**Training OUTLINE HCML  
  
Learning Objectives**

* To optimize and change how individual work with stakeholders at all levels and strengthen personal leadership in a complex context.
* To build from experience and leveraging executive decision-making tools and formal methods to assess and drive healthcare plans in light of business needs and regulations.
* To foster authentic leadership to lead healthcare teams and projects to success through increased collaboration and team work across boundaries.

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| BLOCK I – 2 Days |

VENUE: Rizzo Conference Center, Chapel Hill.

DATES: Fri. 8/28-Sun. 8/30:

* Arrive Friday night for reception and dinner
* Sessions start Saturday morning 8:30 AM – 5:30 PM and Sunday 8:00 AM – 3:00 PM.
* Family welcome to join at dinner.

FACULTY: TBD *(3-5 Faculty in total for the weekend)*

(Confirmed: Dr. Vipul Mankad)

PRE WORK:

* Individual Profile (enriched with additional chapters compared to what participants receive in Leadership College)
* TBD: Reading materials

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|  | **TIME** | **TOPIC** | **LEARNING OBJECTIVES** |
| DAY 1 | 30 min. AM | Program Overview | Understanding of the program and the learning objectives |
| 5 Hrs. (AM+ PM) | Leadership – The Individual Journey  *Personal development enabling individuals to understand their own personality better and identify other types of personalities and adapt to different communication needs.* | Personal development as a leader: Gaining insight about self. |
| 2.5 Hrs. AM | Macroeconomics – The context of health care  *Analysis of the national economy and impact of government policies on health care.* | Knowledge and understanding the context of health care and key issues. |
| DAY 2 | 15 min. | *Opening* | *Insights, thoughts, AHA’s* |
| 3 Hrs. AM | Health care finance - Financial management in a healthcare setting.  *Emphasis on financial planning and forecasting, budgeting and P&L in the regulated healthcare marketplace.* | Deepening understanding of business skills in the context of health care and contrasting values. |
| 2 hrs. PM | Leading others – Increasing personal effectiveness as a leader  *Enabling individuals to improve rapport, relationships and productivity.* | Understanding self to understand how to effectively lead others. |

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| BLOCK II – 2 days |

VENUE: TBD (Off-site)

DATES: Fri. 11/6-Sun. 11/8:

* Arrive Friday night for reception and dinner
* Sessions start Saturday morning 8:30 AM – 5:30 PM and Sunday 8:00 AM – 3:00 PM.
* Family welcome to join at dinner.

FACULTY: TBD

PRE- WORK:

* 360° Feedback
* TBD: Literature

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|  | **TIME** | **TOPIC** | | | **LEARNING OBJECTIVES** |
| DAY 1 | 15 min.  AM | Revisit previous session and learning – insightful experiences  *Best Practice and new challenges* | | | Reflection. |
| 3 hrs. | Deepening Understanding of Self- 360° Feedback  *Extending understanding and perception of self to include others perception of the individuals preferences.* | | | Personal development as a leader: Gaining insight about how I am perceived by others |
| 2 hrs. | Strategizing for the Future  *Understanding health care from a market perspective and how to build analyze the market using the Balanced Score Card and SWOT-analysis to build a strong strategy.* | | | Apply tools to practice analyzing the market for informed and strategically aligned business decisions. |
| 3 hrs. PM | Building a Business Plan  *Building from Block I, as well as previous session, use financial management to build a roadmap for business success in the context of health care. (Previous session lays the platform for strategic thinking as it relates to the business plan.)* | | | Using the Business Plan as a tool to apply financial concepts and practice applying a business perspective that aligns contrasting values between driving profit while emphasizing the patient. |
| DAY 2 | 4 Hrs. AM (Day 2) | | Culture and organizational Culture  *Organizational culture as a social control system and the idea of how behavioral norms may hinder or promote the survival of the organization.*  (TBC: BaFa’ BaFa’\*) | Knowledge and understanding of organizational culture and the assumptions that underpin our idea of the world. | |
| 2 hrs. PM | | Business Ethics  *Introduction to business ethics in health care. Builds from understanding organizational culture and how this can undermine ethical conduct or decision-making.* | Understanding and exploring the issues and terminology related to business ethics. | |

*\*= Simulation exercise designed to foster cross-cultural awareness adapted to address organizational culture for this program.*

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| BLOCK III – 2 days |

VENUE: Raleigh, NCMS Headquarters

DATES: Fri. 3/11-Sun. 3/13:

* Arrive Friday night for reception and dinner
* Sessions start Saturday morning 8:30 AM – 5:30 PM and Sunday 8:00 AM – 3:00 PM.
* Family welcome to join at dinner.

FACULTY: TBD

PRE-WORK:

* TBD: Literature

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|  |  | **TOPIC** | **LEARNING OBJECTIVES** |
| DAY 1 | 15 min.  AM | Revisit previous session and learning – insightful experiences  *Best Practice and new challenges* | Reflection. |
| 2 Hrs. AM  Day 2 | Communication and Feedback  *Understanding communication process and build awareness of the importance of language and how to best to use feedback to deepen your understanding of what the other person is communicating as well as provide constructive feedback.* | Revisit effective communication based on individual profile and how the effectively give feedback |
| 3 hrs.  AM/PM | Negotiation Skills – The Art of Understanding Versatility  *Introduction to negotiation as a process, learning approaches and key principles of effective negotiation skills.* | Negotiating for win-win solutions through strategy, thorough preparation and identified objective. |
| 2.5 hrs. PM | Driving health care  Case-work  *Applying learning to a business case in health care.*  *\*=This case will continue the following day, following a section on presentation skills. The part of the case, which involves presentations to the group will be part of Day 2.* | Reinforce learning and apply to a health care business case as well as practicing presentation skills.\* |
| DAY 2 | 3 hrs.  AM. | Presentation Skills – Deliver effective presentations.  *Introduction to advanced presentation skills to boost confidence and impact.* | Build from existing experience and knowledge to perfect presentation style. |
| 3 hrs.  AM/PM | Driving health care (Cont.d)  Case-work |  |

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| BLOCK IV – 2 days |

VENUE: TBD (Off-site)

DATES: Fri. 6/10-Sun. 6/12:

* Arrive Friday night for reception and dinner
* Sessions start Saturday morning 8:30 AM – 5:30 PM and Sunday 9:00 AM – 1:00 PM.
* Family welcome to join at dinner.

FACULTY: TBD

PRE-WORK:

* TBD: Literature

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|  | **TIME** | **TOPIC** | **LEARNING OBJECTIVES** |
| DAY 1 | 8 hrs. | Simulation exercise –  Towards a Culture of Patient Centered Health Care – Change and organizational culture.  *Simulation exercise – applying previous learning to a fictional situation in which individuals need to use new skills and learning. Exercise will build from challenging tasks and unexpected developments as individuals seek to build a health care organization.* | Use simulation exercise to apply new learning as individual leaders, working as teams, exposed to challenging tasks throughout the course of the exercise that will call for leadership, negotiation, strategic and visionary thinking. |
| Day 2 | 4 hrs. | Wrap-up and graduation |  |