2017 Canadian Conference on Physician Leadership
April 28-29, 2017 • Hyatt Regency Hotel, Vancouver

Call to Action: Physician Leaders as Stewards of Health Care

Don’t forget to enroll in one of our seven amazing Pre-Conference Courses – April 26-27, 2017

2-Day PLI Courses
Conflict Management
Developing and Leading System Improvement
Strategic Thinking for Results
Leadership for Medical Women
NEW! Physician leadership focus:
Put unrelenting distractions in their place

Additional Courses
2-day CSPL VitalSmarts Influencer©
1-day CMPA Medical-Legal Essentials for Physician Leaders

www.physicianleadershipconference.com
Conference at a glance

Apr 26-27, 2017, Pre-Conference Courses 2 days 8 am - 5 pm

**PLI Strategic thinking for results** This course is open to physicians only. Limited to 25 participants. The strategic planning process brings to life two responsibilities of leadership: achieving results and transforming systems. The process to create a strategic plan is presented as a relevant, creative and collaborative leadership endeavour that establishes a clear and compelling set of actions to move a health care organization into its preferred future. At the end of the session, you and your team will present relevant strategic actions to address that issue. In the process, you will help shape a vision for change, determine the root causes of challenges that your organization needs to address and establish desired results. See page 12 for more information

**PLI Physician leadership focus: Put unrelenting distractions in their place** This new course is open to physicians only. Limited to 40 participants. This course will utilize cutting-edge research with relevant case studies to reveal how the ability to focus distinguishes “stars” from average leaders. The course will assist physician leaders in not only paying attention to what matters to them personally, but also enhancing their attention on building relationships and increasing focus on issues of their complex environment. See page 12 for more information

**PLI Leadership for medical women** This course is open to physicians only. Limited to 30 participants. This course focuses on deepening self-awareness and self-knowledge, identifying and developing individual skills and strengths, and highlighting capabilities necessary to address and successfully meet challenges unique to women leaders in medicine. See page 13 for more information

**CSPL Influencer - a VitalSmarts product©** This course is open to both physicians and non-physicians. Limited to 40 participants. INFLUENCER© The New Science of Leading Change - combines compelling videos and extensive class exercises to give you the skills needed to effectively change behavior. Whether a formal leader or an individual contributor, Influencer can help you drive the change you need. See page 14 for more information

**PLI Conflict management and negotiation** This course is open to physicians only. Limited to 40 participants. Learn strategies to manage conflict within organizations, including using facilitation and resolution processes. In this course you will learn how to avoid the difficulties that conflict can create for relationships, and how the effective management of conflict can enhance creativity and innovation. See page 14 for more information

**PLI Developing and leading system improvement** This course is open to physicians only. Limited to 30 participants. As leaders playing a key role in engaging all health care professionals, you must have practical experience with QI tools and methods. This course – with a focus on efficiency and access - provides an introduction through lecture, small-group work and hands-on learning, where you have the opportunity to develop a plan for improving an area of your own system. See page 15 for more information

Apr 27, 2017, Pre-Conference Courses 1 day 8 am - 5 pm

**CMPA Promoting safe medical care: Medical-legal essentials for physician leaders** This course is open to both physicians and non-physicians. Limited to 40 participants. Presented by the Canadian Medical Protective Association (CMPA), this interactive full-day workshop allows leaders to develop the right attitudes and gain the knowledge and skills required to establish a workplace culture that promotes and prioritizes safe medical care. See page 15

Registration for all pre-conference courses: Regency Foyer - Breakfast 7:00 am – 8:00 am - Plaza A&B

April 28-29, 2017
### Conference at a glance Friday, April 28 – Day 1

**DAY 1 MORNING**

- **7:00–8:00 am** Breakfast and registration (Regency Foyer)
- **8:00–8:15 am** Introduction (Regency D)
- **8:15–9:15 am** Keynote address: **Stewardship: Health Care and the Common Good** Peter Block, Author, consultant, Cincinnati, Ohio
- **9:20–10:20 am** Keynote address: **Preventing Burnout** Dike Drummond, MD, CEO, TheHappyMD.com, Burnout Prevention & Leadership Development for Physicians, Seattle, Washington

**10:45 am–12:15 pm Workshop session 1**

- A. How green is your grass? One Consultant’s journey through physician compensation
- B. Preventing burnout – proven personal and organizational strategies for physician leaders
- C. The coach approach: change the conversation, change everything
- D. Beginners’ guide to the Indigenous health system – is jurisdiction really why we’re failing at patient-centred care?
- E. Ready, set, collaborate? Evidence from and experience of effective health care teams
- F. What does stewardship in the Canadian health care system mean?
- G. Cultivating physician leadership: how, when, and where?
- H. Conflict management – practical skills to address conflict effectively

**12:15–1:20 pm** Lunch

**DAY 1 AFTERNOON**

- **1:30–3:00 pm** Workshop session 2
  - A. How green is your grass? One consultant’s journey through physician compensation
  - B. Preventing burnout – proven personal and organizational strategies for physician leaders
  - C. The coach approach: change the conversation, change everything
  - D. Stewardship in negotiations in the current changing environment
  - E. Ready, set, collaborate? Evidence from and experience of effective health care teams
  - F. Connecting patients for better care: the role of the patient in the digital world
  - G. Cultivating physician leadership: how, when, and where?
  - H. Conflict management – practical skills to address conflict effectively

