**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 **AAHMP 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. A form will be available on the AAHPM website for individuals to use.

**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](http://www.physicianleaders.org/education/programs/masters). Direct your questions to Jessica Messemer at jmessemer@physicianleaders.org.
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.ccmm.org/. Direct your questions to Jessica Messemer at jmessemer@physicianleaders.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. Direct your questions to Jessica Messemer at jmessemer@physicianleaders.org.

What are the specific components of this program?

<table>
<thead>
<tr>
<th>2015 AAHPM Ignite:</th>
<th>AAHPM Ascend:</th>
<th>AAHPM Elevate:</th>
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<tbody>
<tr>
<td>Live program offered as a full-day pre-conference at the AAHPM &amp; HPNA Annual Assembly, February 25, 2015, in Philadelphia, PA.</td>
<td>Intensive two-day live program, presented by AAHPM and the American Association for Physician Leadership, offered August 16-18, 2015, in Chicago, IL.</td>
<td>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.</td>
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<tr>
<td><strong>Title:</strong> Financial Decision-Making Approaches for Hospice and Palliative Medicine Physician Leaders, led by American Association for Physician Leadership faculty Hugh Long, MBA PhD JD</td>
<td><strong>Focused sessions covered relationship building, change management, as well as coaching and mentoring, will be led by American Association for Physician Leadership faculty Kevin E. O’Connor, MA CSP LMFT LCPC, and William “Marty” Martin, MA MS MPH PsyD CHES, with AAHPM volunteer facilitators.</strong></td>
<td>Core Competencies:</td>
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<tr>
<td><strong>Abstract:</strong> Financial Decision-Making Approaches is designed to equip hospice and palliative medicine physicians in foundational principles in financial management, in order to increase their understanding of institutional or organizational financial reports. This course will provide</td>
<td>Participants complete a Leadership Practices Inventory® (LPI®), a 360-degree peer-assessment tool offering a tangible evaluation and insight into personal leadership skills, strengths, and opportunities for development from trusted colleagues and co-</td>
<td>• Professional ethics</td>
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<td>• Quality</td>
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<td>• Financial acumen and resource management</td>
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an introduction of financial concepts and terminology, followed by an exploration of cost analysis and resource allocation, using sample financial tools and documents, case studies and scenarios to provide practical relevance for HPM physicians. This preconference program is offered in partnership with the American Association for Physician Leadership and presented by Association faculty. This session applies to all physician leaders and practice settings looking to enhance their financial management understanding and decision-making for their organization.

Learning Objectives:
1. Explore financial management terminology to increase understanding and application of financial data.
2. Apply introductory accounting and finance principles in order to translate financial reports/statements and optimize available resources.
3. Identify basic approaches to fiscal forecasts and their potential for informing fiscal decisions.

Core competencies:
- Financial Acumen and Resource Management

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.

To register for this program, please visit aahpm.org/career/leadership

AAHPM Ascend provides 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 nonverbal behavior.
3. Demonstrate the three essential skills of effective listening
4. Apply skills in conflict resolution, group facilitation and encouragement.

Change Management in a Changing World: An Opportunity We Can Guide

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

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 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.

To register for any of these on-demand offerings, please visit aahpm.org/career/leadership

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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 Goal Orientation 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.
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<tr>
<th>6. Practice peer coaching with other physician leaders.</th>
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<tr>
<td>Pre-requisite: completion of LPI 360 instrument (included in program cost)</td>
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<tr>
<td><strong>Accreditation</strong></td>
</tr>
<tr>
<td>This activity has been planned and implemented in accordance with the Essential Areas and Policies of the Accreditation Council for Continuing Medical Education (ACCME) through the joint providership of the American Association for Physician Leadership and the American Academy of Hospice and Palliative Medicine. The American Association for Physician Leadership is accredited by the AACME to provide continuing education for physicians.</td>
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<tr>
<td><strong>Designation</strong></td>
</tr>
<tr>
<td>The American Association for Physician Leadership designates this live activity for a maximum of 14 AMA PRA Category 1 Credit(s)™. Physicians should only claim credit commensurate with the extent of their participation in the activity.</td>
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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.