Build the skills to lead with influence

Physician Leadership Institute 2017 PLI catalogue

Early bird discount
Save $150 before Dec. 31, 2016
For over 30 years the Canadian Medical Association (CMA) has delivered leadership training to thousands of physicians through the Physician Leadership Institute. During this time, our programs have evolved to meet your ever-changing leadership needs. However, this past year has brought unprecedented change — at the CMA and within the Physician Leadership Institute itself.

In April 2016 the CMA launched Joule™, an exciting new company that delivers products and services designed to make it easier for physicians to be at their best. The trusted leadership development programs, clinical resources, and information/knowledge services that members value from their CMA membership are now brought to you by Joule. We are also pleased to provide you with new products and services such as our Joule Innovation program and the Joule app.

With the creation of Joule we took the opportunity to rebrand our flagship leadership training program, formerly known as the Physician Management Institute (PMI), to the Physician Leadership Institute (PLI) to better reflect the focus of our course offerings. The same high quality courses — specifically designed for physicians — continue to deliver exceptional value by focusing on developing key leadership skills required of all physicians, regardless of role or level.

We also expanded our online PLI course offerings so that you can obtain the same high-quality leadership development you want, through your channel of choice, and at a time and location that is convenient to you. Available are five online courses, including Leadership Begins with Self-awareness, Effective Communication Skills, Leading Change, Engaging Others, and Dollars & Sense.

The Physician Leadership Institute’s suite of leadership offerings goes well beyond leadership courses to include the:

- Canadian Conference on Physician Leadership (CCPL)*,
- Canadian Certified Physician Executive (CCPE) credential*, and
- Practice Management Curriculum.

The annual CCPL conference attracts approximately 500 physicians from Canada and abroad, and is a must-attend event for any physician wishing to develop their leadership skills. The CCPE credential is the only national credential that is designed to recognize and advance physician leadership and excellence through a peer-generated, standards-based assessment process. The Practice Management Curriculum provides essential training and resources for medical residents to prepare them for practice.

As we look toward 2017, our goal is to strengthen our partnership with you as you continue your professional development journey, and ensure our programs continue to evolve to meet your leadership development needs.

On behalf of Joule, we thank you for making the Physician Leadership Institute your choice for leadership development.
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*CORE: PLI courses that have been identified as essential training for physicians interested in or engaged in a position of leadership. These courses may be taken in any order.
Understanding CanMEDS and LEADS in a Caring Environment Capabilities Framework

A comparative review for Physician Leadership Institute (PLI) course participants

<table>
<thead>
<tr>
<th>CanMEDS</th>
<th>LEADS</th>
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<tbody>
<tr>
<td><strong>Target audience</strong></td>
<td>Designed for physicians; subsequently adopted by many other health professions</td>
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<tr>
<td><strong>Relevance</strong></td>
<td>Across the continuum of medical education and practice</td>
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<td><strong>IP</strong></td>
<td>Trademarked and copyrighted; available for use with permission by Royal College</td>
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<tr>
<td><strong>Research basis</strong></td>
<td>Triangulation of interview/focus groups, surveys and literature review, Follow-up research published</td>
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<tr>
<td><strong>Skills</strong></td>
<td>Professional competencies (prescriptive), Instrument is professional self</td>
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<tr>
<td><strong>Logic model</strong></td>
<td>Seven identified roles of an effective physician (medical) expert, communicator, collaborator, leader, health advocate, scholar, professional, Leadership is emphasized in the CanMEDS leader role</td>
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**FIRST PRINCIPLES**

1. The Royal College’s CanMEDS Physician Competency Framework is the basis for Canadian postgraduate educational standards. Organized around seven roles, CanMEDS is an educational construct designed to break down the complexity of a physician’s competent practice into teachable and assessable components. Within the CanMEDS Framework, a physician regularly acts in a leadership capacity.

2. The LEADS in a Caring Environment Capabilities Framework acts as an organizing framework for PLI courses and provides physicians with a roadmap to support their leadership development. PLI courses emphasize the development of leadership capabilities that help physicians (and other health professionals) practise as competent health care leaders.

3. The CanMEDS and LEADS Frameworks complement one another to support continued professional development.
# LEADS Framework: mapping Physician Leadership Institute (PLI) courses to LEADS capabilities

<table>
<thead>
<tr>
<th>LEADS DOMAIN</th>
<th>LEADS FRAMEWORK</th>
<th>PHIL</th>
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- **CORE**: PLI courses that have been identified as essential training for physicians interested in or engaged in a position of leadership. These courses may be taken in any order.
- **NEW**
Self-awareness and Effective Leadership

Description
Self-awareness means having a strong sense of who you are, what you can do and where you’re going as a leader — coupled with the ability to manage your communication, emotions and behaviours along the way. In this course, you will gain insight into the personal attributes essential for effective leadership. Using the concepts of emotional intelligence and other leadership theories and approaches, you will explore how to communicate to create positive, enduring work relationships. A variety of tools and techniques will help you assess your personal leadership capacity and enhance your ability to influence and lead others.

Learning objectives
At the end of this course you will be able to:
• Explore the complexity of roles, values, challenges and satisfaction of physician leadership.
• Interpret your emotional intelligence strengths and areas for development.
• Develop communication strategies for adapting and connecting with others.
• Discuss techniques for self-management that enhance well-being.

For full course descriptions and learning objectives please visit cma.ca/pli.

In 2016, this face-to-face course was accredited for up to 16.75 CME/CPD credits (CFPC, RCPSC)
In 2016, the online version of the course was accredited for up to 22 CME/CPD credits (CFPC, RCPSC)

Call 1-800-663-7336 x8445 or email pli@cma.ca to see how your organization can benefit from in-house Physician Leadership Institute (PLI) courses
Leadership for Medical Women

To be held immediately preceding the Canadian Conference on Physician Leadership (CCPL)
For registration details, visit physicianleadershipconference.com

Description
Today’s leader succeeds by creating positive and productive relationships, which includes the ability to make strong connections, share a vision, and inspire others. Women physicians can leverage their leadership skills in a variety of venues, some of which may be in a male-dominated environment.

