CMA Physician Leadership Institute
Canada's source for physician leadership development
CMA Physician Leadership Institute Pathway

Suggested only; no course prerequisites required

**LEADS FRAMEWORK**

- LEAD SELF
  - Leadership for Medical Women: Strengthen Your Leadership Capacity
  - Professionalism and Ethics
  - Self-awareness and Effective Leadership **CORE**
  - Disruptive Behaviour: a Rational Approach for Physician Leaders
  - Engaging Others **CORE**

- ENGAGE OTHERS
  - Leadership Strategies for Sustainable Physician Engagement **NEW**
  - Management Dynamics: Getting the Job Done
  - Managing People Effectively
  - Physician as a Coach
  - Talent Management: Developing Physician Leaders

- ACHIEVE RESULTS
  - Dollars and Sense: Leadership in the Delivery of Cost-effective Health Care **CORE**
  - Conflict Management and Negotiation **CORE**
  - Influencing Boards: Unpacking Principles of Board Governance
  - Strategic Influence: Advocacy, Alliances and Accountability

- DEVELOP COALITIONS
  - Developing and Leading System Improvement
  - Leading Change and Innovation **CORE**
  - Quality Measurement for Leadership and Learning
  - Strategic Planning: From Vision to Action
  - Systems Transformation: Navigating Complexity through Dialogue

**PMI COURSES**

**CORE**: Five PMI courses that have been identified as essential training for physicians interested in or engaged in a position of leadership.
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Introducing the CMA Physician Leadership Institute

CANADA’S SOURCE FOR PHYSICIAN LEADERSHIP DEVELOPMENT

The Canadian Medical Association (CMA) continues to enhance the unique value we provide physicians by building on the success of our flagship Physician Management Institute (PMI) leadership program, which is now in its 32nd year. The CMA was the first in Canada to deliver physician-specific leadership training; as a result we have tested and honed our PMI leadership program to meet the needs of Canadian physicians. The program is developed for physicians and taught by a physician and non-physician faculty team. This approach has ensured that we have the best-in-class faculty who can provide physician-relevant context to the subject matter while fostering physician leaders to impart their learning to other physicians.

Over the years, just as physician learning needs have grown, our list of offerings has grown beyond our PMI leadership program. In an effort to centralize our offerings, we are introducing the CMA Physician Leadership Institute. The CMA Physician Leadership Institute offers a comprehensive suite of leadership programs including PMI, Coaching Connections, conferences and online leadership courses — all designed to meet physicians’ needs throughout their careers.

To build this institute, the CMA is adding some exciting new courses in 2014. We now have our first online leadership course developed for residents: Leadership Begins with Self-awareness. The CMA has also negotiated a member rate for the online courses offered by the American College of Physician Executives and will be working with the Canadian College of Physician Executives to offer Crucial Conversations©.

We have also added a new PMI course: Leadership Strategies for Sustainable Physician Engagement. This course is designed to provide physicians with the knowledge, skills and abilities to be active leaders in engaging fellow physicians toward achieving results.

Finally, as a result of a provincial–territorial medical association (PTMA) needs assessment, the CMA has collaborated with the Rotman School of Management to develop a comprehensive five-day PMI course titled Integrative Thinking for Collaborative Decision Making: a New Approach to Transforming Canada’s Health Care System. The course will be launched in early 2015 and seats are limited, so watch for the national call for applicants coming in the fall of 2014!

For more information or registration information on these new offerings as well as on our existing programs, visit cma.ca/learning/physician-learning.
Where and how you take PMI leadership courses is up to you!

In 2014, five PMI open enrolment courses will be held in conjunction with the Canadian Conference on Physician Leadership in Toronto, April 9–12.

PMI LEADERSHIP OPEN ENROLMENT COURSES
Taking a PMI leadership course at one of our cross-Canada locations allows you to experience learning from a national, physician-only perspective. Complement your clinical expertise with practical leadership and management skills.

No matter where you are in your career, PMI leadership courses will prepare you to be a more effective leader.

- PMI leadership courses are designed for physicians by physicians and equip you with leadership skills to save time, manage relationships and achieve results to improve your work.
- PMI leadership courses are accredited.
- Completion of PMI leadership courses can lead to a nationally recognized physician leadership credential: Canadian Certified Physician Executive.

For a complete list of open enrolment courses offered in 2014, see the back cover of this catalogue.

PMI LEADERSHIP IN-HOUSE COURSES — OFFERED ON-SITE AT YOUR ORGANIZATION
Take the opportunity to build organizational leadership capacity. Improve the effectiveness of your team by collaborating in a shared learning environment to address common issues, solve problems and gain new insights. This unique way of learning allows for:

- your choice of any of our 19 PMI leadership development courses
- customization for a specific issue or interdisciplinary health care team
- a highly interactive learning environment that can help your team increase financial performance, increase quality and patient satisfaction, enhance relationships and develop your leaders
- a cost-effective approach offered when and where you need it
- access to best-in-class faculty

NEW! PMI LEADERSHIP PRE-CONFERENCE COURSES
Holding a PMI leadership course in conjunction with a conference or annual meeting provides a valuable opportunity for physicians to use their time effectively.

The CMA will work with your conference providers to determine a set of PMI leadership courses that will be valuable to your participants during the two days before the conference. This offering can draw new or growing interest to your event and is an excellent opportunity to provide physicians with a good return on their investment of time, while potentially gaining your organization some profits.

To find out how to bring PMI leadership courses to your organization or conference, visit cma.ca/pmi-in-house or email pmi@cma.ca.

Whether you decide to attend an open enrolment course, bring in-house PMI leadership development to your organization or work with the CMA to offer a PMI leadership course at your next event, the choice is up to you. For more information on our PMI leadership courses, bookings and registration, visit us at cma.ca/pmi.
A credit to you!

The CMA is committed to helping meet your needs, including your accredited learning goals. As such, we make every effort to ensure that CMA offerings, from PMI courses to CMAJ CME, are accredited.

The CMA seeks accreditation as evidence of its commitment to:
- meeting nationally approved educational standards
- providing study credits for maintenance of certification
- ongoing quality improvement

The quality of our offerings continues to be validated through annual accreditation by:
- College of Family Physicians of Canada (CFPC)
- Royal College of Physicians and Surgeons of Canada (RCPSC)
- Canadian College of Health Leaders (CCHL)

<table>
<thead>
<tr>
<th>CMA Product</th>
<th>CFPC Accreditation</th>
<th>RCPSC Accreditation</th>
<th>CCHL Accreditation</th>
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<tr>
<td></td>
<td>For additional info, visit <a href="http://www.cfpc.ca">www.cfpc.ca</a></td>
<td>For additional info, visit <a href="http://www.royalcollege.ca">www.royalcollege.ca</a></td>
<td>For additional info, visit <a href="http://www.cchl-ccls.ca">www.cchl-ccls.ca</a></td>
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<tr>
<td>PMI Courses</td>
<td><strong>Mainpro – M1</strong>&lt;br&gt;1 hr = 1 credit</td>
<td><strong>MOC (Section 1)</strong>&lt;br&gt;1 hr = 1 credit</td>
<td><strong>MOC</strong>&lt;br&gt;1 hr = 1 credit</td>
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**PROVISIONS FOR US/CANADIAN RECIPROCAL CREDITS**
Bilateral reciprocal accreditation agreements exist with the American Medical Association and the American Academy of Family Physicians. For more information, visit cma.ca/pmi
The CMA is committed to increasing the leadership capabilities of physicians. As such, the CMA is working with the provincial–territorial medical associations (PTMAs) to increase member access to our leadership products.

If you are a CMA member and are interested in increasing your leadership skills, contact your PTMA to determine what opportunities may be available.

