

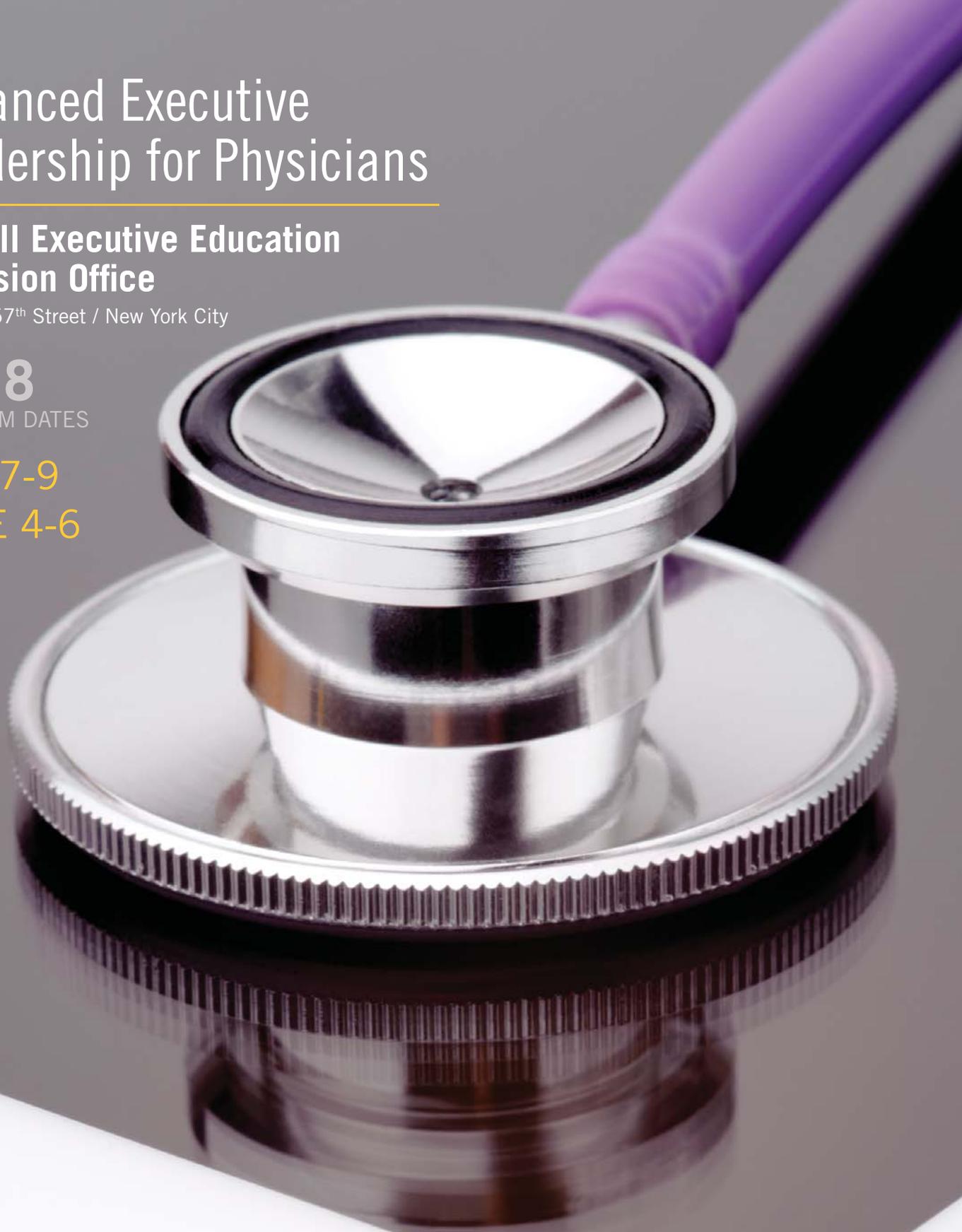
Advanced Executive Leadership for Physicians

Cornell Executive Education Extension Office

45 West 57th Street / New York City

2018
PROGRAM DATES

MAY 7-9
JUNE 4-6



Johnson
Cornell
Business

This educational activity is jointly provided by AXIS Medical Education
and Healthcare Association of New York State.

