



## Leading change

### Learning Objectives:

At the end of this Physician Leadership Institute 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 to influence organizational culture
- Apply tactics to minimize resistance and influence stakeholders
- 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
- Reflect on your leadership style and develop the ability for resilience in leading change

**Date:** January 22-23, 2021 10 – 4:30 PM Central Time (both days)

**Organization:** Saskatchewan Medical Association

**Zoom Link:** <https://us02web.zoom.us/j/89026144697?pwd=djFmL0FRVGVhQNFRRmbGhMRnQya2FBZz09>

## Day 1

Faculty: Brian Golden, PhD & FCAHS; Joshua Tepper, MD

10:00 am	<b>Welcome and Introductions</b>
10:30 am	<b>Start with Why (Self-assessment)</b> There are increasing calls for physicians to participate in the process of change and innovation. In responding to these calls physicians need to understand their own motivation for leading change as well as be able to communicate the organizational imperative for change and innovation. A leader also needs to understand why s/he behaves as a leader normally and during times of stress.
12:00 pm	<b>Lunch</b>
1:00 pm	<b>Aligning for change</b> Beyond the analytic and planning stage of change, physician leaders must create an environment that supports and reinforces the change. Using the case of the Veterans Health Administration’s change under the leadership of Dr. Ken Kizer, we will explore the essential and interconnected features of effective organizations including strategy, people, structure, rewards (not limited to compensation), decision support, and culture.
3:00 pm	<b>Health &amp; Networking Break</b>
3:15 pm	<b>Titration the pace of change</b> Leading successful is change requires successful pacing and creating a productive range of engagement for those involved. Using the work of Ulstead, Heifitz and Linsky, we will look at ‘getting the temperature right’ to ensure participation but not distress. We will also talk about leaders’ need to be on the <i>Balcony</i> and the <i>Dance Floor</i> as change roles out.
4:15 pm	<b>Evaluation of Day One; Plan for Day Two</b>
4:30 pm	<b>Session Adjourns</b>

## Day 2

Faculty: Brian Golden, PhD & FCAHS; Joshua Tepper, MD

<b>10:00 am</b>	<b>Learning from failure</b> While most other industries not only accept but actually anticipate failure as part of innovation and change, health care shies away from notion of failure. We will talk about mistakes versus failures, where failure is needed, and how we can start learning, rather than hiding, from failure.
<b>11:30 am</b>	<b>The Model of Change</b> There are many models of change in the management literature, but leading change in healthcare organizations is unique and these models need to be adapted. Reflecting on a video-case of multi-level change (from the individual to the organization to the system) participants will work with an evidence-based framework for medium to large scale change in healthcare and consider its application to their own change issues.
<b>12:30 pm</b>	<b>Lunch</b>
<b>10:15 am</b>	<b>The Model for Change (continued)</b>
<b>12:00 pm</b>	<b>Lunch</b>
<b>1:00 pm</b>	<b>The Model for Change (continued)</b>
<b>2:30 pm</b>	<b>Health &amp; Networking Break</b>
<b>2:45 pm</b>	<b>The Model for Change (continued)</b>
<b>4:15 pm</b>	<b>Reflection and action plan development - commitment to change</b>
<b>4:30 pm</b>	<b>Course adjourns</b>