




DEVELOPING TRUSTED LEADERS

TABLE OF CONTENTS

Introduction	3
The Program	4
Benefits of the Program.....	6
Application Process	7
The Curriculum	8
Completion of the Program and CME Credits	9
A Unique Learning Environment	11
Program Fee.....	11
Faculty	12
The Intermountain Kem C. Gardner Transformation Center.....	14
About Intermountain Healthcare.....	14



I'm pleased to introduce you to the Intermountain Healthcare Leadership Institute that resides in the beautiful Intermountain 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 take place the week of September 16 and again the week of November 4, 2019. Each forum is an immersive, interactive, and engaging learning experience with a cohort of leaders from nationally and internationally respected not-for-profit health systems. The educational experience involves a variety of approaches, including case study methodology, 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

THE PROGRAM

The Intermountain Healthcare Leadership Institute is designed for experienced healthcare leaders who possess the potential to make significant impacts on their organization's culture, strategy, clinical, and cost performance.

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, you may send just one leader if you so choose. The Leadership Institute will assure a roughly equal balance of clinical and administrative leaders to facilitate effective learning among participants.

The Healthcare Leadership Institute offers participants the opportunity to increase their effectiveness by strengthening proven leadership principles. Participants learn in an immersive and interactive environment from highly experienced and nationally recognized faculty and program peers, advancing both character and competency to strengthen their ability to lead effectively at the complex intersection of clinical and operational excellence.

- Participants learn with thought leaders from Harvard Business School, Notre Dame, University of Michigan, Intermountain Healthcare, and other leading institutions. These experts, with decades of experience, comprise our engaging and inspiring faculty.
- The Leadership Institute's Simulation Center utilizes the latest in simulation technology to practice, observe, and debrief realistic healthcare scenarios to apply the skills of trusted leadership.
- Case studies and teamwork engage participants in provocative discussion and encourage the building of ongoing relationships.
- The program includes wellbeing practices to support holistic and sustainable leadership.

EVALUATIONS FROM MOST RECENT COHORT (ON A 5-POINT SCALE)

I found the program's focus on trusted leadership to be valuable and timely – 5.0

I would recommend the program to others in my organization – 5.0



"For me, attending the course was really a life changing experience. The new friends I made, the skills/tools I learned, and the things I was able to learn about myself were all amazing and I feel are priceless in my journey in serving as a leader. I only hope that I can give as much back to my team and community as everyone at the Leadership Institute has given to me."– **Neal Gupta, MD, Loyola University Health System**

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

CHARLES W. SORENSON, MD, FACS

President and CEO Emeritus, Intermountain Healthcare

Founding Director, Intermountain Healthcare Leadership Institute



CHARACTER

+



COMPETENCE



TRUST



POSITIVE CHANGE

PROGRAM BENEFITS

For the nominating organization:

- Develop key leaders who strengthen the organization
- Increase competency and expand organizational loyalty through a commitment to leaders' development
- Valuable perspectives gained from leaders of other highly respected not-for-profit health systems

For the individual participant:

- Enhance self-awareness of personal strengths for continued improvement
- Increase confidence and effectiveness in leading clinical and operational teams
- Improve positive influence, increase performance, and accelerate their organization's progress
- Develop a network of national experts, peers, and mentors to facilitate ongoing learning relationships
- Articulate a guiding trusted personal-leadership brand
- Utilize specific and individualized professional development tools

EVALUATIONS FROM MOST RECENT COHORT (ON A 5-POINT SCALE)

I found the program to be applicable to my work or performance – 4.97

I believe it would be worthwhile to apply what I learned to my work – 5.0



"The Intermountain Healthcare Leadership Institute is an exceptional program that is truly like no other. I can attest firsthand that the experience offered here is unique and unparalleled. The curriculum is carefully selected to ensure that everything offered supports development of a principled leader. The faculty is exquisite, with collectively decades of relevant, meaningful experience that is brought to light in an interactive setting." – Liga Mezaraups, Providence St. Joseph Health System

APPLICATION PROCESS

The Intermountain Healthcare Leadership Institute is for experienced healthcare leaders who possess the potential to make significant impacts within their organizations.

To apply, visit our website at IntermountainHLLI.org by scanning the QR code.



If you have questions please email us at Leadership.Institute@imail.org.

**APPLICATIONS ARE REVIEWED
ON AN ONGOING BASIS.**

To nominate a leader from your organization, please fill out the [nomination form](#).