The transformation of healthcare delivery systems presents unique challenges for physicians, as well as new 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 to develop 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 doctors 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 advanced leadership requirements, skills, and capabilities that physician leaders need.
- ✓ Identify individual strengths using group exercises, simulations, and self-assessment tools to define opportunities for personal leadership development.
- ✓ Discuss the opportunity, complexity, and methods of managing physicians.
- ✓ Use data and analytics to solve problems and communicate proposed solutions effectively.
- ✓ Outline strategies to enhance value to institutions, groups, and colleagues through critical thinking skills.
- ✓ Explore leadership and persuasion as an effective means to influence and create change.

Advanced Executive Leadership for Physicians

MAY 7-9 / JUNE 4-6 / New York City

OPENING SESSION

May 7-9, 2018 / AGENDA

MONDAY, MAY 7, 2018

9 – 9:30 a.m.

WELCOME BREAKFAST
AND INTRODUCTIONS

9:30 – 10:30 a.m.

The Healthcare Landscape: Expectations
Upended and Assumptions Challenged

10:45 a.m. – 12:30 p.m.

Defining the Challenges for the
Physician Leader of the Future

12:30 – 1:30 p.m.

LUNCH

1:30 – 2:30 p.m.

Politics and Pragmatism:
A Panel Discussion with
Dr. Streck and Dr. Lancey

2:45 – 4:30 p.m.

The Challenges of Leadership:
Leveraging Your Strengths,
Managing Your Weaknesses (Part 1)

4:30 – 5 p.m.

Building Your Leadership Narrative—
The Power of Authentic Leadership

5 p.m.

Reception and Dinner

The Healthcare Landscape: Expectations Upended
and Assumptions Challenged

The changed political landscape and emerging policies on both the federal and state level have significant implications for healthcare providers and care delivery. The basic conundrum in healthcare policy in the United States revolves around the word “cost.” On the payer side, constrained governmental budgets create pressure to reduce healthcare expenses while employers, burdened by double-digit increases in health costs, search for lower health insurance premiums. Consumers are experiencing premium increases and out-of-pocket expenses that are rising faster than wages and are looking for ways to reduce personal healthcare costs. Physicians and other providers, which depend on these payer expenditures as revenue, find themselves confronted with their own internal dilemmas. This opening session will frame these issues while looking at the current strategies in play for physicians, hospitals, and health systems.

Defining the Personal Requirements for the Physician Leader of the Future

The practice of medicine has evolved dramatically over the past two decades. New models of care delivery, a shift toward algorithmic bases for physician reimbursement, and an ever-increasing regulatory apparatus have changed the professional landscape for physicians in the United States. Physician leaders need to be able to navigate these complex environs while simultaneously mastering interpersonal strategies to advance superb patient care and meet organizational imperatives. This session will examine the leadership skills that facilitate high performance in physician groups and the driving forces that are imperiling the physician workforce and increasing burnout rates in the profession.

Politics and Pragmatism: Panel Discussion with Dr. Streck and Dr. Lancey

This session will give you the opportunity to discuss what you have learned from the two opening sessions, which sketched the political landscape and the challenges facing physicians who aspire to lead. The interactive format is designed to ensure that key ideas and questions within the group emerge so they can be incorporated in the subsequent sessions of the program.

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

People who lead from a position of strength are more engaged, motivated, committed, and productive. In short, leaders who identify and capitalize upon their own personal edge are more likely to reach their highest potential. This session will focus on personal growth and change using the Strengthsfinder® self-assessment. Faculty will offer a supplemental debrief of the instrument with case examples and leadership exercises.

Building your Leadership Narrative—The Power of Authentic Leadership

Recognizing your strengths is only the first step; you also need to develop a systematic plan to use them effectively. Authentic leaders conceptualize this sort of plan as a narrative. In this session, faculty will introduce the power of value-based, authentic leadership and how to develop a personal narrative to put your strengths to work in the healthcare environment.

OPENING SESSION (Cont.)

May 7-9, 2018 / AGENDA

TUESDAY, MAY 8, 2018

8:30 a.m. - Noon

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

Noon - 1 p.m.

