The Learning Network offers development opportunities to meet the unique needs of leaders at all levels of the organization, including our largest group, professionals (individual contributors).
The six leadership imperatives are aligned to our mission, vision, values, and organizational goals. These imperatives define the knowledge and skills our professionals and leaders need to be successful today and in the future. Our learning programs are organized by leadership level and aligned to the imperatives.
Professional Level courses are appropriate for associates at all levels, including individual contributors.

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<tr>
<th>IMPERATIVES/CAPABILITIES</th>
<th>PROGRAM(S)</th>
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| Build Effective Partnerships & Communication     | ➢ Business Writing Workshop  
➢ Effective Communication  
➢ Presenting with Impact  
➢ Strengthening Your Partnerships                 |
| Drive Results / Achieve Outcomes                  | ➢ Continuous Process Improvement  
➢ Introduction to PDSA Process Improvement  
➢ Introduction to Project Management  
➢ Practical Application of Project Management Simulation |
| Transform the Future of Healthcare                | ➢ Communicating with Empathy  
➢ Responding to Change                                                        |
| Engage the Team and Develop Talent               | ➢ Getting the Most out of Mentoring  
➢ Taking Control of Your Engagement                                             |
| Lead through Mission with Vision, Integrity and Ethics | ➢ Creating Inclusion by Addressing Micro-behaviors  
➢ Disrupting Everyday Bias  
➢ Emotional Intelligence in the Workplace                                         |

**Academies:** Administrative Professionals Academy (Coming soon!)
Business Writing Workshop
COURSE 1196016
7 hours
*Imperative: Build Effective Partnerships & Communication*
In this workshop, you will work on perfecting “routine” emails, letters, and memos. We will cover how to select appropriate formats for letters, memos, and longer documents, including the most effective use of headings, lists, charts, and graphs. Finally, the workshop focuses on skills in editing for conciseness, clarity, style, and grammar.

Learning Objectives:
• Compose “routine” emails, letters, and memos.
• Select and set up appropriate formats for reports and proposals.
• Edit first drafts for clarity and grammatical correctness.

Communicating with Empathy
COURSE 1292004
2 hours
*Imperative: Transform the Future of Healthcare*
Throughout this two hour workshop, interactive activities encourage learners to experience things through the eyes of our patients. Based on best practices, the videos, small group exercises, skills practices, and participant feedback enable learners to experience firsthand how demonstrating authentic empathy positively impacts patients, family members, Montefiore and themselves.

Learning Objectives:
• Describe the impact a warm first impression has on others.
• Discover the effects of non-verbal vs. verbal communication.
• Define and exhibit empathy, and explain how it enhances interactions.
• Demonstrate the various levels of active listening.
• Apply an easy method to manage personal reactions under stress.
• Practice customer service skills in handling difficult interactions.

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**PROCESS IMPROVEMENT FELLOWSHIP**

Performance Improvement (PI) Fellowship
COURSE 1165003
12 weeks
The Performance Improvement Fellowship is a 12-month intensive training program for clinicians, healthcare providers, administrators, and Montefiore associates. A key component of the program is leading and completing a structured improvement activity. This activity provides hands-on experience with the critical methods and tools in the field of improvement science. This includes, but is not limited to, the IHI (Institute for Healthcare Improvement) Model for Improvement, LEAN/TPS (Toyota Production System), and Six Sigma. Fellows are required to spend the majority of their dedicated time towards this activity while using skills learned throughout the year from the course assignments, workshops, and coaching sessions. Due to limited capacity, there is a nomination and application process for this program. Contact Kenay Johnson, kenjohns@montefiore.org, for more information.
Continuous Process Improvement
COURSE 1194001
7 hours
Imperative: Drive Results / Achieve Outcomes
Using a case study and highly interactive process improvement simulation, this course overviews process improvement step-by-step and provides participants with hands-on experience using a variety of lean six sigma tools. Upon completion of this program, attendees generally are ready to jump into a continuous improvement project.

