Advanced Executive Leadership for Physicians

Cornell Executive Education Extension Office
45 West 57th Street / New York City

2017 PROGRAM DATES

MAY 8-10
JUNE 5-7
As hospitals and health systems seek to achieve transformational change, physicians are met with unique challenges as well as opportunities. Propelled by the emergence of Accountable Care Organizations, global budgets, bundled payments, and other payment reform initiatives, a point of consensus has emerged—the need for physician leadership at all levels within the organization.

Physician leaders are finding that they need new skills to engage in the complex questions of clinical integration, performance metrics, quality, safety, business measures, and population health. In addition to the standard physician core competencies, physicians need to develop skills in newer areas such as systems theory and analyses, use of information technology, and expanded knowledge of the continuum of care.

Concurrent with this technical knowledge, excellence in leadership can only be achieved with a high level of self-awareness and a broadened set of tools focused on interpersonal communication, conflict management, and relationship management.

The Healthcare Association of New York State (HANYS) and the Samuel Curtis Johnson Graduate School of Management at Cornell University continue their successful educational collaboration by offering physicians education and training in the skill sets needed to succeed as a physician leader in this rapidly changing environment.

The intensive Advanced Executive Leadership for Physicians Cornell certificate program is an effective and efficient way to support the career development of physician leaders, with valuable peer interaction and defined learning outcomes. Advanced Executive Leadership for Physicians offers physicians training to elevate their executive leadership skills and acquire the competency to lead. Conveying these skills and techniques, combined with the use of assessment tools for long-term development, differentiates Advanced Executive Leadership for Physicians from other physician leadership training programs.

Program Objectives

- Provide a conceptual framework of the leadership requirements, skills, and capabilities that advanced physician leaders need.
- Identify individual strengths using group exercises, simulations, and self-assessment tools to define selective opportunities for personal leadership development.
- Learn more about the opportunity, complexity, and methods of managing physicians.
- Utilize data and analytics to solve problems and communicate proposed solutions effectively.
- Enhance value to institutions, groups, and colleagues through critical thinking skills.
- Explore leadership and persuasion as an effective means to influence and create change.
May 8-10, 2017 / AGENDA

MONDAY, MAY 8, 2017

9 – 9:30 a.m.
WELCOME BREAKFAST AND INTRODUCTIONS

9:30 – 10:30 a.m.
Attaining Competency to Influence the Healthcare Landscape: Policy, Payment, Politics, and Population Health

10:45 a.m. – 12:30 p.m.
Defining the Personal Requirements for the Physician Leader of the Future

12:30 – 1:30 p.m.
LUNCH

1:30 – 4 p.m.
The Challenges of Leadership: Leveraging Your Strengths, Managing Your Weaknesses

4 – 4:30 p.m.
Building Your Leadership Narrative — The Power of Authentic Leadership

Attaining Competency to Influence the Healthcare Landscape: Policy, Payment, Politics, and Population Health

This opening session offers a conceptual framework of physician leadership and perspective on the key concepts and capabilities that will be required of the advanced physician leader. Competence is not the equivalent of leadership. Physician leadership requires a unique structure of competency, one that progresses from understanding to attaining the influence to change. This session will explore the technical, interpersonal, and conceptual elements of mastering the skills to achieve competency. The session discussion then turns to the changing environment of healthcare. The political landscape and emerging policies on both the federal and state level have significant implications on healthcare providers and how healthcare will be delivered. This session will look at the complex challenges and opportunities facing physician leaders.

Defining the Personal Requirements for the Physician Leader of the Future

Physicians hold a unique place in society, part independent artisan with specialized skills that are highly valued and uniquely priced, and part member in a complex delivery system. This delivery system is dependent upon the skills and judgment of physicians; in turn, physicians are increasingly dependent upon the organizations in the delivery system for the capabilities to provide care and meet new demands of value-based performance. The personalized nature of patient care, the historical autonomy afforded physicians, and the economic pressure of the changing system lead to a need to recognize some of the unique skills required to lead physicians. In this session we will generate a picture of the “Physician of the Future” and what it means to be an effective leader in today’s healthcare environment.

The Challenges of Leadership: Leveraging Your Strengths, Managing Your Weaknesses

People who use their strengths are likely to be more engaged, more motivated and committed, and more productive. In short, leaders who identify their own personal edge and focus on their strengths are more likely to reach their highest potential. This session will focus on personal growth and change using the Strengthsfinder® self-assessment. Faculty will supplement debrief of the instrument with case examples and leadership exercises.