LUNCH

1 - 2:30 p.m.

Optimizing Physician Performance

2:45 - 4:30 p.m.

The Challenges of Leadership: Leveraging Your Strengths, Managing Your Weaknesses (Part 2)

WEDNESDAY, MAY 9, 2018

8:30 a.m. - Noon

Critical Thinking, Influence, and Persuasion

Noon - 12:15 p.m.

WRAP-UP, NEXT STEPS, AND DEPARTURE

“This course was by far the best leadership and CME course I have ever taken in the 20 years I have been a physician.”

David Serra, M.D.
Associate Medical
Director, Catholic
Health System

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

As value-based payment strategies supplant traditional fee-for-service payment, traditional volume-based parameters of success are replaced by new financial analytics, outcome measures, and variable degrees of risk for health systems and physicians. This session will explore the skill sets physician leaders need to successfully navigate emerging risk-based payment models. 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.

Optimizing Physician Performance

Physicians hold a unique place in society, part independent artisan with specialized skills that are highly valued and uniquely priced, and part member of a complex delivery system. The healthcare delivery system depends on the skills and judgment of physicians; in turn, physicians are increasingly dependent upon the organizations in the delivery system to provide care. Physicians are confronted with new performance demands, increased clerical burdens largely related to electronic medical records, increased productivity requirements/expectations, complex reimbursement models, erosion of professionalism, excessive metrics and work hours, new forms of competition, expanding regulatory requirements, and changing consumer expectations. To be effective leaders, physicians need to understand the implications of this evolving patient-physician-organization interaction. This session will look at physicians' priorities, the role of compensation, and the key strategies for effective leadership.

Critical Thinking, Influence, and Persuasion

Succeeding in any leadership role requires you to think critically and make good decisions 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 a business problem systematically and thoroughly, producing a 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—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 likelier to get a “yes.”

CLOSING SESSION

June 4-6, 2018 / AGENDA

MONDAY, JUNE 4, 2018

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 5, 2018

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 6, 2018

8 - 11:30 a.m.

Enacting Your Authentic Leadership Narrative

11:30 a.m. - Noon

WRAP-UP AND DEPARTURE

Leadership Presence and Effective Communication

People 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. You will also have an opportunity to receive feedback on your 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—and sometimes with conflicting information. Team settings can exacerbate these issues, as team members can disagree about a course of action and may 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 unclear information, and the potential for cognitive biases.

The Power of Collaborative Leadership

Many people are ambivalent, if not disdainful, of those who seek to wield power and influence at work, but power and influence are key mechanisms by which things get done. A core component of getting things done is developing a strong professional network. Your network delivers unique advantages such as access to information, opportunities, and resources. Although leaders consistently receive messages about the benefits of a strong network, we rarely stop to consider what that means. In this advanced session, we will explore the critical role of your network in personal and organizational success. We will outline what characterizes a strong network, diagnose the network needs of your current or future position, and identify gaps between those needs and your current network. We will also discuss strategies for building a useful network that will help you accomplish tasks and develop career relationships and future opportunities that are vital for achieving your goals.

Enacting Your Authentic Leadership Narrative

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 where 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.

“Advanced Executive Leadership for Physicians provided a solid exploration into how to leverage your best attributes to enhance leadership skills.”

Kevin Gallagher, M.D.
Glens Falls Hospital

Advanced Executive Leadership for Physicians

MAY 7-9 / JUNE 4-6 / New York City

FACULTY



MICHELLE M. DUGUID, PH.D.

**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 focus is investigating 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*, *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**

Theomary Karamanis is an international award-winning professor and consultant, specializing in management, strategic, crisis, and healthcare communication. In addition to her role at the Johnson School, Dr. Karamanis serves as the Chair of the IABC Academy (the educational arm of the International Association of Business Communicators), a member of the Advisory Board of The Warning Project (a non-profit international partnership devoted to emergency communications), and a member of the Caribbean Public Health Agency's Technical Advisory Committee on Communications. Her academic background includes a doctorate degree in Communication Studies, a Master of Arts degree in Mass Communication, Post-Graduate Certificate in Telecommunications from Northwestern 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. Dr. Karamanis has 18 years of global experience both in business and academia, having worked in the United States, Europe, the English and Dutch Caribbean, the Middle East, and Canada. She has been actively engaged in various industries (government, private, and non-profit) and 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 boutique consulting firm with international clientele in 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.