This course provides an opportunity for women physicians to slow down, reflect and examine their current or future leadership roles. Participants will focus on deepening self-awareness, identifying and developing individual skills and strengths, and highlighting capabilities necessary to successfully meet challenges unique to women leaders in medicine. Each participant will have the opportunity to create a customized leadership development plan.

Learning objectives
At the end of this course you will be able to:

• Leverage your natural strengths to more effectively engage others and address factors that may be limiting your success.
• Identify what influences leadership and recognize internal and external factors affecting the career progression of medical women today.
• Learn specific strategies to become more effective as a medical woman leader.
• Identify opportunities to drive and support female physician leadership in our complex health care system.

For full course descriptions and learning objectives please visit cma.ca/pli.

In 2016, this course was accredited for up to 13 CME/CPD credits (CFPC, RCPSC)

Special course features
Face-to-face
2 days (Limited to 30 participants)

In-house
2 days (Limited to 30 participants)

Faculty team
Mamta Gautam, MD, MBA, FRCPc, CPDC, CCPE
Monica Olsen, MHRD, BScN, BA

Program investment
CMA member: $1995 + tax
Non-member: $2660 + tax

This course really helped to focus on the challenges that females can have in balancing varying demands, however I think the real gem was that it helped women to realize that their style may differ from male leaders and that is ok.

Marlene Young
PLI participant

April 26–27, 2017
Vancouver, BC

Call 1-800-663-7336 x8445 or email pli@cma.ca to see how your organization can benefit from in-house Physician Leadership Institute (PLI) courses
Physician Leadership Focus: Put Unrelenting Distractions in Their Place

Description
In an era of unrelenting distractions, demands, and pressures, physician leaders, now more than ever, need to learn to sharpen focus in order to thrive in the complex world of healthcare. Recent research suggests that as leaders move into more senior positions, their attention and social skills suffer. The hectic pace of leading appears to be contributing to greater stress, poorer focus, and reduced productiveness. Moreover, modern technology, such as email, has been shown to be the leading cause of workplace distraction.

Daniel Goleman states in his most recent book Focus: The Hidden Driver of Excellence that “attention is a mental muscle, and can be strengthened with the right practice”. Research shows how high-performers demonstrate higher levels of sustained attention and better manage potential distractions. Specifically, these high performers instill practices—such as mindfulness meditation, focused preparation, recovery from setbacks, continued attention to learning, and positive emotions and connections—that help them improve habits, add new skills, and sustain excellence.

Learning objectives
At the end of this course you will be able to:

- 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.

For full course descriptions and learning objectives please visit cma.ca/pli.

Call 1-800-663-7336 x8445 or email pli@cma.ca to see how your organization can benefit from in-house Physician Leadership Institute (PLI) courses

April 26–27, 2017*
Vancouver, BC
November 2–3, 2017
Toronto, ON

*To be held immediately preceding the Canadian Conference on Physician Leadership (CCPL)
For registration details, visit physicianleadershipconference.com
For registration details, visit www.cma.ca/pli

Faculty
Paul Mohapel, BSc, MSc, MA, PhD

Program investment
CMA member: $1995 + tax
Non-member: $2660 + tax

Special course features

- Face-to-face
  2 days (Limited to 35 participants)

- In-house
  2 days (Limited to 35 participants)
Professionalism and Ethics

In-house Physician Leadership Institute (PLI) course in 2017.

Description
Ethical, moral and professional dilemmas arise daily in medicine. As physician leaders, you play a key role in helping to prevent, identify and resolve ethical and professional conflicts. This two-day course provides a foundation of relevant ethical concepts with decision-making tools and resources for commonly encountered challenges. Building on these concepts, we will analyze professionalism from an individual and systems perspective. Using collegial conversations, we will explore the role of physicians, leaders and institutions to create environments that promote compassionate and accountable behaviour.

Learning objectives
At the end of this course you will be able to:

• Understand and explain relevant ethical concepts and principles as they apply to leadership roles.
• Identify and address ethical dilemmas and conflicts that arise in day-to-day management duties.
• Incorporate current understanding of medical professionalism in your leadership strategy, including skills in collegial conversations.
• Use resources and tools for effective decision-making and reflection.

For full course descriptions and learning objectives please visit cma.ca/pli.

In 2016, this course was accredited for up to 13 CME/CPD credits (CFPC, RCPSC)

Special course features

- In-house
- 2 days (Limited to 30 participants)

Faculty team

Monica Branigan, MD, MHSc
Frank Wagner, MA, MHSc (Bioethics)

Call 1-800-663-7336 x8445 or email pli@cma.ca to see how your organization can benefit from in-house Physician Leadership Institute (PLI) courses.
Engaging Others

Description
When leading and managing others in health care organizations, one must frequently work across functions, distance and cultures. This course focuses on the core practical skills that leaders need to succeed in this environment. It introduces several pragmatic tools for engagement and influence, which are particularly useful when you need to gain the commitment and cooperation of people outside your sphere of organizational authority. The course will address what it means to be engaged — and to engage others — by tapping into people’s potential.

Learning objectives
At the end of this course you will be able to:
• Describe a strengths-based approach to building engagement.
• Discuss strategies for motivating others and building trust.
• Practise powerful listening approaches to discover common ground and mutual insight.
• Describe the major principles behind coaching.

For full course descriptions and learning objectives please visit cma.ca/pli.

In 2016, this face-to-face course was accredited for up to 16.25 CME/CPD credits (CFPC, RCPSC)
In 2016, the online version of the course was accredited for up to 27 CPD credits (RCPSC)

Special course features
Face-to-face
2.5 days (Limited to 40 participants)

Online
6 weeks (Limited to 30 participants)
Weekly facilitation, discussion forums and webinars

In-house
Available in both formats, face-to-face and online

Faculty team
Paul Mohapel, BSc, MSc, MA, PhD
Monica Olsen, MHRD, BScN, BA

Program investment
Face-to-face
CMA member: $2295 + tax
Non-member: $3060 + tax

Online
CMA member: $1690 + tax
Non-member: $2240 + tax

What was the most valuable educational aspect of this PLI course?
“Concept of knowing yourself and your strengths. How to recognize strengths in others.”
PLI participant

Call 1-800-663-7336 x8445 or email pli@cma.ca to see how your organization can benefit from in-house Physician Leadership Institute (PLI) courses
Effective Communication Skills

For registration details, visit cma.ca/pli

Description
This six-week facilitated online PLI physician leadership course focuses on developing enriched communication skills. It is designed to help participants gain knowledge of concepts and key themes in effective communication and to apply them to their areas of practice. The course will also help participants gain a greater understanding of their communication style and its effect on situations and other individuals.