Learning Objectives:
• Explain when to use PDSA rapid cycle improvement.
• Create a project charter.
• Identify the root cause of a problem.
• Create a problem statement.
• Create a “current state” process map and identify “waste.”
• Brainstorm a problem using a cause & effect (fishbone) diagram.
• Use a PICK chart to analyze solution options.

Creating Inclusion by Addressing Micro-behaviors
COURSE 1210001
4 hours
Imperative: Lead Through Mission with Vision, Integrity & Ethics
This course explores how micro-behaviors, subtle acts that are often overlooked, can leave some people feeling discounted (micro-inequities) while giving notable advantages to others (micro-advantages). We will explore ways to proactively address these micro-behaviors to build a culture of inclusion.

Learning Objectives:
• Identify common micro-inequities and micro-advantages to understand the impact these subtle behaviors have on your organization.
• Articulate the psychological effects of exclusion to understand the need for inclusion.
• Practice giving feedback when you observe micro-behaviors to promote inclusive behaviors.
• Create an action plan for addressing your own micro-behaviors and constructively responding to micro-behaviors you observe to create a culture of affirmation and inclusion.

Disrupting Everyday Bias
COURSE 1210002
4 hours
Imperative: Lead Through Mission with Vision, Integrity & Ethics
Disrupting Everyday Bias gives participants the skills to disrupt the impact of bias in their interactions, behaviors, and decision making at work.

Learning Objectives:
• Explain how bias functions and its impact on decision making.
• Examine how experiences and identities shape biases.
• Practice strategies to disrupt bias.

Effective Communication
COURSE 1196029
4 hours
Imperative: Build Effective Partnerships & Communication
This foundational course provides individuals with a powerful set of interaction skills that enables them to communicate more effectively with colleagues and clients and, in the process, build trust, strengthen partnerships, and achieve desired results. This course is a recommended prerequisite for many of the courses for Leaders of Others.

Learning Objectives:
• Utilize communication styles to more successfully relate to others.
• Use empathy and active listening in interactions to conduct more successful discussions.
• Employ a technique to provide specific and meaningful feedback for improved performance and increased productivity.
Emotional Intelligence in the Workplace

**COURSE 1193005**

4 hours

*Imperative: Lead Through Mission with Vision, Integrity & Ethics*

This is a foundational program on using emotional intelligence (EQ) to position yourself for personal, team, and organizational success.

**Learning Objectives:**
- List the four components of EQ and appreciate its importance in your role at work and in life.
- Discover your EQ strengths and growth opportunities.
- Use empathy and self-expression to effectively navigate difficult workplace situations and expand your options for success.
- Practice applying EQ to a real workplace situation and get feedback from peers to enhance your interactions.
- Create an individual action plan to implement EQ in your role at Montefiore and in your life.

**Getting the Most out of Mentoring**

**COURSE 1294052**

7 hours

*Imperative: Engage the Team and Develop Talent*

Successful completion of this course qualifies participants to obtain a mentor through the Montefiore Mentoring Program.

**Learning Objectives:**
- Explain why you are interested in obtaining a mentor and what you hope to get out of the experience.
- Reflect upon the time commitment required for mentoring and how you will fit it into your day.
- Learn about your personal strengths and how they can be leveraged for success.
- Use the Mentoring Portal to find a mentor that matches your interests and needs.

Introduction to PDSA Process Improvement

**COURSE 1194002**

1.5 hours

*Imperative: Drive Results / Achieve Outcomes*

This course is a close look at the PDSA (plan, do, study, and act) methodology of process improvement. After reviewing a Montefiore PDSA success story and discussing the methodology, the majority of the class time is spent working on a highly interactive simulation of PDSA in action.

**Learning Objectives:**
- Explain the meaning of each step in PDSA and its importance.
- Participate in a process improvement initiative using the PDSA approach.

Introduction to Project Management

**COURSE 1294053**

8 hours

*Imperative: Drive Results / Achieve Outcomes*

This program provides attendees with an orientation to project management by utilizing a practical and functional approach. Learners gain insight into how a project is properly defined, the various project roles, a systematic project management framework to follow as well as best practice tools and techniques to ensure project success. At the end of this program, attendees will be able to use a five-step project management framework to design a project.

