

Environmental Scan Extraction Table for Physician Leadership Programs - Spring 2018

Organization	Program Name	Description	Intervention Type/Format	Intended Audience	Duration	Cost	Accreditation	Location	Source
Ontario Medical Association (OMA)	Physician Leadership Development Program (PLDP)	The PLDP promotes physicians' natural ability to lead and focuses their development towards: <ul style="list-style-type: none"> •Leading effectively at the health system level; •Inspiring collaboration and action among stakeholders and teams; •Furthering the OMA's leadership position in Ontario's healthcare system; and, •Advocating effectively for quality and healthy outcomes for patients and Ontarians. The PLDP takes a holistic approach in the development of strong management and leadership competencies, addressing the complexities of leadership in today's health-care system.	Program includes in-class modules, 1:1 executive coaching and group coaching, and guest speakers & facilitators.	Ontario physicians	10-month Masters Certificate Program, with 90 hours of study	N/A	N/A	Ontario	Original 2014 Report & Schulich representative
Improving & Driving Excellence Across Sectors (IDEAS) Ontario	Advanced Learning Program (ALP)	The IDEAS ALP equips healthcare professionals with the knowledge, practical skills and tools to lead quality improvement initiatives that aim to improve patient care, experience and outcomes. At the completion of the ALP, participants will have all of the preparation necessary to apply their leadership to high quality patient care. Based on the internationally respected program developed by Intermountain Healthcare in the U.S., the ALP curriculum is tailored to ensure participants meet the needs of Ontario's healthcare system.	Prospective participants apply as team (maximum of four people) to develop, implement and report on an applied learning project demonstrating improvement and alignment with health system and organizational priorities. Teams share their applied project and available results with fellow participants and healthcare leaders on the last in-person session day. Project executive sponsors and other colleagues from home organization(s) are invited to attend this final presentation day.	Emerging and established clinical (physicians, nurses, other healthcare disciplines) and administrative (managers, directors and senior leaders) healthcare professionals	7 days of in-person learning sessions over a 5-month period in combination with virtual eLearning sessions, including two 3-day learning sessions and one presentation day	Organizations with annual operating budgets that are < \$10 million - \$650 +HST per individual Organizations with annual operating budgets that are ≥ \$10 million and < \$24 million - \$1,200 +HST per individual Organizations with annual operating budgets that are ≥ \$24 million and < \$250 million - \$1,800 +HST per individual Organizations with annual operating budgets that are ≥ \$250 million - \$2,200 +HST per individual	The Advanced Learning Program is accredited by The College of Family Physicians of Canada and The Royal College of Physicians & Surgeons of Canada.	Ontario	https://www.ideasontario.ca/advanced-learning-program/
Improving & Driving Excellence Across Sectors (IDEAS) Ontario	Foundations of Quality Improvement	The Foundations of Quality Improvement Program (formerly known as the 2-Day Introductory Program) introduces participants to: <ul style="list-style-type: none"> • Key quality improvement concepts, • Knowledge of foundational methods of quality improvement, and • Practical tools in order to improve patient care, processes and outcomes. Participants complete the Foundations Program ready to participate in and contribute to quality improvement projects within or across healthcare organizations.	The program involved e-learning and an in-person workshop delivered regionally all throughout the year by the following academic partners of IDEAS: McMaster University, Northern Ontario School of Medicine, Queen's University, University of Toronto, University of Ottawa, Western University/Schulich School of Medicine & Dentistry and IDEAS.	Clinical (physician, nurses, other healthcare professionals) and administrative healthcare professionals (managers, directors and senior leaders)	3-hour online component completed prior to a one-day in-person workshop	~\$20-75 per registrant (program is partially funded by the MOHLTC)	This continuing education program is accredited by the consortium's of McMaster University, Northern Ontario School of Medicine, Queen's University, University of Toronto, University of Ottawa, Western University/Schulich School of Medicine & Dentistry and IDEAS.	Ontario	https://www.ideasontario.ca/foundations-of-quality-improvement/
Improving & Driving Excellence Across Sectors (IDEAS) Ontario	Alumni Program	In order to support the growing community of healthcare professionals who are dedicated to quality improvements, IDEAS has created an active and engaging Alumni Program. The Alumni Program includes 3300 health professionals all trained in a common language and approach to quality improvement, who are committed to continuous improvement of patient care, experience and outcomes	The Alumni Program engages in the Annual Quality Improvement and Patient Safety Forum (QIPSF) and the IDEAS Alumni Webinar Series.	Alumni of IDEAS' ALP or Foundations of Quality Improvement programs	Webinar series and yearly forum	N/A	N/A	Ontario	https://www.ideasontario.ca/alumni/
Health Quality Ontario (HQO)	Learning Community	This interactive community will provide you with the opportunity to collaborate with other health care professionals and learn and implement innovative approaches to quality improvement. There are many areas for the Learning Community to explore including: <ul style="list-style-type: none"> • The A&E Roadmap serves as an effective guide to quality improvement, outlining each step in a clear and comprehensive fashion. • The CDM Roadmap helps you identify specific areas for improvement in the management of patients with chronic disease. • The Forum is an interactive and collaborative space where you can read blogs written by your peers, ask questions, and share your thoughts on our discussion board. • The Library is an archive of useful articles, tools, and resources. • The Measures tab is where you can enter the data you have collected and track the progress you have made. 	The Learning Community provides e-Learning, Interactive Sessions, and Champion Support. It offers a comprehensive curriculum of seven MainPro accredited e-Learning Modules (machealth); a suite of quality improvement tools and resources; membership in a community of practice focused on improving access to primary care; opportunity to register for the A&E Newsletter; consultation from a Quality Improvement coach and Primary Care peer Champion; Two, half-day Advanced Access and Efficiency On the Road Learning Sessions Opportunity to join the HQO Learning Community with past graduates.	Healthcare professionals	Option 2 stream requires an estimated completion time of 4 months and requires attendance at two, half-day Advanced Access and Efficiency On the Road Learning Sessions Commitment to collect and interpret practice data as foundation for improvement	N/A	Both streams offer a comprehensive curriculum of seven MainPro accredited e-Learning Modules (machealth)	Ontario	http://www.hqontario.ca/learningcommunity/ and http://www.hqontario.ca/Portals/learningcommunityFiles/Document%20Library/qi-aa-e-primary-care-info-sheet-en.pdf
Ontario Hospital Association (OHA)	Diploma in Health Care Management	The Diploma is for health care professionals across the continuum of care who are looking to advance their knowledge in health system operations. Anyone from managers to front-line staff are encouraged to take the Diploma to gain a stronger understanding of Ontario's ever-changing health care system.	The Diploma includes the following 8 core courses, covering all essential topic areas of health care management: 1. A Primer on Ontario's Health Care System 2. Financial Management and Budgeting 3. Leadership Essentials for the Emerging Leader 4. Lean Health Care Yellow Belt 5. Managing Human Resources 6. Patient Safety - Quality Risk 7. Principles and Applications of Health Law 8. Understanding Data & Analytics: Making Sense of Data in Your Organization.	Healthcare professionals	The Diploma courses range from one to three days and participants have up to 5 years to complete all eight courses	N/A	N/A	Ontario	https://www.oha.com/Documents/Final%20-%20FAQ%20for%20Diploma%20Program.pdf
Ontario Hospital Association (OHA)	Harvard ManageMentor® 11	Harvard ManageMentor draws on substantial new research from acknowledged thought leaders to enhance your managers' day-to-day performance. Updated with new concepts and rich media, Harvard ManageMentor includes proven concepts and tools, worksheets, and step-by-step guides that have been the enduring cornerstone of success for this premier online learning and performance support program.	The OHA leadership package includes a one-year subscription to a 25 online module package for managers and executives which is based on the OHA's Leadership Competency Model and falls into the following four domains: Achieving Results, Leading Effectively, Thinking Critically and Personal Effectiveness. To assist leaders in the development of these areas, we have packaged the online modules to support these domains as follows: achieving results, personal effectiveness, thinking critically, leading effectively.	N/A	N/A	Individual: Each 12 month license is \$375 (+HST). Discounts are available for groups of 10+ individuals.	N/A	Ontario	https://www.oha.com/education/Documents/Harvard%20ManageMentor%2011%20Brochure%20-%20March%202017.pdf and https://www.oha.com/education/product/Harvard-ManageMentor-11-E620417
Ontario Hospital Association (OHA)	Physician Leadership Resource Manual	This manual is targeted primarily at physician leaders: Chiefs of Staff/Chairs of the Medical Advisory Committee, Chiefs of Medical Departments and other clinical leaders. It was developed as an online resource with printable sections, and contains links to a range of resources found in the appendices at the end of each module. The online format enables readers to tailor their use of the manual to their own needs and priorities.	There are a total of six modules within this resource manual, covering various aspects of the physician leadership role. They include: Module 1 Health Care in Ontario; Module 2 Hospital Governance; Module 3 Leadership Basics: Knowing and Managing Yourself; Module 4 Leading High-Performing Teams; Module 5 Basics of Hospital Finance; Module 6 Quality, Safety and Risk Management.	Physician leaders (Chiefs of Staff/Chairs of the Medical Advisory Committee, Chiefs of Medical Departments and other clinical leaders)	N/A	N/A	N/A	Ontario	https://www.oha.com/Professional%20issues1/Physician%20Leadership%20Resource%20Manual%20-%20Introduction%20and%20Acknowledgements.pdf