Learning objectives
At the end of this course you will be able to:
• Discuss the factors that influence communication within health care organizations and health care teams.
• Explain the role of attentive listening in effective communication.
• Describe how building relationships affects communication.
• Communicate appropriately and effectively within various contexts to various audiences.

For full course descriptions and learning objectives please visit cma.ca/pli.

In 2016, this course was accredited for up to 22/27 CME/CPD credits (CFPC, RCPSC)

Special course features
Online
6 weeks (Limited to 35 participants)
Weekly facilitation, discussion forums and webinars

Faculty team
Mamta Gautam, MD, MBA, FRCP, CPDC, CCPE
Martin Lees, MD, MSA, PhD, CPD
Gautham Suresh, MBBS, MD, DM, MS

Program investment
CMA member: $1690 + tax
Non-member: $2240 + tax

Call 1-800-663-7336 x8445 or email pli@cma.ca to see how your organization can benefit from in-house Physician Leadership Institute (PLI) courses
Managing Disruptive Behaviour

Description
Physician behaviour that is experienced by colleagues and co-workers in the workplace as disruptive is a serious problem that can profoundly affect workplace health and morale. The complex issues that surround such behaviour are often hard to manage or resolve. This course is designed to help physician leaders understand and deal effectively with disruptive behaviour from both an individual and a systems perspective.

Learning objectives
At the end of this course you will be able to:
• Identify elements of workplace/organizational culture that may influence or prompt disruptive behaviour.
• Identify three key components of a robust code of conduct and determine its effectiveness for ensuring workplace justice and managing disruptive behaviour.
• Discuss approaches and interventions for managing behavioural problems in the workplace.
• Design prevention strategies to promote respectful professional behaviour in the workplace.

For full course descriptions and learning objectives please visit cma.ca/pli.

In 2016, this course was accredited for up to 16.5 CME/CPD credits (CFPC, RCPSC)

Special course features
- Face-to-face
  2.5 days (Limited to 40 participants)
- In-house
  2.5 days (Limited to 40 participants)

Faculty team
Mary Yates, BA(Hons), MEd
Paul Farnan, MB, BCh, CCFP, dipl. ABAM

Program investment
CMA member: $2295 + tax
Non-member: $3060 + tax

Call 1-800-663-7336 x8445 or email pli@cma.ca to see how your organization can benefit from in-house Physician Leadership Institute (PLI) courses

This course was transformational.
To have the time and expert guidance to look at how to be a more effective leader was invaluable.

PLI participant
Managing People Effectively

Description
Physicians frequently assume positions of leadership because it’s their turn or nobody else “wants to do it.” Some physicians voluntarily agree to become physician leaders because they honestly want to make a difference. The problem is that no one teaches them how to be a leader or manager. The only training most physicians receive is by watching others in the role or by unintentionally making (often painful) mistakes. The hospital business is complex and sophisticated, and hospital leaders—whether administrators or physicians—need a sophisticated set of management competencies to be successful. This course focuses on management rather than leadership: the “how tos” for successfully executing the day-to-day people development requirements of the physician leader role.

Learning objectives
At the end of this course you will be able to:
• Discuss the challenges of the physician leader role as a manager of people.
• Describe the accountabilities and roles of the physician leader in an organization.
• Outline the key components and requirements of the human resource development cycle.
• Design and apply best-practice techniques to optimize effectiveness in the human resource development cycle (i.e., behavioural interview, constructive performance conversation).

For full course descriptions and learning objectives please visit cma.ca/pli.

In 2016, this course was accredited for up to 12.5 CME/CPD credits (CFPC, RCPSC)

Special course features

Faculty team
Jamie Campbell, MEd, BA(Hons)
Monica Olsen, MHRD, BScN, BA
Mary Yates, BA(Hons), MEd

Program investment
CMA member: $1995 + tax
Non-member: $2660 + tax

Call 1-800-663-7336 x8445 or email pli@cma.ca to see how your organization can benefit from in-house Physician Leadership Institute (PLI) courses
Facilitating Meetings

Description
A common complaint of many physicians and physician leaders is that of wasted time and energy at meetings. Every minute spent at a meeting is a minute not spent with a patient. Therefore, it compels those who lead meetings to consider what’s required to help participants be productive and feel engaged. Meetings that are designed to tap into the "group brilliance" will leave leaders and participants feeling that their time has been well spent. This course will help leaders make the transition from meeting chair to facilitator. This shift in mindset and the accompanying skills will focus on best practices for increasing engagement and productivity.

Learning objectives
At the end of this course you will be able to:

• Distinguish between traditional and facilitative leadership.
• Implement strategies for engaging team members by creating a climate of collegiality and trust.
• Identify key elements for leading productive meetings (live, teleconferences and virtual) to help team members stay focused and productive.
• Manage disruptive or dysfunctional meeting behaviour.

For full course descriptions and learning objectives please visit cma.ca/pli.

In 2016, this course was accredited for up to 12.5 CME/CPD credits (CFPC, RCPSC)

Special course features

Face-to-face
1 day (Limited to 40 participants)

In-house
1 day (Limited to 40 participants)

Faculty team
Monica Olsen, MHRD, BScN, BA
Mary Yates, BA(Hons), MEd

Program investment
CMA member: $1495 + tax
Non-member: $1996 + tax

Thinking of registering for this course? You may also want to consider course Managing People Effectively on page 13. These courses are a great complement to one another.

Call 1-800-663-7336 x8445 or email pli@cma.ca to see how your organization can benefit from in-house Physician Leadership Institute (PLI) courses.
Coaching for Excellence
(formerly known as Physician as Coach)

In-house Physician Leadership Institute (PLI) course in 2017.