- **3:00–3:25 pm** Break (Regency Foyer)

- **4:30–5:30 pm** CCPE AWARD CEREMONY – Regency D

**Conference at a glance Saturday, April 29 – Day 2**

**DAY 2 MORNING**

- **7:45–8:25 am** CSPL Business Meeting - all members welcome (Georgia A)
- **7:45–8:25 am** Conference breakfast and registration (Regency Foyer)
- **8:30–8:45 am** Welcome and introductions (Regency D)
- **8:45–9:45 am** Keynote address: **Stewardship and solutions: The value of big ideas in health system improvement** Danielle Martin, MD, Vice President, Medical Affairs & Health System Solutions, Women’s College Hospital, Toronto
- **9:45–10:45 am** Keynote address: **Research evidence in support of physician leadership** Amanda Goodall, PhD, Senior Lecturer in Management, Cass Business School, City, University of London, London, UK

www.physicianleadershipconference.com
**DAY 2 MORNING**

**10:45-11:15 am** Break (Regency Foyer)

**11:15 am-12:45 pm** Workshop session 3

A. Professionalism and respect within the profession: demonstrating leadership and creating a safe space for debate
B. Nature vs. nurture: are leaders born or grown? Identifying and supporting the development of talented physicians
C. Targeting critical infrastructure: direct threats to health care in Canada
D. Winning body language: how to stand out, win trust, and gain credibility
E. Welcome to co-leadership and culture – the way to get things done!
F. Navigating change: distributed leadership, collaboration, and complexity
G. Handling the politics of workplace bullying and disruptive behaviour – especially for physician leaders
H. Management essentials: an overview of the role of financial and managerial accounting in the work of the physician executive

**12:45-2:00 pm** Lunch

**DAY 2 AFTERNOON**

**2:00 pm-3:30 pm** Workshop session 4

A. Professionalism and respect within the profession: demonstrating leadership and creating a safe space for debate
B. Nature vs. nurture: are leaders born or grown? Identifying and supporting the development of talented physicians
C. Targeting critical infrastructure: direct threats to health care in Canada
D. Winning body language: how to stand out, win trust, and gain credibility
E. Welcome to co-leadership and culture – the way to get things done!
F. Navigating change: distributed leadership, collaboration, and complexity
G. Handling the politics of workplace bullying and disruptive behaviour – especially for physician leaders
H. Management essentials: an overview of the role of financial and managerial accounting in the work of the physician executive

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**KEYNOTE SPEAKERS & DEBATE PANEL**

Peter Block, Author, consultant, Cincinnati, Ohio
Dike Drummond, MD CEO, TheHappyMD.com Seattle, Washington
Danielle Martin, MD, Vice President, Medical Affairs & Health System Solutions, Women’s College Hospital, Toronto
Amanda Goodall, PhD, Senior Lecturer in Management, Cass Business School, City, University of London, London, UK

Facilitator: Graham Dickson, PhD
Joshua Tepper, MD, President and Chief Executive Officer, Health Quality Ontario, Toronto
Susan Shaw, MD, Director, Physician Advocacy and Leadership, Saskatchewan Medical Association
Lynne Harrigan, MD, Vice President of Medicine and Integrated Health Services, Nova Scotia Health Authority, Halifax
Michael Gormley, Executive Director, Alberta Medical Association

April 28-29, 2017
**A. How green is your grass? One consultant’s journey through physician compensation**
David Peachey, Principal, Health Intelligence Inc., Halifax, Nova Scotia

Physician compensation models and comparators are an ongoing focus of debate in the profession and across provincial and territorial governments. Too frequently, arguments drift away from facts and take refuge in rhetoric. This workshop takes a deeper dive into the controversy, taking lessons from the past, raising questions about the art of the possible, and contemplating the future. **Objectives**
- Overview of compensation issues
- Constituent elements and their relevance
- The backroom
- Comparisons - can they be done and do they matter
- The ideal and other dreams
- Where are we going to finish?

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**B. Preventing burnout – proven personal and organizational strategies for physician leaders**
Dike Drummond, MD, CEO, www.TheHappyMD.com, Burnout Prevention & Leadership Development for Physicians, Seattle, Washington

**Improve your personal resilience by:**
- Learning four leadership tools to increase trust, engagement, and performance of your teams
- Learning three life balance tools for personal recharge
- Building a less toxic workplace
- Learning a proactive, system-wide organizational burnout prevention strategy

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**C. The coach approach: change the conversation, change everything**
Nancy Merrow, MD, Chief of Staff & VP Medical Affairs, Orillia Soldiers’ Memorial Hospital, Orillia, Ontario; and Cecile Andreas, MD, Family Physician & Graduate Executive Coach, Cranbrook, British Columbia

The coach approach is recognized as a specific set of competencies for leaders. Coaching for excellence in leadership performance involves the art of having conversations that provoke deep thought and reflection. The outcomes of effective coaching include new insights and connections that arise from your own values, beliefs, and priorities. When new perspectives are achieved by a process of skilled questioning by a grounded and focused coach, the person being coached experiences personal growth and satisfaction that becomes a new way of being effective. **Objectives**
- Understand what is unique about a coaching conversation
- Know when to use a coach approach in leading change
- Practise authentic coaching skills to use immediately

