DEVELOPING
TRUSTED LEADERS™
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I’m pleased to introduce you to the Intermountain Healthcare Leadership Institute that resides in the beautiful Kem C. Gardner Transformation Center on the campus of Intermountain Medical Center in Murray, Utah—a suburb of Salt Lake City.

The Institute focuses on timeless leadership principles that are critical to develop effective and trusted leaders at the intersection of clinical and operational excellence.

Our next two-week program will tentatively take place in 2021 once it is safe to meet again. Each forum is an immersive, interactive, and engaging learning experience with a cohort of leaders from nationally and internationally respected not-for-profit and academic health systems. The educational experience involves a variety of approaches, including case study, small group discussion, dyad exchanges, personalized assessments, executive simulation, and multiple forms of individualized support. We provide ample opportunities for networking and mutual learning through extensive collaboration with other participants and ongoing relationships with the Institute faculty and fellow graduates of the program. Our esteemed faculty is comprised of accomplished experts in healthcare, leadership, business, and academia.

Leaders who wish to further develop or strengthen their leadership qualities will do so in this exciting and unique environment. The lessons learned in our program, and the executive mentoring we offer, will help shape the character and competence of present and future healthcare leaders—and ultimately healthcare itself.

Sincerely,

CHARLES W. SORENSON, MD, FACS
President and CEO Emeritus, Intermountain Healthcare
Founding Director, Intermountain Healthcare Leadership Institute

Due to COVID-19, dates for our next program are pending. Please visit our website at IntermountainHLI.org or send us an email at leadership.institute@imail.org to stay informed.
All of these competencies are important, which begs the question: *why should we attend the Intermountain Leadership Institute?*

The short answer is we focus on the critical competency of *leadership itself*. That is, how to become a more *effective and trusted leader who will create positive, significant, and lasting change* in your organization and in healthcare generally.

Furthermore, we do so in a manner that *cannot be duplicated in an in-house course*. We explain what makes us unique below.

The Intermountain Healthcare Leadership Institute is designed to *supplement, not compete with, leadership programs at your institution*.

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“*This was transformative for me. I feel more obligated than ever to be the best leader that I can be.*”

Warren Volker, MD, PhD, FACOG  
Chief Clinical Officer  
Healthcare Partners of Nevada
THE FACULTY
Participants interact with thought leaders and master teachers from Harvard Business School, Notre Dame, University of Michigan, and other respected institutions who bring diverse and inspiring perspectives to class instruction, discussions, and small group exercises. Some of our faculty are published authors, many are well-known nationally, several have won numerous national awards, others have led highly complex organizations, all are recognized experts in their specialties, and each one is committed to the values that drive this Institute.

THE CURRICULUM
We focus on timeless leadership principles to develop trusted leaders at the complex intersection of clinical and operational excellence.

Organizational gurus, academic leaders, respected business authors, human relations experts, and other knowledgeable leaders write and lecture extensively on the importance of developing leaders who not only possess necessary competencies, but the moral force, courage, character, and emotional intelligence to inspire and connect with others in authentic ways that create trust. It is that combination of character and competence that captures both minds and hearts and that is at the core of great leadership.

The good news is those value-based leadership skills can be taught, enhanced, and more fully developed.

See pages 9-11 for more about the curriculum.

THE PARTICIPANTS THEMSELVES
The program is designed for mid-career, experienced, and well-regarded health system leaders who possess the potential to make significant positive impacts on their organization’s culture, strategy, and clinical and cost outcomes.

There is no substitute for interacting with diverse clinical and administrative leaders (in roughly equal proportion) from highly respected healthcare institutions around the country and abroad in a candid, safe, and invigorating environment. Peer learning is essential, including learning and practicing in peer-to-peer coaching. Many attendees tell us they gain almost as much from one another as they do from the formal classwork. The learning and sharing continue long after the conclusion of the course.

We encourage and facilitate ongoing learning and connections through a quarterly newsletter and robust alumni program, including special alumni reunion events held every other year.

A HIGHLY IMMERSIVE, INTERACTIVE, LEARNING ENVIRONMENT
We place a heavy emphasis on interactive class instruction, case-study discussion, small-group learning and problem solving, shared learning, individual assignments, and reflection all supplemented with remote learning opportunities.

