

2011 JOINT OFFERING OF THE



May 24 – 27, 2011 and November 7 – 9, 2011  
Toronto, Ontario



FEATURING SPECIAL GUEST SPEAKER

**BARRY POSNER,**  
The Five Practices of  
Exemplary Leaders

Co-author of many internationally-recognized books on leadership, Barry is the Dean of the Leavey School of Business at Santa Clara University. His groundbreaking research with Jim Kouzes combines keen insights with practical applications, and captures both why and how leadership is everyone's business. The Leadership Challenge, now in its 4th edition, was named book-of-the-year by the American Council of Health Care Executives, received the Critics Choice Award from U.S. book review editors, has sold more than 1.5 million copies, and has been translated into 17 languages.



**SUPPORTERS**



# A Unique Health Care Leadership Development Experience

PARTICIPANTS AT PREVIOUS INSTITUTES ARE UNANIMOUS IN THEIR SUPPORT FOR THE PROGRAM AND THE SEVEN DAY LEARNING EXPERIENCE

"A phenomenal venue for gaining and sharing leadership theory and passion."

*Helga Bryant, Vice President and CNO,  
Winnipeg Health Sciences Centre*

"I have come from the HLI education opportunity feeling energized, more capable, and richer, helping me substantially in my life-long leadership journey."

*Mike Kampen, Chief of Respiratory Therapy Practice, Hamilton Health Sciences Centre*

## WHY YOU SHOULD PARTICIPATE IN THIS EXCITING LEADERSHIP OPPORTUNITY

### Purpose Of The Institute

- Inspire and support health care leaders across sectors and disciplines
- Develop core leadership competencies appropriate to today's dynamic and complex environment
- Promote collaborative client-centred practice
- Apply key concepts in real-life situations through experiential learning
- Assess personal leadership competencies and develop individual learning plans

### Key Features

- Evidence-based conceptual framework
- Expert facilitators
- Current and relevant guest faculty
- Experiential learning design
- Team registration
- Home-based change initiatives
- Four-day primary session, with a three-day reinforcing follow-up session
- Superb residential setting.

## FEATURING SPECIAL GUEST FACULTY



**Rick Lash** is the Hay Group Director of the North American Leadership and Talent Practice. Rick holds a doctorate in psychology and is a registered psychologist and a certified executive coach. He has over 20 years of experience in the design and implementation of organizational change interventions which increase performance at the individual, team and corporate level and is widely recognized as an expert in creating cultures of continuous learning and developing emotional intelligence. Rick is also a regular conference presenter who has also written several articles for the Globe and Mail's Careers section.



**Bonnie Fleming-Carroll** is the Associate Chief of Nursing & Inter-Professional Education at the Hospital for Sick Children. She is cross appointed with the University of Toronto, Bloomberg Faculty of Nursing and has been collaborating with the UofT Office of IPE to develop a framework for interprofessional core competencies for Pre-Licensure Health Science students. As an Advanced Practice Nurse, Bonnie maintains a clinical practice working with children with severe asthma and their families. She has developed expertise in diversity, family-centred care, care guideline/ pathway development, leadership, recruitment and retention and healthy work environment, and is involved in a number of externally funded research projects.



**David Brownstone** is an Academic and Clinical Specialist in the Department of Social Work at the Hospital for Sick Children, a role that entails supervision of social work staff, as well as involvement in various hospital initiatives to enhance psychosocial care. David is a member of the Diversity in Action committee at SickKids, and still practices as a social worker in the Paediatric Brain Tumour Program. His research focuses on the experiences and strategies to support families of children with brain tumours, specifically during end of life care. Prior to SickKids, David worked in a number of community organizations, as a therapist, educator and community program developer.



**Jacoba Lilius** is cross-appointed in the School of Policy Studies and School of Business at Queen's University, where she teaches graduate level courses in Organizational Theory and Health Care Management. As part of a research collaboration with members of the Compassion-Lab, Jacoba has developed a stream of research toward understanding the form and impact of compassion in work organizations. Her recent work centers around the mechanisms through which people manage the relational challenges inherent in human service work, as well as subsequent implications for organizational performance outcomes.



