



Physician Leadership Program

Cohort 18

September 2022 - March 2023



FACULTY OF MEDICINE



Executive Education

Dear Sauder PLP Participants Cohort 18

Re: UBC Sauder Physician Leadership Program

On behalf of the Specialist Services Committee (SSC) and Shared Care Committee (SCC), we would like to extend our congratulations on being selected to participate in the UBC Sauder Physician Leadership Program (PLP), Cohort 18.

The Physician Leadership Program was created to build capacity for leading change in health care in BC. The program targets physicians who are taking on leadership roles in their health authority, and aims to develop the leadership skills they need to effectively engage in the planning, delivery and transformation of BC's health care system.

In meeting its mandate, the SSC's programs and initiatives seek to engage with and empower physicians to be leaders within the health system. The SSC advances opportunities to enable physicians to have a stronger voice and influence within the health system, including input into decision-making. Similarly, the SCC's programs foster collaboration between family and specialist physicians to ensure barriers are removed for patients as they move from primary to specialist services. The SCC programs improve patient flow, bridge gaps and improve the delivery of quality patient care. Together, the SSC and SCC fund the costs of the UBC Sauder Physician Leadership program to help achieve this.

Thank you for pursuing this leadership opportunity. We hope that you find the learning outcomes valuable and can apply them to your work in the future. Wishing you all the best.

Sincerely,

Dr Ahmer Karimuddin
Specialist Services Committee Co-Chair
Doctors of BC

Mr. Ryan Murray
Specialist Services Committee Co-Chair
Ministry of Health

Dr. Jiwei Li
Shared Care Committee Co-Chair
Doctors of BC

Shana Ooms
Shared Care Committee Co-Chair
Ministry of Health

Dear Participant,

Congratulations on being selected to participate in the UBC Sauder Physician Leadership Program!

We look forward to working with you during a memorable program focused on learning about, and developing your leadership skills in health care. In light of the COVID-19 pandemic, the program has evolved to include a special emphasis on leading during a crisis and navigating the evolving landscape. It is a gift to be able to spend this time, in the company of other health care leaders, focusing on sharpening your skills and developing knowledge to better lead others and yourself, and to make a difference in health care. We urge you to grasp the opportunity and to make every moment count.

The course itself will provide many opportunities to explore ways for you to meet the leadership challenges you face. It is important that you prepare yourself ahead of time. Our experience has found that participants really value the opportunity to have access to course materials in advance of the program. We appreciate how busy you are and how difficult it is to get to tasks (such as pre-readings) before the actual date of a program, but we share the view of past attendees that reading ahead will bring benefits. The Physician Leadership Program is fast moving, and if you have pre-digested a good portion of the readings, it will make your time with us more meaningful and less time-pressured.

Therefore, to gain the maximum benefit from your participation in this program, please read the pre-reading materials found on the Learning Portal before the start of the program. Two weeks before the program begins, you will receive an invitation via email to join the Learning Portal. We will be using, and referring to, the ideas and information in these articles early in the course and at different times throughout the program.

In addition to the pre-readings, we ask you to come prepared to address a leadership challenge. Further detail on this is provided on the following page. The program will also ask you to identify and develop an Action Learning Project. We will explain that component of the program in the first module.

We very much look forward to meeting and working with you on this highly regarded program. See you on September 22nd!

Sincerely,

Doug Cochrane, Daniel Skarlicki and Mahesh Nagarajan
Academic Directors

Your Leadership Challenge

Please bring this description to Module 1

Think about your day-to-day work as a leader and identify one or two areas where you feel you are at the edge of new learning for yourself. These areas might focus on a challenge in handling certain relationships, a challenge in mastering more ease with complex content, a challenge in garnering support from others for your decisions or initiatives, or any other aspect of your work that you feel brings you right to the limits of your knowledge and experience in leading others. A challenge is something that stands in the way of where you are now as a leader and where you want to be.