Ontario Hospital Association (OHA)	E-Learning Resources	The OHA hosts a number of online modules including Lean healthcare courses and Executive health care courses in collaboration with KPMG. The overall objective of these courses is to help participants develop a comprehensive set of skills that will allow the participant to function effectively as a Lean Six Sigma team lead according to Belt colour (currently providing training for green, yellow, white, and black belts).	Two day in-classroom training per course, including case studies, classroom exercises and breakout sessions to enable participants to fully understand and apply the learning in an interactive workshop environment.	Individuals registered with OHA's online learning platform	2 days per course, offered periodically throughout the year (current cohort in April 2018)	\$800-1800 per individual per course	N/A	Ontario	https://www.o-ha.com/education/leadership-and-governance
Council of Academic Hospitals of Ontario (CAHO)	Physician Quality Improvement Initiative (PQII)	The CAHO Physician Quality Improvement Initiative (PQII) is a physician-led, collaborative program at CAHO member hospitals. Developed by the Chief Medical Leaders of CAHO hospitals, PQII is based on the premise that providing feedback to physicians on their performance, and tools to support their professional development, can be useful in improving the quality of care provided by an individual practitioner and, at the organizational level, where best practices can be shared and consistency facilitated across all hospitals.	An essential component of PQII is the implementation of the Physician Achievement Review (PAR). The PAR enhances physician self-awareness through meaningful feedback in relation to quality of patient care through the use of 360-degree surveys. This provides opportunities for self-review and active development of a plan with the support of physician leaders, and for analyzing evidence of progress against agreed upon goals.	CAHO member hospital physicians	N/A	N/A	N/A	Ontario	http://caho-hospitals.com/partnerships/physician-quality-improvement-initiative-pqii/
Ontario College of Family Physicians (OCFP)	OCFP Leadership Development Program	OCFP provides Leadership Development workshops in the form of four case scenarios: 1) Moral and Productivity: Monday Morning at the Office (The Case Scenario and discussion questions are designed to provoke conversation related to individual leadership challenges common to working in a collaborative group practice setting); 2) Morale and Productivity: Oh Dear, What Can the Matter Be? (The discussion plan is designed to provoke conversation related to common challenges working in a family practice); 3) Informal Leadership: Being a Change Champion is Hard Work (This case scenario is designed to stimulate a discussion of how a "change champion" is created and how a change champion, without the benefit of formal leadership, title or authority, can exert informal leadership to achieve change); 4) Developing Coalitions (The Leaders for Life Framework has been utilized to structure the case discussion with a focus on leadership skill development in relationship to the formation of a coalition)	Workshops including case studies, discussion questions, and individual reflection.	Ontario physicians and healthcare professionals	N/A	Varies	Each workshop is 3 hours and worth 3.0 CFCP Mainpro-C Credits	Ontario	http://ocfp.on.ca/cpd/ocfp-workshop-list
Sunnybrook Health Sciences Centre	Sunnybrook Leadership Institute (SLI)	The SLI offers programs, workshops and services to enhance and develop Sunnybrook employees' knowledge and skills that enable everyone to work together in ways that facilitate interprofessional team effectiveness and support individual quality of work and life. In addition, the SLI Faculty provides expertise in creating customized and holistic approaches to build leadership capacity and learning.	Classroom and online learning opportunities for professional and personal development.	N/A	N/A	N/A	N/A	Ontario	https://sunnybrook.ca/content/?page=qualityworklife-learning-leadership
McMaster University - DeGroote School of Business	Healthcare Leadership Academy	Physician Fellowship Program: The Health Leadership Academy is launching a new Physician Fellowship Program for physicians enrolled in the Executive MBA in Digital Transformation at McMaster University. As a Physician Fellow you will have exclusive access to mentors in the Health Leadership Academy's network and have opportunities to attend the Michael G. DeGroote Health Leadership Academy's leadership development events and workshops addressing topics across the health landscape. After completing the Fellowship Program you will: <ul style="list-style-type: none"> • Become a more effective leader in both your professional life by gaining greater self awareness • Gain a broader perspective of health and business applications by learning from mentors, faculty and peers • Gain confidence as a health and business professional 	Mentorship and leadership model affiliated with the Executive MBA program.	Physicians enrolled in McMaster's Executive MBA program	N/A	N/A	N/A	Ontario	https://healthleadershipacademy.ca/physician-fellowship-program/
McMaster University - Faculty of Health Sciences	Leadership and Management Program Certificate	The course work is designed to familiarize the student with the theory and application necessary to function effectively in a formal or informal leadership position. Content includes theory and techniques of management, leadership, organizational development and change, motivation, labour relations, legal implications, ethics, finance and the Canadian Health Care System.	The Program is offered to Registered Nurses and health care professionals located throughout Canada and internationally by means of distance education. It is also offered locally through individual self-directed study and tutorial.	Healthcare professionals	Varies; multi-course program	N/A	N/A	Ontario	http://academicalendar.romcmaster.ca/preview_program.php?catoid=24&pooid=14312
University of Toronto - Rotman School of Management	Advanced Health Leadership Program	The Advanced Health Leadership Program will launch its twelfth offering in 2018. The program focuses on leadership competencies required to implement the foundational building blocks of personal, organizational and system change. Through a combination of health leadership development and management school expertise, the program provides a challenging opportunity for personal leadership development for current and potential members of executive teams working in the sector. The seniority and diversity of participants creates a unique forum and network for discussion, reflection and learning that will have immediate and lasting relevance to their careers.	In-person learning modules at the Rotman School of Management	Current or potential senior members of leadership teams in health service provider organizations, agencies and other health system organizations. The selection committee uses a variety of criteria in its participant selection decisions: on track to be a senior leader (clinical or non-clinical), executive, or CEO in the next 5 years currently on an executive team or evidence of executive-level leadership (approximately 10-20 years of experience) responsibility for financial and/or clinical performance history of successfully managing and motivating staff record of initiative and achievement (e.g. successfully led a change process that delivered tangible results) experience of successfully working with a broad set of stakeholders, including: clinicians; professional associations; governments; and other provider organizations indications of career progression and ambition based on resume and personal statement strong letter of support from a CEO or	15 day program (three 5 day modules)	N/A	N/A	Ontario	http://www.rotman.utoronto.ca/ProfessionalDevelopment/Executive-Programs/Programs-Individuals/IndustrySpecificPrograms/Health-Leadership

University of Toronto - Rotman School of Management	UHN-Rotman Leadership Development Program	Designed as a collaborative interprofessional learning experience, the program encourages leaders to learn with and from colleagues and peers from a variety of management and leadership roles as well as other hospitals and healthcare organizations. Enhance your leadership and management effectiveness by equipping you with actionable management tools, increase your self-awareness as a leader and build a personalized leadership agenda (reflect on how you intend to lead within your organization), learn a proven change management framework that will increase your effectiveness in driving improvements within your organization, and build relationships with leaders of other healthcare organizations.	In-person learning modules at the Rotman School of Management.	Clinical and non-clinical leaders (manager and director level) and physicians who have taken on managerial responsibilities	8 day program (4 modules, 2 days per module)	\$5,300 CAD + HST	N/A	Ontario	http://www.rotman.utoronto.ca/ProfessionalDevelopment/Executive-Programs/Programs-Individuals/IndustrySpecificPrograms/UHN-Leadership	
University of Toronto - Rotman School of Management	Community Health Leadership Program	This program is designed to enhance the participants' leadership, innovative thinking, change management, communication, and negotiation skills that will foster new approaches to leadership. It will enable the participants to capitalize on their knowledge, skills and capabilities and augment their capacity to influence health system and organizational change. Sessions include: "Alignment: Building High Performance Work Cultures", "Understanding Personal Style", "Influence and Building High Performance Teams", "Negotiating Change and Conflict Resolution", "Leading Change", "Measuring Performance and Managing Resources", and "Leading Change in Teams".	Sessions will be highly interactive and led by leading faculty and researchers, all of whom are accomplished instructors. In addition, leaders from the field will be invited as guest speakers in order to profile a range of leadership approaches.	Current or potential senior members of leadership teams in any organization that serves inner city populations and other disadvantaged communities. The selection committee uses a variety of criteria in its participant selection decisions. Please include information in your letter that addresses the following points, as appropriate: Intends to be in a senior leadership position within the next 5 years Newly appointed to an executive level position such as Executive Director or Senior Director Evidence of executive-level leadership (approximately 10 years of experience) Responsibility for financial and/or clinical performance History of successfully managing and motivating staff Record of initiative and achievement (e.g. successfully led a change process that delivered tangible results) Experience of successfully working across a broad set of stakeholders, including: clinicians; professional associations; governments; and other provider organizations.	5-day interactive program	N/A	N/A	Ontario	http://www.rotman.utoronto.ca/ProfessionalDevelopment/Executive-Programs/Programs-Individuals/IndustrySpecificPrograms/CHLP	
University of Toronto - Rotman School of Management	Rotman's Executive Leadership Program	Rotman's Executive Leadership Program is a highly personalized leadership development program designed to turn you into a more effective, thoughtful and resilient leader. Tailored to your unique leadership goals and challenges, this fast-paced, demanding and powerful program integrates cutting-edge academic research with real-time leadership issues. You will emerge with a fresh approach to leadership and decision-making that characterizes all great leaders.	In-person learning modules at the Rotman School of Management.	Rotman's Executive Leadership Program is designed for senior-level executives of people/teams. Leaders who are looking for insights, knowledge and tools to become more effective leaders and advance themselves in their leadership journey will greatly benefit. This program is well suited for executives from a range of industries across the corporate, government and non-profit sectors such as: Corporate directors	5-day intensive program and multiple check-ins over an 8 month period	\$11,200 CAD + HST	N/A	Ontario	http://www.rotman.utoronto.ca/ProfessionalDevelopment/Executive-Programs/Programs-Individuals/LEAD	*Not specifically for healthcare professionals but applicable
University of Toronto - Rotman School of Management	Search Inside Yourself	The Search Inside Yourself workshop (SIY) is the unique two-day course that was developed and refined at Google. The workshop focus is on the five key domains of emotional intelligence: self-awareness, self-regulation, motivation, empathy, and social skills – with mindfulness practice, science, and leadership applications fully integrated at all levels.	Interactive in-person course at Rotman School of Management.	Leaders in organizations everywhere. Each company and organization needs emotionally intelligent leaders. All organizations can benefit from a more mindful and self-aware workforce. This workshop is especially for those who want to support their organization's ability to build an inspiring, high-performance workplace.	2 day interactive course	\$1,800 CAD + HST	N/A	Ontario	http://www.rotman.utoronto.ca/ProfessionalDevelopment/Executive-Programs/Programs-Individuals/SIYI	*Not specifically for healthcare professionals but applicable
York University - Schulich School of Business	Advanced Certificate in Clinical Leadership	Now in its 9th year, the certificate program teaches healthcare professionals how to become an inclusive, responsive, and inspirational leader within collaborative care and inter-professional teams. The certificate program uses The Complexity Framework™ - an applied evidence-based framework for best practices in health care leadership. The course is developed by an internationally recognized faculty, including industry experts and professors currently teaching at the Faculty of Health and the MBA program at the Schulich School of Business at York University, and School of Nursing at Queens University.	The certificate program uses The Complexity Framework™ - an applied evidence-based framework for best practices in health care leadership.	Healthcare professionals	5-day program	\$2,900 +HST	N/A	Ontario	http://hlin.info.yorku.ca/open-programs/clinical-leadership/	
York University - Schulich School of Business	Director of Care Certificate in Clinical Leadership	The Director of Care Certificate in Clinical Leadership was designed with industry long-term care providers and is instructed by expert faculty. The Certificate focuses on development of leadership competencies for the Directors of Care (DOC) to ensure the delivery of high quality accommodation, care, and services to clients and families. This program teaches and mentors the DOC to become a confident leader.	Module based, on-campus, at York University in Toronto, Ontario. The Action Learning Project portion of the certificate will be mentored online with in-class project work time and all course learning materials are supplied.	New and existing Directors of Care or assistant/associate Directors of Care	4 modules over 7 months	\$4430 plus 13% HST	N/A	Ontario	http://hlin.info.yorku.ca/director-of-care-certificate-in-clinical-leadership/	
York University - Schulich School of Business	Masters Certificate in Healthcare Management	This healthcare management certification program – the first and only comprehensive certificate of its kind in Canada – combines business fundamentals with healthcare leadership skills and knowledge, preparing you for the most senior-level healthcare positions. Acquire skills to become proficient in all matters facing today's healthcare management: advanced leadership; critical thinking, project planning and problem solving; designing lean processes; successful communication, quality and safety strategies and conflict resolution; information technology for healthcare leaders; leading change and innovation; and risk management and courageous leadership in healthcare.	Program consists of 7 in class modules, but the program materials will be delivered electronically. The modules foster collaboration, communication and problem solving skills, leadership development, critical thinking, and project management.	Healthcare professionals	14 days over 3 months, or complete all individual modules at an individualized pace within 3 years.	\$9,850	CE Credits 10 CCHL/MoC Cat. II 28 PDU - PMI Technical 14 PDU - PMI Leadership 7 PDU - PMI Strategic	Ontario	http://seec.schulich.yorku.ca/program/masters-certificate-in-healthcare-management/ and http://seec.schulich.yorku.ca/wp-content/uploads/2017/11/MC-Healthcare-Management.pdf	

