Leadership & Innovation (Pamela Steinhilber)	Celebration
4	Building the Career Center (Dr. Ross Cohen)				

LET'S BRING IT BACK TO THE LEADERSHIP CODE

Influential Leadership



Influential Leadership



Effective Feedback Techniques



Effective Feedback Techniques



Conflict Management/Difficult Situations



Conflict Management/Difficult Situations



The Leadership Cafe



Speed-dating type session was developed for participants to meet internal/external health care leaders.

The Leadership Cafe



Emotional Intelligence



EMOTIONAL

INTELLIGENCE

Leadership Challenge



Metrics



- **Pre and post surveys of all participants regarding:**
 - Program design and logistics
 - Duration
 - Number of participants
 - The idea of protected time
 - Diversity of specialties
 - Number and sequence of topics
 - Utility of this elective in future

Results

- 100% overall top box rating for the elective
- 80% of students thought duration of the course was perfect, 20% thought it was near perfect
- 95% of students strongly agreed with protected time from clinical duties during this elective
- 92% of students thought the number of participants in this elective was perfect
- 96% of students thought the diversity of specialties that made up this elective was perfect
- 79% of students thought the number and sequence of topics was perfect

Results

- 100% of residents/fellows thought this elective would be a positive tool for recruitment
- 100% of residents/fellows thought that this course should be continued in the future
- Elective rating since inception (2013-2015): on a 5 point scale from poor (1) to excellent (5):
 - Year 1: 5.0
 - Year 3: 4.8

Qualitative Feedback



Limitations

- Because it is not longitudinal, difficult to assess accomplishments and track career progress after the elective
- Difficult to tailor a curriculum to each individual's needs
- Hard to get good objective data surrounding this elective; our data is mostly subjective
- Difficult to know what the exact right number of weeks, number of participants, number of sessions is for leadership success
- Limited background data available
- COST!

Lessons learned

- Residents/fellows do find this elective a useful tool for their careers and leadership development
- It is possible to target a multi-disciplinary audience
- Teaching leadership skills during protected time is well received
- Allowing resident/fellow input in course design is key
- Advancing the course based on feedback has helped shape its success
- It is important to not only capture the “know” and “do” of leadership, but also the “be”

Future directions

- Through de-briefing sessions and anonymous surveys each aspect of the rotation is analyzed including the duration, timing, speaker, readings and topics.
- On average, 10-15% of the program is altered based on feedback.
- System wide institution of *LEED-P* for practitioners and *LEED Essentials* which is an abbreviated version for all residents
- In 2016, we will include a public speaking module.

Discussion/Questions



THANK YOU!

LEED-R Leadership Excellence Education Calendar - Christiana Care Health System 2015

	Monday 8/24	Tuesday 8/25	Wednesday 8/26	Thursday 8/27	Friday 8/28	
8	Welcome/Kickoff <i>(Dr. Neil Jasani – CAO, Dr. Rosa Colon – SVP Learning Institute & CDO, Dr. Virginia Collier – Chair, DOM)</i> Break Introductions • Ground Rules • Yammer • Research • Leadership Introduction • Journal • Leadership Challenge <i>(Barbara Monegan & Dr. Allen Friedland)</i>	Emotional Intelligence & Building Trust <i>(John Verdone– DDI)</i>	Start Up – BAM	Leadership <i>(Gary Ferguson. COO)</i>	Start Up – BAM	
9			Leadership Challenge <i>(Barbara Monegan, Dr. Allen Friedland)</i>		Turning an Idea into a Project <i>(Loretta Consiglio-Ward & Carol Moore)</i>	
10			Break	Team Activity – Colourblind <i>(Cindy Goodwin, Learning Inst)</i>	Break	Break / Journal
11			LUNCH	LUNCH	LUNCH (@WH) & Travel to PMRI	Population Health <i>(Dr. Dan Elliott, Director CCQP)</i>
12	LUNCH	LUNCH	LUNCH (@WH) & Travel to PMRI	LUNCH	LUNCH	
1	HBDI Thinking Styles <i>(Barbara Monegan & Dr. Rosa Colon-Kolacko – Learning Institute)</i>	Communicating for Leadership Success <i>(John Verdone – DDI)</i>	Cultural Competence <i>(Jaki Ortiz – Learning Institute)</i>	Diversity & Inclusion <i>(Dana Beckton – Learning Institute)</i>	Change Leadership <i>(Barbara Monegan, Learning Institute)</i>	
2					Break	
3	Project / Reading / Journal		Team Activity – Marshmallow Challenge <i>(Barbara Monegan)</i>			
4				Team Activity – Electric Maze <i>(Barbara Monegan)</i>		