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**D. Beginners’ guide to the Indigenous health system – is jurisdiction really why we’re failing at patient-centred care?**
Dr. Alika Lafontaine, MD, Collaborative Team Leader for the Indigenous Health Alliance and past-President of the Indigenous Physicians Association of Canada

Disparities between Indigenous and non-Indigenous people continue to widen for nearly every measure of disease. Contemporary research suggests that the patient experience is also worsening for Indigenous people, citing factors such as hostile patient care and inadequate access to health services. This has serious implications for physician leaders including higher relative costs per patient, disjointed and redundant care, and poorer health outcomes. As Indigenous patients become more empowered there will also be a greater risk of liability. A new approach is needed to find solutions to these significant issues. **Objectives**
- Discover the two separate and distinct health systems that Indigenous patients access, and their legislative, fiscal, and operational differences
- Learn how these differences impact patients and sabotage your efforts at patient-centred care
- Explore how an Indigenous-led, data-driven alignment process can be applied in your work environment and discover the building blocks for creating your own
E. Ready, set, collaborate? Evidence from and experience of effective health care teams  
Jennifer Verma, MSc, Senior Director, Canadian Foundation for Healthcare Improvement, Ottawa, Ontario

Health care is not a gladiator sport, with one health care provider battling a disease. A vision of high-quality health care only takes shape when physicians, nurses, and allied health professionals work together with patients and families as partners to design and deliver first-line care. Evidence shows that interprofessional teams improve access and continuity of care, while making more appropriate use of resources. But what are the features of a high-functioning, effective health care team? How do they articulate a shared vision? Define complementary roles and make decisions? Develop a positive and motivating team culture? Handle adversity? This workshop will highlight the experience of effective health care teams and provide strategies and resources for participants to apply – and make health care the team sport it’s meant to be. **Objectives** • Learn about the difference effective teamwork makes to the patient/family, providers, and the health care system • Understand key practices of effective teams: clarifying roles, practising good “meeting hygiene,” sharing problem-solving, promoting a team culture • Discover resources that support motivating teams and creating and sustaining an effective team

F. What does stewardship in the Canadian health care system mean?  
**Facilitator:** Johny Van Aerde, MD  
**Panel:** Carl Nohr, MD, President, Alberta Medical Association; Intheran Pillay, MD, President, Saskatchewan Medical Association; Alan Ruddiman, MD, President, Doctors of BC

Often used in the context of natural resources, “stewardship” has lately become a buzzword in Canadian health care. Poor feedback to users about the condition of resources leads to overuse, until the system collapses and the resources become unavailable to anyone (the “tragedy of the commons”). Thus, anyone benefiting from the health care system can affect its survival or collapse: physicians, other health care workers, government, the pharmaceutical industry, all of us.

This interactive workshop is for physician leaders and physicians interested in the changing social contract and how stewardship may influence it. The panel is made up of the leaders of the medical associations of the three western provinces, where the word “stewardship” has been used frequently over the last year and physicians’ efforts to collaborate with provincial governments around stewardship have used different approaches. Moderated by the editor-in-chief of the *Canadian Journal of Physician Leadership*, this interactive workshop will address following questions: • What does stewardship mean for the Canadian health care system? • How does the construct of stewardship affect the social contract? • How can stewardship influence the “tragedy of the commons” and how? • How does stewardship affect the doctor-patient relationship and professionalism? • What are the differences between provincial approaches to stewardship, and why are they different? • What are the commonalities? • How does the concept of stewardship affect physician autonomy and independence? • How did the AMA, SMA, and Docs of BC work with government toward stewardship? • Are some examples of action transferable to other provinces?

G. Cultivating physician leadership: how, when, and where? Colleen Grady, MBA, DBA, Assistant Professor, Family Medicine Research Manager, Centre for Studies in Primary Care, Department of Family Medicine, Queen’s University, Kingston, Ontario

Physician leaders are viewed as critical in the transformation of health care and in improving patient outcomes, and, yet, significant challenges limit their development. Organizations don’t view leadership development as a priority, medical training does not include leadership skills, and disagreement exists even within the sector about the value of...
physician leaders. However, a culture shift is taking place and physician leadership may no longer be the “elephant in the room.” Rather, it is to be welcomed, even celebrated. During this workshop, we will explore what is known about supporting physicians in the development of their leadership capacity and discuss some concrete practices that are taking place across the country, increasing investment in physicians as leaders. **Objectives**  
• Learn what health care organizations are doing to support development of physician leaders  
• Contribute to current conversations about incorporating leadership development into medical education  
• Share, and learn from colleagues, how the culture may be shifting with respect to physicians as leaders  
• Take back ideas that can be used in your own organization to increase dialogue and create opportunities for physician leadership development and explore ways to enhance your own leadership growth

### H. Conflict management – practical skills to address conflict effectively
Scott Comber, PhD, Associate Professor, Rowe School of Business, Dalhousie University, Halifax, Nova Scotia

In this session you will learn strategies and practise ways to manage conflict among individuals effectively. **Objectives**  
• Identify and analyze sources of conflict  
• Distinguish among five conflict handling strategies and their application in conflict situations  
• Practise a conflict resolution framework to address conflict among individuals