**Learning Objectives:**
- Describe project management’s framework.
- Outline project management roles, responsibilities, and best practices.
- Create a goal statement and problem statement.
- Create a project charter.
- Draft a stakeholder register.
- Analyze the project life cycle.
- List and describe standard project management tools.
The following online courses are available to associates on the Learning Management System.

**Making Invisible Influencers Visible: An Introduction to Mitigating Unconscious Bias** ([ONLINE 1013001](#))  
**Introduction to LGBTQ Patients** ([ONLINE 1085002](#))  
**LGBTQ Healthcare for Clinicians** ([ONLINE 1085003](#))  
**Working with Trans Youth** ([ONLINE 1085005](#))

In addition, the Healthcare Equality Index (HEI) offers Montefiore associates free Continuing Education training for LGBTQ patient-centered care. CE credits are available with some courses. Take advantage of these free courses and support our LGBTQ community.

- Go to [http://www.hrc.org/hei/hei-training-on-the-cal](http://www.hrc.org/hei/hei-training-on-the-cal)
- Sign In with your Montefiore email
- Security Keyword: HRC
- Montefiore’s HEI Facility ID Number: 55709

**An Introduction to your LGBTQ Patients**  
**LGBTQ Patient-Centered Care: An Executive Briefing**  
**Expanding LGBTQ Cultural Competency** – CME Credit available  
**LGBTQ Healthcare for Clinicians** – CME Credit available  
**Working with Trans Youth** – CME Credit available  
**Working with Trans Adults**

For the most complete and up-to-date listing of courses, please visit the [Learning Management System](#).
Leadership & Professional Development

Practical Application of Project Management Simulation
COURSE 1294054
4 hours
Imperative: Drive Results / Achieve Outcomes
This course provides attendees with the opportunity to refine their project management skills utilizing the tools and techniques covered in the Introduction to Project Management program in a controlled, simulated environment. Learners are tasked with completing a project life cycle and meeting established deliverables while keeping stakeholders satisfied.

Learning Objectives:
- Explain the value of collaboration and team work.
- Participate in a project using a project management framework and life cycle.
- Negotiate project resources and deliverables.
- Manage project issues, risks, time, project plans, and stakeholders.

Responding to Change
COURSE 1294078
4 hours
Imperative: Transform the Future of Healthcare
This course is designed to give associates an understanding of the process of change. They will learn how they respond to change and actions they can take to increase their resilience.

Learning Objectives:
- Explain the emotional nature of change.
- Explore how resistance to change affects you.
- Define resilience to change.
- List actions you can take to respond to change more effectively.

Strengthening Your Partnerships
COURSE 1294048
4 hours
Imperative: Build Effective Partnerships & Communication
Partnerships, whether internal or external, are more important than ever in reaching organizational goals. Strong partnerships can mean achieving objectives, yet changing boundaries and responsibilities make it difficult to build and sustain partnerships. This course focuses on six checkpoints that help partners identify and focus on important issues and promote open communication.

Learning Objectives:
- Identify six important areas of agreement—called partnership checkpoints—that are critical to a successful partnership.
- Use these checkpoints as the basis for defining and agreeing on key aspects of what is to be accomplished and how the partners will work together.
- Recognize common areas of misunderstanding in partnerships.
- Create and apply measurement tools and methods to monitor progress and facilitate the exchange of feedback.

Presenting with Impact
COURSE 1196030
3 hours
Imperative: Build Effective Partnerships & Communication
Presentation skills are essential for successful professionals, whether they present from the front of the room, at the head of the table, or on a videoconference. This course helps you successfully manage your presence, information and audience so your credibility stays strong.

