



## LEADING CHANGE: WHAT YOU NEED TO BE FULLY PREPARED

**As a healthcare leader, you cannot look anywhere today without confronting the need for transformation.**

Strategic initiatives of every type require fundamental changes in the way people work together. For-profit, non-profit and public sector organizations alike need to unleash the full wisdom, creativity and initiative of their workforces as they address such complex issues as:

- Strengthening collaboration across disciplines for clinical care, interprofessional education and translational research
- Patient-centered Medical Homes and Accountable Care Organizations
- Mergers, service line integration and other reorganizations
- Workforce burnout
- Improving access and addressing disparities

**Most healthcare leaders find themselves thrust into change leadership roles without the benefit of adequate preparation.** Few business programs address the topic in sufficient depth; skilled role models are rare. Worst of all, without anyone realizing it, nearly all change projects are guided by an outdated and psychologically simplistic model — Frederick Taylor’s Scientific Management, published 100 years ago. The top-down redesign and re-education initiatives it engenders fail to harness the wisdom of front-line workers or win their commitment. Workers are further antagonized when the foundering of these ill-conceived change programs is attributed disparagingly to their “resistance.” All this leads to ineffective action, widespread cynicism and tremendous waste.

**There is a better way.** For the past ten years **Leading Organizations to Health** has been successfully teaching a unique and remarkably effective approach to organizational change to an international community of leaders who have gone on to achieve transformational results. Developed over our combined 50 years of consulting and executive leadership, this approach integrates theories, methods and practices from adaptive leadership, complexity, positive psychology, Relational Coordination, adult development and Relationship-centered Care. We are now forming our tenth cohort and we invite *you* to join us.

Intended for senior and midlevel healthcare leaders and consultants, **LOH** combines elements of an advanced leadership seminar, executive coaching, a personal retreat, a learning laboratory, and a 10-month consultation on organizational change. Over the course of four extended weekend retreats at a Rocky Mountain guest ranch and monthly peer-coaching conference calls, you will be part of a trustworthy learning community in which you will:

- learn practical, powerful and psychologically sophisticated theories of individual and organizational behavior to help you make sense of what’s happening in your organization and guide effective action;
- develop high level communication and group facilitation skills that will help you energize teams, set clear expectations, address challenging behaviors, resolve conflict and maintain accountability;
- pursue reflective self-exploration and personal renewal to help you engage in your leadership role from a deep sense of integrity and authenticity, and to align your work with your personal sense of purpose.

**Given the importance and difficulty of your role as a change leader, don’t you owe it to yourself to get the best possible preparation and the best possible results?** To learn more about this program, please review the attached materials, visit [www.lohweb.com](http://www.lohweb.com) or contact us ([asuchman@rchcweb.com](mailto:asuchman@rchcweb.com) or [diane.insideout@gmail.com](mailto:diane.insideout@gmail.com)). We hope you will join us!

Tony and Diane

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## LEADING ORGANIZATIONS TO HEALTH: AN INNOVATIVE PROGRAM ON LEADING ORGANIZATIONAL CHANGE

### The Challenge of Healthcare

The need for major change in healthcare is everywhere. Leaders face an unprecedented array of challenges including unsustainable costs, clinical and service quality issues, health disparities, and the uncertainties of healthcare reform. Promising new technologies and approaches also involve change: new payment mechanisms, electronic health records, system integration (medical homes and accountable care organizations), and lean process improvement, to name but a few. Leaders in health professions education, biomedical research, health insurance and other health-related organizations face change and challenges of equal magnitude.

### A Culture of Transformation

Successful organizational change requires a culture of engagement, collaboration, innovation and continuous improvement at every level – both on the front lines of patient care and behind the scenes in management practices. Change-agile organizations create cultures that motivate their employees and bring out the best in them, offering them meaningful and challenging work and an ever-growing sense of personal capacity and competence.

### A New Kind of Leadership

Effective change requires leaders whose courage, heart, trust and spirit call forth these same qualities in others. Such leadership depends upon clarity of purpose and role; an ability to embrace diversity, ambiguity and paradox; a mature and insightful perspective on power and control; and an ability to foster the growth, engagement and interdependent activity of others.

### A Unique Leadership Development Program

**Leading Organizations to Health** is an intensive 10-month experiential program on change leadership for healthcare leaders of all disciplines.