Friday, April 28 – Day 1 Workshop session 2 - 1:30-3:00 pm

### A. How green is your grass? One consultant’s journey through physician compensation
David Peachey, Principal, Health Intelligence Inc., Halifax, Nova Scotia

Repeat of morning session

### B. Preventing burnout – proven personal and organizational strategies for physician leaders
Dike Drummond, MD, CEO, TheHappyMD.com, Burnout Prevention & Leadership Development for Physicians, Seattle, Washington

Repeat of morning session

### C. The coach approach: change the conversation, change everything
Nancy Merrow, MD, Chief of Staff & VP Medical Affairs, Orillia Soldiers’ Memorial Hospital, Orillia, Ontario; and Cecile Andreas, MD, Family Physician & Graduate Executive Coach, Cranbrook, British Columbia

Repeat of morning session

### D. Stewardship in negotiations in the current changing environment
Guruswamy Sridhar, MD, Consultant Physician specializing in Sleep Medicine, Regina, Saskatchewan

The health care environment and landscape are changing because of demographic shifts, information technology, public expectations, and significant fiscal challenges faced by governments. Physician leaders are in a challenging position as administrators and visionaries in balancing system pressures with professional and collegial relations with colleagues. This session will outline current political and economic issues affecting the health care system; physicians’ roles and impact; the role of negotiations – national and local perspectives; the role of provincial medical associations and ministries of health; and factors influencing outcomes. **Objectives**  
• Understand the interrelated issues in health care  
• Learn how these issues influence negotiations  
• Appreciate the factors affecting the outcome of negotiations
E. Ready, set, collaborate? Evidence from and experience of effective health care teams Jennifer Verma, MSc, Senior Director, Canadian Foundation for Healthcare Improvement, Ottawa, Ontario
Repeat of morning session

F. Connecting patients for better care: the role of the patient in the digital world Asim Masood, MD, Chief Medical Officer, Canada Health Infoway and Rashaad Bhyat, MD, Physician Leader, Canada Health Infoway
The digital age is upon us. Technology has changed every aspect of our lives – how we work, live, and play. Although the health system has been slower to adapt than other industries, it is just starting to experience what will likely be a fundamental shift in the role of the patient. Consumer engagement, for example, is the fastest growing sector of health IT investment. Why does this matter? Increasingly, evidence suggests that engaged, empowered patients have better health outcomes. Harnessing technology and engaging the patient as a true partner in their care may require changes to the way we practise – and it will certainly require leadership and action. **Objectives** • Understand the attitudes, perceptions, and desires of Canadians and physicians with respect to digital health • Learn about various initiatives across Canada and internationally where patients are becoming increasingly engaged in their care and learn about what the future may look like • Explore the implications of digital health and patient engagement for the patient/provider relationship and what, if any, changes are required

G. Cultivating physician leadership: how, when, and where? Colleen Grady, MBA, DBA, Assistant Professor, Family Medicine Research Manager, Centre for Studies in Primary Care, Department of Family Medicine, Queen’s University, Kingston, Ontario
Repeat of morning session

H. Conflict management – practical skills to address conflict effectively Scott Comber, PhD, Associate Professor, Rowe School of Business, Dalhousie University, Halifax, Nova Scotia
Repeat of morning session

Saturday, April 28 – Day 2 Workshop session 3 – 11:15 am-12:45 pm

A. Professionalism and respect within the profession: demonstrating leadership and creating a safe space for debate
**Facilitator:** André Bernard, MD, Assistant Professor, Department of Anesthesia, Pain Management & Perioperative Medicine, Dalhousie University, Halifax, Nova Scotia
**Panel:** Ali Damji, Chair, Ontario Medical Students Association; Dennis Kendel, MD, Consultant; Michael Kaufmann, MD, Medical Director, Ontario Medical Association’s Physician Health Program

Intra-professionalism is a key component of medical professionalism and impacts both the work environment in which physicians practise and the quality of care they deliver. These relations now extend even further with the advent of such developments as social media. This workshop will examine ways in which intra-professionalism can be strengthened and circumstances in which it has broken down – in practice and in public through social media. The panel will discuss the role of leaders in both encouraging open dialogue and creating a safe place for physicians to share their opinions. **Objectives** • Discuss components of effective intra-professional practice • Review case studies of intra-professional breakdowns and discuss the roles of various actors in addressing unprofessional behaviour • Brainstorm ways in which leaders can support intra-professionalism
B. Nature vs. nurture: are leaders born or grown? Identifying and supporting the development of talented physicians
Robin Walker, MD, Integrated Vice President of Medical Affairs and Medical Education, London Health Sciences Centre and St. Joseph’s Health Care, London, Ontario

Traditional approaches to identifying, selecting, and developing physicians as leaders have often been ineffective both in encouraging interest in leadership and in providing the best physician leadership in a hospital and academic context. This workshop will focus on how to develop leadership abilities in all physicians, identify those with the best potential as leaders, and support them in becoming effective leaders. The session will inform attendees on how to promote leadership interest, identify future leaders, and develop leadership skills in physicians contemplating, starting, or advancing in a leadership role. **Objectives** • Learn strategies for promoting and identifying leadership interest among physicians • Understand approaches and resources to assist development of physicians’ leadership abilities • Be familiar with an example of a successful comprehensive talent management program for physicians

