

# Relationship Centered Health Care



Penny R. Williamson, ScD, *Senior Consultant*

Hanna B. Sherman, MD, *Consultant*

## **Courage to Lead** **A Program of Personal and Professional Development for** **Leaders in Health Care and Other Serving Professions**

### **The Program**

*The question most frequently asked in leadership development programs is the “what” question – what are the tasks of leadership? Sometimes more specifically, what are the tasks of leadership that make it different than management?*

*When the conversation continues, we ask the “how” question – how do leaders effectively accomplish their tasks? What are the interpersonal skills or capacities that enable individuals to effectively build and maintain relationships, create alignment, and deal with rapid change?*

*Occasionally, the conversation goes the next step and we ask the “why” question – for what purpose, or to what end, do we lead?*

*But seldom, if ever, do we ask the “who” question? Who is the self that engages in leadership? How does this self impact the practice of leadership, for good and for bad? How is the self continually honored and renewed as we lead?*

*Adapted from the Introduction to “The Courage to Teach” by Parker J. Palmer (San Francisco: Jossey-Bass, 1998)*

Courage to Lead (CTL) is a program that has been carefully designed to help leaders in healthcare and other serving professions answer this “who” question. *It is rooted in the belief that effective leadership flows from the identity and integrity of the individual.* CTL is an approach to personal and professional development called leader formation. Through the formation process participants reflect on how their selfhood affects the way they relate to colleagues, their leadership tasks, their organization, and the world. Formation work is framed by questions such as: “How can I engage in leadership roles and be true to myself?” “In what ways are my inner life and outer work connected?” “How can I find joy and fulfillment in my leadership roles and activities?” and “How can I bring my optimal gifts and skills to bear in my work?”

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Courage to Lead is an eighteen-month program of five quarterly retreats (four in one year and a final one six months later). In large group, small group, and solitary settings, leadership and life questions are explored, using personal stories, reflections on various experiences of leadership, and poetry and stories from diverse wisdom traditions. The formation process, guided by the Circle of Trust Approach®, involves the creation of an intellectual, emotional, and spiritual space in which participants can listen and respond to each other with encouragement and compassion. Without abandoning the outer world, formation is the process of creating quiet, focused, and disciplined space in which the noise within and around us can subside and the voice of the inner teacher can be heard. This voice is central to reclaiming one's vocational calling.

Courage to Lead retreats use the seasons of the year as a metaphor for formation work. The themes of the seasons – dormancy and deep growth, renewal, abundance, seeding and harvesting – provide the contextual framework of the retreats. With the seasons of the year as a backdrop, Courage to Lead retreats provide those who participate:

- An opportunity to explore questions of meaning and purpose, of calling, of the relationship of inner life and outer work
- Time to explore the intersection of “soul” and “role”
- Opportunities to discern and claim birthright gifts and to consider how those gifts can best be used in leadership activities
- A chance to consider what it means to be authentic – in life and in leadership roles
- An opportunity to reflect on how to engage in leadership roles out of a deep sense of identity and integrity
- A context for deep connection with others that honors differences

Each CTL group is composed of twelve participants, accepted on a first come, first served basis.

### **Program Facilitators**

The facilitators for the Courage to Lead Program are Penny R. Williamson, ScD, FAACH and Hanna B. Sherman, MD, FAAP.

**Penny R. Williamson, ScD** is a founding consultant for Relationship Centered Health Care, a founding facilitator and mentor for the national Center for Courage and Renewal and Associate Professor of Medicine, Part Time, The Johns Hopkins University School of Medicine. Since 2004, Penny has led Courage to Lead, an 18-month, five retreat, national leadership development program for leaders in health care and other serving professions. In 2005, Penny co-founded Leading Organizations to Health, a 10-month institute for healthcare leaders focused on creating and sustaining relational cultures in organizations. She leads large-scale change efforts in relationship-centered culture building, working with individuals, leadership teams and healthcare organizations. Penny's latest work involves embodied presence, exploring how movement, music and body-knowledge add to individual well-being and collective wisdom.

Penny was one of two external consultants in a five-year initiative at Indiana

University School of Medicine to positively affect the “hidden” curriculum, or social environment of the entire medical school. She participated in a multi-year staff-development initiative at the American Board of Internal Medicine to build sustainable capacities in relationship-centered work and collaborative learning; and for six years served as consultant to Clarian West Medical Center, helping to build and sustain a relationship-centered culture in this new hospital whose commitment is to be a Sanctuary of Healing.

Her recent book is *Leading Change in Healthcare: transforming organizations using complexity, positive psychology and relationship-centered care* (Suchman, AL, Sluyter, D, Williamson, PR, Eds). Penny has authored numerous other articles on physician well-being, personal and organizational mindfulness and relationship-centered practices. Additional information is available at: [www.rhcweb.com](http://www.rhcweb.com).

Penny and her husband, architecture and railroad historian Jim Dilts, live in Baltimore, Maryland. They have three grown children. Penny’s loves include meditation, yoga, cooking, dancing, reading, art, kayaking, travel and hiking.