University of Ottawa - Telfer School of Management	Quality Improvement and Patient Safety Leadership Program	The goal of the "Quality Improvement and Patient Safety Leadership Program" is to create and support champions in the field of Quality Improvement and Patient Safety who can help to lead and facilitate change and improvements within their practice, their department, their hospitals, and across the entire health system.	The program includes 6 modules of presentations and exercises that are completed in class as well as a project activity that is completed between modules. As part of the program, participants are expected to undertake a project within their institutions to improve quality or patient safety. These projects may be existing initiatives or new initiatives that will be conducted during the program.	Healthcare practitioners in Champlain LHIN healthcare organizations who have an interest in improving quality and patient safety	In 2017-2018 this event was an Accredited Group Learning Activity (Section 1) as defined by the Maintenance of Certification program of the Royal College of Physicians and Surgeons of Canada for 69 hours. In the past, this program has been reviewed and approved by the University of Ottawa, Office of Continuing Professional Development.	N/A	In 2017-2018 this event was an Accredited Group Learning Activity (Section 1) as defined by the Maintenance of Certification program of the Royal College of Physicians and Surgeons of Canada for 69.0 hours. In the past, this program has been reviewed and approved by the University of Ottawa, Office of Continuing Professional Development. In 2017-2018, this Group Learning program met the certification criteria of the College of Family Physicians of Canada and was certified by the University of Ottawa's Office of Continuing Professional Development for up to 69.0 Mainpro+ credits.	Ontario	http://www.telfer.uottawa.ca/executiveprograms/en/our-programs/11/the-improving-quality-and-patient-safety-leadership-program
University of Ottawa - Telfer School of Management	Champlain LHIN Senior Leadership Program	The program is designed to address the leadership development needs of executives and physician leaders and to improve opportunities for networking and collaboration between individuals and organizations. Participants in the program are sponsored by the leaders of health service providers both large and small from across the Champlain LHIN.	In-person, classroom based activities.	Individuals in the Champlain LHIN healthcare organizations who have an interest in improving quality and patient safety	Four modules of two consecutive days, 8:00am – 5:00pm. Each module is approximately six weeks apart.	\$5,500 + HST	N/A	Ontario	http://www.telfer.uottawa.ca/executiveprograms/en/our-programs/8/champlain-lhin-senior-leadership-program
University of Toronto - Centre for Faculty Development	New and Evolving Academic Leaders (NEAL) Program	Academic leaders are often selected for their roles based on their academic expertise with little, if any, leadership development. NEAL is specifically designed to fill that gap. The goal of the NEAL program is to foster a productive, visionary and collaborative academic leader in the Academic Health Science Network. Participants develop the mindsets and capabilities to successfully lead their division, program, research, education or other academic unit and help enable the success of their academic teams. Specifically, they become competent in the four practices of academic leadership: intrapersonal, interpersonal, organizational and system.	In the NEAL program, participants develop the mindsets and capabilities to successfully lead their division, program, research, education or other academic unit and help enable the success of their academic teams. Specifically, they become competent in the four practices of academic leadership: intrapersonal, interpersonal, organizational and system.	Formal and informal leaders, nationally and internationally, with faculty appointments in Faculties of Medicine or Health Sciences. Applicants must have been in a faculty position for at least 3 years and have academic leadership roles and/or responsibilities.	Three four-day modules over the course of one year with coaching and web-based distance learning in between. Each day is eight to nine hours long including breakfast, lunch and breaks.	Basic Sciences Tuition Rate: for those with a PhD in the following departments: Anatomy, Biochemistry, Immunology, Laboratory Medicine and Pathobiology, Medical Biophysics, Molecular Genetics, Nutritional Sciences, Pharmacology and Toxicology, Physiology. Early Bird Application Rate - \$10,000 Full Application rate - \$10,500 Standard Rate: for MD's and Other Faculty Members Early bird application rate - \$11,500 Full application rate - \$12,000 Those who submit their application package by the early bird deadline will be guaranteed the early bird tuition rate should their application be successful. All successful applicants whose packages are received after this early bird deadline will be	This program is accredited through the Office of Continuing Professional Development, Faculty of Medicine, University of Toronto	Ontario	https://cfd.utoronto.ca/real
University of Toronto - Institute for Health Policy, Management, and Evaluation	MSc (SL) System Leadership and Innovation	HPME now offers a new MSc concentration in System Leadership and Innovation (SLI). This new concentration was developed in cooperation with Undergraduate Medical Education (UME) and Postgraduate Medical Education (PGME) in the Faculty of Medicine and offers leadership education through course work and practicums to UME students and PGME trainees at the University of Toronto.	The SLI concentration allows students to obtain a non-thesis MSc with a focus on the key aspects of physician leadership for system innovation including leadership and motivation, strategic thinking and planning, research methods for evaluating health system innovation and policy analysis and techniques for system change. The MSc SLI concentration is offered in two scheduling formats.	UME students who have started at the University of Toronto who have had an interest in leadership and who want to continue to develop those skills and PGME trainees who see that leadership and innovation are important aspects of their future careers	The full-time format will allow PGME trainees to complete the MSc degree in one year. The part-time format will allow UME medical students to complete the MSc degree while they are medical students without having to step away from their UME education and will allow PGME trainees to complete the MSc degree without taking a break from their clinical training program.	N/A	N/A	Ontario	http://hpme.utoronto.ca/academics/rd/system-leadership-and-innovation/

Western University - Schulich Medicine & Dentistry	Management Principles for Physicians	Management Principles for Physicians delivers knowledge, tools and skills that can be applied to business management concepts to enhance health care delivery. Customized for physicians, the course delivers business strategy, finance, business plan development and operational excellence that can be incorporated into initiatives to improve patient care, experience and outcomes.	By the end of the course, participants will be expected to be able to: - apply management techniques and conflict resolution strategies in the leadership of diverse health care teams - apply value-based health care principals when establishing and implementing strategies in a health care setting - apply managerial accounting principles to the planning and evaluation of health care programs - explain the principles of lean management and the potential for implementation within professional practice	Physicians	12.25 hours of case-based, interactive curriculum delivered by Ivey Business School faculty	N/A	This event is an Accredited Group Learning Activity (Section 1) as defined by the Maintenance of Certification program of The Royal College of Physicians and Surgeons of Canada and approved by Continuing Professional Development, Schulich School of Medicine & Dentistry, Western University (12.25 hours). This Group Learning program meets the certification criteria of the College of Family Physicians of Canada and has been certified by Continuing Professional Development, Schulich School of Medicine & Dentistry for up to 12.25 Mainpro+ credits. Continuing Professional Development, Schulich School of Medicine & Dentistry, Western University, designates this educational	Ontario	https://www.schulich.uwo.ca/continuingprofessionaldevelopment/faculty_development/Management%20Principles%20for%20Physicians.html
Alberta College of Family Physicians	LeadFM	The Alberta College of Family Physicians faculty of 14 trained leaders, Nine family physicians and six system leaders, all of whom are trained to deliver content in five subject areas: • Creating a vision and sticking with it • Measuring what matters • Developing effective coalitions • Affecting meaningful systems transformation • The art of engagement	Full-day and part-date modules available through Lead FM.	Physicians	Varies	N/A	N/A	Alberta	https://www.acfp.ca/leadership/leadfm/
Alberta College of Family Physicians	EngagePrimaryCare	EngagePrimaryCare.ca facilitates the need and demand to collaborate with Alberta family physicians by accepting requests for a primary care involvement and matching physicians from the Family Physician Leader Registry.	Informal leadership mentoring network	Physicians	N/A	N/A	N/A	Alberta	http://engageprimarycare.com/
Simon Fraser University - Beedie School of Business	GPSC Leadership And Management Development Program	The GPSC Leadership and Management Development Program (GPSC LMDP) is a foundational program grounded in core concepts that are central to building or enhancing leadership and management capacity. We recognize that leaders within the Primary Care Initiative have varying levels of leadership capacity and have the opportunity to draw, formally and informally, on a number of sources to enhance their leadership capacity. The GPSC LMDP will complement other supports as a foundational learning resource for those involved in, or aspiring to, a leadership role within the Primary Care Initiative.	The GPSC LMDP will provide learning that has immediate application and provides long-term benefits by grounding participants in foundational concepts, skills and tools that will build common ground and language among participants and, in time, throughout the Primary Care Initiative. The program will provide a key place for stakeholders from around the province to build relationships, learn together, support each other, solve problems and ultimately, through face-to-face action learning activities, set the foundation for new and innovative ideas to enhance primary care.	Physician leaders involved in the Primary Care Initiative. Priority admission will be offered to physicians who are engaged in or planning to engage in leadership roles within the Divisions of Family Practice.	The GPSC LMDP is a ten day program, to be delivered in five 2- day modules. The program will take place on Fridays and Saturdays from 8:30am to 4:30pm.	N/A	This Group Learning program has been certified by the College of Family Physicians of Canada and the British Columbia Chapter for up to 65 Mainpro+ credits.	British Columbia	http://www.gpsbc.ca/sites/default/files/uploads/GPSC%20LMDP%20Cohort%208.pdf
British Columbia Institute of Technology	Health Leadership advanced certificate program	The BCIT Health Leadership advanced certificate program develops emerging health leaders. From leading oneself, understanding health organizations, budgeting, project management, and managing people, our courses are taught through the healthcare leadership lens, giving you the leadership perspectives and capabilities to advance your career and make a difference as an emerging health leader.	Interactive online learning; courses can be taken as needed or to complete the full certificate; includes a Capstone project completed in the workplace.	This program is for healthcare professionals who: Are in the first half of their healthcare career, or in a related industry looking to work in health care Are interested in developing skills to lead high-performing teams Enjoy leading others in a fast-paced, dynamic environment Are interested in enhancing the patient care experience from organizational and operational perspectives	Part-time, advanced certificate program completed over 2 years	The estimated cost per course is \$750 tuition plus an average of \$50 for reading materials (reading materials range from \$30 to \$110, depending on the course). The total cost to complete the program, if you complete all 8 courses (24 credits), is approximately \$6,400.	N/A	British Columbia	https://www.bcit.ca/study/programs/6860adcert
University of British Columbia - Sauder School of Business	Executive MBA (EMBA) in Health Care	In partnership with senior leaders in healthcare and government, the Sauder School of Business at UBC has created Canada's first Executive MBA designed exclusively for healthcare careers. The program is designed to be relevant, intensive and customizable to specific interests and schedules. Designed in partnership with senior leaders in healthcare and government, the curriculum is flexible, modular and collaborative, enabling degree specialization, as well as a certificate option, suited to both individual and employer needs.	Laddering options exist, recognizing credit from other institutions as well as from formal learning programs completed within other health organizations.	Working professionals with an average of eight or more years of experience in healthcare	The part-time program can be completed in 15 to 30 months, according to the goals of both the candidate and the organization.	\$65,000 CAD \$55,000 CAD for public sector employees	N/A	British Columbia	http://www.sauder.ubc.ca/Programs/Executive_Education/EMBA_in_Health_Care~/media/Files/Executive%20Education/EMBAProgramBrochure2009.ashx
Provincial Health Services Authority	Leadership Linx	Core LINX is designed to support new and emerging leaders and managers. It includes 14 leadership modules based on the LEADS Capability Framework and 6+ Management (transactional) Modules. This program is open to both unionized leaders and non-contract managers. Participants (Cohort model) are required to attend all modules and complete pre- and post module work (1 hour per module).	Experience LINX is designed to support leaders and managers with 2-3 years of experience. The curriculum includes 3 modules; exploring personal leadership, leading through relationship and leading in systems. Sessions are followed by a day of wrap up and graduation. This program is open to both the unionized leaders and non-contract managers.	Leaders and managers with 2-3 years of experience	Participants are required to attend all 11 days of the program, engage in 6 hours of triad work (between the first and second modules), and do both pre and post module work (reading, journal writing, etc).	N/A	N/A	British Columbia	http://help.leadershiplinx.ca/resources/about-the-programs#The--programs