C. Targeting critical infrastructure: direct threats to health care in Canada
Ray Boisvert, Senior Associate, HK Strategies, HK - Digital Resilience, Toronto, Ontario

We are a wired world, and all organizations and institutions are networked. We are also now connected in a way that ensures seamless functionality and accessibility between personal and professional endeavours, at any time and from any place. However, these devices, systems, and networks are often missing effective security features, strategies, and protocols. The result is ever-increasing vulnerability to compromise that includes loss of privacy, denied service, and a looming catastrophic event. Learn what is at issue for physicians practising in an increasingly networked environment, as well as best practices and mitigation strategies that will help deter the potential impacts on what is becoming the most targeted sector of our society. **Objectives** • Understand the risks for physicians practising in a networked business environment • Learn about best practices and mitigation strategies • Recognize effective network security strategies and protocols

D. Winning body language: how to stand out, win trust, and gain credibility
Mark Bowden, TRUTHPLANE™ Inc., Toronto, Ontario

With billions of people competing on the planet right now, how will you ever stand out and get what you want and need? This inspirational and highly entertaining talk will show you how to put your best self forward through superior communication skills. Learn the techniques that inspire and build trust and credibility with those around you every time you speak. Understand how, “It’s often not what you say, but how you say it that gets results!” Mark will demonstrate how perceptions can be completely altered by a simple gesture or action and simple techniques that create ideal communication in the most crucial situations – invaluable for life and business. He will give you tools to convey a powerful presence and the skills to win your listeners over to you and your message. **Objectives** • Learn techniques that will inspire, build trust, and credibility among those around you every time you speak • Identify effective skills to win your listeners • Understand how perceptions can be completely altered by a simple gesture or action

E. Welcome to co-leadership and culture – the way to get things done!
Suzanne Fox, RN, MSN, Executive Director, IHealth and Executive Director, Island Health Portfolio 2, and Drew Digney, MD, Executive Medical Director, Island Health Portfolio 2, Vancouver Island Health Authority, British Columbia

In this workshop, Suzanne and Drew will outline their strategy and success in leading Nanaimo Regional General Hospital’s Emergency Department from a place with poor...
morale and long patient waits to one with wait lists for positions, staff volunteering for improvement projects, and leading national metrics for patient flow. This workshop will highlight effective leadership dyads and building team ownership and pride. **Objectives** • Learn about a model of co-leadership that works • Review a process for change that starts with a vision and ends with results • Know how to do this in your work place based on concrete examples

**F. Navigating change: distributed leadership, collaboration, and complexity** Guy Nasmyth, PhD, Associate Faculty, Royal Roads University, Victoria, British Columbia

This workshop is based on the emerging view that change is a constant and the leadership required to navigate change must itself be continually shifting and changing. A vision of leadership as collaboration and two critical considerations in bringing about systems transformation will ground the workshop’s focus on initiating change and thriving through imposed change. Complexity science, as well as systems theory, inform a new perspective on change itself and accessible points of leverage that bring about positive change. **Objectives** • Explore a new model of distributed leadership informed by systems theory • Learn theories of change through the lens of complexity science and systems theory • Build capacity by experiencing effective collaborative decision-making • Learn two critical considerations in initiating meaningful positive change

**G. Handling the politics of workplace bullying and disruptive behaviour – especially for physician leaders** Valerie Cade, MA, CSP, Workplace Bullying Expert, Speaker, Author, Calgary, Alberta

What can you do when “extending the olive branch” doesn’t seem to work? Handling workplace bullying is actually a 180-degree shift from traditional conflict resolution. You will gain the full awareness and implementation strategies you need to help you, as a physician leader, cope with and stop workplace bullying and disruptive behaviour. You will have restored hope, free from frustration – and you will feel inspired once again. **Objectives** • What approach can Physician Leaders take with a difficult person vs. a bully – how to determine the difference and what to do • Create the target’s empowerment and accountability • Recognize bullying, why it happens, and how to prevent, manage, and stop it

**H. Management essentials: an overview of the role of financial and managerial accounting in the work of the physician executive** Brian E. Cummings, CPA, CA, MD, Staff Pathologist, Department of Laboratory Medicine, Grand River Hospital and Saint Mary’s General Hospital, Kitchener, Ontario

This interactive session will provide an overview of the roles of both financial and managerial accounting for the physician executive, with an introduction to techniques for analyzing historical financial statements. The role of managerial accounting in evaluating and controlling operations, including understanding and predicting cost behaviours and analyzing variances between actual and budgeted results, will be discussed. Brian will review terms, such as fixed and variable costs, contribution margins, sunk costs, and incremental costs, and provide both examples and exercises showing how to use cost and budgeting techniques in real-life decisions. **Objectives** • Contrast financial and managerial/cost accounting and describe scenarios where each may be applicable in the work of a physician executive • Define and use common accounting terms, such as fixed and variable costs, incremental costs, and contribution margin analysis • Apply cost and budgeting techniques in making real-life decisions as a physician executive

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**April 28-29, 2017**

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**Saturday, April 28 – Day 2**

