



**NAPH Education Committee
Conference Call
January 28, 2013
Minutes**

Objectives

1. Understand the 2013 NAPH Fellows Program and provide feedback
2. Develop scope of Annual Conference session on leadership academies/succession planning

Agenda

Introductions	<p>Present (9):</p> <ul style="list-style-type: none">• Jacobs – Chair• Allison• Benz• Currin• Fritz (NAPH)• Metter (NAPH)• Sachs (Kaiser Permanente)• Steinbruegge (NAPH)• Williams <p>Absent (2):</p> <ul style="list-style-type: none">• Belzer – Chair• Tabuenca
2013 Fellows Program	<p>Description – Jill</p> <ul style="list-style-type: none">• Jill Steinbruegge provided an overview of the draft schedule for the 2013 Fellows Program and asked the committee for feedback. <p>Questions from the committee:</p> <ul style="list-style-type: none">• Q: Does each fellow have an individual coach? A: The coaching calls are small groups of 6 – 8 fellows where the coach does a brief didactic presentation followed by a group discussion where the group learns from each other as well as the coach.• Q: Target participants? A: There are three categories of leaders who benefit from the program<ul style="list-style-type: none">* Senior level (new to role or new to the safety net)* Upper-middle management* High potential, ready to assume an expanded role• Q: What is the agenda for site visits and what are the participants going to be doing? A: Welcome and overview by senior leadership. Then the class is broken up into smaller groups for a hospital tour and taken to departments or units to meet with the unit leadership. Tours focus on what the hospital has done that's extraordinary. The Fellows meet again for a deep dive Q & A with senior leaders.

	<ul style="list-style-type: none"> Q: What is the HLQAT? <p>A: The Hospital Leadership Quality Assessment Tool is a web-based validated survey that assesses hospital leadership practices correlated with high performance in quality and safety. The Fellows have senior leaders and clinical leaders from their organization take the survey and use the results to inform the selection of their Fellows project.</p> <p>Feedback and Suggestions – Committee</p> <ul style="list-style-type: none"> Program addresses key issues, very good curriculum Great design in terms of relevance and follow through; at KP there is a coaching component around specific work. They have a couple executives who serve as coaches to teams which brings a different perspective than the coach. Also, they leverage those execs for input to the design. However, it would be challenging to use executives from who come from different organizations this way. Jill will talk to Bob offline more about the KP experience. Suggestions for content included levers of cultural change, pace of change and the ability of leaders to respond to urgency, clarity about what it is about leaders that can build up and develop that includes structure, accountability, decision making approaches. Part of being a leader is how to flourish in that kind of environment. How is conflict management addressed? It is included in “leading people through change” in discussing resistance. Resistance often manifests as conflict. The curriculum also addresses it less directly in the “performance management” session and the discussion of “courageous conversations”. Like the way we targeted each session, and has a good flow and building upon the last session.
Leadership sessions at Annual Conference	<p>Review Annual Conference structure – Kristine</p> <ul style="list-style-type: none"> Kristine Metter explained the Annual Conference’s focus for leadership academies/succession planning workshops <p>Leadership for Patient Safety (Patient Safety track) – Jill</p> <ul style="list-style-type: none"> Jim Reinertsen MD will lead an all-day session Wednesday on “Leadership for Safe6ty: Yes, It’s Personal” for Board, C-suite, and senior level leaders <p>Leadership academies/Succession planning “mini-intensive” session (Leadership track) – Committee</p> <p>Committee discussion:</p> <ul style="list-style-type: none"> Comparison of different types of leadership academies within organizations. For example, <ul style="list-style-type: none"> UK partnered with the business school. Someone could give a comparative analysis of partnerships with other schools. At Metrohealth, physician leadership training academy is different than administration leadership programs. It would be nice to have a comparison of programs that target different audiences. Cost of using outside resources may be a barrier for many organizations.

	<ul style="list-style-type: none"> • Summary of “lessons learned” from different leadership academies would be a helpful focus • Corporate Leadership Council and Bersin (a unit of Deloitte) are good places for evidence-based leadership practices. They did research around the theme of high impact leadership development. Their materials include frameworks, studies, etc. • Consider looking at hospitals within the membership who are high performers in developing leaders • Analysis of high performing leadership models. • There is a distinction needed between physician leaders and leaders with business / management backgrounds • At one organization, they try to integrate leadership models between nurse leaders, physicians, etc. because they are having more dyads and triads. They want to get different folks in the same room so they can hear the same leadership themes. • Consensus of the committee was to focus on leadership academies (not succession planning), taking best practices among academic medical centers and/or safety net health systems and providing a contrast of models and methods.
Next steps	Please see schedule below. Alana will follow up with you and your assistants to determine your availability and confirm the <i>red</i> items.

2013 NAPH Education Committee Schedule of Future Meetings/Events –

Date	Time	Meeting Type	Topic
April 2013	TBD	Call (Unconfirmed)	Quarterly committee check-in call
July 2013	TBD	Call (Unconfirmed)	Quarterly committee check-in call
Monday, Sept. 9	8:30 am – 1:00 pm EDT	In-person Meeting (Confirmed)	Annual in-person committee planning meeting (@ offices of NAPH; sleeping rooms + dinner arrangements to be made for Sunday, Sept. 8)
October 2013	TBD	Call (Unconfirmed)	Quarterly committee check-in call