Building Your Leadership Narrative — The Power of Authentic Leadership

Recognizing one’s strengths is only the first step. Developing a systematic plan to use them effectively is just as important. Authentic leaders conceptualize this sort of plan as a narrative. In this session, faculty will introduce the power of authentic leadership and how to develop a new narrative to put an individual’s strengths to work in the healthcare environment.
Critical Thinking, Influence, and Persuasion

Succeeding in any leadership role requires you to think critically and make quality decisions with and on behalf of organizational stakeholders, even in the face of challenges such as imperfect/incomplete information, changing and unforeseen circumstances, and, of course, human nature in all of its complexity and unpredictability. In this advanced session, the focus will be on how to construct a persuasive argument and how to approach business problems systematically and thoroughly, producing a problem solution that is well-reasoned, likely to be well-received by ultimate decision makers, and able to be implemented with success. You will be introduced to, and then practice using analytical frameworks that you can apply to any leadership challenge or opportunity—regardless of industry, company, or job function—in order to solve problems and communicate your proposed solutions effectively. We will conclude with a session on how to increase your overall level of persuasiveness so that when you pitch your well-reasoned solution, you are more likely to get a “yes.”

Managing Physician Performance

The transformative changes in healthcare have altered the roles of physicians by requiring closer relationships between the clinical and business sides of organizations. Declining revenue assumptions for organizations and physicians have provided impetus for closer cooperation, and the influence of measurement and data has moved the field toward evidence-based decision-making. Value-based payments are predicated upon reliable data, which in turn requires capital for investment in information systems. In these contexts, the role of the physician still remains critical as the primary control of spending decisions in the system, a role that increasingly is under scrutiny. This session will explore the effective incorporation of physicians into a sustainable management structure that requires sophisticated thinking, understanding the complexity of patient care, and the use of behavioral economics.

Understanding Financial Concepts and Reports in an Era of Value-Based Purchasing and Risk

As value-based payment strategies seek to supplant traditional fee-for-service payment, traditional volume-based parameters of success are replaced by newer financial analytics, outcome measures, and variable degrees of risk for health systems and physicians. Exploration of a hierarchy of risk-based payment models provides a curriculum on this change and frames the skill set required for physician leaders in these discussions. Increasing familiarity with data analytics will be a requirement for effective management. While mastery of these issues will have major financial implications for organizations, financial statements remain the most visible and widely used means of assessing a company’s performance. This session will explore the use of financial statements to calculate financial and operating ratios, and how to use these metrics to assess how well the hospital is performing.

Advanced Executive Leadership for Physicians is an excellent course for both early career and seasoned physician leaders. It provides a great opportunity to build leadership skills.

Sandy Sulik, M.D.
Vice President,
Medical Affairs
St. Joseph’s Hospital
Health System
June 5, 2017 / AGENDA

MONDAY, JUNE 5, 2017

9 - 9:30 a.m.
WELCOME BREAKFAST AND INTRODUCTIONS

9:30 a.m. - Noon
Leadership Presence and Effective Communication (Part 1)

Noon - 1 p.m.
LUNCH

1 - 4:30 p.m.
Leadership Presence and Effective Communication (Part 2)

TUESDAY, JUNE 6, 2017

8:30 a.m. - Noon
Decision-Making Under Uncertainty

Noon - 1 p.m.
LUNCH

1 - 4:30 p.m.
The Power of Collaborative Leadership

WEDNESDAY, JUNE 7, 2017

8 - 11:30 a.m.
Building your Authentic Leadership Legacy

11:30 a.m. - Noon
WRAP-UP AND DEPARTURE

Leadership Presence and Effective Communication

Individuals with leadership presence convey an authoritative, decisive stance with confidence and credibility. It is a combination of several factors—part communication style, part appearance, and part “gravitas.” In this two-part session, faculty will use videos, cases, and live feedback to explore this important factor of leadership, and allow participants to receive feedback on their own personal leadership presence.

Decision-Making Under Uncertainty

Physicians make critical decisions on a regular basis. Many are subject to intense time pressure and lack of complete information—or the presence of conflicting information. Team settings can exacerbate these issues, as team members can disagree about a course of action and have differing work styles, interests, or value systems. We will explore how different leadership and collaborative approaches can affect performance in situations characterized by time pressure, limited and asymmetric information, and the potential for cognitive biases.

The Power of Collaborative Leadership

What is the responsibility of a leader in a knowledge-based organization? This session will focus on uncovering issues that are critical to leading collaborative teams in healthcare organizations today: How to lead and coordinate across diverse cross-functional knowledge areas, and the challenges of motivating technical experts and creating a culture of open communication and candor.