**Workshop session 4 2:00 pm–3:30 pm**

| A. | Professionalism and respect within the profession: demonstrating leadership and creating a safe space for debate **Facilitator:** André Bernard, MD, Assistant Professor, Department of Anesthesia, Pain Management & Perioperative Medicine, Dalhousie University, Halifax, Nova Scotia  
Repeat of morning session |
|---|---|
| B. | Nature vs. nurture: are leaders born or grown? Identifying and supporting the development of talented physicians **Robin Walker, MD**, Integrated Vice President of Medical Affairs and Medical Education, London Health Sciences Centre and St. Joseph’s Health Care, London, Ontario  
Repeat of morning session |
Repeat of morning session |
| D. | Winning body language: how to stand out, win trust, and gain credibility **Mark Bowden**, TRUTHPLANE™ Inc., Toronto, Ontario  
Repeat of morning session |
| E. | Welcome to co-leadership and culture – the way to get things done! **Suzanne Fox, RN**, Executive Director, and **Drew Digney, MD**, Executive Medical Director, Nanaimo, Oceanside, Alberni/Clayoquot Communities, Renal, Emergency and Trauma Services, British Columbia  
Repeat of morning session |
| F. | Navigating change: distributed leadership, collaboration, and complexity **Guy Nasmyth, PhD**, Associate Faculty, Royal Roads University, Victoria, British Columbia  
Repeat of morning session |
| G. | Handling the politics of workplace bullying and disruptive behaviour – especially for physician leaders **Valerie Cade, MA, CSP**, Workplace Bullying Expert, Speaker, Author, Calgary  
Repeat of morning session |
| H. | Management essentials: an overview of the role of financial and managerial accounting in the work of the physician executive **Brian E. Cummings, CPA, CA, MD**, Staff Pathologist, Department of Laboratory Medicine, Grand River Hospital and Saint Mary’s General Hospital, Kitchener, Ontario  
Repeat of morning session |

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**2017 Canadian Conference on Physician Leadership Planning Committee**

**Dr. Lynne Harrigan**, Vice President, Medicine and Integrated Health Services, Nova Scotia Health Authority, Halifax, NS  
**Dr. Johnny Van Aerde**, Health Care System Consultant; Clinical Professor of Pediatrics, University of British Columbia and University of Alberta; Associate Faculty, Leadership Studies, Royal Roads University, Ladysmith, BC  
**Dr. Becky Temple**, Medical Director, Northeast Health, Northern Health Authority, Fort St. John, BC  
**Dr. Pamela Eisener-Parsche**, Director, Physician Consulting Services, CMPA, Ottawa, ON  
**Ms. Lindee David**, CEO, Joule Inc., a Canadian Medical Association Company, Ottawa, ON  
**Ms. Janice Cooney**, Director, Physician Leadership and Development, Joule Inc., a Canadian Medical Association Company, Ottawa, ON  
**Ms. Deborah Scott-Douglas**, Vice President, Professional Services and Leadership, Joule Inc., a Canadian Medical Association Company, Ottawa, ON  
**Dr. Rollie Nichol**, Associate Chief Medical Officer, Alberta Health Services, Calgary, AB  
**Ms. Carol Rochefort**, Executive Director, Canadian Society of Physician Leaders, Ottawa, ON
PLI Strategic thinking for results

This course is open to physicians only. Register early as space is limited to 25 participants

FACULTY TEAM Graham Dickson, PhD • Gaétan Tardif, MD, FRCPC, FCCHL

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. The process to create a strategic plan is presented as a relevant, creative and collaborative leadership endeavour that establishes 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 and your team will present relevant strategic actions to address that issue. In the process, you will help shape a vision for change, determine the root causes of challenges that your organization needs to address and establish desired results. You will explore strategies, such as appreciative inquiry and effective change leadership, to engage key stakeholders in assisting with implementation of your plan. Finally, you’ll learn methods for monitoring the plan’s progress to ensure that it is responding to your organization’s needs. Many individuals have left this program with an ability to use the content to develop robust, high-quality strategic plans for their organizations. So will you.

RETURN ON INVESTMENT • 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-centered 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 • Use systems thinking to balance short-term demands with long-term priorities • Identify how to engage colleagues, staff, and shareholders in implementation • Assess and monitor the impact of the strategic plan on quality of service delivery • Demonstrate political astuteness • Create a strategic and implementation work plan for a strategic project

PLI New Course Physician leadership focus: Put unrelenting distractions in their place

This course is open to physicians only. Register early as space is limited to 40 participants

FACULTY Paul Mohapel, PhD

In an era of unrelenting distractions, demands, and pressures, physician leaders, now more than ever, need to learn to sharpen focus in order to thrive in the complex world of healthcare. Recent research suggests that as leaders move into more senior positions, their attention and social skills suffer. The hectic pace of leading appears to be contributing to greater stress, poorer focus, and reduced productiveness. Moreover, modern technology, such as email, has been shown to be the leading cause of workplace distraction.

Daniel Goleman states in his most recent book Focus: The Hidden Driver of Excellence that “attention is a mental muscle, and can be strengthened with the right practice”. Research shows how high-performers demonstrate higher levels of sustained attention and better manage potential distractions. Specifically, these high performers instill practices—such as mindfulness meditation, focused preparation, recovery
from setbacks, continued attention to learning, and positive emotions and connections—that help them improve habits, add new skills, and sustain excellence.