Learning Objectives:
- Project a polished, professional manner.
- Speak fluently and gesture naturally.
- Quickly organize a presentation for greatest audience impact.
- Engage with compelling visuals.
- Handle questions and answers with ease.
Taking Control of Your Engagement
COURSE 1200002
4 hours

Imperative: Engage the Team and Develop Talent
Taking Control of Your Engagement is a blended learning staff engagement program that equips individuals to assess, increase and sustain their engagement levels—maximizing both performance and satisfaction—so that we can build a vibrant workforce and reach our business goals.

Learning Objectives:
• Articulate what engagement is—and isn’t.
• Consider your own engagement level.
• Clarify the personal values and job conditions that influence your satisfaction at work.
• Align your interests and talents with the goals of the organization.
• Identify actions you can take to increase your satisfaction and contribution—to become more engaged.
Leader of Others (0-3 years) Level courses are appropriate for Leaders of Others (those who have direct reports), and recommended for leaders with less experience who may need to build more of the core leadership skills and capabilities.

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|                                                | ➢ Workplace Conflict                                                          |
| Drive Results / Achieve Outcomes                | ➢ Delegating with Purpose  
|                                                | ➢ Running Effective Meetings (online)                                         |
| Transform the Future of Healthcare              | ➢ HR Regulatory Readiness (online)  
|                                                | ➢ New Leader Orientation                                                     |
| Engage the Team and Develop Talent              | ➢ Behavioral Interviewing  
|                                                | ➢ Coaching for Peak Performance                                               |
| Manage with Effective Business Skills and Principles | ➢ Managing in a Unionized Environment  
|                                                | ➢ Performance Management 24/7                                                 |

See also: Physician as Leader Series
Leadership & Professional Development
Leader of Others (0-3 years)

Behavioral Interviewing
COURSE 1196031
4 hours
Imperative: Engage the Team and Develop Talent
Selecting a candidate for an open position is one of the most important decisions leaders make. This course teaches a systematic approach that will help leaders confidently and objectively select the right candidates. Behavioral interviewing is based on the assumption that past behavior is the best predictor of future behavior. Participants will learn and practice this technique, receiving feedback from peers and the facilitator.

Learning Objectives:
• Identify behaviors that are key to success in a position on your team.
• Write behavioral interview questions based on those behaviors.
• Interview and assess candidates using the questions you created.

Building and Sustaining Trust
COURSE 1196034
4 hours
Imperative: Build Effective Partnerships & Communication
Leaders who demonstrate trust and trustworthiness inspire higher levels of performance and commitment to team and organizational success. This course introduces Trust Builders—actions leaders can take to build and sustain trusting relationships, as well as common Trust Breakers that can erode or quickly break trust. Applying these skills to build trusting relationships enables people to take risks, identify and solve problems, and collaborate to achieve business results.

Learning Objectives:
• Recognize how trust in the workplace affects business results.
• Demonstrate behaviors that show you trust others as well as give people the confidence to trust you.
• Enhance teamwork, collaboration and engagement by building and sustaining high-trust relationships.
• Repair relationships in which lack of trust is negatively affecting job performance and job satisfaction.

Coaching for Peak Performance
COURSE 1193002
6 hours
Imperative: Engage the Team and Develop Talent
Coaching is one of the most important drivers of team member performance. By helping learners understand the importance of three coaching techniques and how to effectively handle both proactive and reactive coaching discussions, this course helps leaders have more effective and efficient interactions. Upon registration, a brief online course will be assigned as pre-work for completion prior to the workshop. Prerequisite: Interaction Essentials for Leaders (ONLINE 1143001) will be assigned after registration.

Learning Objectives:
• Encourage people to take ownership of, and be accountable for, their work performance.
• Create a work environment where people are comfortable taking on the risks associated with new responsibilities.
• Boost morale, improve productivity, and increase profitability by coaching for peak performance in each person.
• Manage work performance issues in a fair, consistent manner.

Delegating with Purpose
COURSE 1196032
4 hours
Imperative: Drive Results / Achieve Outcomes
Delegating with purpose ensures that everyone on the team is doing work that contributes to results and, when possible, develops new skills and expertise. During this program, leaders identify aspects of delegating they are uncomfortable with, identify the tasks they need to delegate, select the most appropriate individuals, assess capabilities and commitment, and plan the delegation discussion. Prerequisite: Effective Communication.