Our approach rests on three foundations:

- Practical theories that help make sense of what's happening, foster realistic expectations, and guide effective action;
- Facilitation and collaboration skills to help people work together in new and more effective ways; and
- Authentic and courageous presence to inspire followership.

Our unique curriculum supports development in each of these domains by combining principles and practices from adaptive leadership, complexity, interpersonal neurobiology, adult development and appreciative inquiry. Based on principles of action learning, the program consists of four extended weekend sessions and monthly small group peer-coaching calls to help participants implement new approaches in their home organizations.



**Educational Objectives**

LOH will help you:

- Cultivate shared vision and common purpose.
- Mobilize and engage staff in the challenging work of change.
- Create clear expectations and accountability.
- Build your capacity to engage in difficult conversations.
- Deepen your capacity for mindfulness and self-awareness.
- Increase staff trust and motivation to support sustainable behavior change.
- Inspire integrity and professionalism.
- Develop facilitation skills to improve the effectiveness of meetings.
- Make progress on complex issues in your organization.

**CURRICULUM OVERVIEW**

	Themes	Theories	Skills	Reflective Practice
<b>Session 1</b>	Understanding leadership inside out	<ul style="list-style-type: none"> <li>■ How we think about organizations: machines vs. conversations</li> <li>■ Authentic presence</li> </ul>	<ul style="list-style-type: none"> <li>■ Self-differentiation</li> <li>■ Attunement</li> </ul>	Personal purpose, strengths and limits, goals and pathway to leadership
<b>Session 2</b>	Building interdependence	<ul style="list-style-type: none"> <li>■ Relational coordination</li> <li>■ Process and content</li> <li>■ Appreciative inquiry</li> </ul>	<ul style="list-style-type: none"> <li>■ Group facilitation</li> <li>■ Harnessing diversity</li> <li>■ Process reflection</li> <li>■ Relational meeting practices</li> </ul>	Personal working, learning and relational styles
<b>Session 3</b>	How change moves through organizations	<ul style="list-style-type: none"> <li>■ Adaptive leadership I</li> <li>■ Self-determination theory</li> <li>■ Power and systems</li> </ul>	<ul style="list-style-type: none"> <li>■ Difficult conversations</li> <li>■ Polarity management</li> </ul>	<ul style="list-style-type: none"> <li>■ Navigating transitions</li> <li>■ Recognizing fears</li> <li>■ Personal experiences of power and powerlessness</li> </ul>
<b>Session 4</b>	Leading adaptive change	Adaptive leadership II	<ul style="list-style-type: none"> <li>■ Making sense of complex challenges</li> <li>■ Mobilizing and engaging others</li> </ul>	Integrating learnings

**Intended Audience**

We have created Leading Organizations to Health for health care leaders of all types: administrators of clinical, educational, research, insurance and



regulatory organizations; clinical leaders from all health professions; leaders of advocacy and health policy organizations (including patient groups); people in formal leadership positions; people committed to fostering change without formal leadership positions; and people working from outside of organizations as consultants. The greater the diversity in the group, the greater will be the learning opportunity for all.

While individual leaders can gain much from this program, healthcare organizations can gain even greater benefit by sending two or three individuals who can support each other's ongoing learning back home and provide the nucleus for a local community of change.

### Participants' Comments about the Impact of LOH

"I have been in a leadership position at my medical center for over 20 years, and I had begun to accept that I couldn't change how we relate to each other in this very challenging environment. Through my participation in LOH, I have been able to implement significant positive changes in the culture of our institution. I have been amazed with how responsive and enthused my colleagues are. It has made my leadership work that much more rewarding."

"The coaching sessions have been particularly helpful in offering me an opportunity to test out new skills and deeply explore specific issues pertinent to my work...This learning collaborative has been the most effective leadership development work in which I have participated."

"Everything has improved—outcomes on any level you want to measure: safety measurements, patient satisfaction scores, building trust and mutual respect scores across the board, employee satisfaction scores, to the point where we've hit the top on some of the metrics."

"My colleagues and staff have commented on changes they have seen in me as a person, physician, and leader."