This course will utilize cutting-edge research with relevant case studies to reveal how the ability to focus distinguishes “stars” from average leaders. The course will assist physician leaders in not only paying attention to what matters to them personally, but also enhancing their attention on building relationships and increasing focus on issues of their complex environment. The course emphasizes a “hands-on”, practical application to establish effective leadership skills that enhance focus and attention, and ultimately performance.

**LEARNING OBJECTIVES**

- Identify how the modern healthcare workplace contributes to distraction and poor performance
- Examine the link between attention, resilience, empathy and relationships building
- Discuss how to cultivate focused awareness and minimize distractions
- Practice mindfulness, reflective practice, and communication techniques to enhance performance

**PLI Leadership for medical women**

This course is open to physicians only. Register early as space is limited to 30 participants

**FACULTY TEAM** Mamta Gautam, MD, MBA, FRCPC, CPDC, CCPE • Monica Olsen, MHRD, BScN, BA

Current research strongly suggests that today’s leader succeeds by creating positive and productive relationships, which includes the ability to make strong connections, share a vision, and inspire others toward a common goal. Women physicians can leverage their natural abilities to exercise their leadership skills in a variety of venues, some of which may be in a male-dominated environment. This workshop provides a rare opportunity for women physicians to slow down, reflect and examine their current or future leadership roles. This course focuses on deepening self-awareness and self-knowledge, identifying and developing individual skills and strengths, and highlighting capabilities necessary to address and successfully meet challenges unique to women leaders in medicine. Each participant will have the insights and tools to create a customized leadership development plan, and identify practical first steps.

**RETURN ON INVESTMENT**

- Explore the leadership direction that resonates most strongly with you
- Leverage your natural strengths to more effectively engage others and address factors that may be limiting your success
- Identify what influences leadership and recognize both internal and external factors affecting the career progression of medical women today
- Learn specific strategies to become more effective as a medical woman leader
- Identify opportunities to drive and support female physician leadership in our current and emerging complex health care system

*Enhance your leadership experience by attending the Canadian Conference on Physician Leadership immediately post course – April 28 and 29th – See you there!*
CSPL Influencer – a VitalSmarts product©

This course is open to both physicians and non-physicians. Register early as space is limited to 40 participants

FACULTY TEAM Johny Van Aerde, MD, MA, PhD, FRCPC

The best leaders know how to get individuals to work together to accomplish goals. Often we struggle to enable our colleagues to complete projects on time and on budget. We do our best to motivate colleagues and health care service providers for needed changes, or to demonstrate more concern for safety and for following procedure. In short, we continually work on ways to exert our influence, but we regularly fall short.

“INFLUENCER® The New Science of Leading Change” - combines compelling videos and extensive class exercises to give you the skills needed to effectively change behaviour. Whether a formal leader or an individual contributor, Influencer can help you drive the change you need.

LEARNING OBJECTIVES • Discover the three keys to influence—What do successful influencers do that separates them from the rest? • Identify Crucial Moments—the moments where enacting the right behaviour will have an enormous effect on results • Study and utilize examples of positive deviance (instances when some people succeed where most others fail) • Learn that persistent problems do not have one root cause, but multiple causes • Harness the power of social pressure by finding strength in numbers • Change the environment to make bad behaviors harder and good behaviours easier • Use the power of space, data, and tools

PLI Conflict management and negotiation

This course is open to physicians only. Register early as space is limited to 40 participants

FACULTY TEAM Scott Comber, BEDS, MBA, MA, PhD • Janice Gross Stein, PhD, FRSC, LLD, MOC, O.Ont

Learn strategies to manage conflict within organizations, including using facilitation and resolution processes. In this course you will learn how to avoid the difficulties that conflict can create for relationships, and how the effective management of conflict can enhance creativity and innovation.

RETURN ON INVESTMENT • Differentiate between types of conflict and conflict management styles • Discuss strategies for recognizing and managing conflict situations. • Practise a model of creative collaboration to address conflict with individuals, teams and organizations • Describe the structures, processes, principles and currencies of effective negotiation. • Develop strategies for managing constituencies and building coalitions • Practise specific negotiation strategies for real situations • Analyze the dynamics and politics of effective negotiation
PLI Developing and leading system improvement

This course is open to physicians only. Register early as space is limited to 30 participants.

**FACULTY TEAM** Katherine Stevenson, BA Honours, BScPT, MSc • Kishore Visvanathan, MD, FRCSC

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 – with a focus on efficiency and access – provides an introduction through lecture, small-group work and hands-on learning, where you have the opportunity to develop a plan for improving an area of your own system.

**RETURN ON INVESTMENT** • Describe the theory and science of QI in health care • Discuss common sources of waste in health care • Apply tools that reveal and explore patterns and processes within your system • Explain and apply the Model for Improvement in health care • Discuss techniques for identifying ideas for improvement or change in health care • Apply course content to a quality improvement agenda in the context of your organization.

CMPA Promoting safe medical care: Medical-legal essentials for physician leaders

**Apr 27, 2017, 8 am - 5:00 pm**

This course is open to both physicians and non-physicians. Register early as space is limited to 40 participants.