University of British Columbia - Sauder School of Business	Physician Leadership Program (PLP)	The objective of this innovative program is to deliver the leadership knowledge, behaviours, and skills that senior physicians need to effectively engage in the planning, delivery, and transformation of our health care system. Participants will acquire meaningful new perspectives on health care leadership, and develop a practical, broad-based set of skills to work up and down multiple levels of organizations and across multiple health care contexts. This program was created by collaboration between B.C. Health Authorities, B.C. Patient Safety Quality Council, UBC's Sauder School of Business and the UBC Faculty of Medicine. Its interdisciplinary outlook ensures a system-wide, yet well-integrated, view of both the medical and management aspects required for excellence in health care leadership	Each module of learning offers a blend of Sauder professors bringing the latest in innovative thinking and business knowledge, mixed with domestic and international healthcare industry speakers who will present on the latest trends and business-related healthcare issues. Between each module, you will complete assignments to build on the material taught and apply the new skills to your workplace.	Senior physicians who are taking on leadership roles in their health authority, and who wish to augment their medical background with applied, forward-thinking management skills. It is expected that participants will have completed some introductory management and leadership training (i.e. PMI etc.) prior to enrolling in this program.	Upon completion of the 10 day program you will be awarded a Physician Leadership Certificate from the Sauder School of Business, receive Continuing Medical Education (CME) credits as well as credits that contribute towards the Canadian College of Health Leaders Certified Health Executive (CCHL CHE) designation.	N/A	Upon completion of the 10 day program you will be awarded a Physician Leadership Certificate from the Sauder School of Business, receive Continuing Medical Education (CME) credits as well as credits that contribute towards the Canadian College of Health Leaders Certified Health Executive (CCHL CHE) designation.	British Columbia	http://www.phsa.ca/medical-staff/Documents/sauder-physician-brochure.pdf
Memorial University	Physician Management & Leadership Program	The Physician Management & Leadership Program is a ten module accredited certificate program designed to prepare physicians (and other healthcare professionals working in medical administration) to become effective leaders and managers.	Using a combination of online, onsite and blended approaches to learning, the program has been designed so that participants can study around their busy schedules. For organizations interested in training teams the program can be customized to fit their requirements.	Physicians and senior healthcare professionals	10 modules, 52 hours in total. 4 weekends in St. John's, NL and completion of three online courses	\$5,550 plus HST.	Each Group Learning module in the Program meets the certification criteria of the College of Family Physicians of Canada and has been certified by the Office of Professional Development, Memorial University for	Newfoundland	https://www.med.mun.ca/physicianleadership/application.asp
Doctors Nova Scotia	Physician Leadership	As part of the organization's 2017-2021 Strategic Plan, Doctors Nova Scotia will help physicians develop their leadership skills. The aim is to help physicians take an active role, formally or informally, in vital health-system change. There are many leadership training opportunities for physicians, including webinars and two-day Physician Leadership Institute courses. Physicians interested in more in-depth training may apply to participate in the longer-term Physician Leadership Development Program. They may also choose to access resources available from partner organizations. Includes the Physician Leadership Institute and the Physician Leadership Development Program	Includes in person courses, webinars and modules in both short-form and longer-term formats.	Physicians	Varies from 2 days to 6 months	DNS will subsidize enrolment by paying \$8,000 per physician participant. Each physician will pay the remaining \$4,000 in program fees, plus travel and accommodations.	N/A	Nova Scotia	http://www.doctorsns.com/en/home/practiceresources/Business-of-Medicine/Physician-Leadership/default.aspx
McGill University	International Masters for Healthcare Leadership & Management	The International Masters for Health Leadership (IMHL) began in 2006 as part of the quest to become a world leader in health care management and leadership education. Beyond the Masters of Management degree, this program is designed for experienced working professionals in all areas of healthcare and includes participants from over 11 countries each year.	The IMHL pedagogy allows that the learning be applied in real time, between classroom modules, so that managerial practices can be developed and improved during the course of the program.	Individuals with experience in health care. Most have a clinical background (physicians, nurses, pharmacists, social workers, psychologists) and some have other backgrounds (economists, lawyers, etc.).	15 months excluding the time to write the final Masters paper	\$51,000 CDN	N/A	Quebec	https://www.mcgill.ca/desautels/programs/imhl
University of Saskatchewan	Saskatchewan Institute of Health Leadership	The aim of the Institute is to bring together professionals from all disciplines and all levels within the healthcare system to foster leadership potential, skills and the creation of a leadership community that works together to promote, support and sustain good health.	The five month program includes: • opening and project retreats • lectures and workshops • team projects focusing on six core competency areas • personal leadership challenge • teleconferences/webinars involving discussions with leaders and content experts • access to coaches and Master Facilitator based in the healthcare system	Professionals from all disciplines and all levels within the healthcare system	5 months	\$3,500.00 + GST	N/A	Saskatchewan	https://www.uregina.ca/cce/career-development/education-health/shl.html
Saskatoon Health Region	Saskatchewan Leadership Program	The program is designed to: • Accelerate the development of those who have been identified as potential leadership successors who demonstrate readiness for personal growth. • Build leadership capacity to lead for continuous improvement and create an exceptional patient and family centered care experience. • Enhance leadership capacity through targeted sessions to grow effective personal and team leadership practices and to lead system change. • Engage leaders across the province in collaborative learning to enable leadership practices for system transformation into the new provincial health authority.	The LEADS in a Caring Environment Capabilities Framework will be used as the common model for program development across the province. The framework was developed by health leaders, for health leaders, and it defines the knowledge, skills and attitudes a leader needs to contribute to an efficient and effective Canadian health system. The five domains in the framework are: LEAD Self ENGAGE Others ACHIEVE Results DEVELOP Coalitions SYSTEM Transformation	Aspiring managers, directors, physician leaders, program team leads who are interested in experiential learning and stretch opportunities to enhance personal leadership and maximize potential within teams and motivated to learn and lead innovation and change in the complexity of the health system	The program is a blended learning experience, consisting of sessions in-person, self-directed learning, and peer learning structures. Includes: 9 classroom days Six 90-minute coaching practicum through webinar Integrated learning check ins and change leadership webinars (monthly 60-minute sessions) Peer learning triad, peer coaching (6-8 hours) Mentorship (6-10 hours) Assignments from Learning sessions (6-8 hours) Pre-reading (4-6 hours) Leadership journaling and reflection (ongoing/weekly) Applied learning through a change project as part of the participant's current role, throughout the 8-months of the program. The intent is for the project and assignment work to	N/A	N/A	Saskatchewan	https://www.saskatoonhealthregion.ca/saskatchewanleadershipprogram
Saskatchewan Medical Association (SMA)	Physician Leadership Institute (PLI)	The CMA PLI is the Canadian Medical Association's leadership development program. With targeted funding, the SMA has brought the CMA PLI series in-house, delivering the courses at a reduced cost to our members.	When you enroll in a CMA PLI course, you can be confident that course content and examples will be practical and relevant to health care and medical practice in Canada. Instructors are subject-matter and education experts with an intimate knowledge of Canada's health care environment. Learning approaches incorporate multiple perspectives, include real-life, real-time activities and promote rich problem-solving among peers. Classmates are medical and health care professionals with interests and needs similar to your own	Physicians at any level (practising physician, medical student or resident)	N/A	After the SMA subsidy, each course costs only \$650. Price includes 5% GST.	N/A	Saskatchewan	http://www.sma.sk.ca/programs/61/physician-leadership-institute-pli.html
Canadian Medical Association (CMA)	Physician Leadership Institute (PLI) in-house courses	Bringing courses from the Physician Leadership Institute in-house to your organization helps build the skills of individuals while also strengthening the skills, capacity and impact of your entire health care team. In-house courses: • Reduce travel related costs and time • Provide a customized learning experience • Are available to health teams—physicians and non-physicians • Strengthen and build a more cohesive health team	All face-to-face and online courses are available to physicians and can be delivered in-house to health care teams.	Physicians	Varies according to courses	Varies	Varies	Canada	https://poule.cma.ca/en/learn/pli-in-house-courses.html

Canadian Medical Association (CMA)	Physician Leadership Institute (PLI) certificate	Every step you take in your leadership development counts. That's why the Physician Leadership Institute has created a new certificate recognizing physicians that have taken courses to deepen their knowledge of fundamental leadership concepts, theories and skills.	Courses take place face-to-face, online, and in-house. Must be a CMA member in good standing.	Physicians who have completed 5 PLI courses within 5 years	N/A	\$1,186.50 (Ontario) but varies according to province	These courses are all accredited for CPD credits and cover key leadership topics	Canada	https://joule.cma.ca/en/learn/certification.html and https://shop.cma.ca/products/2592/
Canadian Medical Association and the Canadian Society of Physician Leaders (CSPL)	Canadian Certified Physician Executive Credential	The Canadian Certified Physician Executive (CCPE) credential, a joint venture between Joule and the Canadian Society of Physician Leaders (CSPL), recognizes and advances physician leadership and excellence through a national, peer-generated, standards-based assessment process.	Peer review process to receive certification based on PLI course completion.	The credential is aimed at senior- and executive-level physician leaders who seek validation of their expertise, have a passion for leadership and aspire to higher levels of leadership. Examples of suitable professional roles include: president or CEO; chief of staff or chief medical officer; vice-president, medical affairs/medicine; vice-president, other; department head, chief of service; medical or program director; senior academic leader; college registrar; medical officer of health; assistant deputy or deputy minister; national health association CEO or VP	PLI-academic route (replaces PMI-Academic route): Applicants have completed at least five Physician Leadership Institute (PLI) leadership development courses within the past five years, and have five years of senior or executive health care leadership experience, with a focus on the LEADS realms of Developing Coalitions and Systems Transformation, as well as a minimum 20 additional CPD credits from other accredited leadership activities, i.e. programs, further PLI physician leadership courses and/or accredited conferences. One-day PLI courses are valued at 0.5 of a course. Practice eligibility route: Applicants are awarded the credential based on 10 or more years of progressive leadership in senior or executive positions. They must also have continuing educational achievements and documented evidence of leadership contributions that are significant and broad in scope.	\$0 for CMA members	N/A	Canada	https://joule.cma.ca/en/learn/certification.html
Canadian Foundation for Healthcare Improvement (CFHI)	EXTRA	EXTRA is unique in its approach in partnering teams from across Canada with experts, faculty and coaches to address real-life health system challenges by finding real-life health system solutions. CFHI's EXTRA team works with you to tackle an existing priority (through the improvement project) while building your organization's capacity and readiness to implement ongoing sustainable improvements capable of transforming the health system.	EXTRA Delivery: integrated, hands-on coaching and guidance provided by expert CFHI faculty and coaches to help senior leaders design improvement and implement real change. All aspects of EXTRA are fully bilingual (French and English) to facilitate dialogue among Fellows across Canada. EXTRA Impact: a curriculum engineered to deliver a customized learning experience focused on building on your organization's capacities to design, implement and spread innovative improvement. EXTRA Experience: an alumni network that includes over 350 healthcare leaders across Canada – which you can tap into during and after your fellowship – to connect with healthcare leaders working to challenge the status quo.	Senior health leaders	Current timeline: April 2018-August 2019	\$5,000 per Fellow	N/A	Canada	http://www.chi-fcass.ca/WhatWeDo/extra
Canadian College of Health Leaders (CCHL)	Fellowship Program	Fellowship is the professional credential that focuses on excellence in health leadership. By acquiring the Fellowship designation in the College, you can accomplish the following: <ul style="list-style-type: none"> • pursue your professional development interests in a peer reviewed process; • demonstrate your professional accomplishments and commitment to excellence in health leadership; • contribute to the body of knowledge of health leadership; • gain formal recognition by the College; and • position yourself for new professional opportunities and relationships. The program is built upon the LEADS in a Caring Environment leadership development framework. This national Framework describes the leadership behaviours associated with the following five domains: Lead Self, Engage Others, Achieve Results, Develop Coalitions, and Systems Transformation. Demonstration of these capabilities at the most senior level is the cornerstone of this program. You will have the opportunity to use this framework and its tools throughout the program.	The program starts with an application phase, in which the candidate has a LEADS 360 assessment using the LEADS in a Caring Environment framework and completes the application components. After a candidate is accepted into the program, an advisor and second reviewer (the reviewers) will be assigned. The advisor will be available for consultation throughout the program. The first step will be to write a draft leadership project proposal which is reviewed by the advisor and the second reviewer and then forwarded to Fellows Council for consideration. Once it is approved by the Fellows Council, the candidate can then write his/her draft leadership project. The draft leadership project is reviewed by the advisor and second reviewer, and finally by the Fellows Council. Once the leadership project is completed and approved, the candidate will have an oral review teleconference with the Fellows Council, and then move on to convocation.	Healthcare professionals	The Fellowship designation can be earned within 2 years. The program timeline varies for each candidate; depending on the time the candidate is able to commit to his/her leadership project. If a candidate is planning to graduate in the spring of a specific year, his/her first draft paper should be submitted no later than September 15 of the previous year; this will allow the reviewers and the Fellows Council enough time for the review process and for the candidate to make any necessary changes. The candidate will need to submit his/her final paper no later than December 15 if he/she is planning to graduate in the spring of the following year.	The program costs are \$1,695 including HST. If an application is rejected, a refund will be issued less an administration fee (\$156.51 including HST). Once the program has started, no refund will be issued should a candidate decide to withdraw, except in very extraordinary circumstances. Should a candidate decide to withdraw after the LEADS 360 assessment (\$174.72 including HST) and the coaching session (\$420.00 including HST) has taken place, an additional administration fee of \$594.72 (including HST) will apply.	N/A	Canada	http://cchl-cccls.ca/site/fellowship_faq and http://cchl-cccls.ca/site/fellowship_program
Canadian College of Health Leaders (CCHL)	LEADS Services	The LEADS in a Caring Environment leadership capabilities framework (LEADS) has quickly become the leadership framework of choice for health care organizations and health systems across Canada. LEADS is becoming the common leadership language across all levels and roles within organizations and an enabler to support health system improvement and transformation. The College has aligned many of its programs, including the Certified Health Executive and Fellowship with the framework The LEADS Collaborative, a partnership between the Canadian College of Health Leaders, the Canadian Health Leadership Network (CHLNet), Royal Roads University and Dr. Graham Dickson, share the mission to develop, support and sustain LEADS-based leadership capacity for health system transformation. That shared effort has contributed significantly to advancing the use of LEADS for improving leadership practice. LEADS Canada is part of the Canadian College of Health Leaders and serves as the business arm of the Collaborative. LEADS Canada provides LEADS-based leadership development services and partners with organizations, authorities and regions to facilitate not only the adoption of the framework, but a cultural shift required to fully embed LEADS throughout an organization. LEADS Canada and its team of licensed LEADS Facilitators and LEADS Certified Coaches provide customized leadership development programs, services and tools to deliver a range of informative and practical leadership development opportunities for organizations and	Varies	Healthcare professionals	Varies according to program	N/A	N/A	Canada	http://www.cchl-cccls.ca/site/pd_leads