The Intermountain Healthcare Leadership Institute is housed in the Intermountain Kem C. Gardner Transformation Center on the Intermountain Medical Center campus in Murray, Utah. This state-of-the-art building, with commanding views of the stunning Wasatch Mountains, was specifically designed to foster an environment of collaborative learning, simulation, reflection, and imagination. Its construction was made possible by the generosity of Utah philanthropist Kem C. Gardner. The program includes wellbeing practices to support holistic and sustainable leadership.

Participants in each cohort stay in a high-quality hotel in downtown Salt Lake City in a block of rooms reserved for our group. This allows them to enjoy meals together, collaborate on small group assignments, and develop lasting connections with new friends around the world. Group transportation is provided daily to and from the Transformation Center.
PROGRAM BENEFITS

For the nominating organization:

- Develop trusted leaders who help lead positive, lasting change
- Increase leadership competency and organizational loyalty through a commitment to professional development of high-potential leaders
- Gain valuable perspectives and insights from leaders of other highly-respected not-for-profit and academic health systems
- Enhance organizational culture as leaders apply timeless leadership principles
- Prepare participants for additional leadership responsibilities

For the individual participant:

- Enhance self-awareness of personal strengths for continued improvement
- Articulate a trusted personal leadership brand to guide decisions and interactions
- Increase confidence and effectiveness in leading individuals and teams
- Communicate more clearly and effectively
- Utilize specific and individualized professional development tools
- Strengthen emotional and social intelligence
- Develop a network of national experts, peers, and mentors to facilitate ongoing learning relationships
- Effectively lead change in teams and the larger organization

“Five stars... I am truly leaving here in awe. I am so impressed with the cohesive display of genuine caring and leadership from the faculty - it really fostered a supportive learning environment and set the stage for collaboration, honesty and openness to new ideas.”

Jennifer Hansen, MSN, RN, CNL
Senior Program Manager
Stanford Health Care
Who Should Attend? – We encourage organizations to send two executives: a clinical leader and an administrative/operational leader. Past participants have commented on the benefits of having a dyad. However, organizations may send just one leader if they so choose. The Institute will ensure a roughly equal balance of clinical and administrative leaders to facilitate effective learning among participants.

Format – Two intensive week-long forums are held at the Intermountain Gardner Transformation Center in Salt Lake City, Utah. Forums are designed to allow participants to learn in exciting and innovative ways including: collective and individual work, individual assessments, case studies, simulation, and program mentoring.

Assessments – Leadership assessments are used to help participants understand and utilize their areas of strength and where they might improve in becoming a more effective and trusted leaders.

Coaching and Mentoring – Leaders of the Institute are available for consultation during the cohort and, by individual arrangement, consultation and coaching after the program concludes.

Network and Alumni Program – The Institute’s alumni program facilitates ongoing learning and continuing connections with other participants and Institute faculty long after completion of the program.

Venue – The inspiring Intermountain Kem C. Gardner Transformation Center is a state-of-the-art building, with commanding views of the stunning Wasatch Mountains. It was carefully designed to foster an environment of collaborative learning, simulation, reflection, and imagination.

GUARANTEE
We are confident in the quality of our program. If any participant feels the program did not deliver a valuable experience as described in the brochure and website, we will refund his or her full tuition.

ALUMNI DISCOUNT
Alumni organizations are eligible for a $2,000 (USD) discount. To qualify as an alumni organization, someone from your organization must have attended one of the previous two cohorts of the Intermountain Healthcare Leadership Institute.

The alumni discount may be voided if payment is not received by deadlines on the Leadership Institute website, IntermountainHLI.org.

PROGRAM FEE
The program fee for 2021 is $14,500 (USD) per participant.

The fee includes:
• Seminar attendance in the Kem C. Gardner Transformation Center
• Lodging at a high quality Salt Lake City Hotel
• Course materials
• Access to Harvard online lessons, resources, & tool kits
• Certificate of completion
• CME or CNE credit
  (See page 14)
• Meals
PROGRAM DATES

Due to COVID-19, dates are pending for our next program.

Check the Leadership Institute website at IntermountainHLI.org for registration deadlines.

If you would like us to notify you when future cohorts have been set, please email us with your name and contact information at Leadership.Institute@imail.org.

HOW TO APPLY

You may also submit your application to be considered for a future cohort. To apply, visit our website at IntermountainHLI.org or scan the QR code.

APPLICATIONS ARE REVIEWED ON AN ONGOING BASIS.