**Kathleen M. MacMillan** is currently the Dean, School of Health Sciences, Humber Institute of Technology and Advanced Learning in Toronto. Kathleen was the first Provincial Chief Nursing Officer for Ontario from 1999-2001, and in this role she led the implementation, monitoring and evaluation of the province's Nursing Strategy and Nursing Task Force recommendations. Prior to her current position, Kathleen was the Executive Director, First Nations & Inuit Health Branch of Health Canada.

## AN OVERVIEW OF YOUR LEARNING EXPERIENCE

“A wonderful opportunity to encounter true leaders and visionaries in the health care field. It is both an instructive and interactive experience which challenges leaders to see the possibilities rather than the barriers.”

Lori Issenman, Chief of Social Work Practice, Hamilton Health Sciences Centre

Week Long Session				Follow-up Session		
May 24	May 25	May 26	May 27	November 7	November 8	November 9
<b>Welcome &amp; Introduction</b> <ul style="list-style-type: none"> <li>Overview of Conceptual Framework</li> <li>MBTI</li> </ul>	<b>Leadership Competencies</b> Jim Kouzes <ul style="list-style-type: none"> <li>Personal Best</li> <li>Participants' Leadership Practices Inventory</li> </ul>	Community Meeting  <b>Inspiring Shared Vision - Culture of Excellence</b> <ul style="list-style-type: none"> <li>What comprises Excellence in Client-Centred Care?</li> <li>Building a Vision and a Culture of Excellence</li> </ul>	<b>Use of Self - Emotional Intelligence</b> Rick Lash <ul style="list-style-type: none"> <li>Emotional Intelligence</li> <li>Personal EI Leadership Journey</li> </ul>	Reconnecting  <b>Appreciative Inquiry of Leadership</b> <ul style="list-style-type: none"> <li>Use Appreciative lens to reconnect with Leadership Practices</li> </ul>	Community Meeting  <b>Building High Functioning Teams</b> <ul style="list-style-type: none"> <li>Five dysfunctions of teams</li> <li>Strategies to turn dysfunction into performance</li> </ul>	Community Meeting  <b>Complexity and Leadership Practices</b> <ul style="list-style-type: none"> <li>Principles of Complex Adaptive Systems</li> <li>Strategies leaders can use to manage Complexities, Polarities &amp; Ambiguity</li> </ul>
Lunch	Lunch	Lunch	Lunch	Lunch	Lunch	Lunch
<b>Introduction to Change Leadership</b>  Change Initiative Focusing the Project <ul style="list-style-type: none"> <li>Introduction</li> <li>Dyad work</li> <li>Individual Coaching</li> </ul>	<b>Leadership Competencies</b> Jim Kouzes <ul style="list-style-type: none"> <li>Five Practices</li> <li>Building Leadership Competencies</li> </ul>	<b>Change Initiative Engaging Others</b>  <b>Change Initiative Managing the Project</b>	<b>Personal Leadership Development Plan</b>	<b>Client-Centred Care and Interprofessional Practice</b> Bonnie Fleming-Carroll & David Brownstone <ul style="list-style-type: none"> <li>One organization's experience</li> <li>Strategies to advance CCC &amp; IPP</li> </ul>	<b>Personal Leadership Development Plan Revisited</b>  <b>Change Initiative Marketplace</b>	<b>Closing Keynote</b> Kathleen MacMillan  <b>Closing Ceremony</b>
Personal Time/Fitness & Dinner	Personal Time/Fitness & Dinner	Personal Time/Fitness & Dinner	Travel Home	Personal Time/Fitness & Dinner	Dinner	Travel Home
<b>Change Initiative Being Strategic</b>	<b>Social Evening</b>	<b>Encouraging the Heart: Compassion in the Workplace</b> Jacoba Lilius		<b>Revisiting Personal Development Plans</b>	<b>Social Evening</b>	

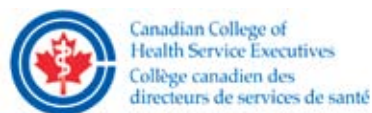
Generally, morning sessions will run from 8:30AM - 12:00 noon; afternoon sessions 1:00 - 4:15PM; evening sessions 7:00 - 8:30PM. Any changes will be announced in advance.