Canadian College of Health Leaders (CCHL)	Certified Health Executive Program	The Canadian College of Health Leaders (CCHL) established its Certified Health Executive (CHE) Program in 1984 to provide a Canadian credential that recognizes effective leadership in Canadian health services. The CHE Program is a capabilities-based certification program, developed collaboratively with College members, staff, and Board. In 2013, the CHE Program was revised to align with the LEADS in a Caring Environment framework. Given the constant changes within the Canadian health system, all elements of the CHE Program are regularly reviewed and revised by the CHE Program Committee and the Professional Standard Council. The competencies represent the knowledge, skills, attitudes and judgment that Canadian health leaders need to have now and in the future in order to carry out their leadership and management functions efficiently and effectively. The College has adopted the LEADS in a Caring Environment leadership capabilities framework to strengthen Canada's health leadership capacity.	All candidates must successfully complete the following elements of the Program within 3 years in order to receive their CHE designation: 1. Application process 2. LEADS Online self-assessment 3. Career Development Plan 4. Online Exam 5. LEADS in Action Project 6. Participant Program Evaluation.	CCHL members in good standing with significant health leadership work and volunteer experience and a degree from an accredited Canadian university	3 years	Varies	Obtain the necessary Maintenance of Certification (MOC) credits, as per the College policy and guidelines. The College has long seen Maintenance of Certification (MOC) as an integral part of the certification process. It is an activity through which Certified Health Executives and Fellows demonstrate their commitment to lifelong learning and to remaining current in their chosen profession. The College will grant 7 MOC category 1 credits to candidates upon successful completion of the CHE Program.	Canada	http://www.cchl-ccls.ca/site/cert_che and http://www.cchl-ccls.ca/document/630/CCHL_CHE_Overview_EN.pdf
	MSPEI Physician Leadership Development - Master's Certificate in Physician Leadership	Certificate in Physician Leadership. The program will be offered in partnership with York University's Schulich School of Business. The comprehensive ten-month program will include face-to-face sessions, executive coaching and the opportunity to complete an action learning project. Whether it's your patients, staff or colleagues, you are often asked to advocate, lead and influence change at the bedside through to the boardroom. Having the skills and support to be an effective informal or formal leader can also increase your overall professional satisfaction. Proficient physician leaders lead strong and productive quality medical practices, work skillfully alongside allied health-care professionals and influence broad system change. The Master Agreement provides \$300,000 annually (in 2018 and 2019) to support physicians' leadership development.	Program includes face-to-face sessions, executive coaching and the opportunity to complete an action learning project.	Physicians who currently occupy formal leadership roles, or aspire to, AND for those with an appetite for initiating change and collaborating with others to improve their workplace and healthcare system	10-month program	\$13,500 per physician (Program offered at no cost to qualifying members)	13 CME and CEPD credits per module (10 modules in total)	Prince Edward Island	http://mspei.org/PhysicianLeadership
Royal College of Physicians and Surgeons of Canada	CanMEDS	CanMEDS is a framework for improving patient care by enhancing physician training. Developed by the Royal College in the 1990s, its main purpose is to define the necessary competencies for all areas of medical practice and provide a comprehensive foundation for medical education and practice in Canada.	CanMEDS is a framework that identifies and describes the abilities physicians require to effectively meet the health care needs of the people they serve. These abilities are grouped thematically under seven roles. A competent physician seamlessly integrates the competencies of all seven CanMEDS Roles. The CanMEDS Roles: Medical Expert (the integrating role) Communicator Collaborator Leader Health Advocate Scholar Professional The overarching goal of CanMEDS is to improve patient care. The CanMEDS model has been adapted around the world, both within and outside the health professions.	Physicians	N/A	N/A	The CanMEDS Framework has been integrated into the Royal College's accreditation standards, specialty training documents, final in-training evaluations, exam blueprints and the Maintenance of Certification Program.	Canada	http://www.royalcollege.ca/rcsite/canmeds/canmeds-framework-e and http://www.royalcollege.ca/rcsite/canmeds/about-canmeds-e and
Canadian Association for Medical Education (CAME)	Canadian Leadership Institute for Medical Education (CLIME)	Produced in collaboration with The Royal College of Physicians and Surgeons of Canada, The Medical Council of Canada, The Association of Faculties of Medicine of Canada and The College of Family Physicians of Canada, CAME created CLIME to develop national leaders in health sciences education and is designed to meet the needs of individuals who are engaged in leading initiatives that will promote excellence, innovation, change, and scholarship in Health Sciences. This Institute is geared towards Health Sciences educators who are in a position to implement new skills in the workplace. Teaching and learning methods will include: interactive lectures, individual assignments, self-reflection, small-group sessions, team work, and opportunities for networking. Moreover, case examples used during the program will be directly applicable to Health Sciences education.	By the end of CLIME, participants will be able to: <ul style="list-style-type: none"> • identify their professional goals as leaders in the health professions and discuss ways of achieving these goals; • analyze their own leadership styles and consider how style influences practice, using different models of leadership and change; • apply a framework for analyzing change to specific situations in their own professional contexts; • master different conflict management styles and negotiation strategies; • describe an approach to establishing and leading effective teams; and • define "scholarship" with respect to medical education and discuss strategies to foster scholarly work. 	Health science educators and individuals who are engaged in leading initiatives that will promote excellence, innovation, change, and scholarship in health sciences	Week long program	For CAME Members \$3,900 + Applicable Taxes = \$4483.83 For non-CAME Members \$4100 + Applicable Taxes = \$4713.77	N/A	Canada	http://www.came-acem.ca/mededconferences_clime_en.php
Royal Australasian College of Medical Administrators (RACMA)	Medical Leadership and Management Curriculum	The RACMA Medical Leadership and Management Curriculum strengthens the focus on leadership and clinical governance systems. The Leadership Role Competency identifies key goals that enable development of competencies and objectives for Candidates undertaking Fellowship training. The RACMA Medical Leadership and Management Curriculum informs the process by which a medical practitioner in Australasia attains the accredited specialty qualification in medical administration and maintains and furthers their knowledge and skills by continuing professional development in the specialty. The curriculum aims to produce medical practitioners who use both their clinical training and experience and their specialist medical management expertise to lead and influence health service delivery.	Relational Leadership is a theme that runs through the Candidate workshops and webinars. Leadership development will be enhanced by experience and blended/balanced with reflection. Candidates will participate in online Learning Sets throughout the training program and activities that explore leadership themes and significant aspects of management development competency. Contribution to learning sets will be formatively assessed through constructive feedback and interactive discussions.	N/A	Minimum 3-year program	N/A	The curriculum is accredited by the Australian Medical Council and doctors who complete the training program are eligible to join RACMA as Fellows.	Australia	http://www.racma.edu.au/index.php?option=com_content&view=article&id=393&Itemid=104 and http://www.racma.edu.au/index.php?option=com_docman&task=doc_view&gid=1077 and http://www.racma.edu.au/index.php?option=com_content&view=article&id=566&Itemid=300
Monash University	Leadership and Innovation in Health	In this unique program on Leadership, Innovation and Sustainability in Health, thought leaders from Monash University, the Harvard Macy Institute, and Internationally, will share their expertise to provide you with innovative ways to tackle global healthcare challenges.	Participants work closely with local and international thought leaders to identify challenges and develop strategies to lead and manage innovation and change in healthcare reform through individual project work, case studies, journal clubs and group discussions.	Healthcare professionals	5-day course	\$5,000 (inc GST)	This course is accredited with the Royal Australasian College of Surgeons and the Australian College of Rural and Remote Medicine	Australia	https://www.monash.edu/medicine/healthed/institute/short-courses/leadership-and-innovation-in-health

