ASCEND 2020
COVID EDITION: NEXT LEVEL LEADERSHIP
October 4-22, 2020

Week One

Sunday, October 4

5-5:55 pm  LIVE (will record and post to event platform)
Welcome and Overview
Bethany Cox Snider, MD HMDC FAAHPM

LIVE presentation with Q&A to follow (will record and post to event platform)
Plenary – Accepting What You Can Control
Joanne Wolfe, MD MPH FAAHPM

Learning Outcomes:
1) Describe the value of knowing yourself as a leader.
2) Identify strategies to control what you can within a system.

Dr. Wolfe will reflect on the challenges she faced as an emerging leader and strategies she developed over time to affect change within an organization. She will describe how intentionally seeking to better understanding herself, she learned to leverage her strengths to circumvent barriers. She will also describe the high value of building a team of individuals with complementary strengths and developing relationships with sponsors as keys to successful leadership.

5:55-6 pm  Break

6-7 pm  LIVE
Small Group MEETUP (will NOT be recorded)
Led by Ascend Navigators
Learners get acquainted in small groups, share leadership journey and Ascend learning goals, and debrief on lessons learned from Accepting What You Can Control session.

Tuesday, October 6

11 am-Noon  LIVE WATCH PARTY, Drs. Quest and Twaddle will be available in the Chat room to answer questions in real time.
Plenary – Leading Through Fear (recording released earlier that day for on-demand viewing)
*Tammie E. Quest, MD FAAHPM and Martha L. Twaddle, MD HMDC FACP FAAHPM*

**Learning Outcomes:**
1) Acknowledge different approaches to leading a team through fear.
2) List the actionable steps that leaders can take when their team is exhibiting fear.
3) Reflect on the ways that self-awareness is a key step to leading through fear.

Whether it’s a pandemic or it’s talks of budget cuts, leaders will inevitably find themselves leading when their teams are in real fear. In this session, we are reminded that the goal of Ascend is to ask “What do I know about myself and how does who I am influence how I lead?” To illustrate that point, participants will hear from Drs. Quest and Twaddle - leaders with different leadership styles. This session will focus on how leadership styles will differ and will highlight that all styles can deliver results with insight of the leader. Keys to success include knowing yourself, your team, your core leadership values and finding others who will compliment your leadership. We invite you to listen to the wisdom provided in this session and reflect on your own leadership style, compare your style and contemplate the lessons you can incorporate in your leadership journey.

2-3 pm  LIVE

**Small Group MEETUP** (will NOT be recorded)
*Led by Ascend Navigators*
Learners engage in a facilitated small group discussion identifying key take-aways and reflections from Leading Through Fear session.

**On-demand sessions released Week One**
- **Monday, October 5 release date**
  - Pearls in Passing – Actionable Leadership Amidst Social Injustice, Kimberly A. Curseen, MD FAAHPM

**Learning Outcomes:**
1) Identify the steps leaders can take, including personal steps and those for the collective, that will attract and retain a diverse team.

Not only are we leading during a viral pandemic, we are leading amidst outcries for social justice - cries that have been happening for generations in this country. Our actions and our inactions tell a story of how we value diversity and inclusion on our teams. Please join Dr. Kimberly Curseen as she shares leadership pearls for proactive management of the emotions and the internal conflict that your teams may encounter, especially when discussing topics that include diversity, bias, discrimination and racism. Dr. Curseen will help us examine the culture within our teams, the spaces we’ve created for
conversation and the moral authority that our profession touts - and where we may want to take a different approach.

• Thursday, October 8 release date
  • Pearls in Passing – Leveraging Social Media for Leadership, Christian T. Sinclair, MD FAAHPM

  **Learning Outcomes:**
  1) Develop a social media plan to crowdsource information from diverse sources.

  While AAHPM’s Past-President Christian Sinclair could share leadership pearls in multiple areas, we couldn’t think of a better person to discuss Leveraging Social Media for Leadership with us. Connecting with others is a great way to find new opportunities, learn from a diverse group of people, and demonstrate your leadership potential. During this brief session, Dr. Sinclair will cover ways to get engaged without getting lost in the wide sea of information online.

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**Week Two**

**Wednesday, October 14**

6-7 pm  LIVE WATCH PARTY in small groups, Drs. Jackson and Kamdar will join the small groups throughout the evening to answer questions in real time.