THE CURRICULUM

We asked twenty-five senior level executives from ten health systems across the United States for their thoughts on what would constitute a valuable curriculum and learning experience.

To be an effective change leader, as these executives told us, requires the key competencies of integrity, emotional intelligence, vision, the ability to lead effective teams, and accountability. Executive respondents emphasized the need for highly interactive, practical experiences that enable leaders to immediately apply the lessons they learn.

We utilized that feedback and additional research to develop a rigorous and valuable curriculum that is reflected in the overview below:

- **The Experience** – Course instructors and facilitators with extensive leadership experience in some of the country's most respected health systems and educational institutions, bring diverse and inspiring perspectives to class instruction, discussions, and individual program mentoring.
- **Relevant Case Studies** – Case studies are selected from experiences in health systems and large businesses. Participants are asked to discuss current challenges from their own experience during small group discussions and shared learning experiences.
- **Coaching and Mentoring** – Members of the Institute are available for consultation throughout the experience.
- **Network and Alumni Program** – Continuing connections with peers, Institute faculty, and inter-organization networking enables continued learning long after completion of the program.

ACCREDITATION

Intermountain Healthcare is accredited by the Accreditation Council for Continuing Medical Education (ACCME) to provide continuing medical education for physicians.

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

Primary Children's Hospital is an approved provider of continuing education by the Continuing Nursing Education Group an accredited approver of continuing nursing education by the American Nurses Credentialing Center's Commission on Accreditation. This activity has 63.25* nursing contact hours. Successful completion is attending no less than 1 full session and claiming credit only for sessions attending. This educational activity does not include any content that relates to the

products and/or services of a commercial interest that would create a conflict of interest. No commercial support is being received for this event.

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.

This activity is jointly provided by Primary Children's Hospital, Intermountain Healthcare and Intermountain Healthcare Leadership Institute.

**Credit hours are subject to change.*



CURRICULUM OVERVIEW

Values and Self-Awareness:

From Purpose to Legacy

Understanding the importance of behavior awareness. Exploring espoused vs. enacted values.

Thomas D. DeLong, PhD

Developing a Trusted Leadership Brand

Applying classic branding principles to define an authentic and trusted personal leadership brand to expand one's positive influence.

Bruce H. Jensen, MS

The Neuroscience of Optimal Leadership

What good sleep, moderate stress, and positive emotion can teach us about leading and living well.

Jessica Payne, PhD

Emotional and Social Intelligence

Understanding and acting upon individual participant results from Emotional Social Competency Inventory and Tilt Inventory.

Steve Terry, MA

Creating Trusted Leadership to Lead Positive Change

Exploring the core values necessary to engage clinicians in leading positive change.

Brent C. James, MD

Inspiring Lasting Change

Exploring principles that facilitate effective change.

Charles W. Sorenson, MD, FACS

Principles of Trusted Leadership

Creating and applying a leadership philosophy with defining principles and values.

Joe Horton, MHA

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.

Amy C. Edmondson, PhD

Mind and Heart: Tools for Effective Communication

A simulation of applied communication techniques to build a reputation as a trusted ethical leader.

Ken Verdoia and Intermountain Faculty

Ethical Decision Making in Healthcare Leadership

Exploring a framework for engaging with the ethical dimensions of difficult decisions in healthcare.

Greg Matis, JD

Leading Amidst Ambiguity

Interactive case study discussing courage in leadership.

Wing Province, MD, MBA

and Charles W. Sorenson, MD, FACS

The Board's Role in Non-Profit Healthcare Leadership

The shared development of a culture of trust and creation of a strategic agenda that aligns with the organization's agenda.

Charles W. Sorenson, MD, FACS and an Intermountain Board Member

Lessons in Leadership

The difficult decisions involved in leading a complex organization.

Marc Harrison, MD, President

and CEO Intermountain Healthcare

Leadership Simulation

Practice trusted leadership skills such as compelling communications and emotional intelligence in the Leadership Simulation Center.

Nancy Bardugon, RN, MSN, CHSE and Faculty

UNIQUE LEARNING ENVIRONMENT

- **Approach** – We believe that leaders learn best by doing, therefore the learning journey includes collective and individual work, practical case studies, simulations with real practice and feedback, and time for reflection to assimilate the learning.
- **Venue** – The program is conducted at the newly constructed Kem C. Gardner Transformation Center on the campus of Intermountain Medical Center. This state-of-the-art building, with commanding views of the stunning Wasatch Mountains, was carefully designed for the purposes of this program. It fosters an environment of collaborative learning, reflection, imagination, perspective, and insight.
- **Assessments** – Leadership assessments are used to help leaders understand their starting place on the journey toward more effective and satisfying leadership.
- **Format** – Two, intensive week-long forums (in September and November 2019) 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: case study, simulation, and program mentoring.