The Results:

Evaluations are from all previous cohorts collectively

(5 point scale)

I found the program’s focus on trusted leadership to be valuable and timely

5.0

I am committed to applying what I learned to my job

5.0

I would recommend the program to others in my organization

5.0

I found the program to be applicable to my work or performance

4.96

I believe it would be worthwhile to apply what I learned to my work

5.0

Attending this program was worth the time and effort required

5.0

I am prepared to lead with more confidence

4.93

I felt the faculty had a genuine interest in my personal leadership development

4.97
Our immersive, intensive, and highly-interactive two week-long cohort program focuses on key attributes and competencies such as vision, integrity, resilience, emotional intelligence, psychological safety, and stakeholder alignment. The emphasis is on practical knowledge and experiences that enable participants to immediately apply the lessons they learn.

The Learning Experience:

**Assessments**
Leadership assessments help participants understand and utilize their areas of strength and where they might improve.

**Class Instruction**
Relevant and practical case studies, large-and small-group discussions, and learning activities are designed to deepen understanding and facilitate application.

**Simulation**
Participants practice realistic scenarios in our state-of-the-art Leadership Simulation Center, applying their learning and receiving feedback from peers.

**Support**
Leaders of the Institute are available for consultation and ongoing coaching and mentoring during and after the cohort.
Values and Self-Awareness: From Purpose to Legacy
Understanding the importance of behavior awareness. Exploring espoused vs. enacted values.

Developing a Trusted Leadership Brand
Applying classic branding principles to define an authentic and trusted personal leadership brand to expand one’s positive influence.

The Neuroscience of Optimal Leadership
What good sleep, moderate stress, and positive emotion can teach us about leading and living well.

Emotional and Social Intelligence
Understanding and acting upon individual participant results from Emotional Social Competency Inventory and other personal assessments.

Principle-Based Leadership
Creating and applying a leadership philosophy with defining principles and values.

Emotional Agility
The gift and power of emotional courage.

Leadership that Unites Divergent Stakeholders
Finding common ground and uniting shared purpose to bring together seemingly dissonant stakeholders.

Learning from Setbacks
Failures and losses can be sources of great wisdom, insight, connection and credibility, and provide opportunities to discover new power and resilience.

Creating a Positive Culture and Effective Teams
Creating a positive culture of psychological safety and developing high performing teams that enable innovation and successful execution of strategy.

Mind and Heart: Tools for Effective Communication
A simulation of applied communication techniques to build a reputation as a trusted ethical leader.

Ethical Decision Making in Healthcare Leadership
Exploring a framework for engaging with the ethical dimensions of difficult decisions in healthcare.

Courageous Conversations
The latest in concepts, skills, and job aids to improve the experience of and outcomes from our most challenging conversations.

Leading Amidst Ambiguity
Interactive case study discussing courage in leadership.

*Faculty and content are subject to change.*
Leadership Simulation
On multiple occasions throughout the program, participants go to our advanced, specially designed Leadership Simulation Center to take part in simulation scenarios.

The Simulation Center includes mock boardrooms, offices, and elevator in which to practice healthcare leadership scenarios with trained actors. These realistic scenarios include topics such as a leadership team’s discussion of challenging ethical dilemmas, difficult decisions regarding provider privileges, high-stakes performance conversations, and brief responses to emotion-laden questions from an employee or community member.

Participants have opportunity to apply newly acquired knowledge, practice important competencies, observe the performance of colleagues, and join in and benefit from powerful and constructive debrief conversations led by skilled simulation faculty.

“It exceeded my expectations on every level. Being back, I see my role and responsibility in the various leadership situations here much more clearly, which has made me more effective. And outside of work, the value of living my brand is apparent as well.”

Michael Wang, MD
Professor of Pediatrics, Clinical Director
Hemophilia & Thrombosis Center, Program Leader
Hematology Section – University of Colorado School of Medicine, Children’s Hospital Colorado
FACULTY

CHARLES SORENSON, MD is the President and CEO Emeritus of Intermountain Healthcare and the Founding Director of the Intermountain Healthcare Leadership Institute. Prior to his 8-year tenure as President and CEO of Intermountain, he was the COO for 11 years. Recognized by Modern Healthcare as both a top executive and physician, Charles is a graduate of the Cornell University Medical College and is a board-certified Urologic Surgeon. He is an Adjunct Professor of Surgery at the University of Utah.

