



A CMA Company
Société de l'AMC

Physician Leadership Institute (PLI) In-house courses (Québec)

Give your health care team the tools they need to
take control in this time of change.



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Core Courses*

Starred courses (*) are the core courses that have been identified as essential training for physicians interested in or engaged in a position of leadership. All of these courses are offered in French. To view courses offered in English, please refer to the Physician Leadership Institute (PLI) [course catalogue](#).

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LEADS framework
domains

Être son propre leader

Engager les autres

Atteindre des résultats

Développer des coalitions

Transformer les systèmes

Inquire with our team
pli@cma.ca

Leadership begins with self-awareness

To lead others, you must first know yourself.

Self-awareness is having a strong sense of self, and knowing what your strengths and weaknesses are. This course promotes greater self-awareness as you learn to examine your values, principles, thinking patterns, assumptions and emotional skills, as well as addressing your strengths and limitations.

This course uses a variety of tools and techniques to help you develop the self awareness you need to be an effective leader.

Learning Objectives

- Lead effectively from a foundation of improved self-mastery
- Define the foundations of your leadership: your personal values, principles, strengths, and areas for improvement
- Examine the effect of emotional intelligence on your leadership style
- Recognize the influence of your personality traits on your communications with others and the effectiveness of your leadership
- Leverage your strengths and manage your limitations in your role as a physician leader
- Create an action plan for continuing professional development that includes setting personal goals for more effective leadership in complex and demanding situations

Engaging others

Develop a passionate and committed workforce.

The ability to engage people — to make them care deeply about their work, commit to your organization's goals and work together to achieve them — is crucial to your success as a leader. But it's not easy, particularly in highly complex health care workplaces, where you need to reach people across many organizational levels, functions and cultures.

This core* course addresses what it means to be engaged, and how to engage people by tapping into their individual potential. By focusing on core skills and practical tools, it will show you how to engage people in your organization and beyond. It takes a pragmatic approach, which may be particularly useful when you need cooperation from people outside your usual sphere of influence.

Learning Objectives

- Influence personal relationships
- Target critical elements for leadership in a stimulating work environment
- Adopt a strengths based approach
- Recognize the underlying principles behind effective motivation
- Stock your toolbox with best practices for building confidence
- Develop a learning mindset through dialogue and feedback
- Develop recognition and feedback mechanisms
- Lead others in situations where you do not have formal authority
- Motivate others and empower them to act
- Use mentoring to create engagement
- Encourage the development of highly successful teams

Dollars and sense

Navigate the tangled web of health care and economics.

Today's health care system deals with a constant struggle between cost and care — and physicians are increasingly the ones striving to balance the two. If you find yourself wondering how much health care is enough and where to land between doing more and staying cost effective, this is the course for you. We'll help you tackle health care's fundamental economic dilemmas head on.

You'll learn how to interpret financial statements, identify high-performing hospitals and determine the real costs of choosing among care alternatives. By looking at how costs behave (or don't), you'll be able to calculate a contribution margin, understand the concept of breaking even, and determine the optimal action when demands for resources exceed availability — as they so often do. Real-life examples will test your ability to make decisions based on sound economic and accounting principles. This core* course involves hands-on work with financial spreadsheets; participants should bring a laptop with Excel installed.

Learning Objectives

- Recognize the stakeholders involved, their respective dynamics, and the inherent tensions that significantly affect investments and priorities in the health care system
- Describe how funding works at different levels, and how it is allocated
- Interpret funding gaps between programs, institutions, and regions
- Discuss the integrating elements of a frame of reference for recognizing health care institution performance: conceptualizing performance based on what the service offers (access, safety, relevance, and productivity), relevant and evidence-based information management, and improved population health
- Analyze the evidence of health care system performance as it relates to the quality and quantity of resources
- Evaluate the effect of medical leadership on performance improvement
- Act as a facilitator for decision making with respect to growing health care needs and limited available resources

Conflict management and negotiation

Rise above the chaos.