Description
Coaching is increasingly being adopted as part of a support and development strategy in our health care system. When physicians assume formal leadership roles, they are in the position of managing and enabling the performance of others. Coaching is one of the strategies they can use to unlock people's potential to maximize performance. It has been shown to be effective for increasing engagement, creating greater autonomy and accountability, enhancing personal resiliency and promoting innovation. This course helps physicians discover ways to practically apply coaching skills in a variety of contexts. These skills can be used to support and optimize the performance of those around them — colleagues, patients, administrators or other stakeholders. You will learn to build a coaching culture that maximizes strengths and supports greater capacity to find creative solutions to challenging situations.

Learning objectives
At the end of this course you will be able to:
• Explain the nature of the coaching relationship and the mindset required for successful coaching.
• Discuss how coaching can contribute to engagement for individual and team performance.
• Identify strategies for establishing a coaching relationship.
• Practise coaching skills of listening, inquiry and support.

For full course descriptions and learning objectives please visit cma.ca/pli.

In 2016, this course was accredited for up to 13 CME/CPD credits (CFPC, RCPSC)

Special course features
In-house
2 days (Limited to 40 participants)

Faculty team
Mamta Gautam, MD, MBA, FRCP, CPDC, CCPE
Susan J. Lieff, MD, MEd, MMan, FRCP
Paul Mohapel, BSc, MSc, MA, PhD

Call 1-800-663-7336 x8445 or email pli@cma.ca to see how your organization can benefit from in-house Physician Leadership Institute (PLI) courses
Dollars and Sense

Description
How much is enough health care? Just how many tests should be ordered? Is the care cost-effective? In this course, you will learn how to resolve these and other fundamental economic dilemmas in health care. Participants discover how to interpret financial statements, identify high-performing hospitals and determine the real costs of choosing among alternatives, such as “fix versus replace.” Looking at how costs behave (or don’t behave), you’ll be able to calculate a contribution margin, understand the concept of break even and determine the optimal action when resource demand exceeds availability — a reality in today’s environment. Real-life examples in health care will challenge you to make appropriate decisions based on sound economic and accounting principles.

Learning objectives
At the end of this course you will be able to:

• Explain how the fundamental principles of economics shape the health care system.
• Analyze and interpret financial statements for a health care organization.
• Apply economic evaluation and accounting principles in making decisions.
• Practise financial decision-making that maximizes quality of care in times of scarcity and competing alternatives.

For full course descriptions and learning objectives please visit cma.ca/pli.

In 2016, this face-to-face course was accredited for up to 16.75 CME/CPD credits (CFPC, RCPSC) In 2016, the online version of the course was accredited for up to 27 CPD credits (RCPSC)

Special course features

Facility team
Jeffrey Hoch, PhD
Ian McKillop, PhD, FRSPH

Faculty team
Jeffrey Hoch, PhD
Ian McKillop, PhD, FRSPH

Program investment
Face-to-face
CMA member: $2295 + tax
Non-member: $3060 + tax
Online
CMA member: $1690 + tax
Non-member: $2240 + tax

For registration details, visit www.cma.ca/pli

April 10 – May 21, 2017 (Online)
September 13–15, 2017
Toronto, ON

Managing your money pays off — so does learning more about it.

Call 1-800-663-7336 x8445 or email pli@cma.ca to see how your organization can benefit from in-house Physician Leadership Institute (PLI) courses
Quality Measurement

In-house Physician Leadership Institute (PLI) course in 2017.

Description
Are you a leader in health care who is trying to improve the performance of your system or a health professional who is trying to improve patient flow, access, safety or clinical outcomes? Does the word “statistics” strike fear into your heart? If so, this course is designed for you. You will learn about data and how to turn it into information and knowledge that will help you improve your system and patient outcomes. You will discover the best ways to obtain data, to analyze data, and to effectively display data. You will leave better equipped to understand quality measures and how to use them in both your leadership role and quality improvement projects.

Learning objectives
At the end of this course you will be able to:
• Demonstrate an understanding of the relationship between measurement for research, accountability and quality improvement.
• Critically discuss measurement frameworks.
• Create conceptual and operational definitions for measures of quality.
• Apply and discuss visual displays of data for exploring variation, including run charts and statistical process control.

For full course descriptions and learning objectives please visit cma.ca/pli.

In 2016, this course was accredited for up to 12 CME/CPD credits (CFPC, RCPSC)

Special course features
In-house
2 days (Limited to 30 participants)

Faculty team
Katherine Stevenson, BA(Hons), BScPT, MSc
Gautham Suresh, MBBS, MD, DM, MS

What was the most valuable educational aspect of this PLI course?
“Ample opportunity to ask questions and go through scenarios.”
PLI participant

Call 1-800-663-7336 x8445 or email pli@cma.ca to see how your organization can benefit from in-house Physician Leadership Institute (PLI) courses
Strategic Thinking for Results
(formerly known as Strategic Planning: From Vision to Action)

Description
The strategic planning process brings to life two responsibilities of leadership: achieving results and transforming systems. Developing a strategic plan establishes a clear set of actions that can move a health care organization into its preferred future. Conducting an environmental scan, and using evidence and information from your experience as a physician in the health care sector, you will tackle a real-life strategic issue with other participants. At the end of the session, you and your team will present relevant strategic actions to address that issue. In the process, you will help shape a vision for change, and determine the root causes of challenges that your organization needs to address and establish desired results. You’ll explore strategies to engage key stakeholders in assisting with implementation of your plan. And, finally, you’ll learn methods for monitoring the plan’s progress to ensure that it is responding to your organization’s needs.

Learning objectives
At the end of this course you will be able to:
• Set direction by establishing a patient-centred strategic vision.
• Strategically align decisions with vision, values and evidence.
• Use systems thinking to balance short-term demands with long-term priorities.
• Assess and monitor the impact of the strategic plan on quality of service delivery.

For full course descriptions and learning objectives please visit cma.ca/pli.