Choose one challenge you would like to do enough work on to arrive at a place where you (a) see new options for the challenge and (b) develop new capacities to shift the challenge into an opportunity for leadership growth and the potential for positive outcomes.

Write out a few points to describe your challenge (maximum one side of one page).

1. **Focused Challenge.** Get focused. Drill down until you can identify the real challenge for you as a leader.
2. **Anonymous.** Change certain facts to keep your challenge anonymous. Instead of using names, use a client, a project team, two colleagues, a department, or any other general descriptors that let you write with some objectivity. Yes, we know it is your personal challenge but we don't need to invade privileged information. Be discreet.
3. **No Solutions.** Do not include solutions. The challenge is to demonstrate how to describe 'what is' – how you are seeing the situation, how much you are seeing, how well you can describe a situation without judging right and wrong, or leaping into 'fix it' mode. Simply describe as much of what you are aware of as you can.

Please bring this with you to class in September.

Academic Directors of the Physician Leadership Program



Dr. Daniel Skarlicki

Daniel is the Edgar Kaiser Chair of Organizational Behaviour at the Sauder School of Business. He has taught executive programs in organizations across North and South America, as well as in Europe and Asia. His clients have included Slack, Cathay Pacific, Canadian Association of Radiologists, Vancity, YMCA and Glaxo. An active educator, he has won numerous teaching and international research awards. His interests focus on how people respond to justice and injustice in the workplace and the role of mindfulness in leadership.



Dr. Mahesh Nagarajan

Mahesh is a Professor in the Operations Division at the Sauder School of Business and holds the Alumni Chair professorship in Stochastic optimization. He is also the Senior Associate Dean for research at the Sauder School. He is an applied mathematician and his research looks at mathematical modelling, analysis and optimization. In his applied work, Mahesh has worked with several hospitals and health care authorities in the Province as well as hospitals in the US and China. He teaches widely in executive education programs and has consulted for numerous manufacturing, service and health care organizations around the world.



Dr. Doug Cochrane

Doug retired from clinical practice in 2017 after a three-decade career as a paediatric neurosurgeon at BC Children's Hospital and Sunny Hill Health Centre for Children in Vancouver, as well as SickKids in Toronto. During that time he served in numerous leadership positions throughout BC Children's Hospital, the Children's and Women's Health Centre, and the Provincial Health Services Authority. He also chaired the BC Patient Safety Task Force from its inception in 2003 to the creation of the BC Patient Safety & Quality Council. A passionate teacher, Doug was appointed Professor Emeritus by the University of British Columbia's Department of Surgery in 2016. Doug currently serves as Chair of the Board for Interior Health.

PROGRAM DATES

This program will be delivered in a blended format, with in-person modules delivered at UBC Robson Square in downtown Vancouver, and real-time virtual modules delivered via Zoom.

The program will typically run from 8:30 AM – 4:30 PM, and will include breaks. In person modules will include breakfast, lunch, and coffee/tea/refreshments.

Detailed agendas and location information will be available on the Learning Portal in early September.

Module 1 (in-person)

September 22-24, 2022

Leading Self: Physician, Heal Thyself: Leadership Excellence Starts with The Self

Module 2 (virtual)

October 20-22, 2022

Leading in a Complex Environment: A Systemic Approach for Far-Reaching Benefit

Module 3 (in person)

November 17-19, 2022

Leading to Implement Quality Operations: Mastering the Structure and Function of Excellence

Module 4 (virtual)

March 10, 2023

Final Presentations and Graduation

Pre-readings and Course Materials

You will receive an invitation to the UBC Sauder PLP Learning Portal two weeks before the program begins.

All readings and course materials will be available electronically via our Learning Portal. It is important to complete the pre-readings prior to attending each module.