**Hanna B. Sherman, MD** is the Program Director for Health Care for the Center for Courage & Renewal, and an educator and consultant with Relationship Centered Health Care. Her work focuses on advancing the roles of self-knowledge, communication, and relationship in professionalism, leadership, and organizational vitality in healthcare. Hanna’s particular interests are in how individual wisdom is developed and collective wisdom fostered and applied in daily work in ways that allow individuals and organizations to offer the best of their service. She leads efforts nationally in relationship-centered culture change in healthcare, and joined Penny Williamson in 2008 to co-lead Courage to Lead.

Hanna received her medical degree at Albert Einstein College of Medicine and completed her internship and residency at Children’s Hospital of Philadelphia. Her interest in professional identity and integrity grew out of her direct observations of burnout among professionals and leaders in the course of her work as a practicing pediatrician, medical director of the Boston Children’s Hospital’s telephone care center, and committee leader in the American Academy of Pediatrics. Past roles include course director on professional renewal for the American Academy on Communication in Healthcare and chair of the AAP’s special interest group on physician wellness, where she initiated the development of a national policy on physician health and well-being. Committed to improving health care delivery in developing countries, in 2010 Hanna co-founded Partners for ACCESS, an organization supporting a medical clinic, community nurse training program, and community development center in rural Uganda.

Hanna is married to Daniel Sheff, MD, a rheumatologist and spiritual leader, and is graced with three daughters, Rebecca, Jocelyn, and Naomi. She enjoys being with family and community, contemplative study, art, hiking, travel and learning about diverse cultures.

**Venue:** All retreats are held at the Isaiah Jones Homestead Bed and Breakfast, a lovely 1849 Victorian inn and carriage house in Sandwich, Massachusetts on Cape Cod, approximately 1 ¼ hours' drive from Boston's Logan Airport or Providence's TF Green Airport. Participants are housed in single rooms at the Isaiah Jones Inn and at two neighboring inns. All meals are taken at the Isaiah Jones.

### **Schedule and Dates**

Each retreat begins with dinner on Thursday evening and concludes with lunch on Sunday. The five retreats will be held on the following dates:

**Retreat I:     October 25, 2012 – October 28, 2012**

**Retreat II:    January 17, 2013 – January 20, 2013**

**Retreat III:   April 11, 2013– April 14, 2013**

**Retreat IV:    June 13, 2013– June 16, 2013**

**Retreat V:     January 23, 2014 – January 26, 2014**

**Application:** An application form is attached.

For further information or other questions about Courage to Lead please contact Penny Williamson at 410.235.0344, or [pwilliamson@rchcweb.com](mailto:pwilliamson@rchcweb.com); or Hanna Sherman at 781.861.8277, or [hbsherman@rchcweb.com](mailto:hbsherman@rchcweb.com).

**(See next page for Application)**

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Hanna B. Sherman, MD, *Consultant*

## **Courage to Lead** **A Program of Personal and Professional Development for** **Leaders in Health Care and Other Serving Professions**

### **Application: 2012-2014 Program**

**Name:** \_\_\_\_\_

**Position:** \_\_\_\_\_ **Organizational Affiliation:** \_\_\_\_\_

**Preferred Mailing Address:** \_\_\_\_\_

**City, State, Zip:** \_\_\_\_\_

**Home Phone:** \_\_\_\_\_ **Work Phone:** \_\_\_\_\_

**E-Mail:** \_\_\_\_\_ **Cell Phone:** \_\_\_\_\_

**Emergency Contact:** \_\_\_\_\_ **Phone:** \_\_\_\_\_

**Special meal requirements or preferences:** \_\_\_\_\_

Along with the information requested above, please add a brief statement of what draws you to this work. Please also comment on your ability and willingness to commit to all five retreats. (Use more space as needed)

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Please return this completed application, along with a non-refundable deposit of \$1000 (payable to Penny Williamson ScD Inc) by July 15, 2012, to Penny Williamson, Sc.D. 4611 Keswick Road, Baltimore, MD 21210 (email: [pwilliamson@rchcweb.com](mailto:pwilliamson@rchcweb.com)).

## Courage to Lead

### A Program of Renewal for Leaders in Health Care and Other Serving Professions

#### Dates: Courage to Lead Program 2012-2014

Retreat I:	October 25, 2012 – October 28, 2012
Retreat II:	January 17, 2013 – January 20, 2013
Retreat III:	April 11, 2013– April 14, 2013
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#### Payment Schedule

**Payment:** Our preference is for you to use a two-payment schedule: **\$1000 non-refundable deposit**, due by **July 15, 2012** and the remainder of tuition and room and board (**\$7300**) due by **September 1, 2012**. If this is not possible, a three-payment schedule is outlined below.

Date Due	Tuition	Room and Board*	Total Due
7.15.12	\$1000 (deposit)		\$ 1000.00
9.01.12	\$1762.50	1887.50	\$ 3650.00
11.15.12	\$1762.50	1887.50	\$ 3650.00
<b>Totals</b>	<b>\$4525.00</b>	<b>\$3775.00</b>	<b>\$ 8300.00</b>

\*Note: All rooms are single rooms

Please make all checks payable to: **Penny Williamson, ScD Inc**  
Mail to **Penny Williamson, 4611 Keswick Road, Baltimore, MD 21210**.  
To insure proper credit, please include your name on the check.

**Cancellation Policy:** For cancellations made before September 1, 2012 we will refund the entire payment, less the \$1000 deposit. *No refund will be available for cancellations made after September 1.*