"As a serious student of organizational change for two decades, I was dubious about learning anything new. Was I wrong! Over for long weekends at a Colorado dude ranch, we spent mornings discussing theories and afternoons practicing skills... We returned [to work] with a deeper understanding of the importance of the conversations and relationship-building that are essential to organizational transformation and an array of tactics to engage staff. And it is working."

### PROGRAM FACULTY

**Anthony L. Suchman, MD, MA, FACP** is a practicing physician, organizational consultant, and Clinical Professor of Medicine at the University of Rochester. Drawing upon diverse interests and experiences, his work focuses on improving human interaction and collaborative decision-making across all levels of healthcare – from the front lines of patient care to the executive suite and board room.

Tony earned his BA (psychology) and MD degrees at Cornell University, and then completed a residency in Internal Medicine and fellowships in General Internal Medicine (clinical epidemiology and health services research) and Behavioral and



Psychosocial Medicine (mind/body medicine and medical interviewing) at the University of Rochester. He has studied patient-clinician relationships, medical decision-making, utilization patterns, behavior change and physician satisfaction. Through his research, teaching and writing (more than 85 articles and his first book *Partnerships in Healthcare: Transforming Relational Process*, co-edited with Richard Botelho and Patricia Hinton-Walker) he became known as one of the leading proponents of a partnership-based clinical approach known as Relationship-Centered Care.

After 15 years of academic pursuits, Tony became interested in healthcare organizations, particularly how leaders can incorporate principles of Relationship-centered Care in their work to create high-performing teams and patient-centered organizational cultures. He was the founding Executive Director the Highland Physicians Organization and IPA, and subsequently helped to establish the Strong Health Managed Care Organization, serving as its first CEO and Chief Medical Officer. He earned an MA degree in Organizational Change, studying with Ralph Stacey at the University of Hertfordshire's Complexity and Management Centre, and for 8 years chaired the Board of the American Academy on Communication in Healthcare.

Tony is the founder and Senior Consultant at Relationship Centered Health Care where he consults with clinicians, administrators and board members in healthcare organizations in the US and internationally on issues of leadership, culture, strategy and change management. He has recently published his second book, *Leading Change in Healthcare: Transforming organizations using complexity, positive psychology and Relationship-centered Care*, co-authored with David Sluyter and Penny Williamson. He is on the board of the Relational Coordination Research Collaborative and has pioneered interventional applications of the Relational Coordination Survey. He and his wife, artist Lynne Feldman, have two grown children and are enthusiastic urban dwellers. He enjoys folk music, books, art, travel and hiking – especially in the Finger Lakes region of New York State and the White Mountains of New Hampshire and Maine.

**Diane B. Rawlins, MA, LMHC**, founder and president of InsideOut Consulting LLC, partners with healthcare leaders and their teams to meet today's complex challenges and unprecedented opportunities. She builds their capacity to transform organizations by helping them develop a mature understanding of self and purpose, ground their actions in their convictions and compassion, forge collaborative relationships with diverse stakeholders, and mindfully attend to both outcomes and process.



Diane has been working for over 25 years as a consultant, coach, facilitator and teacher with healthcare leaders and practitioners in the US, UK, and Canada. She was part of the formation of the positive organizational psychology movement, collaborating with David Cooperrider as a founding partner of Appreciative Inquiry Consulting, LLC, a global consultancy committed to creating positive transformation in organizations and communities. She is currently a senior consultant for several major healthcare systems, including Group Health Cooperative in the Pacific Northwest. She also works closely with Parker Palmer as a national facilitator for the Center for Courage and Renewal, where she works to foster personal and professional renewal for healthcare leaders and providers. A current focus of her consulting practice is integrating Lean process improvement with adaptive and relational leadership approaches to animate the core Lean principles of respect and continuous improvement.

In addition to helping to found and teach *Leading Organizations to Health*, Diane has designed and taught many other leadership development courses for leaders and consultants internationally.

Originally a psychotherapist, Ms. Rawlins holds a BFA from the University of Michigan and a MA (psychology) from the University of Louisville, and has post-graduate training in both psychology and organizational development. She lives in Seattle with her partner and son.



**Leading Organizations to Health** is presented by the Relationship Centered Health Care, LLC ([www.rhcweb.com](http://www.rhcweb.com)), InsideOut Consulting ([www.insideout-consulting.org](http://www.insideout-consulting.org)), American Academy on Communication in Healthcare ([www.aachonline.org](http://www.aachonline.org)) and the Plexus Institute ([www.PlexusInstitute.org](http://www.PlexusInstitute.org)).