Special course features
Facet-to-face
CCPL: 2 days (Limited to 25 participants)
In-house
2.5 days (Limited to 25 participants)

Faculty team
Graham Dickson, PhD
Peter Kuling, MSc, MD, FCFP, CCPE
Gaétan Tardif, MD, FRCPC, FCCHL

Program investment
CMA member: $1995 + tax
Non-member: $2660 + tax

Call 1-800-663-7336 x8445 or email pli@cma.ca to see how your organization can benefit from in-house Physician Leadership Institute (PLI) courses
Talent Management for Exceptional Leadership
(formerly known as Talent Management: a Strength-based Approach to Developing Physician Leaders)

In-house Physician Leadership Institute (PLI) course in 2017.

Description
What is talent management and why is it important in health care organizations? Talent management ensures that the right people with the right skills are in the right place in their organization and that they are engaged and focused on achieving the organization’s goals. A systematic approach to talent management includes assessing organizational readiness for such a program and establishing the necessary elements for the successful development of current and future medical leaders. This course provides concrete strategies to help physicians create an organizational culture that focuses on developing leaders, thereby helping to attract, engage and retain the best leadership talent.

Learning objectives
At the end of this course you will be able to:
- Explore the unique opportunities and challenges in developing physician leaders.
- Explore your organization’s readiness and capacity for a talent management program.
- Discuss the essential components of a talent management system for your organization.
- Explore opportunities and challenges to implementing a talent management plan for your organization/department/program.

For full course descriptions and learning objectives please visit cma.ca/PLI.

In 2016, this course was accredited for up to 17 CME/CPD credits (CFPC, RCPSC)

Special course features
- In-house
- 2.5 days (Limited to 25 participants)

Faculty team
Gillian Kernaghan, MD, CCFP, FCFP
Paul Mohapel, BSc, MSc, MA, PhD

Physician Leadership Institute (PLI) courses have a 98% satisfaction rate

Call 1-800-663-7336 x8445 or email pli@cma.ca to see how your organization can benefit from in-house Physician Leadership Institute (PLI) courses
Conflict Management and Negotiation

*To be held immediately preceding the Canadian Conference on Physician Leadership (CCPL) For registration details, visit physicianleadershipconference.com For registration details, visit www.cma.ca/pli

Description
Learn strategies to manage conflict within organizations, including the use of facilitation and resolution processes. In this course, you will learn how to avoid the difficulties that conflict can create for relationships, and how the effective management of conflict can enhance creativity and innovation. Through a facilitated negotiation exercise, you will develop an approach to planning negotiation and practise successful techniques to achieve gains at the table.

Learning objectives
At the end of this course you will be able to:
• Discuss strategies for recognizing and managing conflict situations.
• Describe the structures, processes, principles and currencies of effective negotiation.
• Develop strategies for managing constituencies and building coalitions.
• Analyze the dynamics and politics of effective negotiation.

For full course descriptions and learning objectives please visit cma.ca/pli.

In 2016, this course was accredited for up to 19.25 CME/CPD credits (CFPC, RCPSC)

Special course features
- **Face-to-face**
  CCPL: 2 days (Limited to 40 participants)
  Open enrolment: 3 days (Limited to 40 participants)
- **In-house**
  3 days (Limited to 40 participants)

Faculty team
Scott Comber, BEDS, MBA, MA, PhD
Anne Grant, LLB, LLM (ADR), CMed
Janice Gross Stein, PhD, FRSC, LLD, MOC, O.Ont
Kevin Tasa, MSc, PhD

Program investment
CMA member:
- $1995 + tax (2 day)
- $2295 + tax (3 day)

Non-member:
- $2660 + tax (2 day)
- $3060 + tax (3 day)

*Call 1-800-663-7336 x8445 or email pli@cma.ca to see how your organization can benefit from in-house Physician Leadership Institute (PLI) courses*
Influencing Boards:
Unpacking Principles of Board Governance

In-house Physician Leadership Institute (PLI) course in 2017.

Description
Boards make decisions that influence health care leaders’ professional lives. Board members often look to health care leaders for expert knowledge and advice. This course explores practical ways for health care leaders to work effectively with their boards. Learn the fundamentals of what boards do and how they work — who does what and why. Understand the core responsibilities of boards. Learn how board members are chosen and how to identify their stakeholders. Learn to identify the outcome you wish to see your board enable. Discover how to make an effective presentation, one that marshals evidence carefully, deals with costs and benefits, and captures and retains the board’s attention.

Learning objectives
At the end of this course you will be able to:

• Understand the responsibilities and roles of boards involved in health care decision making.
• Understand how boards are appointed and function.
• Understand the challenges and constraints boards face.
• Learn techniques to champion your ideas so that your issues reach the board agenda and receive board approval.

For full course descriptions and learning objectives please visit cma.ca/pli.

In 2016, this course was accredited for up to 13.25 CME/CPD credits (CFPC, RCPSC)

Special course features
In-house
2 days (Limited to 40 participants)

Faculty team
Chris Carruthers, BSc, MD, MBA, FRCS, FAAOS, ICD.D
Janice Gross Stein, PhD, FRSC, LLD, MOC, O.Ont

What was the most valuable educational aspect of this PLI course?
“The highly interactive format pushed me to engage in conversations about a subject I knew so little about and that alone was an invaluable experience.”
Irith Lebovich
PLI participant

Call 1-800-663-7336 x8445 or email pli@cma.ca to see how your organization can benefit from in-house Physician Leadership Institute (PLI) courses
Leadership Strategies for Sustainable Physician Engagement

In-house Physician Leadership Institute (PLI) course in 2017.

Description
Physician engagement is vital to the success of Canadian health reform. Whether that initiative is to create a provincial policy framework, a region-wide approach, a hospital-specific strategy or a community-initiated enterprise, physicians must be involved from the beginning and throughout the implementation. To do so is not easy, for it requires substantial rethinking of mindsets, work habits, attitudes, cultural beliefs and working procedures. It requires an investment of time, money and learning. It also places demands on both administrators and physicians to share leadership — and to have the prerequisite collaborative leadership skills to make that shared approach work. This program provides physicians with the knowledge, skills and abilities, and the opportunity to use those attributes, to construct an action plan and become active leaders in bringing about effective physician engagement in whatever context they work.