*Some of this information is from 2011

London School of Hygiene & Tropical Medicine	Executive Programme for Global Health Leadership	The aim of the Executive Programme – reflecting the School’s mission to improve health and health equity worldwide – is to develop a cadre of passionate, effective leaders who, in supporting each other and being supported by the School, will together have a significant impact on health globally. Its focus is on the particular strategic leadership skills required in the political and organisational contexts faced by leaders in health.	Although traditional assessments will not form part of the Executive Programme, structured activities will energise and enable learning about oneself, opportunities and leadership. In order to complete the programme, Fellows are expected to fully engage in all its elements and will receive a Certificate of Completion.	Senior health leaders	10 months within the workplace, with 3 residential weeks	£29,000	N/A	England	https://www.lshtm.ac.uk/study/courses/professional-development/executive-programme-global-health-leadership#aims-objectives and https://www.lshtm.ac.uk/files/executive_programme_brochure.pdf
City University of London - Cass Business School	Executive Masters in Medical Leadership	The Executive Masters in Medical Leadership (EMML) is a specialised degree that offers advanced leadership training to doctors. The programme develops leaders who can transform healthcare systems in ways that ultimately help people live longer, healthier lives. Grounded in research that shows that medical leadership improves healthcare system performance, this degree is distinct in targeting doctors. We have structured it in a way to fit into your busy schedule as a doctor, by offering the degree on a part-time, flexible basis.	A key feature of our programme is its dual focus on personal development and research-based conceptual knowledge. The aim is to combine Master's-level learning about people, innovation and change in healthcare with your own development as an effective leader in this environment.	Physicians	The programme is designed and structured to allow for intellectual progression through core modules taught over a 2 year period. You will attend one 2-day block session (on a Friday and Saturday) each month during the academic year (September through June)	£28,000 (funding available through the Cass FMLM scholarship)	Accredited organization	England	https://www.cass.city.ac.uk/study/executive-education/our-programmes/executive-msc-in-medical-leadership
ESMT Berlin	Young Physician Leaders	Young Physician Leaders (YPL) develops future leaders from an international group of young, promising healthcare and public health professionals. The program was launched in 2011 by the InterAcademy Partnership for Health (IAP, formerly the InterAcademy Medical Panel) and now brings together a network of more than 130 alumni.	During the program, participants explore themes concerning the sources of leadership, the different styles a leader needs in order to collaborate with superiors, peers, and followers, and the complex processes of decision making and organizational change. Participants will present a session on the concerns of young physicians at the World Health Summit, which will be taking place just steps away from the ESMT Campus. They will also have the opportunity to visit some of Berlin’s leading scientific institutions and meet senior leaders from the global health sector. Most importantly, participants of the Young Physician Leaders program will network, learn from each other, and join the worldwide network of YPL alumni.	Top professionals under the age of 40 from the global health sector: clinicians, educators, policy advocates engaged with the public on critical health issues, and emerging healthcare and public health leaders from the non-profit and private sectors	5 days	N/A	ESMT is a private business school with the right to grant PhDs and is accredited by the German state, AACSB, AMBA, EQUIS, and FIBAA.	Germany	https://www.esmt.org/executive-education/executive-development-programs/leadership-and-social-responsibility/young-physician-leaders
NHS Leadership Academy	Healthcare Leadership Model	The Healthcare Leadership Model is to help those who work in health and care to become better leaders. It is useful for everyone – whether you have formal leadership responsibility or not, if you work in a clinical or other service setting, and if you work with a team of five people or 5,000. It describes the things you can see leaders doing at work and is organised in a way that helps everyone to see how they can develop as a leader. It applies equally to the whole variety of roles and care settings that exist within health and care.	The Healthcare Leadership Model is made up of nine ‘leadership dimensions’: leading with care, sharing the vision, engaging the team, influencing for results, evaluating information, inspiring shared purpose, holding to account, connecting our service, and developing capability	Healthcare professionals	N/A	N/A	N/A	United Kingdom	https://www.leadershipacademy.nhs.uk/resources/healthcare-leadership-model/ and https://www.leadershipacademy.nhs.uk/wp-content/uploads/2014/10/NHSLeadership-LeadershipModel-colour.pdf
GlassoSmithKline UK	Postgraduates Esprit R&D data and physician leadership programme	Our Esprit R&D Data and Physician Leadership Development Programme is all about developing future scientific leaders, with the knowledge, capabilities and behaviours to deliver our strategic R&D challenges. Lasting three years, this global development programme has been created to attract high-potential individuals and put them on a fast track to leadership.	The programme offers unique access to assignments both in your home country and overseas. This will enable you to expand and apply knowledge across a range of disciplines, from discovery research to commercialisation and business development. You’ll be working in an intellectually demanding and diverse environment where scientists and physicians come together.	Physicians and postgraduate students	N/A	N/A	N/A	United Kingdom	http://uk.gsk.com/en-GB/careers/postgraduates/postgraduates-esprit-randd-data-and-physician-leadership-programme/
American Association for Physician Leadership	E-Learning Resources	The American Association for Physician Leadership® provides resources physician leaders use to build their careers. From leadership training to continuing education, this is the place to enroll in courses and programs, get texts and tools, and grow your knowledge.	The AAPL provide facilitated, self-study, and live courses on a variety of healthcare topics. On demand online courses are available on topics including: Building and Leading Effective Teams, From Autonomy to Teamwork, Leading and Managing Strategic Change, and Fundamentals of Physician Leadership: Series.	Physicians	Varies	~\$200-\$2,300 per course per individual	CME credits varies	United States	https://shop.physicianleaders.org/collections/online-courses/leadership
American Association for Physician Leadership	Certified Physician Executive Program & Masters Program	For more than 40 years, the American Association for Physician Leadership have helped physicians develop their leadership skills through education, career development and thought leadership, and by providing a supportive community of peers. The American Association for Physician Leadership offers certifications and live and distance education for physician leaders of all types at every stage of their careers.	Whether it is one of the programs like the Physicians in Management series, CMO Academy, Preparing for the CEO Role, Techniques of Financial Decision Making, the Master’s Program, the Health IT Leadership Certificate, or pursuing a CPE certification, physicians will find something to increase their confidence in their current role or prepare them for the next level of responsibility.	Physicians	Varies	N/A	CME credits varies	United States	https://www.physicianleaders.org/about and https://www.physicianleaders.org/education and http://www.ha.acpe.org/education/programs
Harvard Center for Continuing Professional Education	Harvard T.H. Chan School of Public Health - Voices in Leadership Webcast Series	This series invites leaders to speak candidly about their experience as forerunners in their area of expertise. The program is produced in The Leadership Studio for a private audience and webcast live around the world. Highly interactive, the videos are then posted with searchable transcripts for future viewing. Learn about effective decisions and ones that failed. Hear behind-the-scenes stories from newsworthy events. Engage with accomplished leaders as they reflect on their careers and share lessons learned.	Webcast series with speakers identified as healthcare leaders.	N/A	Varies	N/A	N/A	United States	https://www.hsph.harvard.edu/voices/
Harvard Center for Continuing Professional Education	Harvard T.H. Chan School of Public Health - Executive and Continuing Professional Education	Harvard T.H. Chan School of Public Health Executive and Continuing Professional Education courses inform the current generation of global health leaders and educate those ready to take on leadership positions in health care and public health around the world. ECPE courses are directed and taught by faculty from Harvard University. Our engaging, applied programs for individuals and organizations are designed to ensure close interaction between Harvard faculty and course participants through case studies, workshops, and small group discussions. As a result, you will leave Harvard having developed a global network of peers you can rely on as you advance your career, your organization, and outcomes for the populations you serve.	Programs include Leadership Development for Physicians in Academic Health Centers, The International Leadership Development Program for Physicians, Leadership Strategies for Evolving Health Care Executives, Leading in Health Systems, Health Care Project Management.	Healthcare professionals	Varies	~\$2,000-\$4,000 per course per individual	Varies; The Harvard T.H. Chan School of Public Health is accredited by the Accreditation Council for Continuing Medical Education (ACCME) to provide continuing medical education for physicians.	United States	https://www.hsph.harvard.edu/ecpe/programs/ and https://www.hsph.harvard.edu/ecpe/

<p>Harvard Center for Continuing Professional Education</p>	<p>Leadership Development for Physicians in Academic Health Centers</p>	<p>Academic health centers in the United States are experiencing major change as a result of the effects of health reform and financial pressures. In addition to the restructuring of the clinical enterprise, academic centers are being challenged to sustain their academic missions and priorities in the face of resource constraints. In order to tackle these challenges, institutions need physicians in administrative positions at all levels who can provide leadership and thoughtful managerial initiatives.</p> <p>For over forty years, Harvard has conducted the Program for Chairs of Clinical Services (PCCS), an intensive two-week executive development program designed specifically for chairs of clinical departments in major teaching hospitals. During that time, chairs of service in all the major specialties, from institutions in all regions of the United States, have participated in PCCS and highly rated this unique education program.</p> <p>To assist academic institutions in meeting the challenges noted above, Harvard launched a companion program, Leadership Development for Physicians in Academic Health Centers, to serve a wider array of physician leaders. This program was developed for physicians who are interested in a rigorous leadership development and management education program.</p> <p>The program aims to convene chiefs of divisions from academic health centers together with an interdisciplinary faculty team for two weeks of intensive and systematic study of some of the critical leadership and management issues which face physicians in administrative positions and academic health centers.</p>	<p>The curriculum is organized around the following interrelated courses taught by a faculty experienced in executive education for physicians and other key decision-makers in the health system: Institutional Strategy, Financial Analysis, Operations Management, Organizational Issues, Conflict Resolution and Negotiation, Leadership, and Health Policy. A carefully integrated curriculum permits participants to examine fundamental leadership and managerial issues from the perspective of several disciplines. The overriding purpose for learning concepts, techniques and skills in any of the management disciplines in this program is to understand their managerial use and limitations.</p>	<p>Physicians in administrative leadership positions in academic health centers, who lead a clinical division and report directly to the chair of their department. Potential participants include individuals in positions such as chief of a clinical division within a major clinical department, vice chair of a clinical department, medical director with similar responsibilities as a division chief, and associate dean for clinical affairs.</p>	<p>A few weeks</p>	<p>\$7,900</p>	<p>The Harvard T.H. Chan School of Public Health is accredited by the Accreditation Council for Continuing Medical Education (ACCME) to provide Continuing Medical Education for physicians.</p> <p>The Harvard T.H. Chan School of Public Health Executive and Continuing Professional Education designates this educational activity for a maximum 50 AMA PRA Category 1 Credit(s)[™]. Physicians should only claim credit commensurate with the extent of their participation in the activity.</p>	<p>United States</p>	<p>https://www.hsph.harvard.edu/ecpe/programs/leadership-development-for-physicians/</p>
<p>Robert Wood Johnson Foundation and Center for Creative Leadership</p>	<p>Ladder to Leadership: Developing the Next Generation of Community Healthcare Leaders</p>	<p>The Center for Creative Leadership developed a 16-month leadership development curriculum for 219 early-to-mid-career professionals, focusing on developing leadership skills related to bringing about organizational change; adapting innovations from other fields; creating more client-focused services; and working across internal and external organizational boundaries. The program promoted cross-organization collaboration and encouraged innovation and community visibility to more effectively tackle health and healthcare issues.</p>	<p>The 16-month program includes 360 Feedback on leadership behaviors, 5 face-to-face leadership development sessions, team-based Action Learning projects, and professional one-on-one coaching.</p>	<p>Early to mid healthcare career professionals</p>	<p>16 month program</p>	<p>N/A</p>	<p>N/A</p>	<p>United States</p>	<p>https://www.ccl.org/articles/client-successes/ladder-to-leadership-developing-the-next-generation-of-community-healthcare-leaders/</p>
<p>Robert Wood Johnson Foundation and Center for Creative Leadership</p>	<p>Leadership for Better Health</p>	<p>Building a Culture of Health demands recognition that health is greatly influenced by complex social factors—education, neighborhoods, transportation, income, and faith—in addition to health care. The Foundation is working to develop strong, interdisciplinary networks of leaders from every sector who have a shared vision of what shapes health—and a desire to work together. Through our leadership programs, we are:</p> <ul style="list-style-type: none"> • Equipping doctors, nurses, and other health care providers to transcend their traditional health care roles, work together across disciplines, and help address complex local health challenges; • Supporting efforts of individual scholars and interdisciplinary research teams to identify the barriers that must be overcome to achieve health equity, and apply research findings to spark immediate community action and solutions; and • Enabling leaders in all fields—such as transportation, urban planning, business, and economic development—to challenge systems, tackle the root causes of health disparities, and build healthier communities. <p>Through these programs, we fund visionary thinkers who are committed to bringing about meaningful change—particularly individuals who work and live in communities with limited resources and opportunities. We build the interdisciplinary skills and relationships necessary to extend the influence and impact of leaders working to build a Culture of Health.</p>	<p>Programs include Culture of Health Leaders and Interdisciplinary Research Leaders</p>	<p>Healthcare professionals</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	<p>United States</p>	<p>https://www.rwjf.org/en/our-focus-areas/focus-areas/health-leadership.html</p>
<p>Robert Wood Johnson Foundation and Center for Creative Leadership</p>	<p>Robert Wood Johnson Foundation Clinical Scholars Program</p>	<p>For more than four decades, the Robert Wood Johnson Foundation Clinical Scholars program has fostered the development of physicians who are leading the transformation of U.S. health and health care through positions in academic medicine, public health and other leadership roles. Clinical Scholars will learn to conduct innovative research and work with communities, organizations, practitioners and policy-makers on issues important to the health and well-being of all Americans.</p> <p>The goal of the program is to integrate scholars' clinical expertise with training in program development and research methods to help them find solutions for the challenges posed by the U.S. health care system and the health of U.S. communities. The program offers master's degree graduate-level study and research in a university-based, post-residency training program. The Clinical Scholars program generally involves two years of study with generous protected time for research.</p>	<p>Program highlights include: leadership training, mentoring, protected research time, local, regional and national networking, health services and community-based research training and financial support for research projects and professional travel.</p>	<p>Healthcare professionals</p>	<p>2 year program</p>	<p>N/A</p>	<p>N/A</p>	<p>United States</p>	<p>http://rwjfsp.unc.edu/and http://rwjfsp.unc.edu/downloads/brochure/rwjfsp_brochure2013.pdf</p>
<p>Drexel University College of Medicine</p>	<p>Executive Leadership in Academic Medicine</p>	<p>The Hedwig van Ameringen Executive Leadership in Academic Medicine® (ELAM®) program is a year-long, part-time fellowship for women faculty in schools of medicine, dentistry, public health and pharmacy. The program is dedicated to developing the professional and personal skills required to lead and manage in today's complex health care environment, with special attention to the unique challenges facing women in leadership positions. More than 1,000 ELAM alumnae hold leadership positions in institutions around the world.</p>	<p>The purpose of the ELAM Fellowship is to build a community of exceptional women academic leaders who have broad organizational perspectives and deep personal capacity to address emerging issues in their schools and universities, and the society they serve. These leadership skills and relationships are essential to achieve ELAM's overall mission to advance and sustain academic women leaders. The curriculum of this program is designed to address four fundamental competencies: strategic finance and resource management, personal and professional leadership effectiveness, organizational dynamics, and communities of leadership practice</p>	<p>Women faculty in schools of medicine, dentistry, public health and pharmacy</p>	<p>Year-long part-time fellowship</p>	<p>N/A</p>	<p>N/A</p>	<p>United States</p>	<p>http://drexel.edu/medicine/academics/womens-health-and-leadership/elam/ and http://drexel.edu/medicine/academics/womens-health-and-leadership/elam/about-elam/curriculum/</p>