Integrative Thinking for Collaborative Decision-Making: A New Approach to Transforming Canada’s Health Care System

AN EXCLUSIVE FIVE-DAY CMA COURSE DELIVERED BY THE ROTMAN SCHOOL OF MANAGEMENT
Understanding CanMEDS and LEADS in a Caring Environment Capabilities Framework: A Comparative Review for CMA PMI Participants

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<thead>
<tr>
<th></th>
<th>CanMEDS</th>
<th>LEADS</th>
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</thead>
<tbody>
<tr>
<td><strong>Target audience</strong></td>
<td>Designed for physicians; subsequently adopted by 13 other health professions</td>
<td>Designed for health professionals (clinical and non-clinical)</td>
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<tr>
<td><strong>Relevance</strong></td>
<td>Across the continuum of medical education and practice</td>
<td>Across the career lifecycle of a health professional</td>
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<td><strong>IP</strong></td>
<td>Trademarked and copyrighted; available for use with permission by Royal College</td>
<td>In public domain</td>
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<tr>
<td><strong>Research basis</strong></td>
<td>Triangulation of interviews/focus groups and literature review</td>
<td>Triangulation of existing competency frameworks, leadership literature review, interviews/focus groups of health care leaders</td>
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<tr>
<td></td>
<td>Follow up research published</td>
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<tr>
<td><strong>Skills</strong></td>
<td>Professional competencies (prescriptive)</td>
<td>Leadership capabilities (descriptive)</td>
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<tr>
<td></td>
<td>Instrument is professional self</td>
<td>Instrument is holistic self; common language within different situations</td>
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<tr>
<td><strong>Logic model</strong></td>
<td>Seven identified roles of an effective physician (medical expert, communicator, collaborator, manager, health advocate, scholar, professional) Leadership is emphasized in the CanMEDS manager role</td>
<td>Five domains of leadership (lead self, engage others, achieve results, develop coalitions, systems transformation)</td>
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© 2009 Royal College of Physicians and Surgeons of Canada. Adapted with permission.

**FIRST PRINCIPLES:**

1. The Royal College’s CanMEDS Physician Competency Framework is the basis for Canadian postgraduate educational standards. Organized around seven roles, CanMEDS is an educational construct designed to break down the complexity of a physician’s competent practice into teachable and assessable components. Within the CanMEDS Framework, a physician regularly acts in a leadership capacity.

2. The LEADS in a Caring Environment Capabilities Framework acts as an organizing framework for CMA PMI courses and provides physicians with a roadmap to support their leadership development. CMA PMI courses emphasize the development of leadership capabilities that help physicians (and other health professionals) practise as competent health care leaders.

3. The CanMEDS and LEADS frameworks complement one another to support continued professional development.
<table>
<thead>
<tr>
<th>LEADS domain</th>
<th>Lead self</th>
<th>Engage others</th>
<th>Achieve results</th>
<th>Develop coalitions</th>
<th>Systems transformation</th>
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<tbody>
<tr>
<td><strong>PMI course/LEADS capabilities</strong></td>
<td>Self-aware</td>
<td>Manage themselves</td>
<td>Develop themselves</td>
<td>Demonstrate character</td>
<td>Set direction</td>
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<td>Managing People</td>
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<td>Physician as Coach</td>
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<td>Talent Management</td>
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<td>Dollars and Sense</td>
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<td>Conflict Management &amp; Negotiation</td>
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<td>Strategic Influence</td>
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<td>Leading System Improvement</td>
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<td>Leading Change</td>
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<td>Quality Measurement</td>
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<td>Strategic Planning</td>
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<td>Systems Transformation: Complexity</td>
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**HEALTH LEADERSHIP CAPABILITIES FRAMEWORK**

The LEADS in a Caring Environment Capabilities Framework is a foundational element for health leadership development in Canada.

The LEADS in a Caring Environment Capabilities Framework defines the knowledge, skills and attitudes a leader needs to exhibit to successfully contribute to an effective and efficient Canadian health system.

### LEAD SELF

**Self-motivated leaders ...**

- **Are self-aware**
  They are aware of their own assumptions, values, principles, strengths and limitations.

- **Manage themselves**
  They take responsibility for their own performance and health.

- **Develop themselves**
  They actively seek opportunities and challenges for personal learning, character building and growth.

- **Demonstrate character**
  They model qualities such as honesty, integrity, resilience and confidence.

### ENGAGE OTHERS

**Engaging leaders ...**

- **Foster development of others**
  They support and challenge others to achieve professional and personal goals.

- **Contribute to the creation of healthy organizations**
  They create engaging environments where others have meaningful opportunities to contribute and ensure that resources are available to fulfill their expected responsibilities.

- **Communicate effectively**
  They listen well and encourage open exchange of information and ideas using appropriate communication media.

- **Build teams**
  They facilitate environments of collaboration and cooperation to achieve results.

### ACHIEVE RESULTS

**Goal-oriented leaders ...**

- **Set direction**
  They inspire vision by identifying, establishing and communicating clear and meaningful expectations and outcomes.

- **Strategically align decisions with vision, values and evidence**
  They integrate organizational missions, values and reliable, valid evidence to make decisions.

- **Take action to implement decisions**
  They act in a manner consistent with the organizational values to yield effective, efficient public-centred service.

- **Assess and evaluate**
  They measure and evaluate outcomes. They hold themselves and others accountable for results achieved against benchmarks and correct the course as appropriate.

“The shift to a streamlined results-oriented government has required a considerable amount of transformation, presented a number of challenges, and fostered innovations.”

— Holtzer & Kloby
“The mastery of the art of leadership comes with the mastery of the self. Ultimately, leadership development is a process of self-development.”

— Kouzes & Posner
Leadership for Medical Women: Strengthen Your Leadership Capacity

In 2014, this course is offered exclusively in-house

DESCRIPTION
Current research strongly suggests that today’s leadership model is primarily about creating positive and productive relationships, which includes the ability to make strong connections and inspire others toward a common goal. How then can women physicians leverage their natural strengths to exercise their leadership skills in a variety of venues? Given the propensity of hyperkinetic work environments and family schedules, there are rare opportunities for women physicians to slow down and examine their life purpose as it relates to current or future leadership roles. This course focuses on deepening self-awareness and self-knowledge in today’s medical leadership and societal context where current relevant concepts will be explored to facilitate women physicians’ next leadership development steps.

RETURN ON INVESTMENT
At the end of this course you will be able to:
- Explore the leadership direction that resonates most strongly with your life purpose.
- Leverage your natural strengths to more effectively engage others and address factors that may be limiting your success.
- Identify opportunities to drive and support female physician leadership in our current and emerging complex health care system.
- Identify what influences leadership and recognize both internal and external factors affecting the career progression of medical women today.

SPECIAL COURSE FEATURES
2 days — Limited to 35 participants

FACULTY TEAM
Mamta Gautam, MD, FRCPC, CPDC
Monica Olsen, MHRD, BScN, BA

PROGRAM INVESTMENT
Call 800-663-7336 x2178 or email pmi@cma.ca to see how your organization can benefit from the in-house program. All PMI courses are available in-house.
Professionalism and Ethics

APRIL 9–10, 2014 • TORONTO, ONT.
Adjacent to the 2014 Canadian Conference on Physician Leadership

DESCRIPTION
Ethical, moral and professional dilemmas arise daily in medicine. As physician leaders, you play a key role in helping to prevent, identify and resolve ethical and professional conflicts on an individual and systems level. This two-day workshop provides a foundation of relevant ethical principles and commonly encountered scenarios, including a review and consideration of current issues and challenges in medical professionalism.

RETURN ON INVESTMENT
At the end of this course you will be able to:
- Understand and explain relevant ethical concepts and principles as they apply to leadership roles.
- Identify and address ethical dilemmas and conflicts that arise in day-to-day management duties.
- Incorporate current understanding of medical professionalism in your leadership strategy, including skills in collegial conversations.
- Employ resources and tools for effective decision-making and reflection.

