



## **Medical Director Leadership Institute: Leading in the Time of COVID**

*January 7, 2021 through June 3, 2021*

### **Course Objectives:**

- Learn the skills of emotionally intelligent leaders.
- Demonstrate at least two new strategies for effective management of interpersonal teams.
- Understanding the impact of systemic racism on care delivery and develop strategies to address inequity in primary care.
- Identify strategies to better leverage data for improvement and population health.
- Gain competencies in influencing, motivating and negotiating.
- Learn skills on leading change toward telehealth, value-based care delivery or any other challenge.
- Understand key financial principles to succeed in your role and apply them at your organization.
- Develop resilience strategies to thrive over the long term.
- Identify 3-4 tools or ideas to bring back to your practice to address a current specific challenge.

<b>Program Agenda</b>		
<i>January 7 from 10am-1pm ET</i>		
<b>Theme: Self as Leader</b>	<b>Time</b>	<b>Speaker</b>
<b>Program Overview and Introductions</b>	10:00-10:30am	Lindsay Hunt
<b>Leading with authenticity during times of calm and crisis</b> <ul style="list-style-type: none"> <li>• Understand how leadership is defined and how it relates to your role.</li> <li>• Identify strategies to help you navigate and lead during times of crisis.</li> </ul>	10:30-11:15am	Roger Chaufournier
<b>Break</b>	11:15-11:30am	
<b>Understanding the Self as Leader</b> <ul style="list-style-type: none"> <li>• Understand the self through the lens of a personal assessment tool.</li> <li>• Develop a deeper knowledge of your own work preferences and those of other people.</li> <li>• Identify strategies to work more effectively individually and in teams.</li> </ul>	11:30-12:45pm	Lindsay Hunt
<b>Wrap-up and Review Action period assignment</b> Develop a personal action plan to map your goals and strategy for the year ahead.	12:45-1:00pm	Lindsay Hunt
<i>January 21 from 11am-12pm ET</i>		
<b>Mid-January Coaching Session</b> Participants discuss challenges and learnings since last session. Opportunity for expert input and peer consultation.	11:00-12:00pm	Roger Chaufournier



<b>February 4 from 10am-1pm ET</b>		
<b>Theme: Leading Teams through Change</b>	<b>Time</b>	<b>Faculty</b>
Welcome and Ice-Breaker/warm-up	10:00-10:20am	Lindsay Hunt
<b>Burnout, Moral Injury, and Resilience</b> <ul style="list-style-type: none"> <li>Understand the impact of burnout and moral injury on individuals and teams</li> <li>Acknowledge the specific issues in health care that lead to higher levels of burnout</li> <li>Share experiences, create community</li> <li>Understand resilience, including the limitations of resilience</li> </ul>	10:20-11:05am	Louise Keogh Weed
<b>Break</b>	11:05-11:20am	
<b>Building Strong Teams</b> <ul style="list-style-type: none"> <li>Identify reasons for effective teams.</li> <li>Discuss features of high-performing teams.</li> <li>Develop strategies to improve your teams and build culture.</li> </ul>	11:20-12:05pm	David Margolius & Genevieve Daftary
<b>Navigating Team Challenges: Building Performance through Feedback</b> <ul style="list-style-type: none"> <li>Examine how our own triggers affect feedback</li> <li>Identify how to apply the skill of coaching to feedback conversations</li> <li>Develop strategies to create a culture that promotes feedback.</li> </ul>	12:05-12:50pm	Louise Keogh Weed
<b>Wrap-up and Review Action Period Assignment</b>	12:50-1:00pm	Lindsay Hunt

<b>February 18 from 11am-12pm ET</b>		
<b>Mid-Feb Coaching call</b> Discuss challenges and learnings since last session. Opportunity for expert input and peer consultation.	11:00-12:00pm	Louise Keogh Weed

<b>March 4 from 10am-1pm ET</b>		
<b>Theme: Leading Improvement</b>	<b>Time</b>	<b>Faculty</b>
Welcome and Warm-up	10:00-10:20am	Lindsay Hunt
<b>Reimagining Primary Care in the new delivery system- How to Survive, Thrive and Lead through Redesign and Change</b> <ul style="list-style-type: none"> <li>Participants will be able to articulate the process of change.</li> <li>Participants will be able to develop an approach to managing a change process.</li> </ul>	10:20-11:20am	Roger Chaufournier
<b>Break</b>	11:20-11:35am	
<b>Using Improvement Science to Drive Clinical Results</b> <ul style="list-style-type: none"> <li>Identify opportunities for standardization in ambulatory care and examples in clinical practice.</li> </ul>	11:35-12:45pm	David Margolius & Roger Chaufournier



