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Office of Continuing Professional Education

Leading Organizations to Health: An Innovative Program on Leading Organizational Change

The Challenge of Healthcare

Healthcare organizations are facing challenges of a breadth and intensity unprecedented in their history: informed patients with high service expectations, other patients with diminishing or no access to care, payment reductions, pay-for-performance, new drugs and technologies, automation, and deteriorating professional and staff morale, to name but a few. All these developments call for major transformation in form and function.

Creating a Culture that Supports Transformation

The ability to learn, create and evolve is essential for survival. Organizations that thrive consistently embrace values of partnership, compassion, and excellence at every level – in both their direct service to patients and their backstage administrative functions. They create a culture that brings out the best in their employees, offering them meaningful and challenging work, trusting and collaborative relationships, and an ever-growing sense of personal capacity and competence.

A New Kind of Leadership

Constructive transformation requires leaders whose courage, heart, spirit and clarity of purpose call forth these same qualities in others. Such leadership depends upon an ability to embrace diversity, ambiguity and paradox; a mature and insightful perspective on power and control; and an ability to foster the growth, engagement and independent yet integrative activity of others.

A Unique Leadership Development Program

Leading Organizations to Health is a highly collaborative, 10-month experiential program on transformational leadership for healthcare leaders of all disciplines.

Our approach rests on three foundations:

- Practical theories that help make sense of what's happening, foster realistic expectations, and guide effective action;
- Facilitation and relationship skills to help people work together in new and more effective ways; and
- Authentic, affirmative, and courageous presence.

Our unique curriculum supports development in each of these domains (see Table). It includes new conceptual maps from complexity science, positive psychology and appreciative inquiry; advanced interpersonal skills; and self-exploration. Based on principles of action learning, the program consists of four extended weekend sessions supplemented by monthly small group peer-coaching calls to help participants implement new approaches in their home organizations. . Topics to be addressed include:

- Working constructively with uncertainty, paradox and diversity;
- Developing shared vision and useful strategies;
- Creating effective workplace partnerships;
- Making clear delegations and maintaining accountability;
- Changing work processes and restructuring the workforce while preserving a culture of collaboration and trust;
- Addressing problem behaviors and breaches of organizational culture;
- Knowing and working with one's own inner capacities, strengths, limits and fears;
- Asking the right questions.

Leading Organizations to Health – Curriculum Overview

	<i>THEMES</i>	<i>THEORIES</i>	<i>SKILLS</i>	<i>REFLECTIVE PRACTICE</i>
<i>SESSION I</i>	Authentic presence and organizational change	Foundational metaphors: machine vs. conversation Complex Responsive Process	Relationship-centered communication Self-differentiation and attunement	Reflections on individual journeys Strengths and limitations
<i>SESSION II</i>	Individual and small group behavior	Self Determination Theory Appreciative Inquiry Transitions Stages of Change Stages of Loss	Observing and using the self Observing and using group dynamics Helping groups get unstuck Deepening group process Relational meeting practices	Preparing to bring oneself fully to the work
<i>SESSION III</i>	Roles, relationships and power in organizations	Social roles in organizations Diffusion of Innovation Movement Model of change	Difficult conversations	Personal experiences of power and powerlessness
<i>SESSION IV</i>	The work of leadership	Adaptive work Leading from within	Large group facilitation skills: World Café and Open Space	Holding paradox

At the conclusion of this Leadership Institute, participants should be able to:

Educational Objectives

- 1) Compare and contrast linear and non-linear models of organizational change, appreciate their implications for the work of change agency, and use them to design and critique actual change projects.
- 2) Be aware of and make facilitative use of their own responses and emotions during the course of individual and group interactions.
- 3) Describe evidence-based strategies for individual behavior change and apply them in actual change projects.
- 4) Observe and describe relational dynamics within a group, help the group notice and discuss these dynamics, and participate mindfully in group process in a way that facilitates dialogue and makes constructive use of difference.
- 5) Maintain an attitude of courageous presence to “be the change you want to see in the world” and to call forth the positive potential of others.

Intended Audience

We have created ***Leading Organizations to Health*** for health care leaders of all types: administrators of clinical, educational, research, insurance and regulatory organizations; clinical leaders from all health professions; leaders of advocacy and health policy organizations (including patient groups); people in formal leadership positions; people committed to fostering change without formal leadership positions; and people working from outside of organizations as consultants. The greater the diversity in the group, the greater will be the learning opportunity for all.