“The DWHLI is a retreat for the nurse leaders' soul; it allows time for self-reflection, refocusing, networking and rejuvenation. I feel a sense of clarity, energy and empowerment to head back to my organization”.

Melissa Dougherty, Director Professional Practice, Queensway Carleton Hospital

“What a truly phenomenal experience! I learned, laughed, and am re-energized to tackle my work responsibilities.”

Carole Moore, VP Organizational Effectiveness, Markham Stouffville Hospital



The DWHLI has signed a Strategic Alliance with CCHSE which provides the following benefits to institute graduates.

- For individuals who meet the eligibility requirements and wish to pursue their Certified Health Executive (CHE) status: a reduced fee; 10 MOC II credits & the possibility of using the home-based change initiative as the basis for one of Self-Directed Learning papers.
- For individuals who already hold the CHE/FCCHSE designation, 10 MOC II credits.

## OUTSTANDING LEADERSHIP BENEFITS

### For You

- Deeper understanding of leadership trends, principles, skills and practices.
- A set of practical tools that you can use in your own leadership practice.
- Skills and expertise to enable more collaborative and integrated practice.
- Insight into how others use leadership competencies to get results.
- The chance to apply leadership skills and practices to an initiative of importance in your own work setting.
- An expanded national network of health care leaders.

### The Institute For Learning our home for the week

Our home for both the week and the follow-up session will be the BMO's Institute for Learning. The facility provides a superb learning environment, ideal for the skill development our Institute process will develop.

The seminar rooms are outstanding and your private hotel-style accommodation is First Class. There is a fully-equipped Wellness Centre featuring an indoor pool, exercise equipment, and a whirlpool hot tub. Evenings can be spent in the social centre lounge/bar to make your stay at the Institute a memorable experience.



**"Our ability to achieve our highest potential at work now rests on the relationships we create."**  
— Jill Janov, the Inventive Organization:  
Hope and Daring at Work.

### Additional Information:

DWHLI,

1 Concorde Gate, Suite 109, Box 26, Toronto, ON M3C 3N6

Tel: 416.426.7229 • Fax: 416.426.7280

Email: [info.leader.institute@firststageinc.com](mailto:info.leader.institute@firststageinc.com)

Web: [www.healthleaders.ca](http://www.healthleaders.ca)

### For Your Organization

- Enhanced knowledge and skill of individual leaders.
- Enhanced effectiveness of the professional leadership team.
- A robust plan to address a key organizational challenge.

### Bursaries

A limited number of bursaries are available for small or emerging organizations whose budgets are not able to support this level of leadership development program costs. These bursaries are available on a first come first served basis, and provide a 50% discount on the registration fees. Please contact the Institute office for application forms.

### Our Program Leaders

The facilitators for the Institute are a team of outstanding leaders with extensive experience dealing with leadership changes.

**Beverley Simpson, BSN, MS CMC**, is an organizational consultant specializing in People, Teams and Systems development in health care agencies. She has an extensive health care background, broad experience in staff, management, education and project leadership roles, and a wide-ranging network of collegial relationships that sustain her practice and her learning. Bev has developed an in-depth knowledge and expertise in developing professional practice roles and teams, creating successful change initiatives, building strong motivated workgroups and coaching for mentorship and leadership. Bev works with health care agencies, seeking innovative solutions to complex practice and organizational issues.



**Judith Skelton-Green, MSN, PhD, FCCHE**, has more than 25 years of health leadership experience in widely varied health and educational settings developing and implementing innovative solutions in start-up, rationalization, transition, and downsizing situations. Since the fall of 1995 Judith has been President of TRANSITIONS, a consulting firm specializing in facilitating human and organizational change. She has consulted to over 80 different clients in more than 120 engagements, mostly in the areas of corporate integration, organizational redesign, leadership development, strategic planning, and operational review. Judith is widely published, and is a frequently sought speaker and facilitator.