Learning Objectives:
• Achieve key business results by leveraging the entire team’s abilities.
• Build the team’s capabilities and capacity through developmental delegations.
• Free up time to focus on mission-critical responsibilities.
• Delegate with increased confidence.
Interested in sharpening your leadership skills? You can access these online, self-paced courses anytime...

Achieve Collective Wins (ONLINE 1283006)
Act on the Right Lessons (ONLINE 1283007)
Aligning Development Goals with Business Goals (ONLINE 1283009)
Become an Enterprise Contributor (ONLINE 1283032)
Building Collaborative Relationships (ONLINE 1283010)
Dealing with Negative Reactions to Performance Feedback (ONLINE 1283011)
Development Plans that Don’t Collect Dust (ONLINE 1283012)
Don’t Let Development Stall (ONLINE 1283013)
Drive Network Learning in Your Team (ONLINE 1283014)
Driving Employee Engagement Through Informal Feedback (ONLINE 1283034)
Driving Employee Engagement Through Performance Reviews: Delivering Performance Reviews (ONLINE 1283041)
Driving Enterprise Contribution (ONLINE 1283033)
Driving Results Through Employee Development (ONLINE 1283015)
Engage Your Support Network (ONLINE 1283016)
Facilitating Upward Feedback (ONLINE 1283017)
Help Your Employees Prioritize Their Work (ONLINE 1283037)
Identifying the Root Causes of Performance Issues (ONLINE 1283018)
Is Management Right for Me? (ONLINE 1283019)
Leverage Your Strengths and Avoid Derailing Behaviors (ONLINE 1283020)
Leveraging Awareness in the Workplace (ONLINE 1283021)
Making the Right (Peer) Connections (ONLINE 1283023)
Making Training Stick (ONLINE 1283024)
Managing Difficult Line Conversations (ONLINE 1283026)
Peer Feedback with Impact (ONLINE 1283038)
Prepare for Your Transition (ONLINE 1283027)
Select the Right On-the-Job Learning (ONLINE 1283028)
Taking Ownership of Engagement (ONLINE 1283039)
Using Influence in the Workplace (ONLINE 1283029)
Why Should I Care About Employee Engagement? (ONLINE 1283040)

For the most complete and up-to-date listing of courses, please visit the Learning Management System.
Leadership & Professional Development
Leader of Others (0-3 years)

Managing in a Unionized Environment

**COURSE 1204002**
7 hours

*Imperative: Manage with Effective Business Skills and Principles*

This interactive and case study driven program is focused on the aspects of labor relations every Montefiore leader needs to know. The first half of the program is focused on the relationship building skills needed to thrive in a unionized work environment. Specifically, this program discusses how managers can explore mutual interests, be assertive and confident, and yet not be antagonistic toward local union representatives. The second half of the program focuses on the labor law regulations leaders need to know, including recent changes such as ESTA.

Learning Objectives:
- Outline the key labor relations practices at Montefiore that affect you as a leader.
- Explain the importance of a collaborative relationship with union organizers and delegates.
- Articulate, at a high level, the union contract’s main provisions.
- State what is expected of you as a leader and when to involve your HR business partner or Labor Relations.
- Provide a workplace free of harassment and other hostile behavior.

New Leader Orientation

*Imperative: Transform the Future of Healthcare*

See Orientations, [page 10](#).

Performance Management 24/7

**COURSE 1193001**
7 hours

*Imperative: Manage with Effective Business Skills and Principles*

This course introduces leaders to a systematic approach to managing the performance of individuals and teams. The program focuses on best practices related to setting clear performance expectations, monitoring associate performance, providing real-time constructive feedback, and holding associates accountable for the completion of tasks and their behavior. Although the course is focused on positive reinforcement techniques, Montefiore’s disciplinary action process is covered. A significant portion of the class is dedicated to the writing and effective delivery of the associate performance appraisal. *Prerequisite: Effective Communication.*

Learning Objectives:
- Set clear, high expectations for staff members.
- Proactively provide specific positive and needs improvement feedback to associates.
- Recognize performance “gray areas” and hold staff accountable for inappropriate behavior.
- Provide a written performance appraisal that is clear, concise, specific, detailed and constructive.
- Differentiate between performance that is “underperforming,” “achieving,” and “exceeding.”
- Follow the Montefiore disciplinary action process for both union and non-union associates.