The stresses and pressures of today's demanding medical workplaces can lead to conflicts at multiple levels. This core* course will teach you tactics and strategies for managing those conflicts when they arise, through approaches such as guiding processes to reach a solution or actively resolving disagreements.

Learning Objectives

- Manage conflicts creatively and constructively
- Use tools to encourage collaboration and consensus
- Proactively monitor situations to catch potential conflicts and manage early warning signs
- Negotiate agreements to build and strengthen interpersonal relationships
- Determine the repercussions of organizational cultures
- Communicate effectively in situations concerning interpersonal and interorganizational relationships
- Improve your political savviness and mobilize support for achieving your objectives

Leading change

Master the art and science of leading change.

Change is relentless in health care and physicians are its natural leaders. This core* course will help you master the art and science of leading change, by teaching you how to develop strategies for motivating, implementing and sustaining it. You'll gain a real understanding of your leadership style, the art and science of change, and what it takes to successfully lead it. You'll learn how to overcome opposition to change — both internal and external — and how to put change management theory into practice.

The course structure includes discussion of real issues facing your health care organization and time to practise techniques in team exercises. Topics covered include creating a resilient work environment, anticipating and learning from failure, dealing with the impact of change and building a shared vision and commitment to act.

Learning Objectives

- Identify the importance of change management for a management role and, more specifically, in a health care network
- Identify the stages of a change management process, along with the pitfalls to avoid and factors for success
- Determine the key actors involved in change management
- Recognize the role of change agents and their primary mechanisms for facilitating change
- Evaluate reactions to change and identify appropriate strategies

Introduction to Practice Management for Physician Managers

Physician managers play an extremely important strategic and tactical role in an institution's organization and delivery of health care services. They navigate a complex environment filled with both challenges and opportunities. This training will introduce physician managers to the elements of their network and to the issues (structural, financial, legal, etc.) that make up their work environment, all in order to help them fully take on the role and the responsibilities entrusted to them.

Learning Objectives

- Exercise managerial authority more effectively
- Increase independence as managers through a better understanding of how your organization functions
- Clarify the roles and responsibilities of different management positions in your organization
- Identify winning conditions for an effective medical-administrative partnership
- Improve your ability to easily identify the relevant laws and regulations in situations where management must step in

Crucial Conversations® - a Vital Smarts® Product

Manage difficult conversations and achieve desired outcomes

Whether you're leading an organization or championing an issue, when the stakes are high, different opinions and strong emotions can derail your efforts to achieve the best outcome. Crucial Conversations® is a VitalSmarts® course that focuses on using candid and respectful communication to work successfully with others. Crucial conversations will help you develop the skills you need to manage conversations so that all perspectives are heard, relationships are enhanced and hidden issues come to the surface as you achieve the results you're looking for.

Learning Objectives

- Acquire the specialized skills to engage others in addressing challenging issues while retaining or enhancing the relationship
- Understand when a conversation or issue becomes critical, and learn how to stay a part of the conversation in order to move towards a solution or intervention
- Identify the challenges facing physician leaders in the health care system and acquire practical tools for dealing with them

This course is available in English and French.

Crucial Accountability© - a Vital Smarts© Product

Identify performance gaps, and hold yourself—and others—accountable

Crucial Accountability© is a follow up to our Crucial Conversations© course, which teaches leaders how to manage conversations candidly and respectfully so all perspectives are heard and strong opinions and emotions don't derail efforts to achieve good outcomes. Crucial Accountability© builds on those principles by teaching skills to help you and the people you work with hold each other accountable. You'll learn to identify performance gaps such as broken promises and bad behaviour for which people must be held accountable, and be shown ways to close those gaps, motivate improved performance and resolve issues.

Please note that our Crucial Conversations© course is a pre-requisite. If it's been more than 24 months since you took it, you are strongly encouraged to review those materials before attending.

Learning objectives

- Learn how to hold one another accountable
- Identify the gap between expected and actual performance
- Diagnose and close the gap between expected and actual performance

This course is available in English and French.