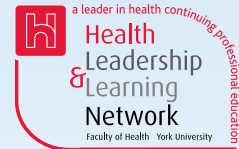




**Schulich**  
School of Business  
York University  
**Executive Education Centre**



HLLN.ca/clinical-leadership

# Certificate in Clinical Leadership

Developed for clinical managers, nurses, clinicians, professional practice leaders, health care managers and leaders, other leaders, and managers.

A highly collaborative program that will broaden and accelerate multidisciplinary management and leadership competencies, enhance communication, critical thinking, decision making and teamwork.

**Upcoming program dates • 5 full-day classes**

**Summer: June 18 - 22, 2012**  
**Fall: November 12 - 16, 2012**



hlln.ca/clinical-leadership

Media Sponsor  
**Longwoods.com**



## MESSAGE FROM THE PROGRAM DIRECTOR



Dear participant,

People who work in health care are motivated from an inner sense that their contributions make a difference to those we

serve. The *Certificate in Clinical Leadership* is about these people, about trust and relationships. Leaders clear the way for people to find and unlock their potential, urging them toward certain actions. Influential leaders continuously explore leading practices and develop new knowledge and skills.

We invite you to examine and enhance your leadership capacity through the *Certificate in Clinical Leadership*. You will experience the power of a leadership-centered culture that values and fosters adaptive decision-making in the context of uncertainty. The program will provoke your thinking about leadership knowledge and practices. You will examine a variety of models of leadership and change, explore complexity and interdependence, autonomy and accountability, and ways of generating high energy responses to change and innovation. You will learn about motivating and inspiring people through your response to basic human needs for achievement, recognition and self esteem.

You will complete this program equipped with new leadership practices as you face greater ambiguity, urgency and uncertainty in today's health care environments.

**Are you ready for the challenge? If you think you are, we'd like to work with you. Please consider our invitation today!**

**Deborah Tregunno**  
Program Director,  
Certificate in Clinical Leadership

For more information about the program please contact Deborah at [tregunno@yorku.ca](mailto:tregunno@yorku.ca)

## Why choose this program?

The program has been designed to provide each participant with a practical and relevant learning experience at the individual, departmental and organizational level. Through teamwork and reflective practice, the program will focus on the link between excellence in leadership and patient care; people and teams; and processes, practices and systems. The program will assist leaders and managers to enhance knowledge-transfer and will build and extend leadership networks.

Offered jointly by Health Leadership & Learning Network and Schulich Executive Education Centre, registrants will benefit from a variety of expert faculty.

## At the completion of the program you will be able to:

- Compare and contrast traditional and complexity informed approaches to leadership and management, appreciate the applicability for each model, and use them to design and lead improvement activities
- Describe and analyze clinical accountability mechanisms and apply them in clinical management situations (e.g. staffing, patient assignments and staff evaluations)
- Create effective interdisciplinary partnerships that enhance clinical outcomes
- Analyze and determine corporate strategy to achieve corporate, departmental and individual level goals
- Apply the certificate program to personal career goals and directions

## Who would benefit from this program?

- Clinical managers
- Professional practice leaders
- Nurses
- Clinicians
- Other health care providers
- Health care managers
- Other health leaders and managers

## Clinical Leadership for today and tomorrow

Currently, optimal health is increasingly challenged by a multitude of factors that include a rise in chronic disease; gaps between the best care and usual care; an aging population; a scarcity of health human resources; and skill-sets in integrated team approaches and management, all within the context of a strained health care system.

The *Certificate in Clinical Leadership* – **the first certificate of its kind**. This is a 5-day, highly collaborative program that will broaden and accelerate multidisciplinary management and leadership competencies.

---

### About the Program Director

Deborah Tregunno is an Associate Professor in the School of Nursing at York University, Toronto. She holds a PhD (Health Policy, Management and Evaluation) from the University of Toronto, specializing in the field of organizational behaviour and performance measurement. She completed post-doctoral work in the Faculty of Nursing, University of Toronto, and is the recipient of a Ministry of Health and Long-term Care (MOHLTC) Senior Nurse Research award (2009-2011). Prior to her academic career, she held a variety of clinical and managerial roles, and developed extensive knowledge and competencies related to the design, management and delivery of health care.