Institute for Healthcare Improvement (IHI)		The Institute for Healthcare Improvement (IHI), an independent not-for-profit organization based in Cambridge, Massachusetts, is a leading innovator, convener, partner, and driver of results in health and health care improvement worldwide. At our core, we believe everyone should get the best care and health possible. This passionate belief fuels our mission to improve health and health care. For more than 25 years, we have partnered with visionaries, leaders, and front-line practitioners around the globe to spark bold, inventive ways to improve the health of individuals and populations. To advance our mission, IHI's work is focused in five key areas: <ul style="list-style-type: none"> • Improvement Capability: Ensuring that improvement science drives our work and that we extend the reach and impact of the improvement community • Person- and Family-Centered Care: Putting the patient and the family at the heart of every decision and empowering them to be genuine partners in their care • Patient Safety: Making care continually safer by reducing harm and preventable mortality • Quality, Cost, and Value: Driving affordability and sustainability through quality improvement • Triple Aim for Populations: Applying integrated approaches to simultaneously improve care, improve population health, and reduce costs per capita 	Programs include: High Impact Leadership, Developing Core Leaders and IHI Leadership Alliance.	Healthcare professionals	N/A	N/A	N/A	United States	http://www.ihi.org/about/Pages/default.aspx
American College of Physicians (ACP)	ACP Leadership Academy	The ACP Leadership Academy provides members with training and resources to prepare you for leadership roles in your organization and in the greater healthcare environment.	In partnership the American Association for Physician Leadership, ACP offers live meetings, faculty-led online courses, and self-study modules to help fill gaps in your leadership knowledge and to build your CV - all while earning CME. This program includes the American College of Physicians / American Association for Physician Leadership - Certificate in Physician Leadership for Hospital Medicine	American Association for Physician Leadership members	Varies	N/A	Varies depending on course; CME credits	United States	https://www.acponline.org/meetings-courses/acp-courses-recordings/acp-leadership-academy
Healthforce Center at University of California, San Francisco	Cedars-Sinai Community Clinic Initiative: Managing to Leading Program	Managing to Leading is a transformative leadership development program for mid-level clinicians, administrators, and other non-clinical staff from eligible community clinics in Los Angeles. The program equips leaders with the knowledge, skills, and confidence to effectively lead change and improve health care in today's complex and uncertain environment.	The Managing to Leading Program utilizes Healthforce Center's trusted leadership curriculum, specifically tailored to the needs of Los Angeles' community health centers and includes: <ul style="list-style-type: none"> Interactive, experiential in-person seminars to deepen knowledge and skills while fostering meaningful relationships A focus on application and practice, including an applied learning component that emphasizes using analytic skills to identify, understand, and solve pain points within one's own organization Facilitated peer coaching to deepen self-awareness and make progress towards personal development goals Entry into a robust alumni network upon completion of the program 	Mid-level clinicians, administrators, and other non-clinical staff from eligible community clinics in Los Angeles	3 in-person seminars (8 days total)	Cedars-Sinai's sponsorship covers most costs, including educational materials, lodging, and most meals at seminars. Participants are asked to cover incidental travel costs for attending seminars.	N/A	United States	https://healthforce.ucsf.edu/CedarsSinai
Healthforce Center at University of California, San Francisco	California Health Care Foundation Health Care Leadership Program	The California Health Care Foundation's (CHCF) Health Care Leadership Program prepares clinically trained professionals to lead California's health care organizations and creates a network of strong and effective leaders who are focused on improving health care for all Californians.	The fellowship is grounded in Healthforce Center's competency-based leadership model, which consists of four interlinked domains – Purpose, Process, People, and Personal. Each domain consists of a set of distinct leadership competencies. Elements of the CHCF Health Care Leadership Program include onsite learning experiences, interaction with colleagues from the field, and exposure to nationally recognized faculty experienced in business, leadership, health care, and public policy. Fellows are actively engaged throughout the two-year program by means of: <ul style="list-style-type: none"> Seminars. In-person seminars focus on the skills and competencies needed to advance in executive leadership positions. These sessions provide interactive, experiential lessons that allow clinician leaders to explore challenges and develop strong peer networks. Intersession activity. Between seminars, fellows participate in a variety of activities to reinforce skills and lessons and to prepare for seminars. Assignments include readings and case studies; peer group interactions; telephone and web conferences with faculty and advisors; and tools to track development goals and share experiences and progress. Fellows are expected to devote five to ten hours per week between sessions to program-related activities. Pods. Pods are teams composed of five or six fellows. The primary role of the pod is to provide support, feedback, and learning opportunities to each other throughout the fellowship. Coaching. Each fellow receives five hours of individual 	Clinically trained health care professionals who live and work in California	Part-time, 2-year fellowship	The tuition for Cohort 18 is: <ul style="list-style-type: none"> Safety net organizations* \$5,000 per person Not-for-profit organizations \$8,000 per person All other organizations \$10,000 per person 	N/A	United States	https://healthforce.ucsf.edu/leadership-training/programs/chcf-health-care-leadership-program
Healthforce Center at University of California, San Francisco	Healthforce Center's Executive Leadership Development Program	We believe leadership development is a process of individual discovery and transformation. Our programs accelerate this transformation process through a leadership model centered around four key areas – Purpose, Process, Personal, and People. Our programs incorporate a suite of programmatic elements proven to drive results including highly interactive in-person seminars, assessment tools, executive coaching, projects, and strong personal networks.	There are two components of the program: in-person meetings and networking opportunities.	Applicants must be new CEOs from a clinic licensed by the State of California as a community clinic, free clinic, or designated tribal clinic. Participants must be in their role as CEO for less than 18 months.	4 full-day meetings over an 8 month period	The sponsorship from Blue Shield of California Foundation and California Community Foundation covers many costs, including educational materials and most meals at meetings. Participants are asked to cover travel and lodging.	N/A	United States	https://healthforce.ucsf.edu/leadership-training/programs/healthforce-centers-executive-leadership-development-program

Healthforce Center at University of California, San Francisco	Clinic Leadership Institute Emerging Health Leaders Program	The Clinic Leadership Institute (CLI) prepares health leaders of California community clinics and health centers to be effective and passionate agents of change. With participants ranging from administrative staff to new chief executive officers, CLI includes two programs: Emerging Leaders and New Executive Transitions (nEXT). Graduates of both programs participate in the CLI Network, which provides ongoing professional development and peer support. The goal of CLI Emerging Leaders is to build the next generation of safety net providers and leaders who will sustain and strengthen the community health field in California.	Our healthcare leadership development program incorporates a suite of programmatic elements including highly interactive in-person seminars, assessment tools, executive coaching, projects and strong personal networks. At its core, leadership development is the process of individual discovery and transformation — our programs accelerate that process. The program works to accelerate leadership for supervisors or managers at clinics in California. They must be recognized by others as health leaders and demonstrate a long-term commitment and passion to serve the health care safety net.	Currently employed by a clinic licensed by the state of California as a Community Clinic, Free Clinic or designated Tribal Clinic or employed by a regional or statewide consortium serving California's community clinics and health centers.	18 month long program	The sponsorship from Blue Shield of California Foundation and California Community Foundation covers most costs, including educational materials, transportation, lodging, and most meals at seminars. Participants are asked to cover incidental costs for attending seminars and other program events such as tips, food, and beverages on travel days.	N/A	United States	https://healthforce.ucsf.edu/leadership-training/programs/clinic-leadership-institute-emerging-health-leaders-program
Harvard Medical School	Leadership for Physician Executives	The enduring principles about human behavior taught at Leadership for Physician Executives help physicians find solid, specific solutions to some of their most troubling work-related problems. In the seminar's didactic lectures, small-group discussions, and consultation sessions, participants explore the psychological tasks of leadership and management. Together, these methodologies further participants' knowledge and enhance their ability to apply that knowledge in clinical practice, thereby achieving the learning objectives and desired changes in competence and performance. In the seminar, participants learn to read people's situations more accurately. They become skilled at harnessing the intrinsic motivation and enthusiasm of their teams. They learn how to capture the frenetic energy released during organizational change and convert it into efficiency, productivity, and new opportunities. Physicians also learn how to master to dual aspect of the leadership role—the personal and the accountable.	Leadership for Physician Executives has been continuously improved and updated since its inception in 1984. However, the seminar—with its didactic lectures, small-group discussions, and one-on-one consultation sessions—has stood the test of time. Mealtimes (and even breaks) provide valuable learning opportunities. In fact, participants frequently comment that a good deal of learning takes place "offline" between faculty and participants and among the diverse group of participants.	Physicians	1 week	\$4,750.00	The Harvard Medical School is accredited by the Accreditation Council for Continuing Medical Education (ACCME) to provide continuing medical education for physicians. The Harvard Medical School designates this live activity for a maximum of 44.75 AMA PRA Category 1 Credits™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.	United States	http://cmeregistration.hms.harvard.edu/events/leadership-for-physician-executives/event-summary-3e8aca07c3f547f1842eba578c72faa4.aspx
Washington State Medical Association (WSMA)	WSMA Physician Leadership Course	This is a course for physicians and physician assistants who want to know more about health care leadership. Many physicians and PAs who take this course will go on to further training and become leaders and managers in their local clinical care settings. The course is a basic "bootcamp" to familiarize physicians with the four important components of health care leadership: <ul style="list-style-type: none"> • Performance improvement, patient safety and high reliability • Leadership and management of individuals, teams and organizations • Planning and finance • Creating and maintaining a personal leadership development plan 	Online and in-person courses	Physicians and physician assistants	10 weeks	The tuition for the course is \$2,000 for WSMA members and \$2,800 for non-members.	Live activity The WSMA is accredited by the Accreditation Council for Continuing Medical Education to provide continuing medical education for physicians. The WSMA designates this live activity for a maximum of 24 AMA PRA Category 1 Credits™. Physicians should claim only the credit commensurate with the extent of their participation in the activity. This activity meets the criteria for up to 24 hours of Category I CME credit to satisfy the relicensure requirements of the Washington State Medical Quality Assurance Commission. Internet enduring material The WSMA is accredited by the Accreditation Council for Continuing Medical Education	United States	https://wsma.org/leadership-course
Wharton University of Pennsylvania	Physician Leadership Academy	Physician Leadership Academy provides the necessary leadership skills that a traditional medical education and business education do not. Through in-person learning sessions with individual feedback, leadership coaching, mentoring, and peer support, physicians will acquire the understanding, insight, and definitive skillsets required to successfully lead within a constantly changing health care ecosystem. This powerful, interactive curriculum provides physicians with: <ul style="list-style-type: none"> • A broadened perspective on current trends within the constantly changing health care space • The skills and mindset needed to impact pressing issues and shape the future in their enterprise and the broader health care ecosystem • The capability to navigate higher and more complex levels of leadership • An opportunity to increase recognition of their leadership and accelerate their career success • Clearer insight into their own leadership style, strengths, and development areas. They will work with coaches and mentors throughout the program to gain specific and objective feedback to support their development 	In-person sessions	Physicians	3 modules that occur over the span of 9 months	N/A	N/A	United States	https://executiveeducation.wharton.upenn.edu/for-individuals/all-programs/physician-leadership-academy
Berkeley School of Public Health	Berkeley Physician Leadership Program	The Berkeley Physician Leadership Program—a partnership of the Center for Public Health Practice & Leadership (CPHPL) at the UC Berkeley School of Public Health and the Alameda-Contra Costa Medical Association (ACCMA)—is an innovative leadership program developed by physicians and UCSF experts for physicians. The program covers broad-based skills that strengthen physician leadership across specialties and modes of practice. Unique among leadership programs, this course will build on the solid foundation experienced clinicians bring to their work.	Each session provides a unique educational experience featuring nationally recognized faculty and a dynamic, interactive format. The program is manageably sequenced and conveniently scheduled to accommodate busy physicians. Participants will gain practical insights and skills directly applicable to their practice opportunities and challenges. The program will provide a solid understanding of physician leadership and its importance in the emerging health care delivery environment. More importantly, participants will develop the tools needed to become effective leaders and make a difference.	Physicians	N/A	Non-ACCMA Members: \$1,750 /ACCMA Members: \$1,500	Participants will earn a UC Berkeley certificate of completion, and 19 hours of CME credits	United States	http://sph.berkeley.edu/students/berkeley-physician-leadership-program