Learning objectives
At the end of this course you will be able to:

• Assess the impact of physician engagement on the health system and its importance in improving the quality of patient care.
• Determine the optimal processes of physician engagement to discriminate good practices from bad practices, and personally determine the degree to which you might wish to be involved in such enterprises.
• Explore what effect organizational efforts to improve physician engagement would have on your personal experience at work.
• Construct your personal action plan for improving physician engagement in the context

For full course descriptions and learning objectives please visit cma.ca/pli.

In 2016, this course was accredited for up to 13.5 CME/CPD credits (CFPC, RCPSC)

Special course features
In-house
2 days (Limited to 40 participants)

Faculty team
Graham Dickson, PhD
John Van Aerde, MD, MA, PhD, FRCPC

Call 1-800-663-7336 x8445 or email pli@cma.ca to see how your organization can benefit from in-house Physician Leadership Institute (PLI) courses
Leading Change

Description
The pressures for change in health care are relentless. Many of these changes are best led — or must be led — by physician leaders. This course recognizes that leading change is both an art and a science to be developed and better understood. You will learn to develop strategies to motivate, implement and sustain change. There will be opportunities to introduce and discuss real issues facing your health care organization and time to practise techniques in team exercises. You will learn how to operationalize change management theories and overcome opposition to change — both internal and external. Topics include creating a resilient work environment, anticipating and learning from failure and dealing with the impact of change on yourself and others. A central theme is how to align people and organizations to build a shared vision and commitment to act.

Learning objectives
At the end of this course you will be able to:

- Develop and apply a systematic approach to analyzing and addressing change challenges and opportunities.
- Identify organizational design impediments and enablers to change and influence organizational culture.
- 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.

For full course descriptions and learning objectives please visit cma.ca/pli.

In 2016, the online version of the course was accredited for up to 22 CME/CPD credits (CFPC, RCPSC)
In 2016, this face-to-face course was accredited for up to 14.5 CME/CPD credits (CFPC, RCPSC)

Special course features
- **Face-to-face**
  2 days (Limited to 40 participants)
- **Online**
  6 weeks (Limited to 30 participants)
  Weekly facilitation, discussion forums and webinars
- **In-house**
  Available in both formats, face-to-face and online

Faculty team
Scott Comber, BEDS, MBA, MA, PhD
Mamta Gautam, MD, MBA, FRCPC, CPDC, CCPE
Brian Golden, PhD
Susan J. Lieff, MD, MEd, MMan, FRCPC
Joshua Tepper, MD, FCFP, MPH, MBA

Program investment

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Call 1-800-663-7336 x8445 or email pli@cma.ca to see how your organization can benefit from in-house Physician Leadership Institute (PLI) courses
**Developing and Leading System Improvement**

In-house Physician Leadership Institute (PLI) course in 2017.

**Description**
Capability in quality improvement (QI) science 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 provides an introduction to QI methods, including a focus on efficiency and access, through lecture, small-group work and hands-on learning, where you will have the opportunity to develop a plan for improving an area of your own system.

**Learning objectives**
At the end of this course you will be able to:
- Describe the theory and science of QI 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.

For full course descriptions and learning objectives please visit cma.ca/pli.

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In 2016, this course was accredited for up to **12 CME/CPD credits** (CFPC, RCPSC)

**Special course features**
- In-house
- 2 days (Limited to 30 participants)

**Faculty team**
- Martin Lees, MD, MSA, PhD, CCPE
- Katherine Stevenson, BA(Hons), BScPT, MSc
- Kishore Visvanathan, MD, FRCSC
- Mary Yates, BA(Hons), Med

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66 I really enjoyed the course and will apply what I have learned immediately.
Glen Bandiera
PLI participant
Developing Strategic Influence
(formerly known as Strategic Influence: Advocacy, Alliances and Accountability)

Description
Small “p” politics exist in every leader’s world. This course explores practical, authentic ways for health care leaders to navigate through their interactions with various stakeholders while maintaining autonomy, integrity and sanity — and keeping an eye on the organization’s vision. Learn how to build alliances to achieve your organization’s objectives. Learn how to be an official spokesperson for your organization using recognized communication, advocacy and media skills. Discover how to network in a matrix in which leadership is both horizontal and vertical and learn the components of consensus building.

Learning objectives
At the end of this course you will be able to:

• Discuss the health care environment from a political, social and economic perspective.
• Describe the nature of health care decision-making processes and influence at the local, provincial and federal levels.
• Describe key issues in developing persuasive messages.
• Practise effective skills in working with the media and receive feedback.

For full course descriptions and learning objectives please visit cma.ca/pli.

In 2016, this course was accredited for up to 16.25 CME/CPD credits (CFPC, RCPSC)

Special course features
- Face-to-face
  2.5 days (Limited to 25 participants)
- In-house
  2.5 days (Limited to 25 participants)

Faculty team
Peter Kuling, MSc, MD, FCFP, CCPE
Janice Gross Stein, PhD, FRSC, LLD, MOC, O.Ont

Program investment
CMA member: $2295 + tax
Non-member: $3060 + tax

Call 1-800-663-7336 x8445 or email pli@cma.ca to see how your organization can benefit from in-house Physician Leadership Institute (PLI) courses
The Physician Leadership Institute is online!

Online learning provides flexibility in learning when and where you want, offers interaction with peers, and includes a subject matter expert facilitator to guide you through your learning.

**Joule's PLI online facilitated courses are:**
- Developed with the same rigour and expertise as PLI face-to-face courses
- Accessible anytime, anywhere
- Accredited by the RCPSC and the CFPC
- Recognized as part of the PLI physician leadership course route to the Canadian Certified Physician Executive (CCPE) credential

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**Invest in your people with in-house PLI courses**

With in-house delivery, your medical staff can collaborate to solve problems unique to your organization and share new insights. Our expert instructors can customize course content to meet your specific learning needs and address any pressing local or organizational healthcare matters. The courses also strengthen healthcare systems by providing leadership development opportunities for physicians and non-physicians at all stages of their careers.