SPECIAL COURSE FEATURES
2 days — Limited to 40 participants

FACULTY TEAM
Monica Branigan, MD, MHSc
Frank Wagner, MA, MHSc (Bioethics)

PROGRAM INVESTMENT
For registration details, visit www.2014leadership.ca

“Attending PMI courses has been an amazing experience and has changed the way I approach medical leadership and administration issues. I think all physicians should participate in these courses and not wait until they are in specific leadership roles to learn from the courses.”

Nicole Johnson, MD
Co-Section Chief Pediatric Rheumatology
Calgary, Alta.
Self-awareness means having a strong sense of who you are, what you can do and where you’re going as a leader — coupled with the ability to manage your communication, emotions and behaviours along the way. In this course, you will gain insight into the personal attributes essential for effective leadership. By exploring best practices and emerging trends, you will delve deep into the dynamics of leadership. Using the concepts of emotional intelligence and temperament theory, you will explore how to communicate more effectively to create positive, enduring work relationships. A variety of tools and techniques will help you assess your personal leadership capacity and enhance your ability to influence and lead others.

**RETURN ON INVESTMENT**

At the end of this course you will be able to:

- Explore the complexity of roles, values, challenges and satisfaction of physician leadership.
- Interpret your emotional intelligence strengths and areas for development.
- Discuss the relevance of your personal effectiveness profile for your role as a leader.
- Develop communication strategies for adapting and connecting with others.
- Discuss techniques for self-management that enhance well-being.
- Create a professional development action plan for your leadership practice.

**SPECIAL COURSE FEATURES**

**2.5 days — Limited to 40 participants**

Because self-awareness is important to a leader, this course provides access to the online leadership assessment tool Insights® Discovery Personal Profile, as well as the emotional intelligence assessment tool MHS Bar-On EQ-i™ 2.0 Workplace Report, both of which you will have completed before the course.

**FACULTY TEAM**

Jamie Campbell, MEd, BEd, BA(Hon)

Mamta Gautam, MD, FRCPC, CPDC

Paul Mohapel, PhD

Monica Olsen, MHRD, BScN, BA

**PROGRAM INVESTMENT**

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<thead>
<tr>
<th></th>
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Disruptive Behaviour: a Rational Approach for Physician Leaders

In 2014, this course is offered exclusively in-house

DESCRIPTION
Physician behaviour that is experienced by colleagues and co-workers in the workplace as disruptive is a serious problem that can profoundly affect workplace health and morale. The complex issues that surround such behaviour are often hard to manage or resolve. This course is designed to help physician leaders and executives understand and deal effectively with disruptive behaviour from both an individual and systems perspective.

RETURN ON INVESTMENT
At the end of this course you will be able to:

- Explain the nature and impact of behaviour that is considered to be disruptive in health care organizations.
- Identify the elements of both the organizational culture and individual issues that influence behaviour.
- Analyze an organization’s Code of Conduct for its effectiveness in managing disruptive behaviour.
- Apply a fair and staged approach to an incident resolution process.
- Discuss institutional and systems policies, procedures and interventions in managing behavioural problems in the workplace.
- Practise a “difficult” performance management conversation.
- Compare strategies for supporting personal resilience as a physician leader dealing with a complex workplace problem.
- Design prevention strategies to encourage respectful behaviour in the workplace and reduce the incidence and impact of disruptive behaviour.

SPECIAL COURSE FEATURES
2.5 days — Limited to 40 participants

FACULTY TEAM
Paul Farnan, MB, BCh, CCFP, dipl. ABAM
Michael Kaufmann, BSc, MD, CCFP, FCFP, CSAM, ASAM, dipl. ABAM
Mary Yates, BA (Hon), MEd

PROGRAM INVESTMENT
Call 800-663-7336 x2178 or email pmi@cma.ca to see how your organization can benefit from the in-house program. All PMI courses are available in-house.

“Thank you very much for leading an enriching course on ‘disruptive behaviour.’ I found the course materials and presentations invaluable, and the framework for engagement was helpful and insightful — this material should be mandatory for anyone starting a leadership post.”

Ian MacDonald, MD
Chair, Ophthalmology
Clinical Chief
Edmonton Zone Ophthalmology
Edmonton, Alta.
Engaging Others

SEPTEMBER 10–12, 2014  •  OTTAWA, ONT.

DESCRIPTION
When leading and managing others in health care organizations, one must frequently work across functions, distance and cultures. This course focuses on the core practical skills that leaders need to succeed in this environment. It introduces several pragmatic tools for engagement and influence, which are particularly useful when you need to gain the commitment and cooperation of people outside your sphere of organizational authority. The course will address what it means to be engaged — and to engage others — by tapping into people’s potential. A pre-dinner “fireside chat” will be hosted by a seasoned physician leader who will share some of the approaches she finds effective to engage and influence others.

RETURN ON INVESTMENT
At the end of this course you will be able to:
- Define engagement and assess your and others’ engagement in the workplace.
- Describe a strengths-based approach to building engagement.
- Discuss strategies for motivating others and building trust.
- Distinguish dialogue from other forms of discourse.
- Practise powerful listening approaches to discover common ground and mutual insight.
- Prepare the steps required for providing constructive feedback.
- Describe the major principles behind coaching.

SPECIAL COURSE FEATURES
2.5 days — Limited to 40 participants
To deepen and anchor your learning on engagement, this course provides access to the online leadership assessment tool Work Engagement Profile®, which you will complete before the course. In addition, it is highly recommended that you purchase the book Strengths Based Leadership by Tom Rath and Barry Conchie and complete the online Strengthsfinder 2.0 Assessment to receive your personalized Strengths Based Leadership Guide. (Access code is in the book.)

FACULTY TEAM
Mamta Gautam, MD, FRCPC, CPDC
Nancy Merrow, MD, CCFP, FCFP, CCPE
Paul Mohapel, PhD
Monica Olsen, BScN, BA, MHRD

PROGRAM INVESTMENT

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"Fascinating, thought-provoking, emotional, insightful and motivating. I recommend this course to physicians who want to gain back the emotional control in their lives, especially at work. The skills are not only for work; they have wide application at home and with family and friends. I take my hat off to all the presenters."

Reza Khosroshahy, MD
Leadership Strategies for Sustainable Physician Engagement

APRIL 9–10, 2014 • TORONTO, ONT.

Adjacent to the 2014 Canadian Conference on Physician Leadership

DESCRIPTION
Physician engagement is vital to the success of Canadian health reform. Any efforts to improve physician engagement must involve physicians at the outset. Whether that initiative is to create a provincial policy framework, a region-wide approach, a hospital-specific strategy or a community-initiated enterprise, physicians must be involved from the beginning and throughout the implementation. To do so is not easy, for administrators or physicians. It requires substantial rethinking of mindsets, work habits, attitudes, cultural beliefs and working procedures on behalf of both partners. It requires an investment of time, money and learning. It also places demands on both administrators and physicians to share leadership — and to have the prerequisite collaborative leadership skills to make that shared approach work. This program provides physicians with the knowledge, skills and abilities, and the opportunity to use those attributes to construct an action plan, to become active leaders in bringing about effective physician engagement in whatever context they work (as clinicians in primary or hospital care or as administrators in the health care system).

RETURN ON INVESTMENT
At the end of this course you will be able to:

- Assess the importance of physician engagement for the quality of patient care and its impact on day-to-day roles in the health care system.
- Review the national and international evidence and the research underpinning efforts to improve physician engagement.
- Determine the optimal processes of physician engagement such that they enhance your ability to discriminate good practices from bad practices, and to determine the degree to which you might wish to be involved in such enterprises.
- Increase your awareness and in-depth knowledge of efforts under way across Canada to improve physician engagement.
- Judge the quality of approaches that you may be required to experience as a consequence of organizational efforts to improve physician engagement.
- Construct your personal action plan for improving physician engagement in the context of your own workplace in relation to your personality, work–life balance needs and professional goals.