Her program of research focuses on patient safety with a particular interest in the relationship among managerial positions, work environment and the delivery of safe care by nurses and multidisciplinary teams. In specific studies she has explored safety culture, organizational learning and safety failures, non-technical behaviours of obstetrical teams and high risk outcomes using high fidelity simulation, and the experience of internationally educated nurses and the delivery of safe care.

## Clinical Leadership program curriculum

Daily class work will be focused around working in teams, with short projects completed in-class, during the week.

### Day 1: The leadership challenge

- Examine personal learning and decision-making styles
- Explore issues of power and competing expectations faced by leaders and managers
- Analyze complex clinical situations and explore the multiple challenges clinical leaders face daily

### Day 2: Leading change

- Explore traditional and complexity-informed perspectives of leadership as they apply to organizational leadership and change
- Compare and contrast newer complexity perspective paradigms of balancing competing demands with more traditional managerial command and control
- Fostering a culture of trust, recognition and transparency in clinical decision-making and improvement

### Day 3: Leading as communicator and coach

- Develop skills for effective communication with clients, patients, peers and management
- Examine individual and group communication skills and learn influential verbal and non verbal communication skills
- Explore the role of clinical leader as coaches and mentors for high impact teams

### Day 4: Leading the interdisciplinary team

- Explore teamwork in the context of specific client populations, define roles and make collaboration work
- Learn to negotiate and arbitrate competing professional and political interests to achieve high-quality patient focused outcomes
- Make the most of your strengths to motivate, inspire and engage teams to achieve clinical goals and positive, sustainable outcomes

### Day 5: Leader as enquirer

- Explore how successful leaders ask questions in complex situations in order to respond to needs
- Understand the strategic difference between predictable and unpredictable aspects of work
- Successfully combine leadership and management knowledge, skills and behaviours

## About Health Leadership & Learning Network

- Meeting your professional, career development, and life-long learning needs
- Meeting your organizational needs for staff development and improving organizational performance
- Practical, easily applicable, inter-professional and evidence based approach to professional learning for inter-professional care
- Connecting your career and educational needs to York University and its network of partners

**We welcome your involvement:** Join a community of forward-thinking advocates and academics. Learn more at [www.hlln.ca](http://www.hlln.ca), or contact: Tania Xerri, Director, Health Leadership & Learning Network, [hlln@yorku.ca](mailto:hlln@yorku.ca)

## Program Faculty

### Mark Bowden, *TruthPlane™*

Mark Bowden is an expert in business presentation training and in persuasive, influential verbal and nonverbal language and communication structures that make prime ministers of G8 powers and CEOs of Fortune 500 companies able to stand out and win trust. He has also worked with some of the world's most ground breaking theatre companies, and has trained internationally recognized actors and directors. For more information about Mark, visit <http://truthplane.com/mark-bowden/>.

### Pat Bradley, PhD, MScN, MEd

Pat Bradley is an assistant professor in the School of Nursing at York University. She has a certificate in nursing education from the National League for Nursing in the United States, and has held a variety of leadership and academic positions in Canada and the U.S., including director of education, practice, and research at Scripps Hospital in La Jolla, California. Her program of research focuses on internationally educated nurses, competency assessment, and innovative curriculum design and delivery.

### Louise Hartley, PhD

Dr. Louise Hartley is director of York University's Psychology Clinic. She is a registered psychologist and also holds a corporate coaching certificate. Dr. Hartley has expertise in the field of organizational development which includes both individual and team interventions designed to build healthy, engaged work environments. She is a frequent presenter at conferences and is past president of the Employee Assistance Society of North America (EASNA).

# Ways to Register

Online at  
[www.seec.schulich.yorku.ca](http://www.seec.schulich.yorku.ca)

Fax  
this form to 416-736-5689

Mail  
form to the address below

## Registration Fee & Location

**Individual Registration Price:** \$3950 + applicable tax for each individual.

The Registration Team at the Schulich Executive Education Centre will be glad to answer any questions about registration. Please email your questions to [execregistration@schulich.yorku.ca](mailto:execregistration@schulich.yorku.ca) or call 416-736-5079 or 1-800-667-9380 and ask for Registration.