While individual leaders can gain much from this program, healthcare organizations can gain even greater benefit by sending two or three individuals who can support each other’s ongoing learning back home and provide a critical mass for local change initiatives.

**Participants’
Comments**

“I have been in a leadership position at my medical center for over 20 years, and I had begun to accept that I couldn't change how we relate to each other in this very challenging environment. Through my participation in LOH, I have been able to implement significant positive changes in the culture of our institution. I have been amazed with how responsive and enthused my colleagues are. It has made my leadership work that much more rewarding.”

“My colleagues and staff have commented on changes they have seen in me as a person, physician, and leader.”

“Coaching from LOH leaders and peers has been invaluable when leading institutional initiatives. I will often reflect on LOH group feedback when preparing for a conversation or presentation.”

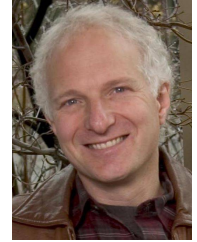
“The coaching sessions have been particularly helpful in offering me an opportunity to test out new skills and deeply explore specific issues pertinent to my work... This learning collaborative has been the most effective leadership development work in which I have participated.”

*Leading Organizations to Health is presented by Relationship Centered Health Care (www.RCHCweb.com), the
Healthcare Consultancy of McArdle Ramerman & Company (www.leadershiprising.com)
and the Plexus Institute (www.PlexusInstitute.org)*

Leading Organizations to Health: Transformative Leadership for Healthcare

Program Faculty

Anthony L. Suchman, MD, MA, FACP is an organizational consultant and practicing physician, and Clinical Professor of Medicine and Psychiatry at the University of Rochester. His work focuses on partnership process across all levels of healthcare. After earning his BA (psychology) and MD degrees at Cornell University, he completed a residency in Internal Medicine and fellowships in General Internal Medicine (clinical epidemiology and health services research) and Behavioral and Psychosocial Medicine (mind/body interactions and medical interviewing), all at the University of Rochester. Dr. Suchman studied patient-clinician relationships, medical decision-making, physician satisfaction, and the spiritual dimensions of medical care. Through his teaching and writing (more than 80 articles and the book *Partnerships in Healthcare: Transforming Relational Process*) he has become a leading proponent of a partnership-based clinical approach known as Relationship-Centered Care.



After 15 years of academic pursuits, Dr. Suchman became interested in healthcare organizations, particularly how the values expressed in administrative processes and in the behavior of leaders affect processes of care. To explore the potential of integrated healthcare systems to engage patients as active partners and provide coordinated, effective and humane care, he helped to found the Highland Physicians Organization and was its first Executive Director, and later helped to establish the Strong Health Managed Care Organization, serving as its first CEO and Chief Medical Officer. He subsequently earned an MA degree in Organizational Change, studying with Ralph Stacey at the University of Hertfordshire's Complexity and Management Centre.

Currently Dr. Suchman is working with clinicians, administrators and board members in health care organizations in the US and internationally to advance the practice of Relationship-Centered Care. He chaired the board of the American Academy on Physician and Patient for 8 years and is active in the Plexus Institute. He is a co-founder of Relationship Centered Health Care and the Healthcare Consultancy of McArdle Ramerman & Company. He and his wife, artist Lynne Feldman, have two grown children. He enjoys folk music, yoga, books, computers, art, travel and hiking – especially in the Finger Lakes region of New York and the White Mountains of New Hampshire and Maine.

Diane B. Rawlins, MA, founder and president of InsideOut Consulting LLC, has over 20 years of experience as a leadership and organizational development consultant to executive leaders, boards, and serving professionals in diverse settings including health care, education, and law. Ms. Rawlins specializes in helping leaders, teams, and organizations achieve high quality performance by inspiring system-wide clarity, commitment, partnership, and learning. She holds a BFA; from the University of Michigan, an MA (psychology) from the University of Louisville, and has additional graduate training in both psychology and organizational development.



An internationally recognized consultant, executive coach, educator, and workshop leader, Ms. Rawlins' work involves engaging leaders in exploring the relationship between their deep purpose, aspirations, and beliefs, and the demands and realities of their institutional roles. By

aligning their inner lives and outer actions, leaders amplify the personal integrity and clarity that is key to moving their organizations forward while keeping their vitality alive.