SPECIAL COURSE FEATURES
2 days — Limited to 40 participants

FACULTY TEAM
Graham Dickson, PhD
Anna Reid, MD, CCFP(EM)
John Van Aerde, MD, MA, PhD, FRCPC

PROGRAM INVESTMENT
For registration details, visit www.2014leadership.ca

“I am grateful for the opportunity to become involved with the PMI courses because many medical leaders like me have little formal training in this area. The exceptional calibre of both the facilitators and the participants, and the wisdom and insight gained from the stimulating didactic sessions with fellow physicians, have given me exposure to concepts and knowledge that are practically applicable on a daily basis as a medical leader.”

Jean Maskey, MD
Site Chief
Department of Hospital Medicine,
Vancouver Island Health Authority — South, Royal Jubilee and Victoria General Hospitals
Clinical Assistant Professor
University of British Columbia
Victoria, BC

ENGAGE OTHERS
Engaging leaders ...

#cma_learns 17
“Being a financially responsible leader requires a knowledgeable, systematic and comprehensive approach to interpreting and implementing financial proposals and budgets. PMI provides leaders with the skills to ensure full accountability of health care dollars with the confidence that one is providing maximum patient care.”

Gene S. Vitug, MD
CEO — Integrated Health Logistics
Corporate Health and Wellness
Oil and Gas
Calgary, Alta.

Management Dynamics: Getting the Job Done

OCTOBER 23–25, 2014 • TORONTO, ONT.

DESCRIPTION
Although you’re uncertain how it happened, you suddenly find yourself in a leadership position, which fills you with panic. Not only are “issues” beginning to avalanche into your office, they are in a language you don’t understand — KPIs, HSMR, CIHI, SBAR. The financial statements for your department/organization are written in a language you believe may be Mayan in origin. As meetings consume your day, you realize that years of medical school training have not prepared you for this role. Is there hope? Absolutely. This course will equip you with the tools you need to manage meetings to achieve results, investigate complaints fairly and compassionately, develop a business proposal, navigate budget processes successfully and measure performance to improve quality.

RETURN ON INVESTMENT
At the end of this course you will be able to:
- Discuss the physician leader’s roles, capabilities and attitude for leading and managing in the current health care environment at the clinic, department, hospital, regional level and beyond.
- Describe how to promote desired behaviours.
- Create a business case and its advocacy strategy.
- Apply specific budget management frameworks and tools to financial issues.
- Determine effective ways to investigate a complaint about clinical care.
- Identify strategies for monitoring performance.
- Discuss effective use of various communication frameworks, techniques and strategies including understanding the process for running effective meetings.

SPECIAL COURSE FEATURES
2.5 days — Limited to 40 participants

FACULTY TEAM
Jim Cross, MD
Ian McKillop, PhD, FRSPH

PROGRAM INVESTMENT

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Engage others

Engaging leaders ...
Managing People Effectively

APRIL 9–10, 2014 • TORONTO, ONT.

Adjacent to the 2014 Canadian Conference on Physician Leadership

DESCRIPTION
Physicians frequently assume positions of leadership because it’s their turn or nobody else wants to “do it.” Some physicians voluntarily agree to become a physician leader because they honestly want to make a difference. The problem is that no one teaches them how to be a leader or manager. The only training most physicians receive is by watching others in the role or by unintentionally making (often painful) mistakes. The hospital business is complex and sophisticated, and hospital leaders — whether administrators or physicians — need a sophisticated set of management competencies to be successful. This course focuses on management rather than leadership: the “how to’s” for successfully executing the day-to-day people development requirements of the physician leader role.

RETURN ON INVESTMENT
At the end of this course you will be able to:

- Clarify the challenges of the physician leader role.
- Outline the key requirements for managing people effectively through the entire human resource development cycle.
- Practise and apply best-practice techniques to optimize effectiveness in the human resource development cycle (i.e., behavioural interview, constructive performance conversation).
- Identify best practices for leading meetings to increase engagement and productivity.

SPECIAL COURSE FEATURES
2 days — Limited to 40 participants

FACULTY TEAM
Jamie Campbell, MEd, BA (Hon)
Monica Olsen, MHRD, BScN, BA
Nancy Whitmore, MD, FRCSC, MBA, CHE, CCPE
Mary Yates, BA (Hon), MEd

PROGRAM INVESTMENT
For registration details, visit www.2014leadership.ca

“I’m consistently impressed by the high calibre of the PMI leadership series. The in-house courses allow attendees to explore challenges within their organizations while providing practical tools to address critical incidents. I would highly recommend PMI courses to my colleagues.”

Paul G.G. Mulzer, MD
Staff Psychiatrist
Consultation Clinic
Sister Margaret Smith Centre
Certificant, American Society of Addiction Medicine
Certificant, Canadian Society of Addiction Medicine
Diplomat, American Board of Addiction Medicine
Assistant Professor, McMaster (adjunct faculty)
Sister Margaret Smith Centre
Thunder Bay, Ont.

ENGAGE OTHERS
Engaging leaders ...
"As a physician and certified coach, I understand the unique challenges physicians face. I’ve seen firsthand how physicians working with a coach get results, gain confidence, enhance skills and acquire renewed energy and enthusiasm."

Derek Puddester, MD
Director, Physician Health
Canadian Medical Association
Ottawa, Ont.

**DESCRIPTION**

Coaching is increasingly being adopted as part of a support and development strategy in our health care system. When physicians assume formal leadership roles, they are in the position of managing and enabling the performance of others. Coaching is one of the strategies they can use to unlock people’s potential to maximize performance. It has been shown to be effective for increasing engagement, creating greater autonomy and accountability, enhancing personal resiliency and promoting innovation. This course helps physicians discover ways to practically apply coaching skills in a variety of contexts. These skills can be used to support and optimize the performance of those around them — colleagues, patients, administrators or other stakeholders. You will learn to build a coaching culture that maximizes strengths and supports greater capacity to find creative solutions to challenging situations.

**RETURN ON INVESTMENT**

At the end of this course you will be able to:

- Reflect on your coaching style.
- Describe a model and principles of coaching that can be used by physicians.
- Appreciate how coaching can contribute to engagement and individual and team performance.
- Discuss opportunities in the medical context where coaching can be useful.
- Identify strategies for establishing a coaching relationship.
- Practise coaching skills of listening, inquiry and supporting.
- Develop a plan for using coaching in your work context.

**SPECIAL COURSE FEATURES**

2 days — Limited to 40 participants

**FACULTY TEAM**

Susan J. Lieff, MD, MEd, MMan, FRCPC
Paul Mohapel, PhD

**PROGRAM INVESTMENT**

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Talent Management: Developing Physician Leaders

NOVEMBER 25–27, 2014 • VANCOUVER, BC

DESCRIPTION
What is talent management and why is it important in health care organizations? Talent management ensures that the right people with the right skills are in the right place in their organization and that they are engaged and focused on achieving the organization’s goals. A systematic approach to talent management includes assessing organizational readiness for such a program and establishing the necessary elements for success of the development of current and future medical leaders. This course provides concrete strategies to help physicians create an organizational culture that focuses on developing leaders, thereby helping to attract, engage and retain the best leadership talent.

RETURN ON INVESTMENT
At the end of this course you will be able to:

- Improve organizational performance through an effective, strength-based leadership development program.
- Explore the unique opportunities and challenges involved in developing physician leaders.
- Develop practical strategies for engaging and retaining physician leaders.
- Explore your organization’s readiness for a talent management program.
- Develop components and initiatives that will help you create a plan for leadership development for your organization/department/program.

SPECIAL COURSE FEATURES
2.5 days — Limited to 25 participants

FACULTY TEAM
Gillian Kernaghan, MD, CCFP, FCFP
Paul Mohapel, PhD

PROGRAM INVESTMENT
CMA member Non-member
$1985.00 + tax $2646.67 +tax

“As a member of Medical Affairs Administration, I have seen the in-house PMIs offered in the Central Zone of Alberta provide insightful and immense opportunities for learning to support our dyad leadership model. I am always amazed by the ‘Aha!’ moments that emerge through shared experiences and theoretical knowledge. Stages of leadership development can always be enhanced, and the facilitated learning the PMI faculty provides is top notch.”

