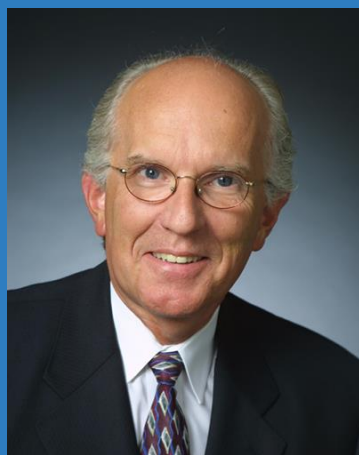


2014 Human Capital Investment Conference & Gail L. Warden Leadership Excellence Award

Developing Clinical Leadership Strength: Managing for Efficiency

Leadership Development Programming at University of Wisconsin



Bill Schrum
Vice President,
Human Resources



Michele Fellenz
Manager, Learning &
Development



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Vice President, Leadership
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Developing Clinical Leadership Strength: Managing for Efficiency

*Leadership Development Programming
at
University Wisconsin Medical Foundation*



UW Medical Foundation Leadership Development Programming:

From Past to Present

Bill Schrum
Vice President, Human Resources



UW Medical Foundation Leadership Development Programming

(LDP)

Michelle Fellenz
Manager, Learning & Development



LDP Objectives & History

- The LDP is an 18-month, cohort-based, learning experience that was created when the need for leadership development was identified by UW Health leaders as critical for the continued positive and progressive growth of UW Health.
- The LDP launched in 2011 with the first cohort of 12 participants
- Participation in the LDP provides participants with an assessment of their current performance in relationship to UW Health defined leadership core competencies:

Acting Systemically	Business Perspective	Coping with Pressure & Adversity
Forging Synergy	Influencing, Leadership & Power	Results Orientation
Risk Taking/Innovation	Self-Awareness	Sound Judgment

LDP Structure

Program Component	Time Commitment
Application Process	Self-Paced
Briefing Session	½ Day
Development Workshop/Simulation Center	3 Days
1:1 Feedback Session	1 Hour
Debrief Session	½ Day
Classroom Learning Session	Bi – Monthly
Team Meetings	Bi – Monthly
Capstone Project Presentations/Graduation	1 Day

LDP Program Content

- Premier Leadership Blueprint: 360 Feedback Tool
- Simulation Center: Individual & Group Exercises
- 1:1 Feedback
- Self Awareness Inventories (Communication, EQ, Leadership Styles, Team Roles)
- Classroom Learning Sessions
- Self Directed Team Sessions
- Personal Development Planning
- Action Learning Projects
- Networking
- Coaching/Mentoring

LDP Program Results

- Just launched the 4th cohort of LDP
- 47 participants to date include:
 - Advanced Practice Providers (Nurse Practitioners & Physician Assistants)
 - Department & Division Administrators
 - Administrative & Clinical Directors
- A large percentage of graduates have earned promotions and have assumed advanced leadership responsibilities within UW Health.

UW Medical Foundation Physician Leadership Development Program (PLDP)

Roger A. Formisano, Ph.D.



PLDP Objectives and History

- Objective:
 - To prepare a cadre of UWMF mid-career physicians to assume leadership roles throughout the UW Health enterprise by delivering skills and tools, along with a foundation of knowledge regarding effective leadership practices in organizations.
- History:
 - Planning began in Fall 2006, first cohort of 20 physicians began sessions in Fall 2007

PLDP Program Structure

- Physicians apply and are admitted to the PLDP, screened by an Admissions Committee of physicians and led by Dr. Jeff Grossman.
- Program has a two-year duration, meeting monthly for 1-2 days focused on individual topics.
- Program is centered around leadership principles as developed by Kouzes and Posner, The Leadership Challenge.
- Program begins with 360 leadership evaluation using the Leadership Effectiveness Assessment (LEA) tool, which provides a foundation for individual development.
- Throughout the program and beyond, individual coaching is provided to problem-solve, enhance development velocity, and deepen skill acquisition.
- Intra- and Inter cohort networking is seen as a substantial benefit for individual and system growth and change management.
- Combined cohort programs are offered to build networking strength.

PLDP Program Content

- Leadership Principles—throughout the program—academically and via interaction with physician and non-physician leaders.
- Negotiations
- Team Building and Leading—multiple sessions
- Financial Underpinnings and Analysis of Health Care—multiple sessions
- Tools of Quality Improvement
- Becoming Savvy with the Media
- Health Care Policy Issues
- Building and Using Emotional Intelligence
- Vision, Goals and Strategy
- Leading Strategic Change
- Multiple Sessions focus on Case Studies, and/or Book Discussion, and/or Current Events in Health Care

PLDP Program Results

- Currently enrolled 4th Cohort of Physicians (65 applications for 20 spots—expanded to 30 in 2014)
- Total physicians graduated—62
- Several physicians—post-PLDP have gone on for MBAs, or MMM degrees
- A significant proportion of graduates has assumed some leadership responsibility at UW Health.

Q/A