In addition to her own practice, Ms. Rawlins is a certified facilitator with the Center for Courage & Renewal. She is also a founding partner of Appreciative Inquiry Consulting, a global consultancy committed to creating positive transformation in organizations and communities. She has developed and taught leadership development courses for leaders and consultants internationally, and is a member of the National Organizational Development Network.



Penny R. Williamson, ScD is an internationally recognized facilitator, organizational consultant, educator and coach. She has an independent consulting practice, is a founding facilitator and mentor for the national Center for Courage and Renewal, and is Associate Professor of Medicine (Part Time) at the Johns Hopkins University School of Medicine. Dr. Williamson works with leaders in healthcare, education, law and religion facilitating personal/professional development retreats on finding meaning, courage and heart in one's life and work; coaching healthcare leaders to enhance their effectiveness; and helping leadership groups, working teams and organizations to build sustainable capacities in collaborative learning and relationship centered practice. She also teaches clinical communication, teaching and leadership skills to physicians and other medical educators.

Dr. Williamson received her doctorate in Behavior and Ecology from the Johns Hopkins University. Following ten years of academic endeavors at Johns Hopkins and the University of Washington, she was a founding director and Executive Vice President of the American Academy on Physician and Patient, a national organization devoted to enhancing doctor-patient relationships through improved teaching of communication and relationship skills and the promotion of research. For 18 years Dr. Williamson was a senior faculty member in The Johns Hopkins Faculty Development Program, a longitudinal program to enhance physicians' teaching and leadership skills.

Since 1994, Dr. Williamson has expanded the scope of her work from patient-clinician and learner-teacher interactions to include whole organizations. She has worked for 4 years in a staff development initiative at the American Board of Internal Medicine to build sustainable capacities in relationship-centered work and collaborative learning and is currently involved in a four-year initiative at Indiana University School of Medicine to improve the teaching of professionalism by positively influencing the "hidden" curriculum (the organizational culture) of the entire medical school (i.e., the ways faculty, students, patients and staff relate to each other in informal encounters). Penny is a founding facilitator for the Center for Courage and Renewal. Drawing on her work with the distinguished educator Parker Palmer, Dr. Williamson has created and leads a series of 18 month, 5- retreat programs for health care leaders called "The Courage to Lead."

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Program Information

Dates	Session 1: Thursday, October 13 – Sunday, October 16, 2011 Session 2: Thursday, January 12 – Sunday, January 15, 2012 Session 3: Thursday, April 26 – Sunday, April 29, 2012 Session 4: Thursday, June 7 – Sunday, June 10, 2012 <i>Each session begins with dinner on Thursday and ends with lunch on Sunday. The experiential and reflective nature of the program makes continuity in relationships and conversations very important. Therefore, we ask each participant to commit to attending all four sessions.</i>
Faculty	Anthony L. Suchman, MD, MA , McArdle Ramerman & Co. and the University of Rochester, 585-325-1210, TonyS@leadershiprising.com Diane B. Rawlins, MA , InsideOut Consulting, Seattle, WA, 206-890-0465, diane.insideout@gmail.com Penny R. Williamson, ScD , Relationship Centered Health Care and the Johns Hopkins University, Baltimore, MD, 410-235-0344, pwilliamson@rchcweb.com
Site	Peaceful Valley Ranch, Allenspark, Colorado. <i>This beautiful 320 acre ranch is located within sight of the Continental Divide near Rocky Mountain National Park, a 90 minute drive from the Denver airport.</i>
Program fee	\$13,500 per person (\$13,000 and \$12,500, respectively, for the second and third participants from the same organization). <i>A non-refundable deposit of \$2500 per person is due upon registration to reserve a position with the balance due by Feb 15, 2011.</i>
Cancellation Policy	For cancellations made before Feb 15, 2011 we will refund the entire payment, less the \$2500 deposit; between Feb 15 and March 15, we will refund 50% of the registration fee. <i>No refund will be available for cancellations made after March 15.</i>
Food and lodging	\$180 per person per day, single occupancy, payable directly to Peaceful Valley Ranch. (Tax and service are additional.)
For more information	Please contact any of the core faculty members listed above.
To register	Please complete the attached application and mail it along with a check for your deposit (payable to Relationship Centered Health Care) to: Relationship Centered Health Care c/o The Healthcare Consultancy, McArdle Ramerman & Co. 693 East Avenue Rochester, NY 14607