Marlene Young, MBA
Medical Affairs
Director of Operations, Central Zone Alberta Health Services
Red Deer, Alta.
“Dollars and Sense was informative and practical. It provided knowledge and insights I would not have obtained through any other forum.”

Azaad Kassam, MD, FRCP
Attending Psychiatrist
Queensway–Carleton Hospital
Assistant Professor, University of Ottawa, Laurentian and Lakehead Universities
Section of Psychiatry
Ontario Medical Association
Ottawa, Ont.

Dollars and Sense: Leadership in the Delivery of Cost-effective Health Care

OCTOBER 20–22, 2014 • TORONTO, ONT.

DESCRIPTION
How much is enough health care? How many tests should be ordered? Is the care cost effective? In this course, you will learn how to resolve these and other fundamental economic dilemmas in health care. You will discover how to interpret financial statements, identify high-performing hospitals and determine the real costs of choosing among alternatives such as “fix versus replace.” Looking at how costs behave (or don’t behave), you’ll be able to calculate a contribution margin, understand the concept of break even and determine what to do when resource demand exceeds availability — a reality in today’s environment.

RETURN ON INVESTMENT
At the end of this course you will be able to:
- Explain how the fundamental principles of economics shape the health care system.
- Analyze and interpret financial statements for a health care organization.
- Apply economic evaluation and accounting principles in making decisions.
- Discuss the interaction of ethics, autonomy and allocation in health care.
- Practise financial decision-making that maximizes quality of care in times of scarcity and competing alternatives.

SPECIAL COURSE FEATURES
2.5 days — Limited to 25 participants
The course involves some hands-on work with financial spreadsheets: participants should bring a laptop with Excel installed.

FACULTY TEAM
Brian E. Cummings, BBA, CPA, CA, MD, FRCPC, FCAP, FASCP
Robert Cushman, MD, FRCPC, MBA
Jeffrey Hoch, PhD
Ian McKillop, PhD, FRSPH

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When you get pulled into the vortex of leadership, administration or management you need a theoretical framework. PMI gives me the answers and solutions to the challenges I face.”

John Haggie, MD
Past President
Canadian Medical Association
James Paton Memorial Hospital
Gander, NL
Influencing Boards: Unpacking Principles of Board Governance

In 2014, this course is offered exclusively in-house

DESCRIPTION
Boards make decisions that influence health care leaders’ professional lives. Board members often look to health care leaders for expert knowledge and advice. This course explores practical ways for health care leaders to work effectively with their boards. Learn the fundamentals of what boards do and how they work — who does what and why. Understand the core responsibilities of boards. Learn how board members are chosen and how to identify their stakeholders. Learn to identify the outcome you wish to see your board enable. Discover how to make an effective presentation, one that marshals evidence carefully, deals with costs and benefits, and captures and retains the board’s attention.

RETURN ON INVESTMENT
At the end of this course you will be able to:
- Identify the fundamental responsibilities of a hospital board.
- Identify the outcome you wish to see a board enable.
- Map the board and screen for obstacles.
- Identify a strategy of influence and map its requirements.
- Design an effective presentation to the board.

SPECIAL COURSE FEATURES
2 days — Limited to 40 participants

FACULTY TEAM
Chris Carruthers, BSc, MD, MBA, FRCS, FAAOS, ICD.D
Janice Gross Stein, PhD, FRSC, LLD, MOC, O.Ont

PROGRAM INVESTMENT
Call 800-663-7336 x2178 or email pmi@cma.ca to see how your organization can benefit from the in-house program. All PMI courses are available in-house.

“This PMI course gave me a broad-based perspective on the responsibilities of boards and how they function. It helped to normalize some dynamics that I had noticed, such as tension between senior leadership and boards, and the sometimes challenging relationship between the physician leader and the administrative leader. This was the best PMI course I have done so far.”

Kimberly Wintemute, MD
Medical Director
Toronto, Ont.
Strategic Influence: Advocacy, Alliances and Accountability

APRIL 9–10, 2014 • TORONTO, ONT.
Adjacent to the 2014 Canadian Conference on Physician Leadership

DESCRIPTION
Small “p” politics exist in every leader’s world. This course explores practical, authentic ways for health care leaders to navigate through their interactions with various stakeholders while maintaining autonomy, integrity and sanity — and keeping an eye on the organization’s vision. Learn how to build alliances to achieve your organization’s objectives. Learn how to be an official spokesperson for your organization using recognized communication, advocacy and media skills. Discover how to network in a matrix in which leadership is both horizontal and vertical and learn the components of consensus building.

RETURN ON INVESTMENT
At the end of this course you will be able to:
- Discuss the health care environment from a political, social and economic perspective.
- Work with matrices and networks as platforms of influence.
- Describe the nature of health care decision-making processes and influence at the local, provincial and federal levels.
- Navigate the points of entry into political environments.
- Create a strategic advocacy approach.
- Describe key issues in developing persuasive messages.
- Practise effective skills in working with the media and receive feedback.

SPECIAL COURSE FEATURES
CCPL option: 2 days — Limited to 40 participants
In-house option: 2 days — Limited to 25 participants

FACULTY TEAM
Robert Cushman, MD, FRCP(C), MBA
Peter Kuling, BSc, MSc, MD, CCFP, FCFP, CCPE
Janice Gross Stein, PhD, FRSC, LLD, MOC, O.Ont

PROGRAM INVESTMENT
For registration details, visit www.2014leadership.ca

“Exposure to emerging issues and approaches to leadership has given me a wealth of shared experiences to draw upon. These PMI courses have helped me become a better leader by understanding, and being aware of and sensitive to, the complexity of health care management issues.”

Jean Maskey, MD
Site Chief
Department of Hospital Medicine, Vancouver Island Health Authority — South Royal Jubilee and Victoria General Hospitals
Clinical Assistant Professor
University of British Columbia
Victoria, BC

DEVELOP COALITIONS
Collaborative leaders...
"It was an excellent program, with fair and balanced views and solutions. It was deeply satisfying and I would definitely refer someone to the program."

Patricia LePage, MD
Program Medical Director
Seniors Mental Health Programs
St. Joseph’s Care Group
Lakehead Psychiatric Hospital
Associate Professor, Northern Ontario School of Medicine, LU Campus
Adjunct Professor, Schulich School of Medicine and Dentistry
Department of Psychiatry
University of Western Ontario
London, Ont.

Developing and Leading System Improvement
(Formerly Prescribing Quality Improvement)

NOVEMBER 23–24, 2014 • VANCOUVER, BC

DESCRIPTION
Capability in quality improvement (QI) science is essential to meet the challenge of improving outcomes across the health care system. As leaders playing a key role in engaging all health care professionals, you must have practical experience with QI tools and methods. This course provides an introduction to QI methods, including a focus on efficiency and access, through lecture, small-group work and hands-on learning, where you will have the opportunity to develop a plan for improving an area of your own system.

RETURN ON INVESTMENT
At the end of this course you will be able to:

- Understand the theory and science of QI.
- Identify common sources of waste in health care.
- Apply tools that reveal patterns and processes within your system.
- Understand and apply The Model for Improvement.
- Understand the concepts of improvement in a medical practice setting.
- Begin to create a QI agenda for your organization.

SPECIAL COURSE FEATURES
2 days — Limited to 40 participants
Unique in-house option: Focus on safety or delve deeper into clinical practice redesign with tools and methods for improved access.

FACULTY TEAM
Martin Lees, MD, MSA, PhD, CCPE
Katherine Stevenson, BA Honours, BScPT, MSc
Kishore Visvanathan, MD, FRCSC
Mary Yates, BA (Hons), MEd

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Leading Change and Innovation

APRIL 9–10, 2014 • TORONTO, ONT.