**Plenary: Responding to the Never-Ending Gaping Jaws of Need**
(recording released earlier that day for on-demand viewing)

_Vicki A. Jackson, MD MPH FAAHPM and Mihir Kamdar, MD_

**Learning Outcomes:**
  1) Examine the boundaries that one program implemented and compare those to what may or may not be possible in your own organization.
  2) Characterize ways that wellness can be fostered within your teams and within yourself.

We know that people in our field embody both the gift and the hazard of being individuals who care deeply for our fellow human beings. As a HPM leader, you are called to respond to the needs of your institution, your patients and their families, your colleagues and your team members, all while having needs yourself. We know that trying to respond to every one of these needs and/or allow our team to respond leads quickly to feeling overwhelmed and overburdened. In this session, leaders will hear ways that boundaries can strategically be set when thinking about what their teams can and cannot do. We will hear about the tension that arises when a leader’s actions feel absent or miniscule in comparison to their team’s needs. After hearing about boundary setting, we will then think through practices that promote team wellness, both in times of extraordinary stress as well as for the everyday.
LIVE

**Small Group MEETUP (will not be recorded)**  
*Led by Ascend Navigators*

Learners engage in a facilitated small group discussion identifying key take-aways and reflections from *Responding to the Never-Ending Gaping Jaws of Need - Part 1 session.*

7-7:05 pm  
**Break**

7:05-8 pm  
LIVE WATCH PARTY in small groups, Drs. Jackson and Kamdar will join the small groups throughout the evening to answer questions in real time.

**Plenary: Responding to the Never-Ending Gaping Jaws of Need** (recording released earlier that day for on-demand viewing)  
*Vicki A. Jackson, MD MPH FAAHPM and Mihir Kamdar, MD*

**Learning Outcomes:**
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LIVE

**Small Group MEETUP (will not be recorded)**  
*Led by Ascend Navigators*

Learners engage in a facilitated small group discussion identifying key take-aways and reflections from *Responding to the Never-Ending Gaping Jaws of Need - Part 2 session.*

**Thursday, October 15**

Learners will have the opportunity to engage (via discussion on the Ascend event platform) in applied learning through evidence-based literature focused on leadership.
11 am-Noon  LIVE

Learning Through Lived Experiences: Ways to Navigate HPM Leadership Challenges
Round One of Three (will not be recorded)
Christopher Collura, MD MA FAAP, Sandra Gomez, MD FAAHPM, Jillian Gustin, MD FAAHPM, Christine Khandelwal, DO HMDC, Lyle Walton, MD MHSA, David Wang, MD

Learning Outcomes:
1) Explore the leadership challenge of feeling overwhelmed by requests and underwhelmed by resources.
2) Examine conflict that can arise between members of the team and ways to address the conflict.
3) Extrapolate experiences leaders have had in other organizations to help with your own leadership challenges.

When AAHPM leadership challenges arise, there are times when it can feel that no one around us understands the demands that we are facing. Sometimes the challenge is not having the capacity to meet an organizational demand. Other times, we question how a team of individuals who skillfully lead patients and families through conflict can be mired in conflict themselves. And yet, we know that other leaders in our field have faced situations that are akin to our own. In this session, leaders within the field of hospice and palliative medicine will share their stories of challenge as well as the concrete and practical steps they took during those challenges that you can then apply in your world. To enhance the learning, participants will break off into smaller groups with the leaders and can chose the stories they feel are most relevant.

2-3 pm  LIVE

Learning Through Lived Experiences: Ways to Navigate HPM Leadership Challenges
Round Two of Three (will not be recorded)
Christopher Collura, MD MA FAAP, Sandra Gomez, MD FAAHPM, Jillian Gustin, MD FAAHPM, Christine Khandelwal, DO HMDC, Lyle Walton, MD MHSA, David Wang, MD

Learning Outcomes:
1) Explore the leadership challenge of feeling overwhelmed by requests and underwhelmed by resources.
2) Examine conflict that can arise between members of the team and ways to address the conflict.
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**On-demand session released Week Two**

- **Monday, October 12 release date**
  - **Pearls in Passing – A Communication Comparison: How HPM Skills Do and Don’t Apply in Difficult Leadership Conversations**, Katie Neuendorf, MD FAAHPM

  **Learning Outcomes:**
  1) Compare the communication skills used in a clinical setting and a leadership setting.
  2) Identify which of those skills is beneficial in leadership conversations and which are not.

