



# DEVELOPING TRUSTED LEADERS™



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# INTRODUCTION

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 take place the week of March 2 and again the week of April 27, 2020. 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*

# THE PROGRAM

The Intermountain Healthcare Leadership Institute is designed to develop trusted leaders who create positive, lasting change in their respective organizations and in healthcare generally.

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 Institute will assure a roughly equal balance of clinical and administrative leaders to facilitate effective learning among participants.

The 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 that highlight the importance of both competence and character for leaders.
- Case studies and teamwork engage participants in ways that promote a robust exchange of ideas and encourage ongoing relationships.
- The program includes wellness 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 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 **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

## 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

To apply, visit our website at [IntermountainHLLI.org](http://IntermountainHLLI.org) or scan the QR code. If you have questions please email us at [Leadership.Institute@imail.org](mailto:Leadership.Institute@imail.org).



## APPLICATIONS ARE REVIEWED ON AN ONGOING BASIS.

To nominate a leader from your organization, please submit a nomination form at [IntermountainHLLI.org/nominate](http://IntermountainHLLI.org/nominate).

## PROGRAM DEADLINES

Cohort 3 is open for registration and will be held March 2-6 & April 27-May 1, 2020.

| Early-Bird Discount Ends | Nominations Due | Payment Due  |
|--------------------------|-----------------|--------------|
| Oct. 15, 2019            | Nov. 18, 2019   | Jan. 2, 2020 |

*The early-bird and/or alumni discounts may be voided if payment is not received by Jan. 2, 2020.*

Cohort 4 will be September 21-25 & Nov. 9-13, 2020. Registration will open at a later date.

# THE CURRICULUM

The Intermountain Healthcare Leadership Institute conducted research with numerous senior-level health executives from leading not-for-profit and academic health systems around the world for their thoughts on what would constitute a valuable learning experience for their high potential leaders.

**From those interviews, additional research, and our own experience, we developed a unique program that emphasizes both character and competence, which leads to trust and positive and lasting change.**

The curriculum focuses on key competencies such as integrity, emotional intelligence, vision, effective communication, strong relationships, the ability to lead effective teams, and personal accountability.

Our immersive, intensive, and highly-interactive two, week-long cohorts emphasize practical knowledge and experiences that enable participants to immediately apply the lessons they learn.

- **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.
- **Learning Journey** – We believe that leaders learn best by doing, therefore the learning journey includes **collective and individual work, individual assessments, relevant and practical case studies, simulations** with immediate feedback, and time for reflection to assimilate the learning. Participants are asked to discuss current challenges from their own experience.

## 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**

# 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*

### Inspiring Lasting Change

Exploring principles that facilitate effective change.

*Charles W. Sorenson, MD, FACS*

## Principle-Based 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*

### Transition from Clinical Leadership to Operational Leadership

Discussion about successfully navigating the intersection of clinical work, clinical leadership, and operational leadership.

*Charles W. Sorenson, MD, FACS and*

*Katy Welkie, BSN, MBA*

### 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*

*\*Faculty and content are subject to change.*

# CURRICULUM OVERVIEW

## Leading Positive Change

Exploring the competencies and character strengths used to engage frontline clinicians in a positive way, enabling their movement beyond old ways of doing things and adopting best practices as a team.

*Brent C. James, MD*

## Strengthening Relationships Through Effective Communication

Examine the competencies involved in maintaining trust through the most difficult types of communications.

*Wing Province, MD, MBA; Nancy Bardugon, RN, MSN, CHSE; Steve Terry, MA*

## Leadership that Unifies Divergent Stakeholders

Perspectives of a successful leader in creating alliances and fostering collaboration across significantly diverse stakeholder groups.

*Michael O. Leavitt, Former U.S. Secretary of Health and Human Services and Former Governor of Utah*

## The North Face Rescue: Team Leadership and Followership

A video presentation based on one of the most famous rescues in Grand Teton National Park; followed by discussion of leadership lessons learned by a noted member of the rescue party.

*Ted Wilson, Former Mayor of Salt Lake City*



# UNIQUE LEARNING ENVIRONMENT

- **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 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.**

## PROGRAM FEE

The program fee for 2020 is \$14,500 (USD) per participant. 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 or CNE credit (*See page 14*)
- Meals

## 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.

## EARLY-BIRD DISCOUNT

An early-bird discount of \$1,500 (USD) will be available by submitting the application by October 15, 2019.

## 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.

Alumni organizations may also combine the \$2,000 (USD) alumni and the \$1,500 (USD) early-bird discounts by submitting nominations by October 15, 2019.

The early-bird and/or alumni discounts may be voided if payment is not received by Jan. 2, 2020.

# 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.



**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

*\*Faculty is subject to change.*



**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.



**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. 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 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 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.



**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 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.

# ACCREDITATION

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, Primary Children's Hospital and Intermountain Healthcare Leadership Institute. Intermountain Healthcare is accredited by the 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)*<sup>TM</sup>. 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.

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

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 are based on actual learning hours.*



# INTERMOUNTAIN KEM C. GARDNER 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'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." Mr. Gardner served on Intermountain boards for 34 years and was Chair of the Intermountain Board from 2007-2012 and Chair of the Intermountain Foundation Board from 2013-2019.

## 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](http://intermountainhealthcare.org), read our blogs at [intermountainhealthcare.org/blogs](http://intermountainhealthcare.org/blogs), connect with us on Twitter at [twitter.com/intermountain](https://twitter.com/intermountain) and on Facebook at [facebook.com/intermountain](https://facebook.com/intermountain).