Adjacent to the 2014 Canadian Conference on Physician Leadership

DESCRIPTION

The pressures for change in health care are relentless. Many of these changes are best led — or must be led — by physician leaders. This course recognizes that leading change is both an art and a science to be developed and better understood. You will learn to develop strategies to motivate, implement and sustain change. There will be opportunities to introduce and discuss real issues facing your health care organization and time to practise techniques in team exercises. You will learn how to operationalize change management theories and overcome opposition to change — both internal and external. Topics include creating a resilient work environment and dealing with the impact of change on yourself and others. A central theme is how to align people and organizations to build a shared vision and commitment to act.

RETURN ON INVESTMENT

At the end of this course you will be able to:

- Practise applying different leadership perspectives to your change issues.
- Discuss a model and processes for multi-level change that address internal and external issues.
- Generate hypotheses about the determinants and effects of an organization’s culture and its relevance for change.
- Design a change leadership team for creative results.
- Formulate methods for motivating people to engage in a change initiative in your context.
- Discuss the psychology of influence and persuasion and its role in ethical change leadership.
- Describe the pattern of emotional responses that people have to change and the leader’s role.
- Propose ways to sustain change initiatives for the long term.

SPECIAL COURSE FEATURES

2 days — Limited to 40 participants.

FACULTY TEAM

Scott Comber, BEDS, MBA, MA, PhD
Mamta Gautam, MD, FRCPC, CPDC
Brian Golden, PhD
Susan J. Lieff, MD, MEd, MMan, FRCPC

PROGRAM INVESTMENT

For registration details, visit www.2014leadership.ca

“Every PMI course I take makes me more confident about taking on new challenges; however, the bigger benefit is the time to reflect on my leadership work and compare notes with other people in similar situations. When I feel my energy dropping or my motivation lagging, I know I need a PMI “pick-me-up” to get me recharged.”

Lori Montgomery, MD
Medical Director
Chronic Pain Centre
Alberta Health Services
Calgary, Alta.
“Attending PMI courses has been an amazing experience and has changed the way I approach medical leadership and administration issues. I think all physicians should participate in these courses and not wait until they are in leadership roles to learn from the courses.”

Nicole Johnson, MD
Co-Section Chief
Pediatric Rheumatology
Calgary, Alta.

Quality Measurement for Leadership and Learning

NOVEMBER 25–26, 2014 • VANCOUVER, BC

DESCRIPTION
To be effective in their roles, leaders and managers in health care institutions should know how to collect data, turn data into information and use the information for strategic planning, motivating change, monitoring improvement efforts and reporting to national organizations or regulatory agencies. This course provides participants with in-depth knowledge of methods, interpretation and use of quality measurement to improve patient outcomes, staff satisfaction and organizational performance.

RETURN ON INVESTMENT
At the end of this course you will be able to:
- Demonstrate an understanding of the relationship between measurement for research, accountability and quality improvement.
- Critically discuss measurement frameworks, including dimensions of quality, family of measures, value compass and balanced scorecard.
- Create conceptual and operational definitions for measures of quality.
- Apply and discuss visual displays of data for exploring variation, including run charts and statistical process control.
- Analyze a variety of statistical process control charts.
- Identify and discuss measurement issues specific to patient safety, rare events, electronic records and registries, and benchmarking.
- Identify and discuss underlying key concepts of using measurement and data in your leadership role.

SPECIAL COURSE FEATURES
2 days — Limited to 30 participants
The course involves some hands-on development of statistical process control charts; participants should bring a laptop with Excel installed. You should have a basic understanding of quality improvement (i.e., have taken the Developing and Leading System Improvement/Prescribing Quality Improvement course or equivalent).

Recommended textbook: The course content will frequently reference The Health Care Data Guide: Learning from Data for Improvement (Provost and Murray, 2011). This is not mandatory; however, you may find it helpful to invest in this textbook before or after the course.

FACULTY TEAM
Katherine Stevenson, BA Honours, BScPT, MSc
Gautham Suresh, MD

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Strategic Planning: From Vision to Action

FEBRUARY 27–MARCH 1, 2014 • TORONTO, ONT.

DESCRIPTION
A strategic plan needs to be a living document that contributes to a health care organization’s responsibility to transform itself into the future. The strategic planning process brings to life two responsibilities of leadership: achieving results and transforming systems. It is presented as a relevant, creative and collaborative endeavour that uses leadership capabilities to establish a clear and compelling set of actions to move a health care organization into its preferred future. Conducting an environmental scan, and using evidence and information from your experience as a physician in the health care sector, you will tackle a real-life strategic issue with other participants. At the end of the session, you will present a strategic plan to address that issue. You will determine the root causes of challenges that your organization needs to address, help shape a vision for change and establish desired results. You will set goals and explore strategies, such as appreciative inquiry and effective change leadership, to engage key stakeholders in implementation of an action plan. And, finally, you’ll learn methods and tools for monitoring the plan’s progress to ensure that it is responding to your organization’s needs.

RETURN ON INVESTMENT
At the end of this course you will be able to:
- Describe the utility, purpose and elements of strategic thinking and planning.
- Scan the environment for driving forces, impediments and opportunities that should inform future strategy and planning.
- Set direction by establishing a patient-centred vision, values and measures of success for the implementation of a strategic plan.
- Strategically align decisions with the vision and values by accessing and using evidence to shape strategic direction.
- Demonstrate systems and critical thinking by recognizing the big picture and balancing short-term demands with long-term priorities.
- Discuss how to engage colleagues and staff.
- Assess and monitor the impact of the strategic plan on quality of service delivery.
- Describe how to build partnerships and networks to create results by mobilizing knowledge and exercising political astuteness.
- Create a strategic and implementation work plan that communicates the plan, allocates resources and engages others in its implementation.

SPECIAL COURSE FEATURES
2.5 days — Limited to 30 participants

FACULTY TEAM
Graham Dickson, PhD
Peter Kuling, MSc, MD, CCFP, FCFP, CCPE
Gaétan Tardif, MD, FRCPC, FCCHL

PROGRAM INVESTMENT
CMA member  Non-member
$2049.00 + tax  $2732.00 + tax

“PMI courses are excellent and provide the perfect training for my year as President of the BCMA. They are knowledge-intensive, but the outstanding faculty understand the physician’s perspective. They make the courses relevant, fascinating and applicable to our real lives. Well done.”

William Cunningham, MD
President
British Columbia Medical Association
Vancouver, BC

"SUCCESSFUL LEADERS ..."
“The PMI courses were informative and practical. They provide knowledge and insights I would not have obtained through any other forum.”

Azaad Kassam, MD
Attending Psychiatrist
Queensway–Carleton Hospital
Ottawa, Ont.
Assistant Professor
University of Ottawa, Laurentian and Lakehead Universities
Section of Psychiatry
Ontario Medical Association
Toronto, Ont.

Systems Transformation: Navigating Complexity through Dialogue
(Formerly Dialogue: Navigating and Transforming Complex Systems)

JUNE 1–2, 2014 • HALIFAX, NS

DESCRIPTION
Today’s health care organizations operate within a complex health care system, and they are simultaneously changing and being changed by that system. A leader needs to understand these systems and the tools needed to influence change within them. In this course, you will learn various models for systems thinking and transformation while practising dialogue skills that can be used to bridge diverse perspectives within your organization. The course will also improve your ability to collaborate and help you find innovative ways to address complex issues so that you produce the best outcome possible for our health care system.

RETURN ON INVESTMENT
At the end of this course you will be able to:

- Understand complexity as it relates to health care leadership, collaboration and systemic change.
- Uncover assumptions that are limiting your effectiveness.
- Practise dialogue and inquiry skills that will help you bridge diverse perspectives, strengthen relationships and develop collaboration across disciplines.
- Use systems thinking tools to build partnerships and leverage opportunities for change.
- Practise a specific set of skills to navigate ambiguous and rapidly changing environments while producing less stress and more desired outcomes.
- Assess your personal leadership style as it applies to complex system management.
- Analyze and identify a critical path for your own personal “action learning case” through applying systems thinking, dialogue and inquiry.

