



## ARIZONA INSTITUTE FOR **HEALTHCARE LEADERSHIP**

This educational activity is jointly provided by AXIS Medical Education and Rising Stars, LLC.

# THE ARIZONA INSTITUTE FOR HEALTHCARE LEADERSHIP PROGRAM

A photograph showing a group of business professionals in silhouette, standing on a wooden deck. They are engaged in various activities like talking, looking at documents, and talking on a phone. The background is a bright sunset or sunrise over a body of water, with long shadows cast on the deck.

**2019 APPLICATION**

# ARIZONA INSTITUTE FOR HEALTHCARE LEADERSHIP

*a transformational leadership development experience*

*“The most helpful component of this program was the opportunity to share experiences, challenges and ideas with a group of dedicated individuals interested in improving not only themselves but their work environment and others. The support of the group created an opportunity for me to gain confidence, ask questions and feel comfortable in a learning environment.*

*The one on one contact with the team members and mentorship of Joanne proved to be an outstanding experience developing my knowledge base with great suggestions to lead through challenging times! A great experience.”*

**Brett Behan RN, MBA**  
Administrator, Oncology  
Service Line

## PROGRAM DESCRIPTION

The Arizona Institute for Healthcare Leadership provides high potential leaders within hospitals and healthcare organizations the necessary skills to become exceptional leaders and directs them on the pathway to prepare for mid level & senior leadership positions. Since the program’s inception in 2005, over 80 Arizona healthcare professionals have benefited from this leadership development experience, becoming more valuable as healthcare leaders.

The program includes a comprehensive curriculum combining core leadership competencies with multiple layers of applied practice in healthcare.

## PROGRAM LEARNING OBJECTIVES AND OUTCOMES

Effective leadership development doesn’t happen through a one time learning opportunity, it happens through rich experiences, research proven techniques and tools, and networking and knowledge exchange with other leaders. This program is designed to equip and develop healthcare professionals with the leadership skills needed to grow their career to the next level. Participants will be able to:

1. Provide a conceptual framework of the advanced leadership skills, behaviors and capabilities healthcare leaders need to succeed.
2. Improve emotional intelligence to strengthen relationships and communicate more effectively.
3. Explore leadership, communication, change tools and critical thinking as a means to influence and create change.
4. Review and practice an effective approach to managing difficult conversations.
5. Identify benefits of building a collaborative environment between depts. & organizations to improve outcomes.
6. Examine the legacy you are leaving and determine the legacy you want to leave.
7. Practice and use change tools to scope and lead a change project.
8. Identify ways to create engagement with all stakeholders, during times of change
9. Identify individual strengths using self-assessment tools, group exercises and a project to define and develop opportunities for personal leadership development.
10. Describe the basics of healthcare finance and productivity to improve decision making.
11. Articulate the importance of healthcare advocacy and how to begin.
12. Review types of organizational cultures and determine your organization’s culture.
13. Recognize the costs and benefits of employee engagement and ways to improve.
14. Cite the importance of job benchmarking, selection, & interviewing on right fit.

» Course requires a project to benefit your department and/or organization, such as: Increased revenue, decreased cost, inventory reduction, patient centered medical home, reduction of readmissions, improved patient safety, improved response time, improved patient outcomes, patient and customer satisfaction.

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*“This program has made me more aware of the behavior preferences and motivations of myself and my colleagues. This has greatly improved my communication skills and has helped me to be more patient and understanding during difficult interactions and scenarios.”*

**Debra Ward Lund, RN MSN**, Nurse Consultant for Professional Development, Recruitment, and Retention

*“Through this program, I became more aware of my emotional intelligence and its impact on the success of the organization. I learned to handle my inner Gremlin better and I learned so much from my peers, their similar struggles and successes make me feel I am not, and my organization is not alone working through the immense and unprecedented challenges of healthcare and generational leadership transitions.”*

**Martha Zhan, MBA, CPA**, Sr. Director, Corp Finance

## PROGRAM COMMITMENT

Your time and commitment is necessary to participate in the Arizona Institute for Healthcare Leadership. Mandatory participation includes:

- » Class begins on January 11, 2019 and meets the second Friday of each month from 8:30 am - 4:00 pm. Two virtual sessions will be held.
- » Individual project (estimated time commitment 20-25 hours)
- » Online TTI TriMetrix executive assessment
- » One to one Executive coaching & group coaching
- » Reading, case studies and other learning assignments

## PROGRAM CONTENT

Joanne Schlosser, FACHE, MBA, SPHR, PCC, from Rising Stars, LLC will provide the comprehensive curriculum, workshop facilitation, and executive coaching. Joanne has provided high content leadership development programs to thousands of leaders and executive coaching to over 200 healthcare leaders, physicians, and their teams.

The executive assessment tool TTI TriMetrix EQ which provides deeper understanding for leaders in the areas of behavior, driving forces, and emotional intelligence.

