

Doctors Nova Scotia (DNS) Physician Leadership Development Program

Overview

- Designed to enhance the leadership skills of experienced physician leaders, focusing on key concepts of integrated systems thinking.
- Focused on creating a community of physicians in Nova Scotia that have the skills and capabilities, based on the LEADS framework, to become visionary, collaborative, and effective leaders in healthcare.
- The program is offered by the CMA Joule Physician Leadership Institute in partnership with Doctors Nova Scotia.
- An Advisory Committee led by Doctors Nova Scotia provides guidance and input on the program framework. Participants in the advisory group include the Nova Scotia Health Authority (NSHA), IWK Health Centre, and Dalhousie Medical School.

Learning Objectives

- Demonstrate the leadership skills to augment competence in self-awareness, decision-making, change management, influence and resilience.
- Create and enhance relationships among physicians to support collective decision making in institutions and communities.
- Devise and describe action plans to address challenges and promote change within the health system.
- Practice and apply the “lean canvas” approach to innovation.
- Discuss and apply various change management methodologies to a variety of challenges.

Structure and Program Components

- 24 participants are admitted to program through application process and selection criteria developed by Doctors Nova Scotia and CMA Joule, in consultation with the Advisory Committee.
- Six-module leadership program runs from October to April.
- Each module will take place in an instructor-led, classroom format. Modules are delivered by core faculty: Dr. Mamta Gautam and Scott Comber.
- *Module content*: includes core leadership topics related to: self-awareness, complexity and decision making, change management and innovation, coaching, and resilience, each represented by a two-day module.
- *Action Learning Projects*: Doctors Nova Scotia selects key action learning challenges impacting the healthcare system in Nova Scotia. Participants will work on the action learning challenges in teams and present their final project at the end of the program.
- *Self-assessment and Coaching*: Participants will undertake a 360-degree assessment before Module 1 and will receive individual and group coaching throughout the program. Fire Inside Leadership, a Nova Scotia based coaching organization, will provide the individual and group coaching services.
- *Discussion Forums*: Participants will also connect with each other and the facilitators between class session to share insights, experiences and knowledge and to work on their action learning challenge projects.
- Graduates earn CPD Credits and a Leadership Certificate.

See Appendix A for DRAFT 2021-22 Program Schedule (Cohort #4)

Module	Title	Date	Learning Outcomes *subject to change
Orientation Session		Wednesday, September 22, 2021 4:00 - 5:30 pm	<ul style="list-style-type: none"> Overview of program expectations and learner experience.
Module 1	<i>Introduction to leadership and coaching</i>	Friday, October 29, 2021 8:30 am – 4:00 pm (TBC) Saturday, October 30, 2021 7:30 am – 3:30 pm (TBC) Virtual Classroom (Zoom)	<ul style="list-style-type: none"> Review feedback from the leadership assessment and discuss the tenets of transformational leadership. Develop an individual effectiveness plan designed to increase effectiveness. Review the action learning projects; learn and apply skills related to design thinking and lean canvas to the action learning projects. Introduce the individual and team coaching objectives, role, process and co-responsibility. Develop coaching agreements and expectations with coaches. Engage with a framework and foundational skill of intentional leadership. Co-design agreements that will identify how cohort members and the project teams will engage with each other and the program content.
Module 2	<i>Systems thinking, complexity and decision making</i>	Friday, November 26, 2021 12:00 – 6:00 pm (TBC) Saturday, November 27, 2021 7:30 am – 3:30 pm (TBC) Virtual Classroom (Zoom)	<ul style="list-style-type: none"> Describe four types of problems and the key skills associated with each type of problem. Practice and apply the core skills and approaches for identifying and addressing complex problems. Identify the advantages and disadvantages of problem identification approaches and apply to the action learning challenges. Identify and apply different decision-making frameworks. Identify, practice and demonstrate facility in the core skills of dialogue.
Module 3	<i>Leading change and transition</i>	Friday, January 7, 2022 12:00 – 6:00 pm (TBC) Saturday, January 8, 2022 7:30 am – 3:30 pm (TBC) Virtual Classroom (Zoom)	<ul style="list-style-type: none"> Differentiate and describe the difference between change and transition and apply this to the action challenge. Describe skills needed to effectively lead change and address the stages of transition. Interpret and evaluate the connection between conflict and innovation within participant's organizations, and draw appropriate conclusions as they relate to mind, leadership and system spaces. Describe and apply approaches to minimize resistance to change. Deepen understanding, practice and application of skills related to design thinking and lean canvas.

Module	Title	Date/Location	Learning Outcomes *subject to change
Module 4	<i>Influencing people, teams and systems</i>	<p>Friday, February 5, 2022 12:00 – 6:00 pm (TBC)</p> <p>Saturday, February 6, 2022 7:30 am – 4:00 pm (TBC)</p> <p>Doctors Nova Scotia 25 Spectacle Lake Drive Dartmouth, NS (TBC by Nov 1, 2021)</p>	<ul style="list-style-type: none"> Identify and develop skills for influencing stakeholders. Evaluate progress to date and develop progress reports related to action challenge projects. Evaluate overall team and individual performance using various models of evaluation. Identify and describe the key components of coaching and demonstrate facility in core coaching skills. Deepen understanding, practice and application of skills related to design thinking and lean canvas.
Module 5	<i>Leadership resilience and presence</i>	<p>Friday, March 4, 2022 12:00 – 6:00 pm (TBC)</p> <p>Saturday, March 5, 2022 7:30 am – 4:00 pm (TBC)</p> <p>Doctors Nova Scotia 25 Spectacle Lake Drive Dartmouth, NS (TBC by Nov 1, 2021)</p>	<ul style="list-style-type: none"> Define and recognize burnout and describe the biopsychosocial factors that lead to stress and burnout in physicians. Learn the number one cause of stress, and number one skill in dealing with stress. Implement personalized strategies to prevent burnout and manage stress and time effectively. Know the 5 C's of resilience and identify strategies to apply this framework and enhance resilience to prevent burnout. Identify opportunities to advance resilience in the health care system. Deepen understanding, practice and application of skills related to design thinking and lean canvas.
Module 6	<i>Project presentations and graduation</i>	<p>Friday, April 8, 2022 11:45 am – 6:00 pm (TBC)</p> <p>Saturday, April 9, 2022 8:30 am – 2:30pm (TBC)</p> <p>Location TBC</p>	<ul style="list-style-type: none"> Evaluate the overall action challenge to-date and identify opportunities for improvement. Identify processes or best practices that were established during the action challenge project and describe how these practices will be formalized. Describe, evaluate and communicate key learnings related to the action challenge, team process, and self. Evaluate overall team and individual performance using various models of evaluation. Describe the key elements of a compelling elevator pitch and develop and communicate pitch for action challenge. Deepen understanding, practice and application of skills related to design thinking and lean canvas.

Weather date: May 6-7, 2022