Building Your Authentic Leadership Legacy

A goal for the end of this program is for you to bring into focus the set of core values, principles, and strengths that make up how you thrive as a leader. Authentic leaders exemplify purpose, trust, and self-awareness. Being an authentic leader isn’t easy, and it doesn’t happen overnight. We will focus on what it means to be an authentic, value-driven leader by highlighting the inconsistencies between your core values and your current commitments, and provide a starting point for shifting your commitments toward your authentic self.

Karen Abrashkin, M.D.
Physician / Northwell Health
MICHIELLE M. DUGUID, PH.D.
Visiting Associate Professor of Management and Organizations
Samuel Curtis Johnson Graduate School of Management, Cornell University

Professor Duguid engages in two broad, overlapping streams of research. Her primary area of research investigates social status, power, politics, influence, and diversity in organizations. Specifically, her research examines the effect of social status, power, and inter- and intra-group relations on perceptions and interactions. Professor Duguid also conducts research that examines individual and group processes that affect creativity and the quality of decision-making. She serves on the editorial board of Organization Science and the Academy Management Journal. Professor Duguid’s research has been published in academic journals including Administrative Science Quarterly, The Journal of Applied Psychology, Organizational Behavior and Human Decision Processes, Organization Science, and Psychological Science. Her research has also been cited in media outlets such as Forbes, The New Yorker, Fast Company, NPR, The New York Times, and the Economist. She received her Master of Science and Doctorate degrees in Organizational Behavior from Cornell University.

THEOMARY KARAMANIS, PH.D.
Senior Lecturer of Management Communication
Samuel Curtis Johnson Graduate School of Management, Cornell University

Professor Karamanis specializes in management, strategic, risk and crisis, and health communications. Dr. Karamanis has 18 years of global experience both in business and academia, having worked in the United States, Europe, Caribbean, Middle East, and Canada. She has been actively engaged in government, private, and non-profit fields of expertise, including corporate communication, consulting, higher education administration and teaching, executive training, media, and research. In 2007 she co-founded AKADREM, Inc., a U.S.-based boutique consulting firm with international clientele stemming mainly from the finance and engineering industries; she served as the company’s president and managing partner until 2014. She is the recipient of numerous professional marketing and communication awards, including a Comm Prix Award, five Gold Quill awards, five Platinum MarCom Awards, and three Silver Quills. Her superior academic performance has also been recognized by the Teaching Excellence Award of the Accreditation Council of Business Schools and Programs, a global accreditation organization. She is the author of numerous papers on communication, teaching, and learning, and she regularly delivers presentations at international conferences and other business forums. Her academic background includes a Ph.D. in Communication Studies from Northwestern University, a Master of Arts degree in Mass Communication, and a Post-Graduate Certificate in Telecommunications from the same university; and a Bachelor’s degree in Economics from the Athens University of Economics and Business (Athens, Greece). She also holds professional certifications as an adult trainer, online facilitator, and professional program instructor.

Advanced Executive Leadership for Physicians helped me recognize my true leadership skills and what to do to realize my potential.
Joseph T. Cooke, M.D.
Chairman of Medicine / NewYork-Presbyterian/Queens
ELIZABETH (BETA) MANNIX, PH.D.
Associate Dean for Executive MBA
Ann Whitney Olin Professor of Management
Professor of Management and Organizations
The Johnson School, Cornell University

Elizabeth Mannix’s research and teaching interests include influence, power and executive presence, diversity and women in leadership, strategic negotiation, high performance teams, and organizational change and renewal. Professor Mannix’s work has been published in such journals as Administrative Science Quarterly, Psychological Science in the Public Interest, Organizational Behavior and Human Decision Processes, Journal of Experimental Social Psychology, Journal of Personality and Social Psychology, Journal of Applied Psychology, and Academy of Management Journal. She is the co-editor of the 15-volume book series, Research on Managing Groups and Teams. Her work has been recognized by awards from organizations such as the Academy of Management, Small Group Research, and the International Association for Conflict Management. At Cornell University, she was the Director of the Institute for the Social Sciences from 2005 to 2008, established to promote interdisciplinary research and to increase the university’s prominence in the social sciences. Professor Mannix is also the recipient of the Johnson School’s inaugural EMBA Globe teaching award and the Faculty Research Award. She is a Fellow of the American Psychological Society, Society for Organizational Behavior, and The Academy of Management. Professor Mannix teaches and consults with firms and professional societies around the world.

