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 College of Physician Executives (ACPE), offering faculty experts, as well as a master’s degree and certification options if desired.* (note that pre-requisites apply through ACPE).

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 College of Physician Executive (ACPE) 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. A form will be available on the AAHPM website for individuals to use.

*How does this program align with my interest in acquiring an ACPE Master’s Degree?*

For information about ACPE Master’s Degrees, please visit the ACPE website: http://www.acpe.org/education/masters-degrees/compare-universities. Direct your questions to Jessica Messemer at jmessemer@acpe.org.
Note that additional requirements or pre-requisites may apply. ACPE 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 ACPE? How would this program apply to that?

For information about becoming a Certified Physician Executive through ACPE, please visit the Certifying Commission in Medical Management website: [http://www.ccmm.org/](http://www.ccmm.org/). Direct your questions to Jessica Messemer at jmessemer@acpe.org.

I am interested in applying for ACPE Fellowship status. Will this program apply to that?

For information regarding specific FACPE requirements and eligible courses, please contact visit the ACPE website: [http://www.acpe.org/home/advancement](http://www.acpe.org/home/advancement). Direct your questions to Jessica Messemer at jmessemer@acpe.org.

What are the specific components of this program?

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<tr>
<th>AAHPM Ignite:</th>
<th>AAHPM Ascend:</th>
<th>AAHPM Elevate:</th>
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<td>Live program offered annually as a full-day pre-conference at the AAHPM Annual Assembly. Ignite premiered in San Diego, California on March 12, 2014.</td>
<td>Intensive two-day live program, presented by ACPE and AAHPM, premiering in Oak Brook, Illinois on September 14-16, 2014. Ascend will be offered in subsequent years. Focused sessions covering relationship building, change management, as well as coaching and mentoring will be led by ACPE faculty Kevin O’Connor, CSP, and William “Marty” Martin, MA MS MPH PsyD CHES, with AAHPM volunteer facilitators.</td>
<td>Collection of supplemental web-based, on demand programs offered through ACPE at a special rate for all AAHPM members. Physicians are able to create and customize their own flexible learning pathway. All ACPE web-based offerings much be completed within one calendar year after initiating online course.</td>
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<td>2014 Program: Physician Engagement and Influence in Organizational Management, led by ACPE faculty Stephen C. Beeson, MD</td>
<td>Abstract: For system integration to work, physicians must support and engage in a collaborative organizational structure and culture. This program will require attendees to examine systems that result in physician loyalty and learn effective techniques for working collaboratively with administrators</td>
<td>Core Competencies: <strong>Professional ethics</strong>  <strong>Quality</strong>  <strong>System-based decision making and problem solving</strong>  <strong>Ability to convey a clear, compelling vision</strong>  <strong>Financial acumen and resource management</strong></td>
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**Core competencies:**
- Conveying a clear, compelling vision
- Continuous learning and improvement
- Clinical excellence

CME contact hours, a certificate of completion through AAHPM, and potentially credit toward one of four ACPE 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.

**AAHPCM Ascend** will provide a small, highly interactive group environment where Leadership Facilitators guide small group discussion to bring program content to a practical, transferrable level for the learners. Small groups are based on program participant preference for placement with colleagues of varied or similar practice settings.

**Core competencies:**
- Interpersonal and communication skills
- Building coalitions of support for change
- Addressing the needs of multiple stakeholders
- Ability to build coalitions of support for change

**Relationship Building: Living and Working (Effectively) with (Sometimes) Difficult People**

Abstract: This course will focus on your role as the leader, often of small working groups and how to best adapt relationally to them. How to lead, how to observe, how to engage, how to work, and how to resolve conflict within the small group structure will be the focus of the course. Using lecture, discussion, role play, and demonstration this course will help the participant master the theory and the skill needed to work with individuals and with small groups of all kinds.

**Learning Objectives:**
1. Acquire the theory and the understanding of how relationships in organizations work.
2. Develop understanding of the psychology of verbal and non-verbal behavior.
3. Demonstrate the three essential skills of effective listening
4. Apply skills in conflict resolution, group facilitation and encouragement.

**Ethical Challenges**, presented by Laurence McCullough, PhD

**Quality Improvement** presented by David B. Nash, MD MBA FACPE

**Negotiation**, presented by Linda Babock, PhD

**Finance in Healthcare Organizations**, presented by Hugh Long, JD PhD MBA

**Strategic Decision Making**, presented by William “Marty” Martin, MA MS MPH PsyD CHES

**Strategic Planning**, presented by William “Marty” Martin, MA MS MPH PsyD CHES

**Strategic Thinking**, presented by William “Marty” Martin, MA MS MPH PsyD CHES

CME contact hours, a certificate of completion through AAHPM, and potentially credit toward one of four ACPE 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.

To register for this program, please visit [http://www.aahpm.org](http://www.aahpm.org)
Abstract: Throughout this interactive session, participants will receive a complete overview of securing customer loyalty and learn to anticipate change. A dynamic group activity highlights specific needs for the team and provides an opportunity to safely discuss fears and visions.

- Customer service – internal and external
- Proactive or Reactive? Change requires us to Choose
- Change Here and Now...The Status of Us
- 1 Year From Today: Planning and Consensus Building for Action

Learning Objectives:
1. Identify change from all perspectives.
2. Identify level of proactive (or reactive) action.
3. Discuss how change affects us at our most basic level of motivation and communication.
4. Develop consensus building for goals and strategies.
5. Develop an in-house, one-to-one peer consulting model for implementation strategies.

Coaching and Mentoring Physicians to Higher Performance

Abstract: Coaching is an essential leadership development tool for high-performing health care organizations. Coaching is also one of the tools that physician executives rely upon to improve quality of care, productivity, financial viability, and other important measures of organizational effectiveness and efficiency. The learning approaches used in this workshop include but are not limited to readings, role plays, discussions, lectures, simulations, and video models. In addition, reflective learning and action learning will be used in this workshop to ensure translation of learning back to the workplace. Each participant will receive feedback on their coaching skills based upon the lessons learned in the workshop.
**Learning Objectives:**

1. Explain the relevance of coaching as a core competency of physician leaders and high-performing health care organizations.
2. Discuss the differences among coaching, counseling, therapy, mentoring, and management.
3. Identify the steps to coaching using the Coaching Process Questionnaire.
4. Describe the elements of a coaching model targeting strategy-focused behavior and results.
5. Apply evidence-based coaching techniques to simulated coaching situations and case studies using role plays.
6. Practice peer coaching with other physician leaders.
7. Outline the steps to managing a coaching relationship ranging from how to use technology to how often to schedule coaching sessions.
8. Determine concrete, practical ways to evaluate the return on investment of coaching interventions at the level of the individual and the organization.

Pre-requisite: completion of LPI 360 instrument (included in program cost)

CME contact hours, a certificate of completion through AAHPM, and potentially credit toward one of four ACPE 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.

**Accreditation**
The American College of Physician Executives (ACPE) is accredited by the Accreditation Council for Continuing Medical Education to provide continuing education for
| Designation |
The American College of Physician Executives designates this live activity for a maximum of **12 AMA PRA Category I Credit(s)™**. Physicians should only claim credit commensurate with the extend of their participation in the activity.

To register for this program, please visit [http://www.aahpm.org](http://www.aahpm.org)

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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?** The AAHPM Leadership Forum program does not meet the criteria for Maintenance of Certification credits.

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