KAREN DILLON, MA is the former editor of Harvard Business Review magazine and co-author of three books with Clayton Christensen, including the New York Times best-seller, How Will You Measure Your Life? She is also the author of The Harvard Business Review Guide to Office Politics. Karen previously served as deputy editor of Inc. magazine and was editor and publisher of the American Lawyer magazine and London-based Legal Business. She was named by Ashoka as one of the world's most influential and inspiring women.

AMY C. EDMONDSON, PhD is the Novartis Professor of Leadership and Management at the Harvard Business School, a chair established to support the study of human interactions leading to the creation of successful enterprises that contribute to the betterment of society. Dr. Edmondson received her PhD in organizational behavior, MA in psychology, and BA in engineering and design from Harvard University.

MARC HARRISON, MD is the President and CEO of Intermountain Healthcare. Recognized as one of Fortune Magazine’s Top 50 World’s Greatest Leaders in 2019, Dr. Harrison previously served as CEO of Cleveland Clinic Abu Dhabi. He received his medical degree from Dartmouth Medical School, completed a pediatric residency and pediatric care fellowship at Intermountain’s Primary Children’s Hospital, and a Master of Medical Management at Carnegie Mellon University.

THOMAS J. DELONG, PhD is a senior fellow and former Philip J. Stomberg Professor of Management Practice in Organizational Behavior at the Harvard Business School. He is internationally recognized for his teaching and course development. Professor DeLong received his PhD in Industrial Supervision from Purdue University. He received a post-doctoral fellowship from MIT.

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SUSAN DAVID, PhD is an award-winning Harvard Medical School psychologist. Her #1 Wall Street Journal bestselling book, Emotional Agility, describes the psychological skills critical to thriving in times of complexity and change. Susan’s TED Talk on the topic went viral with over 1 million views in its first week of release. She is a frequent contributor to the Harvard Business Review, New York Times, Washington Post, Wall Street Journal, and guest on national radio and television. Susan was included on Thinkers50 global list of the top management thinkers.

MARC HARRISON, MD is the President and CEO of Intermountain Healthcare. Recognized as one of Fortune Magazine’s Top 50 World’s Greatest Leaders in 2019, Dr. Harrison previously served as CEO of Cleveland Clinic Abu Dhabi. He received his medical degree from Dartmouth Medical School, completed a pediatric residency and pediatric care fellowship at Intermountain’s Primary Children’s Hospital, and a Master of Medical Management at Carnegie Mellon University.
JOSEPH (JOE) HORTON, MHA spent 21 years as the Chief Operating Officer and 15 years as CEO of Primary Children’s Hospital. In 2007, he was appointed Senior Vice President of Intermountain Healthcare. He is also the former Chairman of the National Association of Children’s Hospitals. After retirement in 2012, Joe became a visiting professor at the University of Michigan and an adjunct professor at the University of Utah. He teaches leadership at both institutions. Joe earned his master’s degree in health administration at the University of Minnesota.

BRUCE JENSEN, MS is the former Vice President of Communications and Marketing at Intermountain Healthcare where he served for 13 years before retiring. He was previously a partner in a brand consulting firm and partner/creative director for a regional ad agency. He has extensive branding and marketing experience and has won several hundred awards for creativity. Bruce holds a master’s degree in Communications from the University of Utah where he has taught classes as an adjunct professor.

MICHAEL O. LEAVITT is the founder of Leavitt Partners, a health care intelligence business. In previous roles, Leavitt served as secretary of Health and Human Services (2005-2009), administrator of the Environmental Protection Agency (2003-2005) and three-time elected governor of Utah (1993-2003). He is a seasoned diplomat, leading U.S. delegations to more than 50 countries, conducting negotiations on matters related to health, the environment and trade.

GREG MATIS, JD has been a healthcare lawyer for 30 years and is Vice President and Deputy General Counsel of Intermountain Healthcare. Greg clerked for the Honorable Stephen H. Anderson of the Tenth Circuit U.S. Court of Appeals and graduated from the University of Chicago Law School, where he was on the managing board of the University of Chicago Law Review. He’s an adjunct professor of health law and leadership at the J. Reuben Clark Law School at BYU.

JESSICA PAYNE, PhD is a professor of psychology at Notre Dame. Her research focuses on how sleep and stress influence human memory, creativity, and psychological function. She’s a professional speaker, consultant, and executive coach at Jessica D. Payne LLC.