**FACULTY** • Guylaine Lefebvre, MD, FRCSC, Director Practice Improvement, CMPA • Steven Bellemare, MD, FRCPC, CPE Senior Physician Advisor Practice Improvement, CMPA • Pam Eisener-Parsche, MD, CCFP(COE), FCFP, CCPE, Director Physician Consulting Services, CMPA • Daniel Boivin, BSc, LLB, Partner, Gowling WLG

Practical advice you can put to good use! Presented by the Canadian Medical Protective Association (CMPA), this interactive full-day workshop allows leaders to develop the right attitudes and gain the knowledge and skills required to establish a workplace culture that promotes and prioritizes safe medical care.

**Shape your practice environment to align with current Canadian medical-legal best practices, by learning:**

• How to reliably establish a fair and just culture in your workplace • How to effectively address poor provider conduct and disruptive behaviour • How to leverage quality improvement legislation to advance the safety of care • How to foster and support disclosure of patient safety incidents and the learning they can trigger

Cont’d
Who should attend?
Hospital CEOs, vice-presidents and board chairs, chiefs of staff, department and program directors, academic program directors, and aspiring physician leaders.

Our full-day workshop consists of two related parts:

1. Workplace accountability to improve clinical care

Building a culture of accountability
Learn the difference between human error, at-risk behaviour and reckless behaviour, and acquire the skills that will help you effectively deal with disruptive behaviour. Understand how to establish a just culture of accountability, improve workplace communications and teamwork, reduce conflict, and improve clinical care.

Managing physician performance
Analysis of CMPA cases shows that leaders face challenges in providing fair process when required to investigate and discipline individual physicians. Learn how to do this and manage physician performance effectively.

2. Patient safety incidents: Effective management strategies

Hindsight is 20/20: Learning from patient safety incidents
Each patient safety incident can teach us a valuable lesson on improving care. Learn how to foster improvement from incidents, bolster psychological safety and engagement of front-line staff, and get clarity on your related reporting obligations.

Building reliable systems to advance the quality of care despite resource constraints
Unwarranted variation in care puts patients at risk. Learn about practical and cost-effective approaches to improve reliability, help reduce variation in your practice, build resilient systems, and mitigate the impact of human error. Learn the essentials of reliability science, and gain tips on how to engage physicians in quality work.

Disclosure of harm
Learning from harm is necessary to improve care. Although challenging, disclosing harmful events to patients and families is crucial in maintaining their trust. Learn how to guide your colleagues in disclosure of harm and medical error, and how to provide an appropriate apology. Get informed about added issues that come with disclosing a patient safety incident that affects multiple patients (e.g. failures in sterilization, breaches in privacy) which often includes undesired attention from the public and media.

Open Forum: What’s on your mind?
What keeps you up at night? We want to know! Send us your medical-legal questions ahead of time for this interactive group discussion at CSPlpreconference@cmpa.org. (Please remember NOT to include details that would identify specific patients, cases or providers.)
REGISTRATION AND CANCELLATION POLICY

REGISTRATION AND CANCELLATION POLICY

HOW TO REGISTER

Registration for the conference and preconference programs must be done ONLINE only at www.physicianleadershipconference.com

Conference cancellation policy

Registration fees, less a $200 administrative charge will be refunded for cancellations received in writing before April 14, 2017. No refund will be offered for cancellations received after that time - no exceptions. Participants who request a cancellation may opt to send a substitute.

Hotel Accommodation

The Canadian Conference on Physician Leadership has negotiated special rates at the Hyatt Regency Vancouver, 655 Burrard Street, Vancouver, BC V6C 2R7


You may book your accommodation online at www.physicianleadershipconference.com

Cancellations can be made up until 4pm 24 hours prior to the day of arrival without penalty. Thereafter, there will be a cancellation fee of one night’s stay. All rates are subject to applicable taxes and service fees.

Terms and conditions

The cut-off date for reservations is April 3, 2017. Thereafter, rooms will be released back to the hotel. Further requests for hotel rooms will be based on availability and the hotel is under no obligation to guarantee the negotiated rate after the cut-off date. All reservations must be guaranteed by a valid credit card.

For more information, contact:
Carol Rochefort at carol@physicianleaders.ca or 613 369-8322

PRE-CONFERENCE COURSES APRIL 26-27

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<thead>
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<th>Course</th>
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<th>Spouse/Companion*</th>
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<td>1-Day CMPA Medical-Legal Essentials for</td>
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GST is calculated at 5%. Meeting is held in Vancouver, British Columbia

*Spouses/companions can attend breakfasts and opening keynotes only on both days
Notes

Pre Conference Courses

Workshop Choices

Day 1

Day 2
What will I gain from attending THIS CONFERENCE?

Face-to-face discussion with colleagues and international experts, participants will have the opportunity to:

• Discuss the role of the physician leader in transformational change
• Acquire communication and presentation tools and techniques that will allow you to connect with colleagues, government officials, health authorities and the media
• Discover a variety of skill sets that will improve your abilities in conflict resolution, building effective healthcare teams, compensation models and physician burnout
• Practice coaching techniques to use immediately and add to your leadership skills
• Identify tangible strategies for managing challenging healthcare situations
• Demonstrate ongoing commitment to physician leadership

Why you should attend!

• To acquire skills to help you achieve your desired results
• Network and learn with and from peers
• Acquire practical skills to help you lead yourself and others
• Get a feel for current and future trends

REGISTER NOW AT www.physicianleadershipconference.com

For more information contact:
Carol Rochefort
Email: carol@physicianleaders.ca
Phone: 613 369-8322