Workplace Conflict

**COURSE 1196033**
4 hours

*Imperative: Build Effective Partnerships & Communication*

While conflict can lead to discoveries such as new ideas and innovative breakthroughs, it can, if allowed to escalate, result in damage to critical working relationships. This course teaches leaders how to recognize the signs of escalating conflict and take appropriate action to minimize damage. Leaders are introduced to two resolution tactics—coach and mediate—as they coach then mediate to resolve a conflict. *Prerequisite: Effective Communication.*

Learning Objectives:
- Reduce the damaging effects of workplace conflict on individuals, groups, and the organization.
- Effectively address workplace conflict and enhance productivity, efficiency, and morale.
- Help others take responsibility for resolving their own conflicts.
- Promote a culture of trust and mutual respect within their work group.
Leader of Others (3+ years) Level courses are appropriate for Leaders of Others (those who have direct reports), and recommended for leaders with more leadership experience who want to advance their leadership skills and capabilities.

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<td>➢ Making High Quality Decisions</td>
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Academies: Nurse Manager Academy
Learning Objectives:
- Explain what engagement is and why workforce engagement matters.
- List the factors that impact individual engagement and clarify your own role as a manager in fostering high engagement.
- Identify actions for taking control of your own engagement.
- Identify actions you can take to establish trust, build confidence and unleash the potential of your team.
- Through reflection and peer consulting, prepare for a detailed engagement discussion with at least one employee.
- Develop the skills and confidence to establish individualized engagement partnerships with every person on your team.

Influencing for Organizational Impact
COURSE 1196039
4 hours
*Imperative: Build Effective Partnerships & Communication*
Today cross functional teams are required to accomplish business objectives. The challenge is that leaders need to get things done through influence instead of position power, as they often don’t have authority over their colleagues. Here leaders learn how to create an influence strategy that clearly links their ideas and recommendations to changes that will have a positive impact on individual, team, and organizational performance.

Learning Objectives:
- Identify and assess influence opportunities and choose strategies to achieve business results.
- Leverage your personal power to move people to take action on those ideas and opportunities that will have the greatest impact on organizational priorities.
- Assess the people you need to influence so you can change or reinforce their perceptions and gain their commitment.

Executing Strategy at the Front Line
COURSE 1294047
4 hours
*Imperative: Drive Results/Achieve Outcomes*
In order to achieve their business strategies, organizations count on leaders at the frontline to understand and execute the top priorities for their team. In this course, leaders will learn the three key elements of executing strategy at the front line—Focus, Measurement, and Accountability. They learn how to focus on the few most critical priorities, to measure progress toward the accomplishment of these priorities, and to hold themselves and their team members accountable against the metrics.
Managing Through Change
COURSE 1294049
4 hours
*Imperative: Transform the Future of Healthcare*
This course is designed to give managers an understanding of the unique and important role that they play in guiding themselves and their associates through the change process. They will leave with insights about engaging their associates and teams during change and will be given practical tools to communicate and manage change.

**Learning Objectives:**
- Use your experience as a manager to inspire change.
- Consider the impact of your own emotions/behaviors during change.
- Utilize a model to guide you and your team during change.
- Use tools to manage your team through change.

Making High Quality Decisions
COURSE 1209001
4 hours
*Imperative: Manage with Effective Business Skills and Principles*
Sound decision-making in today’s tough healthcare environment demands much more than just coming up with or picking the best alternative or option. It requires analyzing potential problems or opportunities and making sound judgments based on data and analysis. Using an engaging simulation, this course teaches a logical decision-making process that addresses the critical elements that result in high-quality business decisions. Participants will develop the skills and confidence to generate options and compare them to important decision criteria, and to select the best course of action.