WILLIAM (WING) PROVINCE, MD is the Medical Director for Intermountain Healthcare’s Park City Hospital and for the Leadership Institute. He is a graduate of the Johns Hopkins Emergency Medicine Residency, where he was selected as Chief Resident by the medical staff. He is a practicing, board-certified Emergency Physician and currently the Medical Staff President Elect at Park City Hospital. Wing graduated with an MBA from the Harvard Business School.

KEN VERDOIA has been a professional journalist and broadcaster for more than forty years. Ken is the recipient of twenty-nine Emmy Awards. He has been honored for lifetime achievement by the National Academy of Television Arts and Sciences. Ken is a Fellow of the American Political Science Association in Washington, D.C. He has served as a consultant and training specialist for Fortune 500 businesses and federal agencies and professional and collegiate athletic programs.

STEVE TERRY, MA is the Operations Director of the Leadership Institute with over 20 years of experience as a Senior Organizational Effectiveness Consultant with Intermountain Healthcare. He is licensed in numerous leadership development programs and is certified in administering and interpreting psychological assessments. Steve also practices as an Associate Certified Coach through the International Coaching Federation.

*Faculty is subject to change.*
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 Intermountain Healthcare and the Intermountain Healthcare Leadership Institute.

Intermountain Healthcare is accredited by the ACCME to provide continuing medical education for physicians.

**AMA PRA CREDIT:**
Intermountain Healthcare designates this live educational activity for 63.25* AMA PRA Category 1 Credit(s)™ for main conference sessions attended. Physicians should only claim credit commensurate with the extent of their participation in the activity.

**NURSING CONTACT HOURS:**
Intermountain Healthcare is accredited as a provider of nursing continuing professional development by the American Nurses Credentialing Commission on Accreditation.

This activity is jointly provided by Intermountain Healthcare and the Intermountain Healthcare Leadership Institute.

This live educational activity offers 63.25* nursing contact hours for the main conference. Successful completion is attending no less than 1 full session and claiming credit only for sessions attended. No commercial support is being received for this activity.

**SOCIETY FOR SIMULATION HEALTHCARE:**
Intermountain Healthcare Simulation Consortium is accredited by the Society for Simulation Healthcare (SSH) in the areas of Teaching/Education and Systems Integration and Patient Safety. For purposes of this accreditation process, a simulation program in healthcare is defined as an organization or group with dedicated resources (personnel and equipment) whose mission is specifically targeted toward improving patient safety and outcomes through assessment, research, advocacy and education using simulation technologies and methodologies.

*Credit hours are subject to change and based on actual learning hours and at the discretion of Interprofessional Continuing Education.*
ABOUT THE KEM C. GARDNER INTERMOUNTAIN TRANSFORMATION CENTER
The Intermountain Healthcare Leadership Institute is housed in the Kem C. Gardner Intermountain
Transformation Center on the Intermountain Medical Center campus in Murray, Utah. The Transformation
Center is designed to be a base for efforts to transform healthcare in ways that are patient-focused and that
consistently provide the best clinical outcomes at sustainable costs. In addition to the Leadership Institute,
the Transformation Center also houses the Intermountain Healthcare Delivery Institute, Intermountain Clinical
Programs, and innovation programs.

The construction of the Transformation Center was made possible by the generosity of Utah philanthropist
Kem C. Gardner, who donated $20 million for this project. “I made this gift because Intermountain
Healthcare has expertise of great importance to share with the world,” said Mr. Gardner. “The programs
housed in the Transformation Center will do so much to improve the health and care available to people in
Utah and around the world.” Mr. Gardner served on Intermountain boards for 34 years and was Chair of the

ABOUT INTERMOUNTAIN HEALTHCARE
Intermountain Healthcare is a not-for-profit health system based in Salt Lake City, Utah. Our mission is to
help people live the healthiest lives possible.

Intermountain Healthcare comprises a system of 24 hospitals, a Medical Group with more than 2,400
physicians and advanced practice clinicians at about 160 clinics, a not-for-profit health insurance company,
SelectHealth, and other health services. Intermountain is widely recognized as a leader in transforming
healthcare through high quality and sustainable costs. For more information about Intermountain, visit
intermountainhealthcare.org, read our blogs at intermountainhealthcare.org/blogs, connect with us on
Twitter at twitter.com/intermountain and on Facebook at facebook.com/intermountain.