**“An excellent, well designed program from real life
and experienced faculty. Invaluable.”**

Rohan Jayasena, M.D.
UHS Chenango Memorial Hospital



ROBERT LANCEY, M.D.

Medical Director
Bon Secours Heart and Vascular Institute

Dr. Lancey is the Medical Director of the Bon Secours Heart and Vascular Institute in Hampton Roads, Virginia and a practicing cardiothoracic surgeon. He earned his undergraduate degree from the College of the Holy Cross in 1977 and his medical degree from the University of Massachusetts Medical School in 1985. Before receiving his business degree from the Johnson School of Cornell University in 2007, he was an Alley-Sheridan Fellow in Healthcare Policy at the John F. Kennedy School of Government at Harvard University and Alley-Sheridan Awardee at the Heller School for Social Policy and Management at Brandeis University. He has served in clinical roles in both quaternary care and community-based settings, as well as in leadership roles in academic and clinically integrated healthcare systems. He has held academic appointments at Columbia University and at the University of Massachusetts Medical School, and currently serves as a lecturer in the Department of Policy Analysis and Management at the College of Human Ecology at Cornell University and as a visiting lecturer on management and quality in health care organizations in the Department of Public Health Sciences at the University of Virginia.



ELIZABETH (BETA) MANNIX, PH.D.

Ann Whitney Olin Professor of Management
Professor of Management and Organizations
The Johnson School, Cornell University

Dr. Mannix is the Ann Whitney Olin Professor of Management at the Johnson Graduate School of Management. She served as the Associate Dean for Executive MBA programs at Cornell University from 2012 to 2017. Professor Mannix's research and teaching is focused on effective organizational performance and the factors that make individuals motivated, high-performing leaders and team members. Specific topics include: authentic leadership, principled negotiation and influence, the role of emotional intelligence in business settings, organizational change, women in leadership, and diversity. She is certified in the Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT). Professor Mannix is the author of more than 50 peer-reviewed articles, as well as the 15-volume book series, *Research on Managing Groups and Teams*. Her work has been recognized by awards from organizations including the *Academy of Management*, *Small Group Research*, and the *International Association for Conflict Management*.

“An excellent program that exposes and educates physicians on matters of extreme importance necessary for professional and personal advancement; i.e., the secrets that your administrators and those you negotiate with know but hope you don’t.”

Alfred Tinger, M.D.
Chief Radiation Oncology
Northern Westchester Hospital

FACULTY (cont.)



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. Before 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.



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.

“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’ meeting and managing an office. It also gave me more confidence that these skills can be learned, rehearsed, and perfected.”

Brenda Schlaen, M.D.
United Health Services



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.

“A unique opportunity to learn more about yourself, your leadership strengths and weaknesses, and how you are perceived by those you lead. Multiple key takeaways that will help further develop a positive leadership style.”

Reginald Knight, M.D.

Vice President, Medical Affairs
Aurelia Osborn Fox Memorial Hospital

Advanced Executive Leadership for Physicians

MAY 7-9 / JUNE 4-6 / New York City

PROGRAM DATES AND LOCATION

Opening Session: May 7-9 / **Closing Session:** June 4-6

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* require a non-refundable payment of \$5,500, or \$4,500 for individual alumni of *The Academy for Healthcare Leadership Advancement*.

To register for *The Advanced Executive Leadership for Physicians*, go to www.hanys.org/education/cornell/physician_leadership_program/

CANCELLATION POLICY: Reservations cancelled prior to April 10, 2018 will be refunded 50% of the tuition.

HOTEL ACCOMMODATIONS

A block of rooms has been set aside at the New York Marriott East Side, 525 Lexington Avenue at 49th Street, New York, NY 10017. The nightly rate for the May 6-8 stay is \$279. Use reservation code M-ANVNGQ2 prior to April 9 to receive this rate. The nightly rate for the June 3-5 stay is \$279. Use reservation code M-ANVNGUU prior to May 7 to receive this rate.