**Julia Ann Scott, RN, BA, MBA, CMC**, has 25 years of experience in consulting and acute care. In her consulting career she has consulted widely to clients across the healthcare continuum and is one of the founders and facilitators of the Dorothy Wylie Nursing/Health Leaders Institute. One of the first nurses to graduate with an MBA degree in Ontario, she has expertise in organizational and business process redesign, strategic change and leadership development. Julia has held senior leadership positions, including Vice President at several community hospitals and is currently Vice President and Chief Nursing Executive at Markham Stouffville Hospital. She is a board member of the Registered Nurses Association of Ontario as well as a Certified Management Consultant.



Administration and Logistics provided by:  
First Stage Enterprises





**YES please reserve a place for us!**

**MAY / NOVEMBER 2011**

**May 24-27 & November 7-9, 2011  
416-426-7229**

**REGISTRATION INFORMATION**  
Payment of this registration will save your place at the Institute.  
There is a limit of 96 places in this offering.  
Registration will be on a "first come" basis.

- You must register 2 individuals — an established leader and a emergent leader. The program is designed to enable this dyad to optimize all aspects of the relationship between established leaders and those who aspire to the role. It is preferable, but not mandatory, that these individuals be from the same organization.
- The registration fee of \$3,950 (+13% HST) per person will cover all costs (tuition, materials, all meals, and accommodations) for both the four day Institute in May and the subsequent three-day integration session in November, 2011.
- All sessions, meals and your hotel-quality private accommodations will be at the BMO Institute For Learning in Toronto.
- Institute attendees are expected to live in residence for the Institute.

**RESERVATION HOLDS FOR ONLY 2 WEEKS.**  
**A NON-REFUNDABLE \$1000.00 DEPOSIT PER PERSON IS REQUIRED TO SECURE YOUR REGISTRATION.**  
**FULL PAYMENT OF YOUR FEES IS REQUIRED TEN WEEKS BEFORE THE PROGRAM BEGINS BY MARCH 18TH 2011 TO FINALIZE YOUR PLACE IN THE INSTITUTE.**

A limited number of bursaries are available for small or emerging organizations whose budgets are not able to support this level of leadership development program costs.  
These bursaries are available on a first come first served basis, and provide a 50% discount on the registration fees.  
Please contact the Institute office at the address below for bursary application forms.

**CANCELLATION FEES**  
We must make early deposits to the host facility to secure your rooms. Therefore, the following cancellation clauses shall apply (per person):

- If you cancel between 4 and 7 weeks prior to your start date cancellation fee: \$1,500 per person
- If you cancel between 2 and 4 weeks - cancellation fee: \$2,500 per person
- If you cancel within 2 weeks - NO REFUND applies

Note: **INDIVIDUALS CAN BE SUBSTITUTED AT ANY TIME WITHOUT PENALTY**

Organization: \_\_\_\_\_  
Address: \_\_\_\_\_  
Contact Person: \_\_\_\_\_  
Email: \_\_\_\_\_  
Phone: \_\_\_\_\_

Participants:

1. Name \_\_\_\_\_  
Title/role \_\_\_\_\_  
Phone \_\_\_\_\_  
Specific address if different than above \_\_\_\_\_  
Email \_\_\_\_\_

2. Name \_\_\_\_\_  
Title/role \_\_\_\_\_  
Phone \_\_\_\_\_  
Specific address if different than above \_\_\_\_\_  
Email \_\_\_\_\_

Please copy for additional registrants.

**Registration fee: \$3,950 + \$513.50 HST = \$4463.50 per person (HST: 86194-3751)**  
**Total deposit of \$1000.00 per person is required to hold your places.**

Cheque enclosed, payable to *DWHLI Leadership Institute*  
 Visa     Master Card     American Express

Cardholder Name \_\_\_\_\_  
Account # \_\_\_\_\_  
Expiry \_\_\_\_\_ Signature \_\_\_\_\_

**MAIL OR FAX TO: LEADERSHIP INSTITUTE,  
1 Concorde Gate, Suite 109, Box 26, Toronto, ON M3C 3N6 • Fax: 416.426.7280**