Please call **Tania Xerri** at 416-736-2100 x22142 to inquire about group rates.

**Program Location:** The Executive Learning Centre, Schulich School of Business, York University, 4700 Keele Street, Toronto, Ontario M3J 1P3  
Tel: 416.650.8300 • Fax: 416.650.8333

## Course Tuition & Details

The tuition fee includes instruction, all seminar materials, lunches and refreshments, but not hotel accommodations. **Special Team Savings: Save \$150 each** when two or more team members from the same organization register for this program at the same time. Unless otherwise announced, all modules of the Certificate in Clinical Leadership commence at 8:30 a.m. and end at 4:30 p.m.

**Please Note:** Fees, dates and speakers are subject to change. York's liability is limited to reimbursement of paid tuition fees. One free transfer is permitted, provided written notice is received at least 21 days in advance of the seminar start date. Late transfer requests, less than 21 days in advance of the program start date, will be subject a transfer fee (\$200). Cancellations received in writing at least 21 days in advance of the start date, will receive a full refund. Written cancellation received less than 21 days prior to the start date will be subject to an administration fee (\$500). Non attendance will incur full seminar tuition cost. For any further information, call us at (416) 736-5079 or toll free 1-800-667-9380 or email: [exceedinfo@schulich.yorku.ca](mailto:exceedinfo@schulich.yorku.ca). HST# R119306736.

## Accommodation Information

**\$149.00 + HST per night (includes breakfast)**

- The Executive Learning Centre features:
- 60 executive style guest rooms on 12 floors each with a queen size bed
- Complimentary high speed internet access
- In room coffee/tea maker
- Wheelchair accessible

Join us at the **Schulich Executive Residence**, York University, 4700 Keele Street.

Call 416-650-8300 for more information and reservations, or book online: [www.elc.schulich.yorku.ca](http://www.elc.schulich.yorku.ca)

E-mail: [reservations@schulich.yorku.ca](mailto:reservations@schulich.yorku.ca)

## Payment Options

If paying by cheque, please make payable to:  
York University – Schulich Executive Education Centre

**Completed Registration Forms can be mailed to:**

Schulich Executive Education Centre  
The Executive Learning Centre  
Schulich School of Business  
York University, 4700 Keele Street  
Toronto, ON M3J 1P3

# Registration Form

## Certificate in Clinical Leadership

Upcoming program dates:

**Summer: June 18 - 22, 2012**

**Fall: November 12 - 16, 2012**

Schulich Executive Education Centre, York University

Experience The Schulich Executive Learning Difference...



New state-of-the-art teaching facilities



Framed certificate of course completion



World class faculty and instructors



Comprehensive take-home materials

Register online at [www.seec.schulich.yorku.ca](http://www.seec.schulich.yorku.ca), or complete and submit the following form:

### Registrant Information

Name ..... Title .....

Company ..... Email .....

Company Address .....

City ..... Province ..... Postal Code .....

Work Phone ..... Fax .....

Home Phone..... Mobile .....

Are you a Canadian citizen?  Yes  No Do you hold any other citizenship?  Yes  No

### Payment Method

Visa  MasterCard  Amex  Cheque/Money Order (included)

Amount billed to Credit Card .....

Credit Card Number .....

Name of Cardholder .....

CC Expiry Date (MM/YY) .....

Signature .....

I have read and agree to the details listed in "Course Tuition & Details" section

**Payment Option – Please Check**

Payment in full (\$3950 CDN + applicable taxes)

Deposit enclosed (\$500 CDN + applicable taxes)



**MAINTENANCE OF CERTIFICATION**  
Attendance at this program entitles certified Canadian College of Health Leaders members (CHE / Fellow) to 10 Category II credits toward their maintenance of certification requirement.

Nurses taking the Certificate in Clinical Leadership may be eligible to receive reimbursement of up to \$1500 from the Education Initiative offered through the RNAO. You do NOT have to be an RNAO member to apply for the funding. Please visit the RNAO website, Education Funding, for more details [www.rnao.org](http://www.rnao.org).