<ul style="list-style-type: none"> <li>• Consider the role of transparency of measures and performance in driving improvement.</li> <li>• Understand how processes can limit or enhance success.</li> <li>• Discuss the stages of data grief and how to lead through them.</li> <li>• Review strategies for clinical quality improvement.</li> <li>• Apply DMAIC improvement tool to common Medical Director challenges</li> </ul>		
<b>Wrap-up and Review Action period assignment</b>	12:45-1:00pm	Lindsay Hunt

<b>March 18 from 11am-12pm ET</b>		
<b>Mid-month Coaching Call</b> Discuss challenges and learnings since last session. Opportunity for expert input and peer consultation.	11:00-12:00pm	David Margolius

<b>April 1 from 10am-1pm ET</b>		
<b>Theme: Teams 2.0/Culture of Belonging</b>	<b>Time</b>	<b>Faculty</b>
<b>Welcome and Warm-up</b>	10:00-10:15am	
<b>Equity and Racism and the Impact on Primary Care: What Physician Leaders Need to Know</b> <ul style="list-style-type: none"> <li>• Understand the role of workforce equity in Primary Care</li> <li>• Make the link between population health/ SDOH and workforce equity</li> <li>• Understand the role of the Physician Leader in promoting and equitable and anti-racist workforce</li> </ul>	10:15-11:30am	Genevieve Daftary & Louise Keogh Weed
Break	11:30-11:45am	
<b>Building a Culture of Belonging</b> <ul style="list-style-type: none"> <li>• Define a culture of belonging.</li> <li>• Identify the conditions that contribute to a sense of belonging in an organization.</li> <li>• Understand steps and techniques for creating a culture of belonging.</li> </ul>	11:45-1:00pm	Claire Pierre & Genevieve Daftary

<b>April 15 from 11am-12pm ET</b>		
<b>Mid-month Coaching Call</b> Discuss challenges and learnings since last session. Opportunity for expert input and peer consultation.	11:00-12:00pm	Genevieve Daftary

<b>May 6 from 10am-1pm ET</b>		
<b>Theme: Partnering</b>	<b>Time</b>	<b>Faculty</b>
<b>Welcome and Ice-breaker/Warm-up</b>	10:00-10:15am	Louise Keogh Weed
<b>Mastering Key Finance Fundamentals</b> Understand the key finance fundamentals for running a primary care practice.	10:15-11:15	Eric Weil



<b>Break</b>	11:15-11:30	
<b>Human Resources Challenges: Difficult Conversations and Choices</b> <ul style="list-style-type: none"><li>Identify common HR pitfalls faced by clinical leaders and how to avoid them.</li><li>Craft approaches to addressing complex human resource issues commonly faced in clinical practice.</li></ul>	11:30-12:15	Claire Pierre
<b>Open Space Exercise</b> An interactive exercise to surface and problem-solve on-going open questions and challenges.	12:15-12:50	Lindsay Hunt
<b>Wrap-up and Review Action Period Assignment</b>	12:50-1:00pm	Lindsay Hunt

***May 20 from 11am-12pm ET***

<b>Mid-month Coaching Call</b> Discuss challenges and learnings since last session. Opportunity for expert input and peer consultation.	11:00-12:00pm	Louise Keogh Weed
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***June 3 from 10am-1pm ET***

<b>Theme: Pulling it all Together</b>	<b>Time</b>	<b>Faculty</b>
<b>Welcome and Ice-breaker/Warm-up</b>	10:00-10:15am	Lindsay Hunt
<b>Top 10 Tools and Strategies for Successful Clinical Leaders</b>	10:15-11:00am	Roger Chaufournier
<b>Program Synthesis and Capstone Challenge</b> Apply lessons learned from the course to strengthen your personal action plan.	11:00-12:00pm	Genevieve Daftary and David Margolius
<b>Break</b>	12:00-12:15pm	
<b>Graduation and Reflection</b>	12:15-12:45pm	Louise Keogh Weed
<b>Close/Evaluation</b>	12:45-1:00pm	Lindsay Hunt