



**Provider Executive Leadership Institute (PELI)
Foundational Course**

Curriculum

Overview

This PELI Foundational Course will be delivered in person rotating at the various participating hospitals over a 10–12-month period. The course is comprised of six core in-person sessions and three virtual Intersession Learning Seminars covering the topics outlined below.

Each core session will consist of two consecutive days: a three-hour evening meeting followed by either a three-hour morning meeting or a three-hour evening meeting, roughly every other month. Sessions will build on reference materials from Harvard Business Publishing Online (“Harvard Manage Mentor”) and additional sources.

All Intersession Learning Seminars are 90-minute virtual sessions.

PELI Learning Outcomes

1. Equip physicians and advanced practice providers stepping into or already in leadership positions with the necessary knowledge and skills to be successful in their leadership roles.
2. Impart the language of business to more effectively influence the healthcare system at the organizational level.
3. Enable physicians and advanced practice providers to be better prepared for the paradigm shift from clinical role to include a system view and leadership role.
4. Enhance physicians’ and advanced practice providers’ understanding and provide new tools and skills to improve the relational aspects of managing people and leading teams.
5. Create a trusted statewide cohort - that can be accessed by each other and the system – for leadership support.

Session 1: Emerging Healthcare Trends and Systems Thinking

Learning Objective: To provide the case for physician and advanced practice provider leadership at all levels, the importance of systems thinking, and the importance of thinking and acting strategically.

- Program overview and expectations
- Why do we need healthcare clinicians as leaders?
- Brief review of orientation message
 - Introduction to systems thinking
 - Aligning strategy within and with other organizations
 - Types of leadership
 - Introduce project concept
 - Overview of pre-work for next session

Intersession #1: Project Management & Selection

Between each in-person session, the cohort comes together for Intersession Learning Seminars, or “Intersessions”, which are conducted via Zoom.

Intersessions are designed to enhance participant learning through content and discussion on topics such as project management, resilience, collegial problem-solving, health policy, ethics, health equity & inequities, making effective presentations, etc.

Session 2: Intrapersonal Understanding, Emotional Intelligence, and Self-Assessment

Learning Objective: To raise awareness of personal styles, the impact one’s own style has, as well as the ways in which emotional intelligence is a key leadership skill.

- Emotional Intelligence
- Myers-Briggs Type Indicator: Results & Discussion
- Making the case for physician and advanced practice provider leadership and the relevance of intrapersonal development
- Project discussion
- Overview of pre-work for next session

Intersession #2: Navigating Health Care Inequities

Session 3: Interpersonal Skills: Communication and Working with One Another

Learning Objective: To learn key concepts of communicating from a Human Resources perspective, to understand and apply concepts to manage difficult interactions constructively, as well as the nuances of giving and receiving feedback effectively.

- HR Expert Speaker: Key knowledge and interpersonal skills needed by physician and advanced practice provider leaders
- Feedback Essentials
- Difficult Interactions
- Negotiations with Others
- Case Review: Leadership Awareness
- Overview of pre-work for next session

Session 4: Organizational Management and Business Skills

Learning Objective: To provide real life scenarios of financial fluency practices to be applied to the participant's work setting.

- Understanding Finance Challenges Facing Physician and Advanced Practice Provider Leaders
- Finance in the Context of the Practice and the Healthcare System
- Strategy execution
- Report in on Projects
- Overview of pre-work for next session

Intersession #3: Health Care Advocacy

Session 5: Teamwork and Collaboration

Learning Objective: To understand concepts and demonstrate skills associated with effective teambuilding skills and leadership.

- Team Management Activity
- Case Review: Leadership Storms
- Discussion of Team Leadership Skills
- Team Management and Leadership in the Context of the Practice/Hospital and Self
- Decision Making
- Overview of pre-work for next session

Session 6: Change Management & Program Conclusion

Learning Objective: To understand and apply key skills regarding change management, risk, and innovation within the work setting; in-session presentation to peers on PELI Project; reflect on learnings from the course.

- PELI Project Presentations: in-class
- Change Management
- Innovation and Risk
- Case Review: Discussion Only
- Physician and Advanced Practice Provider Leaders as Change Agents
- Building a Network for Learning and Support
- Tools Review
- Wrap-up

Final Project Presentation (outside of sessions)

To demonstrate mastery and applied outcomes of the program, each PELI participant will present on his/her project to relevant stakeholders within their organization (or at another organization, if applicable). This is in addition to the five-minute presentation each participant will make to their peers during Session 6.