## SAMPLE AGENDA

All live events begin with Breakfast 8AM & Content 8:30AM - 4:00PM

Month	Topics and Learning Objectives
December	Webinar: Orientation session
January	Face to Face: <ul style="list-style-type: none"><li>• Increase Your Self Awareness</li><li>• Leveraging Your Strengths to Improve Your Communication</li><li>• Emotional Intelligence</li></ul>
February	Face to Face: <ul style="list-style-type: none"><li>• Team Building activities</li><li>• Leadership that Inspires</li></ul>
March	Webinar: <ul style="list-style-type: none"><li>• Collaborating for Outstanding Outcomes</li></ul>
April	Face to Face: <ul style="list-style-type: none"><li>• Leading Change</li><li>• Project Kickoff</li></ul>
May	Face to Face: <ul style="list-style-type: none"><li>• Strategic Thinking</li><li>• Healthcare Advocacy</li></ul>
June	Face to Face: <ul style="list-style-type: none"><li>• Healthcare Finance &amp; Productivity</li><li>• Enhancing Your Presentation Skills</li></ul>
July	Face to Face: <ul style="list-style-type: none"><li>• Crucial Conversations in Healthcare</li></ul>
August	Off
September	Face to Face: <ul style="list-style-type: none"><li>• Organizational Culture</li><li>• Talent Management</li></ul>
October	Face to Face: <ul style="list-style-type: none"><li>• Closing Activities</li><li>• Graduation &amp; Celebration</li></ul>

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*“I can appreciate how the class helped me prepare and feel more confident in my role as the acting CEO. I’ve been jumping right into the issues and taking action, having the learned skillsets to handle the situation(s) as they emerge, without any real idea what we are stepping into. Thank you for your valuable class and one on one coaching.”*

**Darren Crowe, CEO**

## APPLICATION PROCESS

All applicants must be “endorsed” by their Chief Executive Officer or a senior level executive within their organization. The class is limited to 15 participants. Application with the attached essay, payment and the CEO commitment form must be received by 5:00 p.m. on Friday, November 16, 2018. **Save money with early application due by Sept. 20th.** The 2019 participants will be notified on Monday, November 26, 2018.

Applications may be e-mailed to Joanne Schlosser at [Joanne@RisingStarsLLC.com](mailto:Joanne@RisingStarsLLC.com) or mailed to Rising Stars, LLC, 4440 E. Ficus Way, Gilbert, AZ 85298

## SELECTION PROCESS

The selection committee will review and consider all applications.

Ideal candidates should meet the following:

- » Be a member of the healthcare management or leadership team
- » Have direct reports and are responsible for an operating budget.
- » A Bachelor’s degree or higher is preferred.
- » Have a minimum of four years of healthcare management experience.
- » Are essential to the organization’s strategic initiatives and business objectives.
- » Formulate strategies for a department or service and are accountable for achieving them.
- » Are actively engaged professionals with a desire to learn and develop your leadership abilities.

## PROGRAM COST

Tuition is \$5,500. **If you or your company belong to an association visit <https://www.risingstarsllc.com/AIHL/> to see if the association is partnering with AIHL to save you \$250. Early registration by September 20 also saves \$250.** Tuition includes content, materials, breakfast and lunch. Checks are made payable to Rising Stars, LLC and are due with application.

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*“My experience with the Emerging Healthcare Leader program ...now the Arizona Institute for Healthcare Leadership was tremendous in a lot of ways. It helped me grow as a leader in better understanding how to leverage my strengths, collaboration, strategic thinking and developing talent. Learning about healthcare advocacy was an eye-opener. Project development, completion and presentation was a great collaborative process on multiple levels. Overall, I do believe the program has made me more rounded as a leader and was a good foundation in my continued healthcare leadership journey.”*

**Lalit Mansukhani, R.Ph., M.S., FACHE, Vice President, Operations**

## CONTINUING EDUCATION



In support of improving patient care, this activity has been planned and implemented by AXIS Medical Education and Rising Stars. AXIS Medical Education is jointly accredited by the Accreditation Council for Continuing Medical Education (ACCME), the Accreditation Council for Pharmacy Education (ACPE), and the American Nurses Credentialing Center (ANCC), to provide continuing education for the healthcare team.

### Credit Designation for Nursing

AXIS Medical Education designates this continuing nursing education activity for a maximum of 39 contact hours.

*Learners are advised that accredited status does not imply endorsement by the provider or ANCC of any commercial products displayed in conjunction with an activity.*

### Healthcare Executives/ ACHE Qualified Education

ACHE Qualified Education credit must be related to healthcare management (i.e., it cannot be clinical, inspirational, or specific to the sponsoring organization). It can be earned through educational programs conducted or sponsored by any organization qualified to provide education programming in healthcare management. Programs may be sponsored by ACHE, chapters, or other qualified sources, whether the programming is face-to-face or distance offerings (webinars, online seminars, self-study courses, etc.). You will receive a certificate of completion for a maximum of 39 hours.