Yellow: Self Awareness/Leadership
 Green: Develops People and High Performance Teams
 Purple: Collaborates and Builds Relationships
 Brown: Enables Learning/Innovation
 Red: Leads and Promotes Change
 Blue: Creates Value

LEED-R Leadership Excellence Education Calendar - Christiana Care Health System 2015

	Monday 8/31	Tuesday 9/1	Wednesday 9/2	Thursday 9/3	Friday 9/4
8	Start Up – BAM	Start Up – BAM		Start Up – BAM	BREAKFAST OFFSITE 8:00
9	Conflict / Difficult Situations & People <i>(Dr. Lani Zlupko – LNZ Consulting)</i>	Influence Skills <i>(John Verdone, DDI)</i>	Breakthrough Negotiations <i>(Dr. Fabienne Moore, Advisory Board Company)</i>	Discussion – Practical Skills <ul style="list-style-type: none"> ▪ Setting Clear Expectations ▪ Time Management ▪ Delegation ▪ Meetings 	
10					
11					
12	Travel to CH & LUNCH (@CH)	LUNCH	Travel to CH & LUNCH (@CH)	LUNCH	Team Problem Solving Activity – Zin Obelisk <i>(Barbara Monegan – Learning Institute)</i>
1	Communication & Teamwork <i>(Dr. Sue Coffey, VEST Director Center)</i>	Influence & Strategy <i>(Continued)</i>	Leadership Café <i>(Various internal/external leaders)</i>	Leadership & Future <i>(Dr. Ken Silverstein, CMO)</i>	Project Check In
2				Break / Project / Reading	Reflection Leadership Legacy <i>(Barbara Monegan)</i>
3				Leadership & Innovation <i>(Randy Gaboriault, CIO)</i>	Celebration
4		Building the Cancer Center <i>(Dr. Nick Petrelli)</i>	<i>Hold for group photo</i>		

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LEED-R Leadership Excellence Education Calendar - Christiana Care Health System 2015

Christiana Care Health System Leadership Behaviors

<p>Self-Awareness & Leadership</p> <ul style="list-style-type: none"> ◆ HBDI Thinking Styles ◆ Emotional Intelligence ◆ Guest speakers – CCHS leaders 	<p>Develops People & Creates High Performance Teams</p> <ul style="list-style-type: none"> ◆ Servant Leadership ◆ Leading People ◆ Feedback & Coaching Skills ◆ Team Dynamics 	<p>Collaborates & Builds Relationships</p> <ul style="list-style-type: none"> ◆ Communication Skills ◆ Diversity, Inclusion, Cultural Competency ◆ Conflict Management ◆ Inter-professional Collaboration
<p>Enables Learning & Innovation</p> <ul style="list-style-type: none"> ◆ Turning an idea into a project ◆ Planning and executing a leadership challenge project 	<p>Leads & Promotes Change</p> <ul style="list-style-type: none"> ◆ Change Leadership ◆ Project Management – RACI ◆ Influence Skills 	<p>Creates Value</p> <ul style="list-style-type: none"> ◆ Healthcare Business Model ◆ Key Healthcare system strategies

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