SPECIAL COURSE FEATURES
2 days — Limited to 40 participants
This course requires some pre-work and has an action learning component. Participants are asked to develop and bring a past or current “action learning case” that they can explore with peers during the course.

FACULTY TEAM
Scott Comber, BEDS, MBA, MA, PhD
John Van Aerde, MD, MA, PhD, FRCPC

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As a physician leader, much of your time is spent interacting with others to achieve desired outcomes. When communication is both candid and respectful, it allows all perspectives and issues to surface and leads to the best decisions or direction. On some issues, differences of opinion are significant, the stakes are high in terms of the outcomes and strong emotions are involved. These require Crucial Conversations.

Research by VitalSmarts identified a key difference between good and great leaders: great leaders achieve results even when the issue or conversation is “crucial.” Crucial Conversations helps you master the skills you need to step up to high-stakes issues, while remaining candid and respectful, to achieve better results and establish better relationships.

Unique to this offering is that this Crucial Conversations course is taught by trained physician faculty members of the Canadian Society of Physician Executives.

Learning objectives
- Acquire the skills to engage others in addressing challenging issues while retaining or enhancing the relationship.
- Understand when a conversation or issue becomes crucial and learn how to stay in conversation to move toward resolution and action.
- Identify the challenges facing physician leaders in the health care system and acquire practical tools to deal with them.

To find out how to bring Crucial Conversations to your organization or conference, visit www.cma.ca/pmi, email pmi@cma.ca or call 800-663-7336 or 613-731-8610 x2178

Crucial Conversations will also be held adjacent to the 2014 Canadian Conference on Physician Leadership. For registration, details visit www.2014leadership.ca

PMI LEADERSHIP DEVELOPMENT IS NOW AVAILABLE IN FRENCH!

The Québec Medical Association (QMA), in partnership with the CMA, is proud to introduce the Programme de leadership PMI, a French adaptation of the PMI Leadership Program. Developed for a francophone clientele, the PMI leadership courses for QMA are known for the quality and customization of their content.

Would you like members of your multidisciplinary team to stay up to date on their leadership skills? The QMA can help you develop a personalized course.

For more information, to register or to view our 2014 calendar, visit www.amq.ca/pmi

LE PROGRAMME DE LEADERSHIP PMI EST MAINTENANT OFFERT EN FRANÇAIS !

L’Association médicale du Québec (AMQ), en partenariat avec l’AMC, est fière de vous proposer le Programme de leadership PMI, une adaptation du Physician Management Institute. Conçus pour une clientèle francophone, les cours du programme de leadership PMI de l’AMQ sont reconnus pour la qualité et la personnalisation des contenus.

Vous aimeriez que les membres de votre équipe multidisciplinaire profitent eux aussi du perfectionnement continu en matière de leadership ? L’AMQ peut vous organiser un cours sur mesure.

Pour plus d’information, pour vous inscrire ou pour consulter le calendrier 2014, visitez : www.amq.ca/pmi
CANADIAN CONFERENCE ON PHYSICIAN LEADERSHIP
Courage: Bringing Authenticity to Action
April 11–12, 2014
Fairmont Royal York Hotel, Toronto, Ontario

Enhance your leadership effectiveness

CMA Coaching Connections
Empowering physician leaders:
- Bridges connections to coaching experts for physician leadership success
- Professional coaching to help you: meet goals, achieve results, turn challenges into opportunities
- 25% discount for CMA members

Learn more

cma.ca/coaching
Since the launch of the Canadian Certified Physician Executive (CCPE) credential in 2010, 90 physicians have been formally recognized by their peers and awarded this prestigious designation. If you are an experienced physician leader whose record of accomplishments in the health care system is extensive, you may qualify for the CCPE.

Administered and governed jointly by the Canadian Medical Association and the Canadian Society of Physician Executives, the CCPE is the first nationally recognized, standards-based peer assessment for physicians in leadership roles. Once awarded, it affirms that physicians not only have the knowledge and skills to succeed but are also committed to supporting and advancing physician leadership in their profession, in their health care organization and in the Canadian health care system overall.

Annually, physicians are invited to apply through one of two routes:

**PMI course route (the “5x5x5 rule”)**
Requires completion of five PMI courses within the last five years combined with five years of relevant health care leadership experience and accomplishments.

**Practice eligibility route**
Awards credential based on 10 years or more of progressive health care leadership experience and accomplishments.

Candidates should study the eligibility criteria and the process at cma.ca/ccpe
APPLY NOW! Deadline: October 31, 2014
Online CME courses

EARN MAINPRO M1 OR MOC SECTION 1 CREDITS WITH CMA’S ONLINE CME COURSES

Have your credits automatically transferred to the CFPC or RCPSC

Examples of available courses include:

Common Emergencies

LEARN HOW TO:

- Distinguish the clinical presentations and toxidromes of common poisonings.
- Outline the appropriate use of laboratory services for investigating common poisonings.
- Identify and evaluate the potential risks associated with a drug or toxin exposure.

Acute Coronary Syndromes

LEARN HOW TO:

- Describe a systematic approach to evaluating patients with possible acute coronary syndrome (ACS).
- Review presentations of ischemia and learn how to diagnose ACS, including ECG interpretation and cardiac biomarker interpretation.
- Recognize the pitfalls, diagnostic challenges and common errors of judgement in assessing possible ACS.

... AND MANY MORE, SUCH AS:

- resistant hypertension
- skin disorders
- type 2 diabetes
- acute/chronic pain
- Parkinson’s disease
- Alzheimer’s dementia
- obese patient
- stigma related to mental illness
- concussion
Online Leadership Development NEW IN 2014
“LEADERSHIP BEGINS WITH SELF-AWARENESS” —
A FACILITATED ONLINE COURSE FOR LEADERSHIP BASICS

This course focuses on developing personal leadership skills. It is designed to help residents and medical students gain valuable insights into the personal attributes essential for effective leadership. The course promotes greater self-awareness by teaching the skills associated with examining one’s own values and principles, thinking patterns and assumptions, and addressing strengths and limitations.

- A foundation for the PMI face-to-face leadership development courses.
- Option to take this course in a self-directed format.
- Accessible by desktop or mobile device.

Fee for residents/medical students $499.95 + tax
For start dates in 2014, visit cma.ca/cme

More leadership training at the tips of your fingers!
The CMA has partnered with the American College of Physician Executives (ACPE) and has negotiated a reduced CMA member rate for access to ACPE’s extensive range of high-quality online leadership courses, which feature:

- Leadership training designed specifically for physicians.
- Complementary content to the CMA’s PMI face-to-face leadership courses.
- Accessibility at any time by desktop or mobile device.

Earn micro-credits online!

ACTIONABLE NUGGETS ON SPINAL CORD INJURIES
cma.ca/nuggets
DYNAMED
cma.ca/dynamed

CMA/ CME ARTICLES
cmaj.ca/site/cme
POEMS BY ESSENTIAL EVIDENCE PLUS
$cma.ca/poems
Are you taking full advantage of your CMA MEMBERSHIP?

Save time and money with a suite of world-class tools and resources

- provide superior patient care through access to point-of-care tools including DynaMed and Lexicomp Online
- stay informed with medical knowledge that matters through CMAJ, now available as a mobile app
- continue your learning journey with hundreds of online accredited CME options
- build your leadership skills through our PMI leadership courses and our new Coaching Connections service

Learn more
cma.ca/resources
PREVENT MOTOR VEHICLE ACCIDENTS — assess your patients’ medical fitness to drive

CMA Driver’s Guide: Determining Medical Fitness to Operate Motor Vehicles (8th Edition)

- Revised section on medico-legal issues
- New section on dementia and mild cognitive impairment
- Expanded section on traumatic brain injuries, including concussions
- Major revisions to the sections on musculoskeletal disabilities, psychiatric illness and cerebrovascular diseases

“Very useful publication — a good reference to show to patients that I am not being arbitrary in my advice.”