[cma.ca/in-housePLI](http://cma.ca/in-housePLI)

800 663-7336 ext. 8445 | Email: pli@cma.ca

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“We have the PLI courses delivered in-house because we believe it provides our doctors with the best value for their time and money. Our physicians benefit from accredited courses tailored to meet their specific needs, little to no travel or hotel costs, and an opportunity to share their experiences and network with colleagues.”

*Dr. F. Gigi Osler BScMed, FRCSC*

Chair, Doctors Manitoba Physician Health and Wellness Committee
Formation en leadership pour les médecins francophones

Basé sur le cadre pédagogique LEADS et accrédité en développement professionnel continu (DPC), le programme Leadership PLI francophone permet aux participants de partager une formation avec des collègues qui vivent une réalité professionnelle similaire dans le même contexte régional.

Pour organiser un groupe dans votre région ou pour vous inscrire aux formations inscrites au calendrier, visitez notre site Internet : amq.ca/formation.

Vous avez besoin d’outils pour mieux exercer votre leadership médical ? Vous êtes à la recherche de développement professionnel continu sur mesure pour faire évoluer votre carrière de gestionnaire ? L’Association médicale du Québec (AMQ), en partenariat avec l’Association médicale canadienne, offre le programme Leadership PLI en français conçu pour les leaders en action.

La connaissance de soi-même à titre de leader
- Maîtrise de soi
- Modèles et styles de leadership
- Intelligence émotionnelle

La mobilisation des équipes de travail
- Stratégies d’influence
- Mobilisation et motivation efficaces
- Développement d’équipes performantes

La compréhension du financement du réseau de la santé au Québec
- Paliers d’intervention
- Analyse de la performance du réseau
- Possibilités et limites des ressources financières

La négociation et la gestion de conflits en milieu de travail
- Communication efficace
- Gestion constructive des conflits
- Stratégies de négociation

L’innovation et le changement
- Modèles et processus de gestion du changement
- Enjeux liés au contexte
- Effets des changements

D’Pierre Harvey, microbiologiste-infectiologue, Rivière-du-Loup (Qc)

amq.ca/formation
514-866-0660 | Sans frais : 800-363-3932
Courriel : info@amq.ca
Description
The best leaders know how to get individuals to work together to accomplish goals. Often we struggle to enable our colleagues to complete projects on time and on budget. We do our best to motivate colleagues and health care service providers for needed changes, or to demonstrate more concern for safety and follow procedures. In short, we continually work on ways to exert our influence, but we regularly fall short.

INFLUENCER® The New Science of Leading Change — combines compelling videos and extensive class exercises to give you the skills needed to effectively change behavior. Whether a formal leader or an individual contributor, Influencer can help you drive the change you need.

Learning objectives
At the end of this course you will be able to:

• Discover the three keys to influence—what do successful influencers do that separates them from the rest?
• Identify Crucial Moments—the moments where enacting the right behavior will have an enormous effect on results.
• Study and utilize examples of positive deviance (instances when some people succeed where most others fail).
• Learn that persistent problems do not have one root cause, but multiple causes.
• Harness the power of social pressure by finding strength in numbers.
• Change the environment to make bad behaviors harder and good behaviors easier.
• Use the power of space, data, and tools.

For full course descriptions and learning objectives please visit cma.ca/pli.
Description
As a physician leader, much of your time is spent interacting with others to achieve desired outcomes. When communication is both candid and respectful, it allows all perspectives and issues to surface and leads to the best decisions or direction. On some issues, differences of opinion are significant, the stakes are high in terms of the outcomes and strong emotions are involved. These require Crucial Conversations (CCV). Research by VitalSmarts identified a key difference between good and great leaders: great leaders achieve results even when the issue or conversation is “crucial.” CCV helps you master the skills you need to step up to high-stakes issues, while remaining candid and respectful, to achieve better results and establish better relationships. Unique to this offering is that this CCV course is taught by trained physician faculty members of the Canadian Society of Physician Leaders.

Learning objectives
At the end of this course you will be able to:
• Acquire the skills to engage others in addressing challenging issues while retaining or enhancing the relationship.
• Understand 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.

For full course descriptions and learning objectives please visit cma.ca/pli.

In 2016, this course was accredited for up to 13.5 CME/CPD credits (CFPC, RCPSC)

Special course features
Face-to-face
2 days (Limited to 40 participants)

In-house
2 days (Limited to 40 participants)

Faculty team
Monica Branigan, MD, MHSc
Gillian Kernaghan, MD, CCFP, FCFP
Louise McNaughton-Filion, MD CM, FCFP(EM), CCPE
John VanAerde, MD, MA, PhD, FRCPC

Program investment
CMA member: $1995 + tax
Non-member: $2660 + tax

Thinking of registering for this course? You may also want to consider course Crucial Accountability on page 30. These courses are a great complement to one another.
Crucial Accountability is an eight-hour companion course for people who have taken Crucial Conversations (CCV). The course builds on the principles taught in CCV and teaches skills to help leaders and staff hold each other accountable. This training helps participants identify performance gaps (broken promises, bad behaviour and violated expectations) and teaches skills to enhance motivation and ability to close the gap and resolve issues. NOTE: If it has been more than 24 months since you took CCV, you are strongly encouraged to review those materials before attending.

**Learning objectives**
**At the end of this course you will be able to:**

- Learn how to hold one another accountable.
- Identify the gap between expected and actual performance.
- Diagnose and close the gap between expected and actual performance.

For full course descriptions and learning objectives please visit cma.ca/pli.

In 2016, this course was accredited for up to 7 CME/CPD credits (CFPC, RCPSC)

**Special course features**
- **Face-to-face**
  - 1 day (Limited to 40 participants)
- **In-house**
  - 1 day (Limited to 40 participants)

**Faculty team**
- Monica Branigan, MD, MHSc
- Gillian Kernaghan, MD, CCFP, FCFP
- Louise McNaughton-Filion, MD CM, FCFP(EM), CCPE
- John VanAerde, MD, MA, PhD, FRCPC

**Program investment**
- **CMA member:** $1495 + tax
- **Non-member:** $1996 + tax

Thinking of registering for this course? You may also want to consider course Crucial Conversations on page 29. These courses are a great complement to one another.
Is this the year you obtain your CCPE credential?