PROGRAM FEE

The fee for the cohorts in 2018 and 2019 is \$12,000 (USD). The fee includes:

- Seminar attendance in the Kem C. Gardner Transformation Center
- 4 Diamond lodging at the Little America Hotel in downtown Salt Lake City
- Course materials
- Access to Harvard online lessons, resources, and tool kits
- Certificate of completion
- CME credit (See page 9)
- Meals

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.

EVALUATIONS FROM MOST RECENT COHORT (ON A 5-POINT SCALE)

I am prepared to lead with more confidence – 5.0

I felt the faculty had a genuine interest in my personal leadership development – 5.0



"This program is truly different. There is power in the room. It is palpable. I have learned more about myself and leadership in 5 days than I have in my whole career. Thank you for showing me what it means to be a Trusted Leader, an Inspirational Leader! I know now what kind of leader I want to be and will be. I will continue to craft my [personal] brand and bring it to life. I have learned so many exceptional skills and takeaways that I am truly a changed person...

Thank You!"

– Francis A. Gott III, Christiana Care Health System

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 also an Adjunct Professor of Surgery at the University of Utah.



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.



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.



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.



BRENT JAMES, MD is known internationally for his work in clinical quality improvement, patient safety, and improvement infrastructure. He is the former Chief Quality Officer and Executive Director of the Institute for Healthcare Delivery Research at Intermountain Healthcare. Dr. James received his undergraduate degree in Computer Science, a Master of Statistics, and Medical Doctorate degree from the University of Utah.



BRUCE JENSEN, MS is the former Vice President of Communications and Marketing at Intermountain Healthcare where he served for 13 years before retiring in January 2018. 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, as an adjunct professor, he taught classes in branding, creativity, and advertising.



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 over 20 years. Before joining Intermountain Healthcare, he served as in-house counsel with several other organizations, including First Health and First Data Corporation. Greg clerked for the Honorable Stephen H. Anderson of the Tenth Circuit U.S. Court of Appeals. He graduated from the University of Chicago Law School, where he was on the managing board of the University of Chicago Law Review.



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 the Intermountain Healthcare 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.



NANCY BARDUGON, MSN is the Operations Director for the Intermountain Healthcare Leadership Institute. Nancy is certified as a Healthcare Simulation Educator by the Society for Simulation in Healthcare. She is known both locally and nationally as an engaging leader and facilitator with expertise in simulation, strategic program development, and executive coaching.



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 Program Manager of the Leadership Institute. Prior to joining the Leadership Institute, Steve was a Senior Organizational Effectiveness Consultant with Intermountain Healthcare for over 20 years. He is licensed in numerous leadership development programs and is certified in administering and interpreting psychological assessments including Hogan, Birkman, DiSC, TILT, MBTI Step I and II, and Korn Ferry's Emotional and Social Competency Inventory. Steve also practices as an Associate Certified Coach through the International Coaching Federation.

INTERMOUNTAIN KEM C. GARDNER TRANSFORMATION CENTER

The Intermountain Healthcare Leadership Institute is housed in the Kem C. Gardner Intermountain Transformation Center. This center is 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. Beyond 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'm making this gift because Intermountain Healthcare has expertise of great importance to 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. It is also my hope that this gift will inspire others to contribute." Mr. Gardner served on Intermountain boards for 34 years and was Chair of the Intermountain Board from 2007-2012. He currently chairs the Intermountain Foundation Board.

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, more than 200 clinics, a Medical Group with about 1,500 employed physicians and advanced practitioners, a not-for-profit health insurance company called 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.




VALUES

VISION: Compelling Mission, Clarity,
Change Management, Perspective

CHARACTER: Core Values, Courage,
Perseverance, Integrity, Collaboration

PERSONAL EFFECTIVENESS: Leading Self
and Others, Wellness, Energy

SELFLESSNESS: Service, Common Good
Focus, Recognize and Develop Others, Seek
Contribution



The Kem C. Gardner Transformation Center is located on the Intermountain Medical Center campus, and was designed for active contribution, collaboration, and engagement. It is a learning space that has been created for a “learning vacation” where participants will return refreshed with knowledge, insights, energy, and lasting relationships.

 Intermountain
Kem C. Gardner Transformation Center