PROGRAM DATES AND VENUES

<p>Module 1 (ROBSON SQUARE) September 22-24, 2022 <i>Leading Self: Physician, Heal Thyself: Leadership Excellence Starts with The Self</i></p> <p>Module 2 (VIRTUAL) October 20-22, 2022 <i>Leading in a Complex Environment: A Systemic Approach for Far-Reaching Benefit</i></p> <p>Module 3 (ROBSON SQUARE) November 17-19, 2022 <i>Leading to Implement Quality Operations: Mastering the Structure and Function of Excellence</i></p> <p>Module 4 (VIRTUAL) March 10, 2023 <i>Presentations and Graduation</i></p>	<p>Daily F2F Schedule</p> <p>8:00-8:30am Breakfast</p> <p>8:30-12:00 Class*</p> <p>12:00-1:00pm Lunch</p> <p>1:00-4:30pm Class*</p> <p><i>*please note there will be one 15 minute break with refreshments in both the morning and afternoon sessions.</i></p> <p>Face to Face Sessions will be held at Robson Square</p> <p>800 Robson Street, Vancouver</p>
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UBC Robson Square



Parking

In Vancouver's downtown core, turn south on Howe Street, which is a one-way street. Enter Robson Square's underground parking off of Howe Street at the corner of Nelson Street. Once you have entered the underground parking lot, follow signs to UBC Robson Square. Please click [here](#) for more information.

- Per 30 minutes (all day): \$4.23
- Early bird (enter between 6:00am - 9:00am until 7:00pm): \$15.62
- Daily max (9:00am - 6:00pm): \$31.90

Find Your Classroom

Please enter through the Robson Square Main Entrance at 800 Robson Street - take the flight of stairs on your right down to the Classroom level. Take a left at the bottom of the stairs and head to the Bentley Lounge Reception for Registration. If you are entering via the parking lot, select C for Classroom Level and take a left when you exit the elevator.

**The temperature at the classroom level can vary throughout the day. Please bring a jacket or sweater for your comfort.*

CONTACT INFORMATION

Please contact your health authority coordinator for information:

Fraser Health

Jessica Wu

604-614-3261

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Vancouver Island Health Authority

Katy Marshall

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Interior Health

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Northern Health

Candice Manahan

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Providence Health Care

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Provincial Health Services Authority

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Specialist Services Committee

Gillian Reape

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Vancouver Coastal Health

Wendy Lo

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wendy.lo@vch.ca

CERTIFICATE AND ACCREDITATIONS

A Certificate in Physician Leadership will be presented to each participant upon successful completion of the program.

Participants will also receive 57.5 Continuing Medical Education (CME) credits.

Section 1 Accreditation

The University of British Columbia Division of Continuing Professional Development (UBC CPD) is fully accredited by the Committee on Accreditation of Continuing Medical Education (CACME) to provide study credits for continuing medical education for physicians. This event is an Accredited Group Learning Activity (Section 1) as defined by the Maintenance of Certification Program of the Royal College of Physicians and Surgeons of Canada, and has been approved by UBC CPD for up to 57.5 MOC Section 1 Group Learning credits. This program meets the certification criteria of the College of Family Physicians of Canada and has been certified by UBC CPD for up to 57.5 Mainpro+ Group Learning credits. Each physician should claim only those credits accrued through participation in the activity.

Accredited by UBC CPD



TRAVEL OPTIONS FROM VANCOUVER INTERNATIONAL AIRPORTNational Car Rental:

- Vancouver Airport 604-207-3730
- Toll Free in North America 1-800-328-4567
- Located on the ground floor of the parkade, close to the terminal.
- Website <http://www.nationalcar.ca/>

Budget Car Rental:

- Vancouver Airport 604-668-7000
- Toll Free in North America 1-800-527-0700
- Ground floor of the parkade.
- Website <http://www.budget.com/>

Alamo Rent-a-Car:

- Vancouver Airport 604-231-1400
- Toll Free in North America 1-800-462-5266
- Ground floor of the parkade.
- Website <http://www.alamo.ca/>

Avis Rent-a-Car:

- Vancouver Airport 604-606-2847
- Toll Free in North America 1-800-331-1212
- Ground floor of the parkade.
- Website: <http://www.avis.com/>