

What is AAHPM's Vision for the Leadership Forum?

The vision of the AAHPM Leadership Forum is to engage hospice and palliative physicians in developing skills that will advance their leadership roles and practice.

Why is this program important?

The Academy recognizes that leadership skills are often acquired “in practice” in the field of hospice and palliative medicine. In order to provide a more comprehensive model for leadership skills development, the AAHPM Leadership Committee defined core competencies which are designed to increase knowledge and skills necessary to better equip physicians in their roles and practice settings. Recognizing that leadership skills emerge and evolve throughout one's career, a key goal is to establish curriculum that is accessible to physicians to complement their clinical expertise with leadership development expertise.

What are the key benefits of the Leadership Forum?

It advances the skills of hospice and palliative physicians by providing content in the following areas:

1. Interpersonal skills
2. Communications skills
3. Professional ethics
4. Clinical excellence
5. Ability to convey a clear, compelling vision
6. Continuous learning and improvement
7. System-based decision making and problem solving
 - a. Ability to build coalitions of support for change
 - b. Ability to address the needs of multiple stakeholders
8. Financial acumen and resource management
9. Social responsibility

It provides optimum access to hospice and palliative care physicians through live and on-demand web-based programming.

It is designed in collaboration with the American Association for Physician Leadership (Association), offering faculty experts, as well as a master's degree and certification options if desired.* (note that pre-requisites apply through the Association).

The Leadership Forum advances individual professional goals through the competencies noted. Through this skill development, the program has the potential to impact the entire care team, working together to provide care for the hospice and palliative patient and their families.

How will this program be delivered?

The program provides both live and web-based education based on the core competencies adopted by the leadership committee to support the professional development goals of hospice and palliative physicians in a variety of practice settings, including hospital-based, academic or stand-alone hospice or palliative care facilities. The focus and model for AAHPM Leadership Forum emphasizes both experiential and developmental aspects of the physician's role as well as their professional development goals. There are three program components and distinct offerings, including ***AAHPM Ignite***, ***AAHPM Ascend***, and ***AAHPM Elevate***. The offerings will be repeated annually.

Do I have to register for all of the program offerings?

Individuals participating in these program offerings can approach this in a multiple ways, including full participation in live and on-demand content, which provides CME contact hours, a certificate of completion through AAHPM, and potentially credit toward one of four American Association for Physician Leadership Master's degrees, as well as the Certified Physician Executive (CPE) credential if desired. Individuals may select some or all of the content offered based on their unique leadership development goals.

How much time will I have to complete all live and web-based components of this program to achieve the AAHPM Leadership Forum Certificate of Completion?

Individuals who wish to acquire a certificate of completion for participating in the full Leadership Forum will have two years from launch to complete this program. [Click here](#) to download a form to submit to AAHPM.

How does this program align with my interest in acquiring an American Association for Physician Leadership Master's Degree?

For information about Master's Degrees, please visit the American Association for Physician Leadership website: <http://www.physicianleaders.org/education/programs/masters>. Note that additional requirements or pre-requisites may apply. The American Association for Physician Leadership offers four distinct master's programs in conjunction with university partners:

- University of Massachusetts, Isenberg School of Management, Amherst, MBA
- Carnegie Mellon University, Heinz College, School of Public Policy and Management, Pittsburgh, MMM
- University of Southern California Marshall School of Business, Los Angeles, MMM
- Thomas Jefferson University, Jefferson School of Population Health, Philadelphia, MS-HQSM

I am interested in achieving the Certified Physician Executive credential offered by the Association? How would this program apply to that?

For information about becoming a Certified Physician Executive, please visit the Certifying Commission in Medical Management website: <http://www.ccm.org/>.

I am interested in applying for American Association for Physician Leadership Fellowship status. Will this program apply to that?

For information regarding specific Fellowship requirements and eligible courses, please contact visit the American Association for Physician Leadership website: <http://www.physicianleaders.org/join/advancement>.

What are the specific components of this program?