Montana Medical Association (MMA)	MMA Physician Leadership Effectiveness Program	The MMA partnered with FutureSync, International (specialists in leadership development and strategic planning) to create a leadership training program for Montana physicians that also highlights healthcare issues facing Montana. The curriculum content was built by an advisory council of physicians ensuring the relevancy to Montana physicians.	The program consists of seven sessions that focus on developing core leadership skills in a powerful and personal way. These topics include strategic thinking, financial stewardship, relationship management and advanced critical thinking skills. The sessions are designed to engage and unite participants. Physicians will learn practical and action-oriented skills to effectively lead in their practice or healthcare organization.	Healthcare professionals	7 sessions	Tuition for the 2018-19 Physician Leadership Effectiveness Program is \$2,650.00 for MMA Members and \$3,250.00 for non-members. Meals and all course materials during the program are provided. Participant is responsible for lodging and transportation to and from each session.	N/A	United States	https://mmaoffice.org/leadership
Yale School of Management	Healthcare Management and Leadership Fundamentals Program	The Healthcare Management and Leadership Fundamentals Program is a three-day intensive program covering healthcare strategy, the evolution of the industry toward value-based care, financial analysis, operations, and customer experience, as well as leadership training and decision-making frameworks. It's designed to help you understand the business structures that govern the industry and to immediately make an additional contribution to your organization.	This program is designed for healthcare professionals moving into management who need to add business skills to their toolkit to be effective in their new role. Ideal candidates for this program would be physicians, researchers, and executive or staff professionals (without an MBA or business degree).	Healthcare professionals moving into management who need to add business skills to their toolkit to be effective in their new role. Ideal candidates for this program would be physicians, researchers, and executive or staff professionals (without an MBA or business degree).	3 day intensive program	N/A	Yale is accredited by the Accreditation Council for Continuing Medical Education (ACCME) as a provider of continuing medical education and designates this live activity for a maximum of 19.5 AMA PRA Category 1 Credit™.	United States	https://som.yale.edu/programs/executive-education-for-individuals/healthcare/healthcare-management-and-leadership-fundamentals
Deloitte	Physician Leadership Academy	Deloitte Consulting LLP, the University of Pennsylvania's Leonard Davis Institute of Health Economics, and Wharton Executive Education have joined forces to create a first-of-its-kind program to prepare physicians to shape the marketplace. Now in its second year, this innovative program facilitates participants' journey from physician leader to health care enterprise leader.	Physician Leadership Academy provides the necessary leadership skills that a traditional medical education and business education do not. Through in-person learning sessions with individual feedback, leadership coaching, mentoring, and peer support, physicians will acquire the understanding, insight, and skill sets required to successfully lead within a constantly changing health care ecosystem. Physician Leadership Academy provides the skills and insight you need to help you develop into a versatile leader. Participants begin with leadership evaluations that provide insight into their behavioral patterns in a professional context. They continue their leadership development journey over the following nine months with one-on-one leadership coaching in three in-person modules, facilitated by world-class Wharton faculty and Deloitte leaders, interspersed with real-world application to their own professional challenges.	Physicians	N/A	N/A	N/A	United States	https://www2.deloitte.com/us/en/pages/life-sciences-and-health-care/events/physician-leadership-academy.html
California Hospital Association	California Physician Leadership Program	The California Physician Leadership Program is a comprehensive educational program designed to challenge and grow physician leaders and medical executives. Participants will learn to assume greater leadership, serve as a driver of change and achieve better outcomes for patients.	Each module provides comprehensive, well-rounded instruction to cultivate better physician leaders. Using group-based learning, participants will work to improve team leadership, interpersonal communication and collaborative problem-solving skills. The program will culminate with a project emphasizing practical applications of the program's concepts to issues and problems you face every day in health care.	Physician leaders and medical executives	14-day program, 2 days per month on Friday and Saturday	\$13,500-\$15,000	105 AMA PRA Category 1 Credits This activity has been planned and implemented in accordance with the accreditation requirements and policies of the Accreditation Council for Continuing Medical Education (ACCME) through the joint providership of the Keck School of Medicine of the University of Southern California and the USC Marshall School of Business, Executive Education. The Keck School of Medicine is accredited by the ACCME to provide continuing medical education for physicians. The Keck School of Medicine of the University of Southern California designates this live activity for a maximum of 105 AMA PRA Category 1	United States	https://www.calhospital.org/california-physician-leadership-program-3 and https://www.calhospital.org/sites/main/files/file-attachments/cplp_2017_brochure_web.pdf
Stanford Graduate School of Business	The Innovative Health Care Leader: From Design Thinking to Personal Leadership	In this extraordinary one-week program, you'll learn how design thinking and personal leadership skills can help you develop innovative solutions to the specific challenges facing health care leaders — from improving patient care and prioritizing physician wellness to developing negotiation skills and anticipating health care reform.	With guest speakers, case studies, and a professional network of thought leaders, The Innovative Health Care Leader will give you the tools, skills, and mindset to tackle uncertainty and drive change.	Global senior-level executives and policymakers with at least 10 years of experience — MDs and non-MDs — from medical schools, HMOs, PPOs, hospitals, and foundations. Participant titles may include hospital CEO, COO, and CFO; academic deans, senior VPs, department chairs, and center directors.	1 week	\$12,600 USD	N/A	United States	https://www.gsb.stanford.edu/exec-ed/programs/innovative-health-care-leader
Institute for Physician Integration	Physician Leadership for Transformative Change	This is a course that provides a new view of physician leadership that challenges every participant to look within more deeply, to renew the self that is engaged in the work, to develop the inner resilience that sustains us and the capacity for influencing the changes needed in our practices and healthcare organizations. Physicians can bring wisdom and empathy to a system that provides neither.	This online course is bookended by two long weekends when participants will come into community with a small group of like-minded colleagues in an environment that offers respite and renewal.	Physicians	October 25-28, 2018 through January 17-20, 2019	\$3800 USD	25 Category I CME Credits	United States	https://www.physicianintegration.org/physician-leadership-beyond-the-mba

Louisiana State Medical Society	2018 Physician Leadership Academy	To provide an engaging and comprehensive educational experience for practicing physicians new to practice or being groomed for organizational leadership roles. Establish a foundational, practical knowledge base for physicians working in independent private practice, academic, or part of an integrated delivery system. To immerse physicians in pertinent technical and managerial principles, positioning for success in a dynamically evolving industry as prepared organizational leaders.	Each program contains a cohort of 15 participants Interactive sessions will be held at LSU's Business Education Complex, room 1420. The program allows participating physicians to earn a joint executive certificate of completion from LSMS and LSU Executive Education. Each topic in the curriculum is calibrated to match existing knowledge base of participating physicians and their competency and development needs. To reinforce the scope of learning, each class includes a didactic overview of key concepts, real world interactive case studies, and a resource toolbox, which can be utilized by physicians beyond the scope of the academy.	Physicians	Programs consist of 7 educational modules with the first and last modules occurring in a face-to-face format at LSU in Baton Rouge. The remaining 5 modules are two hours and delivered online.	N/A	N/A	United States	http://lsms.org/?page=PLA2018
Institute for Medical Leadership	Physician Leadership Development	The Institute For Medical Leadership® offers leadership development programs, Chief of Staff Boot Camps® and more to enhance the quality and value of the full spectrum of care that your hospital and Health System offers. Whether you seek to increase professional ambition and motivation, establish stress management as a priority, or guide your doctors and executives in dealing with a disruptive work environment, we provide tailored and targeted programs for Hospitals and Health Systems to suit your specific needs. We work on your schedule and we stay by your side to ensure our solutions truly transform your organization.	Workshops with interactive discussions, creative problem solving, and group exercise on topics including: Leading Change: Emerging Roles for Physician Leadership, Medical Staff Alignment and Engagement, Motivating Physicians through Effective Communication, Tools for Quality Improvement: Credentialing, Privileging, and Peer Review, The Power of Diversity, Healthcare Trends 2017 and Beyond, Physician Coaching to Improve Quality Performance and Behavior, Working Across Generations, Managing Stress and Preventing Burnout, Medicare's New Alphabet Soup: Understanding New Payment Models, Accreditation Excellence, Finance for Physicians: Impacting the Bottom Line	Physicians	N/A	N/A	N/A	United States	https://medleadership.com/physician-leadership-development/
Ontario Hospital Association (OHA)	Thought Leadership	The OHA's research with the University of Toronto on the 12 attributes of a high-performing health care system provides the responsible and evidence-based foundation for our thought leadership efforts. We will focus on specific attributes where there is a clear mandate for the OHA to play a leadership role, and examine critical questions such as: What is the future relationship between hospitals and physicians? How does governance need to change and evolve within hospitals and across wider health care communities? How should accountability relationships change into the future? Through funding methodologies, technology and changes in clinical practice, what new models of care can better meet the needs of patients?	Thought leadership will examine these and other relevant areas by bringing members, partners, government, academia and our internal expertise together to engage in new research, share learnings, and shape the exciting work already underway in Ontario	N/A	*An initiative that will be implemented between 2018-2021	N/A	N/A	United States	https://www.oha.com/strategicplan/our-system/thought-leadership