To reserve your room or for additional information on the amenities offered at the New York Marriott East Side, go to www.hanys.org/education/cornell/physician_leadership_program/ and click on the "Accommodations" tab.

"Advanced Executive Leadership for Physicians provided practical skills to improve my performance as a leader and to inspire those with whom I work. I look forward to using and practicing what I have learned on a daily basis. Interacting with all of the other like-minded physician leaders at the program was another major asset."

Karen Abrashkin, M.D.
Northwell Health

CONTINUING EDUCATION



JOINTLY ACCREDITED PROVIDER™
INTERPROFESSIONAL CONTINUING EDUCATION

Accreditation Statement

In support of improving patient care, this activity has been planned and implemented by AXIS Medical Education and Healthcare Association of New York State (HANYS). AXIS Medical Education is jointly accredited

by the Accreditation Council for Continuing Medical Education (ACCME), the Accreditation Council for Pharmacy Education (ACPE), and the American Nurses Credentialing Center (ANCC), to provide continuing education for the healthcare team.

Credit Designation for Physicians

AXIS Medical Education designates this live activity for a maximum of 32.75 *AMA PRA Category 1 Credit(s)*™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

AXIS Contact Information

For information about the accreditation of this program, please contact AXIS at info@axismeded.org.

Disclaimer

Participants have an implied responsibility to use the newly acquired information to enhance patient outcomes and their own professional development. The information presented in this activity is not meant to serve as a guideline for patient management. Any procedures, medications, or other courses of diagnosis or treatment discussed in this activity should not be used by clinicians without evaluation of patient conditions and possible contraindications on dangers in use, review of any applicable manufacturer's product information, and comparison with recommendations of other authorities.

Americans with Disabilities Act

In compliance with the Americans with Disabilities Act, we will make every reasonable effort to accommodate your request. For any special requests, please contact HANYS at 518.431.7867 or at amanny@hanys.org before the meeting dates.

Requirements for credit:

- Attend/participate in the educational activity and review all course materials.
- The CME attestation portal will open at the conclusion of the activity on June 6, 2018. Complete the CME attestation portal by **11:59 pm ET on July 13, 2018**.

- Instructions will be provided. The portal provides you the opportunity to attest for only the hours of your participation.
- Upon successful completion of the online portal, your statement of completion will be presented to you to print.

Disclosure of Conflicts on Interest

AXIS Medical Education requires instructors, planners, managers, and other individuals and their spouse/life partner who are in a position to control the content of this activity to disclose any real or apparent conflict of interest they may have as related to the content of this activity. All identified conflicts of interest are thoroughly vetted by AXIS for fair balance, scientific objectivity of studies mentioned in the materials or used as the basis for content, and appropriateness of patient care recommendations.

The **faculty** reported the following financial relationships or relationships they or their spouse/life partner have with commercial interests related to the content of this continuing education activity:

Name of Faculty or Presenter	Reported Financial Relationship
Michelle M. Duguid, PhD	Nothing to disclose
Theomary Karamanis, PhD	Nothing to disclose
Robert Lancey, MD	Nothing to disclose
Elizabeth (Beta) Mannix, PhD	Nothing to disclose
Risa M. Mish	Nothing to disclose
Sean Nicholson, PhD	Nothing to disclose
William F. Streck, MD	Nothing to disclose

The **planners and managers** reported the following financial relationships or relationships they or their spouse/life partner have with commercial interests related to the content of this continuing education activity:

Name of Planner/Manager	Reported Financial Relationship
Michael Ilnicki	Nothing to disclose
Allison Manny	Nothing to disclose
Elizabeth (Beta) Mannix, PhD	Nothing to disclose
William F. Streck, MD	Nothing to disclose
Dee Morgillo, MEd., MT (ASCP), CHCP	Nothing to disclose
Ronald Viggiani, MD	Nothing to disclose

“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

“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

“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



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www.hanys.org

 HealthcareAssociation

 hanyscomm

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**QUESTIONS ABOUT
THE PROGRAM AND
REGISTRATION?**

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