### Disclosure of Conflicts of Interest

AXIS Medical Education requires instructors, planners, managers and other individuals and their spouse/life partner who are in a position to control the content of this activity to disclose any real or apparent conflict of interest they may have as related to the content of this activity. All identified conflicts of interest are thoroughly vetted by AXIS for fair balance, scientific objectivity of studies mentioned in the materials or used as the basis for content, and appropriateness of patient care recommendations.

The **faculty**, Joanne Schlosser, Lori Linder and Greg Ensell report no financial relationships or relationships they or their spouse/life partner have with commercial interests related to the content of this continuing education activity. The **planners and managers**, Joanne Schlosser, Dee Morgillo, MEd, CHCP and Holly M. Hampe, D.Sc., RN, MHA, MRM reported no financial relationships or relationships they or their spouse/life partner have with commercial interests related to the content of this continuing education activity.

Please visit <https://www.risingstarsllc.com/AIHL/> for activity details including testimonials. Faculty information and more are under the blue link that says **Continuing Education**.

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## APPLICATION FORM

The completed application deadline with the attached essay and the CEO commitment form must be received by **5:00 p.m. on November 16, 2018**. **Applications received by September 20th save \$250 for Early Registration and may be approved early.**

**Applications may be mailed or e-mailed to: Rising Stars, LLC**

4440 E. Ficus Way, Gilbert, AZ 85298

E-mail: [Joanne@RisingStarsLLC.com](mailto:Joanne@RisingStarsLLC.com) Questions? Call 480-840-6024

## APPLICANT DATA

Name: \_\_\_\_\_ Degrees, credentials, certifications \_\_\_\_\_

Job title: \_\_\_\_\_

Organization name: \_\_\_\_\_

Organization address: \_\_\_\_\_

Home address: \_\_\_\_\_

E-mail address: (W) \_\_\_\_\_ (H) \_\_\_\_\_

Work phone: \_\_\_\_\_ Cell phone: \_\_\_\_\_

## OPERATIONAL INFORMATION

Number of direct reports: \_\_\_\_\_ Number of years leadership experience: \_\_\_\_\_

Operating budget responsibility: \_\_\_\_\_

Top three responsibilities/accountabilities your performance is evaluated on:

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

I/my organization is a member of \_\_\_\_\_ professional healthcare association(s).

## APPLICANT SIGNATURE AND COMMITMENT

*I will attend all monthly learning sessions, all executive coaching sessions and contribute openly and honestly. It is my intent to become a more effective healthcare leader and articulate the knowledge gained through this experience to better serve my organization and community.*

\_\_\_\_\_  
Applicant signature

\_\_\_\_\_  
Date

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## APPLICANT ESSAY

Please type the following responses on a separate sheet of paper, 12 point font size, single-spaced, not to exceed two pages. Please include the question number with each response. Put your name at the top.

1. List and briefly describe three healthcare delivery and/or hospital issues you believe will be leadership challenges in 2019 and beyond.
2. What do you believe are the leadership competencies and skills necessary to address these changes?
3. Please describe what you hope to gain from the Arizona Institute for Healthcare Leadership program.
4. If you were to work on one project, that you are not currently working on, that would improve some aspect of your leadership, your department, your organization or your patient's experience, what would it be?

## VIRTUAL SESSION TIMEFRAME RANKING

The virtual sessions will occur for two hours on Thursday, December 13 and Friday, March 8. Please rank the timeframes in the order that work best for you, 1 being your most preferred time, 4 being your least preferred time.

- |           |       |
|-----------|-------|
| 8-10 am   | _____ |
| 11 am-1pm | _____ |
| 1-3 pm    | _____ |
| 3-5 pm    | _____ |

## PROGRAM LOCATION

All face to face sessions will be held in Tempe. Location provided after acceptance in the program.

## CONTACT INFORMATION

If you have any questions regarding the program or application process, please contact Joanne Schlosser, 480-840-6024 or [Joanne@RisingStarsLLC.com](mailto:Joanne@RisingStarsLLC.com)

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## COMMITMENT FORM

This form must be signed by the applicant and the CEO or senior level executive. Please submit this form with the other application materials.

Name of applicant: \_\_\_\_\_

My hospital/healthcare organization belongs to \_\_\_\_\_ association.

I understand if the above named applicant is accepted into the Arizona Institute for Healthcare Leadership program, my organization agrees to:

1. Release the employee as necessary on regular paid time to attend all classroom and virtual sessions and executive coaching sessions.
2. Provide the applicant the opportunity and support to apply key principles learned from the Arizona Institute for Healthcare Leaders program to the work environment, particularly on the Individual Project.
3. Pay the tuition and other applicable costs such as travel and lodging, as needed.

\_\_\_\_\_  
**CEO/senior level executive name and title** *(please print)*

\_\_\_\_\_  
**CEO/senior level executive signature**

\_\_\_\_\_  
**Date**