## LEADING ORGANIZATIONS TO HEALTH: TRANSFORMATIVE LEADERSHIP FOR HEALTHCARE

### PROGRAM INFORMATION

<b>Dates</b>	<p><b>Session 1:</b> Thursday, November 9-Sunday, November 12, 2017</p> <p><b>Session 2:</b> Thursday, January 18-Sunday January 21, 2018</p> <p><b>Session 3:</b> Thursday, March 22-Sunday, March 25, 2018</p> <p><b>Session 4:</b> Thursday, May 17–Sunday, May 20, 2018</p> <p>Each session begins with dinner on Thursday and ends with lunch on Sunday. The experiential and reflective nature of the program makes continuity in relationships and conversations very important. Therefore, we ask each participant to commit to attending all four sessions.</p>
<b>Faculty</b>	<p><b>Anthony L. Suchman, MD, MA</b>, Relationship Centered Health Care, LLC and the University of Rochester, 585.721.9187, <a href="mailto:asuchman@rchcweb.com">asuchman@rchcweb.com</a></p> <p><b>Diane B. Rawlins, MA</b>, InsideOut Consulting, LLC, Seattle, WA, 206.890.0465, <a href="mailto:diane.insideout@gmail.com">diane.insideout@gmail.com</a></p>
<b>Site</b>	<p>Sylvan Dale Guest Ranch, Loveland, Colorado. Sylvan Dale is on the beautiful Big Thompson River, conveniently located about a 1.25 hours from the Denver International Airport in the foothills of the Front Range. They are just 10 minutes from Loveland and 30 minutes south of Fort Collins.</p>
<b>Program Fee</b>	<p>\$14,200 per person (\$13,700 for the second participant from the same organization). <i>A non-refundable deposit of \$2,500 per person is due upon registration to reserve a position with the balance due by August 15, 2017.</i></p>
<b>Cancellation Policy</b>	<p>For cancellations made before July 15, 2017 we will refund the entire payment, less the \$2,500 deposit; between July 15 and August 15, we will refund 50% of the registration fee. <i>No refund will be available for cancellations made after August 15, but the registration may be transferred to another person.</i></p>
<b>Food and Lodging</b>	<p>The fee per person per day is \$250 (based on single occupancy, payable directly to Sylvan Dale Guest Ranch; tax, gratuity and facility fee are additional).</p>
<b>Accreditation</b>	<p>The University of Rochester School of Medicine and Dentistry is accredited by the Accreditation Council for Continuing Medical Education to provide continuing medical education for physicians.</p>
<b>CME Certification</b>	<p>The University of Rochester School of Medicine and Dentistry designates this live activity for a maximum of 91.25 <i>AMA PRA Category 1 Credit(s)</i><sup>TM</sup>. Physicians should claim only the credit commensurate with the extent of their participation in the activity.</p>
<b>To Register</b>	<p>Online registration is available at <a href="http://www.lohweb.com">www.lohweb.com</a> or you can complete</p>



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## LEADING ORGANIZATIONS TO HEALTH: TRANSFORMATIVE LEADERSHIP FOR HEALTHCARE

### APPLICATION

<b>Name:</b>	_____	<b>Day Phone:</b>	_____
<b>Address:</b>	_____	<b>Evening Phone:</b>	_____
	_____	<b>E-mail:</b>	_____
<b>Organization:</b>	_____	<b>Position:</b>	_____
<b>Dietary Restrictions:</b>	_____		

- Please register me. I have reviewed the program fee and cancellation policy sections of the brochure and commit to attending all four residential sessions. My deposit of \$2,500 is enclosed.

**Please describe your current leadership role(s) and work:**

**Please tell us about what draws you to this course and what outcomes you hope for. *Feel free to use additional sheets if necessary.***

Please send this application and a check for your deposit of \$2,500 (*payable to Relationship Centered Health Care, LLC*) to: Anthony L. Suchman, MD, Relationship Centered Health Care, 277 Goodman St N Suite 205, Rochester, NY 14607. Online registration is available at [www.lohweb.com](http://www.lohweb.com).



Thank you!