<p><u>AAHPM Ignite:</u> Live program offered at the Annual Assembly of Hospice and Palliative Care.</p> <p>2017 Ignite will include 2 half-day preconference programs.</p> <p>Morning Workshop “Utilizing DISC Behavioral Styles to Increase Leadership and Team Effectiveness in Palliative Care and Hospice Settings,” led by Lisa Bouchard with Data Dome, Inc.</p> <p>Palliative care and hospice settings can be filled with stress, change, and tension. What separates the best organizations from the struggling are strong leaders that focus on building highly productive teams. This half-day session will focus on utilizing the DISC Behavioral Styles methodology to take your leadership skills and team to the next level. Awareness of behavioral styles directly impacts trust, collaboration, and engagement. Participants will complete a personalized DISC profile</p>	<p><u>AAHPM Ascend - 2016:</u> Intensive two-day live program, presented by AAHPM and the American Association for Physician Leadership, was offered as part of the AAHPM Summer Institute, July 24-26, 2016.</p> <p>2016 AAHPM Ascend included “You’re Not Just a Doctor Anymore” presented by American Association for Physician Leadership faculty Kevin E. O’Connor, MA CSP LMFT LCPC. Physician leaders are required to develop a new skillset of beliefs, behaviors, and results that will define their work beyond their clinical expertise and reputation. Through lecture, interactive group work, theory and best practices, as well as discussion, Mr. O’Connor provided learners with the tools and resources needed as leader, influencer, and ‘right thinker’ to meet these challenging requirements.</p> <p>Rebekah Apple, MA, American Association for Physician Leadership faculty, presented “Understanding and Leading Change.” Times of change can test clear decision-making, create conflict and cause colleagues to disengage. But it is the nature of</p>	<p><u>AAHPM Elevate:</u> Collection of supplemental web-based, on demand programs offered through the American Association for Physician Leadership at a special rate for all AAHPM members. Physicians are able to create and customize their own flexible learning pathway. All of the web-based offerings must be completed within one calendar year after initiating online course.</p> <p><i>Core Competencies:</i></p> <ul style="list-style-type: none"> •Professional ethics •Quality •System-based decision making and problem solving •Ability to convey a clear, compelling vision •Financial acumen and resource management <p>Ethical Challenges, presented by Laurence McCullough, PhD</p>
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<p>which will help to determine how to best leverage their style to build the most effective team. They will also learn how to adapt their communication to the specific style needs of both team members and patients, leading to stronger relationships, better decisions, and unprecedented results.</p> <p>Afternoon Workshop “Using StrengthsFinder Leadership Strategies to Increase the Performance of You and Your Team in Palliative Care and Hospice Settings,” led by Christina Rowe with <i>The Collaborative, LLC</i>.</p> <p>Would you like to discover what makes you stand out? This half-day session will focus on utilizing a strengths-based approach to create consistent and positive outcomes to every day challenges in hospice and palliative care settings. Strengths are the unique combination of talents, knowledge, and skills that every person possesses. Participants will complete a StrengthsFinder assessment which will help to identify personal strengths to focus on to become a more effective leader. They will also learn how to develop these strengths in order to do what they do best every day. Research will be presented demonstrating strengths-based methods heighten personal and team engagement, clearer communication, understanding, and overall productivity. This session will include both large and small group discussions, self-reflection, and scenario-based activities. Participants will learn strategies and tactics for applying a strengths-based approach to individual and team challenges.</p> <p>These sessions apply to all leaders and practice settings looking to increase their effectiveness as a team leader.</p> <p>Primary leadership competencies addressed in this program include interpersonal skills, communication skills, and continuous learning and improvement.</p>	<p>change, not the change event itself that creates resistance. To not only move forward but also to assist others during transitional times, leaders must be a guide toward resiliency. Ms. Apple provided attendees with a method to deal with three typical ways people respond to change, and provides context for leaders to better understand how to deal with each of them.</p> <p>American Association for Physician Leadership faculty were supported by AAHPM leadership facilitators who guided small group work and discussions. Leadership facilitators are a valuable program feature providing a bridge between the learning community and Ascend program content, bringing the content to a practical, transferrable level for the learners. Small groups were based on program participant preference for placement with colleagues of varied or similar practice settings.</p> <p>Ascend participants also complete a Leadership Practices Inventory® (LPI®), a 360-degree peer assessment tool that offers a tangible evaluation and insight into leadership skills, strengths, and opportunities for development from trusted colleagues and coworkers.</p> <p>CME contact hours, a certificate of completion through AAHPM, and potentially credit toward one of four American Association for Physician Leadership Master’s degrees, as well as the Certified Physician Executive (CPE) credential are available – depending on much education you choose to pursue. You may select some or all of the content offered based on your unique leadership and career development goals.</p>	<p>Quality Improvement presented by David B. Nash, MD MBA FACPE</p> <p>Negotiation, presented by Linda Babcock, PhD</p> <p>Finance in Healthcare Organizations, presented by Hugh Long, JD PhD MBA</p> <p>Strategic Decision Making, presented by William “Marty” Martin, MA MS MPH PsyD CHES</p> <p>Strategic Planning, presented by William “Marty” Martin, MA MS MPH PsyD CHES</p> <p>Strategic Thinking, presented by William “Marty” Martin, MA MS MPH PsyD CHES</p> <p>CME contact hours, a certificate of completion through AAHPM, and potentially credit toward one of four American Association for Physician Leadership Master’s degrees, as well as the Certified Physician Executive (CPE) credential are available – depending on much education you choose to pursue. You may select some or all of the content offered based on your unique leadership and career development goals.</p> <p>To register for any of these on-demand offerings, please visit aahpm.org/career/leadership</p>
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Is this program limited to physicians? The program is designed for physicians in practice for 1-5 years. However, the AAHPM Leadership Forum is open to anyone who finds the program content of interest and relevant to their career pathway.

Will the CME contact hours apply toward MOC? “Successful completion of this CME activity (2016 Ascend), which includes participation in the evaluation component, enables the participant to earn up to 16.5 MOC points in the American Board of Internal Medicine’s (ABIM) Maintenance of Certification (MOC) program. Participants will earn MOC points equivalent to the amount of CME credits claimed for the activity. It is the CME activity provider’s responsibility to submit participant completion information to ACCME for the purpose of granting ABIM MOC credit.”

Through the American Board of Medical Specialties (“ABMS”) and Association of American Medical Colleges’ (“AAMC”) joint initiative ([ABMS MOC Directory](#)) to create a wide array of Maintenance of Certification (“MOC”) Activities, AAHPM Leadership Forum: Ascend *has met the MOC requirements as a MOC Part II CME Activity (apply toward general CME requirement) by the following ABMS Member Boards:*

MOC Part II CME Activity

American Board of Anesthesiology

American Board of Psychiatry and Neurology

American Board of Radiology

Note: If a Member Board has not deemed this activity for MOC approval as an accredited CME activity, this activity may count toward an ABMS Member Board's general CME requirement. Please refer directly to your Member Board's MOC Part II Lifelong Learning and Self-Assessment Program Requirements.

I have more questions, who do I contact? Contact AAHPM Member Services at 847-375-4712.