— CMA member

CMA members — get your free online copy

cma.ca/driversguide
You can count on the CMA

78,000 members strong
Trusted by physicians and Canadians
One of the country’s major policy drivers

Since 1867, we have served Canadian physicians and advocated for the highest standards of health care

CMA’s dynamic and relevant resources:
- Total wealth management solutions
- Online clinical resources
- CMAJ
- Advocacy and representation

To learn more, call 888-855-2555 or visit cma.ca/membership
**REGISTRATION AND HOTEL INFORMATION**

**FURTHER INFORMATION**

For course availability and receipts contact: Registration Officer at 800-663-7336 or 613-731-8610 x1202 or pmiregistrations@cma.ca. Payment must be received before registration is confirmed. Please call the Registration Officer to confirm your enrolment before making any nonrefundable travel, accommodation or other arrangements. For other details: 800-663-7336 or 613-731-8610 x2178 or email pmi@cma.ca

**CANCELLATION POLICY**

Registration fees, less a $250 administrative charge per course, will be refunded for cancellations received in writing up to 10 business days before the course start date. 

No refund will be offered for cancellations received after that time — no exceptions.

Participants who are asking for a cancellation may not transfer into another course; however, they may arrange for another person to take their place.

**SPECIAL OFFER TO RESIDENTS**

The CMA reserves a limited number of spots for residents who are CMA members. Residents can attend courses on a first-come, first-served basis and register at a discounted rate of 50% off per course, plus tax. For more information or to register, contact the Registration Officer, 800-663-7336 x1202. This offer is not available through our online registration.

**COURSE SITE INFO/HOTEL RESERVATIONS**

The CMA has negotiated special rates at the listed hotels; applicable taxes and service fees will apply. To take advantage of the CMA rate, make your reservation directly with the hotel before the cut-off date and indicate that you are with the CMA PMI course (*Reservation ID: CMA PMI*). Hotel reservations are booked on a first-come, first-served basis and are based on availability. At the cut-off date, any remaining rooms will be released back to the hotel and the hotel cannot guarantee the negotiated rate or availability. Cancellations may be subject to a cancellation fee. Reservations are subject to the hotel’s privacy policy.

**PLEASE CONTACT THE FOLLOWING HOTELS TO MAKE YOUR RESERVATIONS:**

**Conflict Management and Negotiation/Engaging Others**
September 7–9/September 10–12, 2014
Course site: Sheraton Ottawa Hotel
150 Albert St., Ottawa ON K1P 5G2
Hotel: **Sheraton Ottawa Hotel**
150 Albert St., Ottawa ON K1P 5G2
Room rate: $179
Cut-off date: August 7, 2014
Tel: 800-489-8333
www.starwoodmeeting.com/Book/PMI2

**Dollars and Sense: Leadership in the Delivery of Cost-effective Health Care/Management Dynamics: Getting the Job Done**
October 20–22/October 23–25, 2014
Course site: Rotman School of Management, University of Toronto
149 College St., Toronto ON M5T 1P5
Hotel: **Park Hyatt Toronto**
4 Avenue Rd., Toronto ON M5R 2E8
Room rate: $199
Cut-off date: September 29, 2014
Tel: 800-233-1234 or 416-925-1234
https://resweb.passkey.com/Resweb.do?mode=welcome_ei_new&eventID=10674268

**Developing and Leading System Improvement/Quality Measurement for Leadership and Learning/Physician as a Coach/Talent Management: Developing Physician Leaders**
November 23–24/November 25–27, 2014
Course site: Morris J Wosk Centre for Dialogue, Simon Fraser University
580 West Hastings St., Vancouver BC V6B 1L6
Hotel: **Delta Vancouver Suites**
550 West Hastings St., Vancouver BC V6B 1L6
Room rate: $159
Cut-off date: October 22, 2014
Tel: 888-663-8811 or 604-689-8188

For hotel information and to book your hotel online, visit cma.ca/PMI

Visit cma.ca/PMI and click on Register now!

Mail the completed registration form and payment to:
Meetings and Travel Management
Canadian Medical Association
1867 Alta Vista Drive, Ottawa ON K1G 5W8

Fax your registration form and credit card information to the Registration Officer at 613-731-8047

**Systems Transformation: Navigating Complexity through Dialogue/Self-awareness and Effective Leadership**
June 1–2/June 3–5, 2014
Course site: Four Points by Sheraton Halifax
1496 Hollis St., Halifax NS B3J 3Z1
Hotel: **Four Points by Sheraton Halifax**
1496 Hollis St., Halifax NS B3J 3Z1
Room rate: $190 Cut-off date: May 1, 2014
Tel: 866-444-9494
www.starwoodmeeting.com/StarGroupsWeb/res?id=1305076222&key=3A8C
2014 PMI Leadership
Open Enrolment Registration Form

Please register me for the following PMI leadership courses

<table>
<thead>
<tr>
<th>Course</th>
<th>Location</th>
<th>Date</th>
<th>CMA member</th>
<th>Non-member</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conflict Management and Negotiation</td>
<td>Toronto, Ont.</td>
<td>Feb 24–26</td>
<td>$2676.97</td>
<td>$3569.29</td>
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<tr>
<td>Strategic Planning: From Vision to Action</td>
<td>Toronto, Ont.</td>
<td>Feb 27–Mar 1</td>
<td>$2315.37</td>
<td>$3087.16</td>
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<tr>
<td>Systems Transformation: Navigating Complexity through Dialogue</td>
<td>Halifax, NS</td>
<td>June 1–2</td>
<td>$2308.05</td>
<td>$3077.40</td>
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<tr>
<td>Self-awareness and Effective Leadership</td>
<td>Halifax, NS</td>
<td>June 3–5</td>
<td>$2587.50</td>
<td>$3450.00</td>
</tr>
<tr>
<td>Conflict Management and Negotiation</td>
<td>Ottawa, Ont.</td>
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</tr>
<tr>
<td>Engaging Others</td>
<td>Ottawa, Ont.</td>
<td>Sept 10–12</td>
<td>$2490.52</td>
<td>$3320.69</td>
</tr>
<tr>
<td>Dollars and Sense: Leadership in the Delivery of Cost-effective Health Care</td>
<td>Toronto, Ont.</td>
<td>Oct 20–22</td>
<td>$2506.34</td>
<td>$3341.79</td>
</tr>
<tr>
<td>Management Dynamics: Getting the Job Done</td>
<td>Toronto, Ont.</td>
<td>Oct 23–25</td>
<td>$2351.53</td>
<td>$3135.37</td>
</tr>
<tr>
<td>Developing and Leading System Improvement</td>
<td>Vancouver, BC</td>
<td>Nov 23–24</td>
<td>$2084.25</td>
<td>$2779.00</td>
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<tr>
<td>Physician as a Coach</td>
<td>Vancouver, BC</td>
<td>Nov 23–24</td>
<td>$2084.25</td>
<td>$2779.00</td>
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<tr>
<td>Quality Measurement for Leadership and Learning</td>
<td>Vancouver, BC</td>
<td>Nov 25–26</td>
<td>$2084.25</td>
<td>$2779.00</td>
</tr>
<tr>
<td>Talent Management: Developing Physician Leaders</td>
<td>Vancouver, BC</td>
<td>Nov 25–27</td>
<td>$2084.25</td>
<td>$2779.00</td>
</tr>
</tbody>
</table>

Register for Leadership Strategies for Sustainable Physician Engagement, Leading Change and Innovation, Managing People Effectively, Professionalism and Ethics, or Strategic Influence: Advocacy, Alliances and Accountability at www.2014leadership.ca

Payment

Enclosed cheque or money order (payable to the Canadian Medical Association)

TOTAL COST $__________________________

Credit card number ________________________________ Expiry date ________________________________

Cardholder name ___________________________ Signature ___________________________

Payment must be received before registration is confirmed. Enclose GST exemption certificate, if applicable. GST/HST registration #12176 5705 RT0001

Online registration is available at cma.ca/pmi  Fax: 613-731-8047

Note: Registration for courses starting in 2015 will only be available online.