RISA M. MISH
Professor of Practice of Management
Samuel Curtis Johnson Graduate School of Management, Cornell University

Risa Mish teaches courses in team leadership and critical and strategic thinking, in addition to serving as Faculty Director of the Johnson Leadership Fellows program. At Johnson, she has been the winner of the Apple Teaching Award, Stephen Russell Family Teaching Award, and Globe Award for Teaching Excellence. Ms. Mish also runs a management consulting and training practice, providing strategic advice and training to senior executives and human resources teams on a wide range of human capital issues, including effective team leadership; leading organizational culture change; critical thinking and problem solving; persuasion and influence; employee recruitment, motivation, and retention; employee assessment, coaching, and performance management; resolving employee and team conflicts; and minimizing employment litigation risk. Before returning to Cornell, Ms. Mish was a partner in the New York City law firm of Collazo Carling & Mish LLP, where she represented management clients on a wide range of labor and employment law matters. Prior to that, she was a labor and employment law associate with Simpson Thacher & Bartlett in New York City, where she represented Fortune 500 clients in the financial services, consumer products, and manufacturing industries. She is admitted to practice before the U.S. Supreme Court and state and federal courts in New York and Massachusetts. Ms. Mish earned her undergraduate degree from Cornell University and a Juris Doctor degree from Cornell Law School.

Advanced Executive Leadership for Physicians gave me in depth skills that I can apply when delivering oral presentations, in my leadership presence, as well as in tasks such as speaking up at physicians’ meetings, and managing an office. It also gave me more confidence that these skills can be learned, rehearsed, and perfected.

Brenda Schlaen, M.D.
Physician / United Health Services
SEAN NICHOLSON, PH.D.
Professor and Director, Sloan Program
College of Human Ecology, Cornell University

Sean Nicholson is a professor in the Department of Policy Analysis and Management (PAM) at Cornell University and a Research Associate at the National Bureau of Economic Research. He is currently conducting research in three areas: the value of new medical technology, the extent and benefits of physician specialization, and the causes and consequences of geographical variation in medical spending. Before joining the PAM Department in 2004, Dr. Nicholson was a faculty member in the Health Care Systems Department at The Wharton School of the University of Pennsylvania. He worked for four years as a management consultant and taught high school for two years before enrolling in graduate school. He received his undergraduate degree from Dartmouth College in 1986 and a Ph.D. in economics from the University of Wisconsin-Madison in 1997.

KELLY PRICE
Vice President and Chief of Healthcare Data Analytics
DataGen

Kelly Price has been working in healthcare finance for two decades, starting with the New York State Department of Health, where she developed managed care rates for the Medicaid program. For the last 18 years, Ms. Price has helped members of HANYS understand changes in Medicare’s reimbursement systems. As Vice President and Chief of Healthcare Data Analytics of DataGen, a subsidiary of HANYS, she works with hospital associations in 47 states and eight multi-state systems on Medicare and Medicaid reimbursement issues. In addition, DataGen provides decision support and education to hospitals and health systems across the country as they prepare for health reform payment strategies, including shared savings and readmissions. The DataGen Group is currently providing data analytic support nationwide to awardees of the CMMI Bundled Payments for Care Improvement Demonstration, including the Association of American Medical Colleges-convened group and the national nursing facility provider, Genesis HealthCare; participants in the mandatory Comprehensive Care for Joint Replacement program; and awardees under the new Oncology Care Model. Ms. Price received her Bachelor of Arts degree at the State University of New York and a Master of Science degree from Rensselaer Polytechnic Institute.
WILLIAM F. STRECK, M.D.
Chief Medical and Health Systems Innovation Officer
Healthcare Association of New York State

Through leadership, outreach, and research initiatives, Dr. Streck works with HANYS’ members to facilitate transitions in meeting key healthcare delivery reform imperatives. Dr. Streck works with HANYS’ member hospitals and health systems with a focus on emerging models of care, population health initiatives, risk management strategies, and physician relationships. In addition, he works with HANYS’ businesses to evaluate, develop, and execute new data-driven products and services that guide members’ efforts to execute population health initiatives and risk management strategies. Before joining HANYS in December 2014, Dr. Streck was one of the longest serving health system executives in New York State and the country, having retired in July 2014 after 30 years as President and Chief Executive Officer of Bassett Healthcare Network in Cooperstown. Under Dr. Streck’s leadership, Bassett grew from an employed physician group of 70 physicians at a single hospital to its current regional network and programs as a vertically integrated healthcare system with academic, teaching, and research missions. He served five New York State governors on advisory boards, key Department of Health committees, and state policy groups. In addition, Dr. Streck has served on various professional and policy groups at the state and national levels. Dr. Streck received his Bachelor of Science degree in Psychology from Oklahoma State University and his medical degree from the University of Missouri. He began his medical career at Strong Memorial Hospital in Rochester, New York.