“Physician leadership and getting the CCPE credential was a warm and welcome reminder of the great value that physicians bring forward as leaders in society. It has enhanced my energy and drive to be an even better leader in health, helping colleagues and society to work harder towards optimal health for all.”

Dr. David Torr
Consulting Medical Health Officer,
Dr. D. Torr Medical P.C. Inc,
Saskatchewan/ Clinical Assistant Professor,
University of Saskatchewan/ Chair,
Medical Health Officers’ Council of Saskatchewan

Being a physician leader is a rewarding responsibility, and exemplifies your commitment to the medical profession, your team members and the patients you hold in your care. Leadership means investing in lifelong learning, contributing to partnership and organizational development, and an unremitting desire to innovate within and transform your clinical community. The Canadian Certified Physician Executive (CCPE) designation acknowledges the determination and dedication required to make impactful differences through leadership – today, and for the many years to come.

The CCPE designation is administered and governed jointly by Joule Inc, a Canadian Medical Association Company, and the Canadian Society of Physician Leaders. The CCPE is the very first nationally recognized, standards-based peer assessment for physicians in leadership roles.

Physicians seeking this credential can apply through two routes – the PLI-academic route acknowledges Joule’s Physician Leadership Institute courses and other formal leadership development training, and the Practice eligibility route takes into account practical leadership experience gained.

Now is the time to realize your commitment to exceptional leadership performance.

cma.ca/ccpe
613 369-8322 x200 | Toll-free : 800-363-3932
Email : Deirdre@physicianleaders.ca
2017 Canadian Conference on Physician Leadership
April 28-29, 2017 • Hyatt Regency Hotel, Vancouver

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Physician Leaders as Stewards of Health Care

2-Day PLI Courses
- Conflict Management
- Developing and Leading System Improvement
- Strategic Thinking for Results
- Leadership for Medical Women
- NEW! Physician leadership focus: Put unrelenting distractions in their place

Additional Courses
- 2-day CSPL VitalSmarts Influencer©
- 1-day CMPA Medical-Legal Essentials for Physician Leaders

www.physicianleadershipconference.com
The Physician Leadership Institute (PLI) courses have been extremely helpful to me in my professional and personal lives. They’ve given me confidence and an ability to interact and communicate well with other people, whether they’re patients, colleagues or administrators, or family and friends.

I wish I’d had the opportunity to take some of the courses when I was a resident.

To take advantage of PLI course offerings, visit cma.ca/residents

Dr. Brendan Lewis
Orthopedic surgeon
Corner Brook, Newfoundland
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Our Practice Management Modules will help you:

- Evaluate practice opportunities with a detailed and systematic approach, regardless of practice format or model.
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CMA member resources helped me transition into practice with confidence.”

Dr. Doug Kavanagh
Family physician
Toronto, Ont.

cma.ca/pmcrresources

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- Online clinical resources and tools
- CMAJ
- Wealth management solutions

For more details on the advantages of membership, visit

[link](cma.ca/membership) or call 888 855-2555
<table>
<thead>
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<th>Course Title</th>
<th>Start Date</th>
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<td><strong>CORE ONLINE</strong> Leadership Begins with Self-awareness</td>
<td>January 23 – March 5</td>
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<tr>
<td><strong>CORE ONLINE</strong> Leading Change</td>
<td>February 13 – March 26</td>
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<td><strong>CORE</strong> Self-awareness and Effective Leadership</td>
<td>March 5–7</td>
<td>TORONTO, ON</td>
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<td>Managing People Effectively</td>
<td>March 8–9</td>
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<td>Facilitating Meetings</td>
<td>March 10</td>
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<td><strong>CORE</strong> Conflict Management and Negotiation</td>
<td>April 26–27</td>
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<td><strong>NEW!</strong> Physician Leadership Focus: Put Unrelenting Distractions In Their Place</td>
<td>April 26–27</td>
<td>VANCOUVER, BC (to be held immediately preceding the Canadian Conference on Physician Leadership [CCPL])</td>
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<td>Strategic Thinking</td>
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<td>Leadership for Medical Women</td>
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<td><strong>NEW!</strong> CSPL Influencer©</td>
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<td><strong>CORE ONLINE</strong> Dollars and Sense</td>
<td>April 10 – May 21</td>
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<td><strong>CORE ONLINE</strong> Engaging Others</td>
<td>May 1 – June 11</td>
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<td><strong>CORE ONLINE</strong> Leadership Begins with Self-awareness</td>
<td>May 29 - July 9</td>
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<td><strong>CORE</strong> Self-awareness and Effective Leadership</td>
<td>August 18–19</td>
<td>QUEBEC CITY, QC (to be held immediately preceding CMA General Council [GC])</td>
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<td><strong>ONLINE</strong> Effective Communications</td>
<td>August 28 – October 8</td>
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<td>Managing Disruptive Behaviour</td>
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<td><strong>CORE ONLINE</strong> Engaging Others</td>
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<td>Crucial Conversations©</td>
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<tr>
<td>Crucial Accountability©</td>
<td>September 26</td>
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</tr>
<tr>
<td><strong>CORE ONLINE</strong> Leading Change</td>
<td>October 16 – November 26</td>
<td>Offered exclusively online</td>
</tr>
<tr>
<td><strong>CORE</strong> Engaging Others</td>
<td>October 15–17</td>
<td>TORONTO, ON</td>
</tr>
<tr>
<td><strong>CORE</strong> Conflict Management and Negotiation</td>
<td>October 18–20</td>
<td>TORONTO, ON</td>
</tr>
<tr>
<td><strong>NEW!</strong> Physician Leadership Focus: Put Unrelenting Distractions In Their Place</td>
<td>November 2–3</td>
<td></td>
</tr>
<tr>
<td><strong>CORE</strong> Leading Change</td>
<td>November 19–20</td>
<td>VANCOUVER, BC</td>
</tr>
<tr>
<td>Developing Strategic Influence</td>
<td>November 21–23</td>
<td></td>
</tr>
</tbody>
</table>

**CORE**: PLI courses that have been identified as essential training for physicians interested in or engaged in a position of leadership. These courses may be taken in any order. For more information, call 800-663-7336, x8455 or email pli@cma.ca