In our clinical roles, we have trained and practiced very specific communication skills to be able to navigate difficult conversations. In our leadership roles, we can become nostalgic for that type of training and wonder when someone will sign us up to work with a standardized colleague! In this session, we will reflect on how the communication skills we already possess can serve us and how they can hinder us when having difficult leadership conversations.

**Week Three**

**Wednesday, October 21**

6-6:45 pm LIVE WATCH PARTY, Drs. Kutner and Tucker will be available in the Chat room to answer questions in real time.

**Plenary – Managing Up: Putting Your Best Foot Forward** (recording released earlier that day for on-demand viewing)

Jean S. Kutner, MD MSPH FAAHPM and Rodney O. Tucker, MD MMM FAAHPM

**Learning Outcomes:**
1) Describe the concept of managing up.
2) Identify behaviors that have and have not helped in your interactions with leadership.
3) Formulate an action plan in how the concepts of managing up can help the next time you need to advocate for resources.

If you’ve ever felt like leadership talks help you managing those that report to you when what you really need is help in managing to your leadership, then this session is for you. Please join Drs. Kutner and Tucker as they have a conversation to discuss managing up. In this conversation, you will hear them share their stories of when they have successfully managed up and when they have stumbled - including how this applies to advocating for resources. They will also provide perspective as leaders when others manage up to them.
their conversation, you will garner concrete steps and approaches that you can take to effectively manage up.

6:45-6:50 pm  Break

6:50-8 pm  LIVE  
Small Group MEETUP (will not be recorded)  
Led by Ascend Navigators  
Learners participate in a facilitated small group discussion identifying key take-aways and reflections from Managing Up: Putting Your Best Foot Forward session and engage in applied learning through evidence-based literature focused on leadership.

Thursday, October 22

11am-Noon  LIVE  
Learning Through Lived Experiences: Ways to Navigate HPM Leadership Challenges Round Three of Three (will not be recorded)  
Christopher Collura, MD MA FAAP, Sandra Gomez, MD FAAHPM, Jillian Gustin, MD FAAHPM, Christine Khandelwal, DO HMDC, Lyle Walton, MD MHSA, David Wang, MD  
Learning Outcomes:  
1) Explore the leadership challenge of feeling overwhelmed by requests and underwhelmed by resources.  
2) Examine conflict that can arise between members of the team and ways to address the conflict.  
3) Extrapolate experiences leaders have had in other organizations to help with your own leadership challenges.

When AAHPM leadership challenges arise, there are times when it can feel that no one around us understands the demands that we are facing. Sometimes the challenge is not having the capacity to meet an organizational demand. Other times, we question how a team of individuals who skillfully lead patients and families through conflict can be mired in conflict themselves. And yet, we know that other leaders in our field have faced situations that are akin to our own. In this session, leaders within the field of hospice and palliative medicine will share their stories of challenge as well as the concrete and practical steps they took during those challenges that you can then apply in your world. To enhance the learning, participants will break off into smaller groups with the leaders and can chose the stories they feel are most relevant.

2-3 pm  LIVE  
Learning Through Lived Experiences and Article Discussion Small Group MEETUP (will not be recorded)  
Led by Ascend Navigators  
Learners participate in a facilitated small group discussion identifying key take-aways and reflections from Learning Through Lived Experiences: Ways to Navigate HPM Leadership Challenges sessions and engage in applied learning through evidence-based literature focused on leadership.
3-3:15 pm  LIVE

Full Group MEETUP
Facilitated discussion - all Ascend participants engage in program debrief identifying key take-ways, “ah ha” moments, reflections...

On-demand session released Week Three
  • Monday, October 19 release date
    o Pearls in Passing – Managing the Message in Crisis, Bethany Cox Snider, MD HMDC FAAHMP

Learning Outcomes:
1) Recognize communication needs in crisis may differ from standard methods
2) Identify ways to manage the message amidst crisis for your team through various forms of communication

COVID has created challenges for leaders across the country as they deal with the burden of the pandemic while also supporting their staff and colleagues. We’ve had to navigate the timing, the venue and the frequency of communication to our teams, even when the information changes rapidly. Team-wide messages amid crisis can require different tools and different mediums of communication. While this pandemic will eventually be behind us, we can take the lessons learned as we face future crises, both large and small. This discussion will provide some reflection on those lessons as well as tips to manage your next message.