The HANYS/Cornell Advanced Executive Leadership for Physicians provided great insight into upcoming healthcare changes and key issues facing physician leaders, including compensation and provider interaction issues. The course also incorporated succinct take-home points with regard to presentation, thought process, and style that can be utilized when interacting with peers and superiors. The course was well-run and should be considered by any provider who is seeking or finds him/herself in a leadership role.

Nicholas Hellenthal, M.D., F.A.C.S.
Chief of Surgery / Bassett Medical Center
PROGRAM DATES AND LOCATION

**Opening Session:** May 8-10 / **Closing Session:** June 5-7  
Cornell Executive Education Extension Office  
45 West 57th Street, New York City

TUITION

Tuition is $5,500 per person, and includes course work, materials, and most meals. Physicians who have attended *The Academy for Healthcare Leadership Advancement* are offered an individual alumni rate of $4,500 per person. Transportation and overnight accommodations are the responsibility of the participant.

PAYMENT AND REGISTRATION

Reservations to attend *Advanced Executive Leadership for Physicians* requires a non-refundable payment of $5,500, or $4,500 for individual alumni of *The Academy for Healthcare Leadership Advancement*. **Alumni should enter code AELP2017 at the time of registration to receive the alumni rate.**

To register for *The Advanced Executive Leadership for Physicians*, go to www.hanys.org/physician-leadership.

CANCELLATION POLICY: Reservations cancelled prior to April 10, 2017 will be refunded 50% of the tuition.

HOTEL ACCOMMODATIONS

A block of rooms has been set aside at the Courtyard Marriott New York Manhattan/ Midtown East, 866 3rd Avenue, New York, NY 10022.

<table>
<thead>
<tr>
<th>Nightly rate</th>
<th>MAY 7-9</th>
<th>JUNE 4-6</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$299</td>
<td>$329</td>
</tr>
</tbody>
</table>

Reservation deadline:  
- May 8, 2017  
- May 8, 2017

Contact Mesa R. Mayton, Program Manager of Cornell Executive Education, Samuel Curtis Johnson Graduate School of Management by telephone at (607) 255-6715 or by email at mrm47@cornell.edu.

For additional information on the amenities offered at the Courtyard Marriott, please visit the hotel website at www.marriott.com/hotels/travel/nycme-courtyard-new-york-manhattan-midtown-east.

Any physician who is in or is considering a leadership role will be better positioned for success as a result of attending *Advanced Executive Leadership for Physicians*. The knowledge and skills acquired and the networking and group interactions are invaluable and well-packaged to be easily accessible.

*Frederick Goldberg, M.D.*
Vice President, Medical Affairs / Chief Medical Officer  
Nathan Littauer Hospital
CONTINUING EDUCATION

Accreditation Council on Continuing Medical Education (ACCME)

The program will be submitted for Continuing Medical Education Category 1 credits.

American College of Healthcare Executives (ACHE)

The Healthcare Educational and Research Fund (HERF) is authorized to award 32.75 hours of pre-approved ACHE Qualified Education credit (non-ACHE) for this program toward advancement or recertification in the American College of Healthcare Executives. Participants in this program wishing to have the continuing education hours applied toward ACHE Qualified Education credit should indicate their attendance when submitting application to the American College of Healthcare Executives for advancement or recertification.

The Healthcare Association of New York State (HANYS) is the only statewide hospital and continuing care association in New York State, representing 500 non-profit and public hospitals, health systems, nursing homes, home care agencies, and other healthcare organizations.

The Samuel Curtis Johnson Graduate School of Management at Cornell University

Founded in 1946, Johnson is consistently ranked as one of the nation’s top graduate schools of business. Johnson builds upon Cornell’s depth and breadth of distinguished research and teaching, and its vast, worldwide network of alumni, faculty, and colleagues. Johnson’s Executive Education is a member of the International University Consortium for Executive Education (UNICON). UNICON is an organization of business schools worldwide sharing a commitment to management and executive education and development.

**Advanced Executive Leadership for Physicians** will provide you with the skills and insight to make you a more effective leader. Both you and your organization will benefit from the improvement in leadership skills that you will develop.

**Marshall Reminick, M.D.**
Chairman, Department of Medicine
Wyckoff Heights Medical Center
QUESTIONS ABOUT THE PROGRAM AND REGISTRATION?

Contact Cathy Oxentine, Office Manager, HANYS Solutions, at (800) 388-9821.