**Learning Objectives:**
- Make business decisions more effectively and confidently.
- Avoid obstacles to objective analysis and judgments.
- Involve the right people at the right time in the decision-making process.
- Gain the help and support needed to make high-quality decisions and to implement them.

Mastering Emotional Intelligence (EQ)
COURSE 1193004
6 hours
*Imperative: Lead Through Mission with Vision, Integrity & Ethics*
Effective leadership requires not only technical knowledge and skills. To be an effective leader requires advanced awareness and use of emotional intelligence. This program is designed for leaders who want to establish a productive culture of trust and influence others to follow your lead.

**Learning Objectives:**
- Describe how emotional intelligence (EQ) affects business results.
- Recognize the five elements of EQ and learn skills to strengthen each one.
- Analyze your own EQ and the impact of your skill level on those around you.
- Explain how emotional hijacking interferes with values and outcomes.
- Identify your emotional triggers and apply techniques so you can respond effectively rather than react inappropriately.

Mentoring at Montefiore
COURSE 1294084
7 hours
*Imperative: Engage the Team and Develop Talent*
Mentoring others is a key component of developing leadership skills and abilities. As part of Montefiore’s commitment to developing leaders at all levels, associates can volunteer to be a mentor and learn how to successfully mentor others at Montefiore. Successful completion of this course qualifies participants to be Mentors in the Mentoring Program.

**Learning Objectives:**
- Define mentoring and the role expectations for mentors and mentees.
- Outline the process of mentoring.
- Apply emotional intelligence, effective communication, and feedback to the mentoring process.
- Use the Mentoring Portal as a resource throughout the mentoring process.
Leaders of Leaders Level courses are appropriate for those who have other leaders reporting to them.

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<td>➢ Engagement Practices for Leaders</td>
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Academies: [Physician Leadership Academy](#)
Leadership & Professional Development
Leader of Leaders

Coaching Practices for Leaders
COURSE 1193003
7.5 hours
Imperative: Engage the Team and Develop Talent
Research shows that organizations that establish a coaching culture see increases associate engagement and performance, retention of the best performers and greater accountability at all levels. Coaching Practices for Leaders provides executives with the skills to coach leaders that report to them in a way that develops capabilities, builds accountability, and drives productivity. Using a coaching style develops others and enables them to act more independently, builds their confidence and motivates them to think and act on their own.

Learning Objectives:
• Link key business objectives to effective use of a coaching style of leadership.
• Apply coaching practices to conduct successful conversations on issues related to individual and team performance.
• Integrate effective feedback to create a trusting work environment to drive a coaching culture.

Developing Organizational Talent
COURSE 1294046
5 hours
Imperative: Engage the Team and Develop Talent
Leaders play a key role in accelerating the growth of their teams, which results in more leaders and staff who are prepared to deliver on critical business imperatives. In this workshop, leaders learn to define the current state of team development as well as the ideal future state, pinpointing team and individual strengths and growth needs. They also learn how to identify and develop high potentials for future leadership roles, assess the impact and effectiveness of development efforts, and provide feedback.

Learning Objectives:
• Identify your team’s development needs as they relate to achieving current and future business priorities.

• Describe your role as the experienced leader in developing direct reports.
• Recognize how to achieve the highest pay-off for your efforts in developing others.
• Use a three-phase process—Assess, Acquire, Apply—to help individuals identify strengths and growth areas, plan development strategies, and acquire and apply new or enhanced knowledge, skills, and experience.
• Measure and provide feedback on the effectiveness and impact of development efforts on the individual, team, and organization.

Engagement Practices for Leaders*
COURSE 1200001
8 hours
Imperative: Engage the Team and Develop Talent
Throughout this course, leaders work on their own strategic business challenges. At the end of the working session they will have a detailed strategy for “being themselves—more—with skill” to excite exceptional performance of their teams and colleagues. Since they will have practiced and fine-tuned the application of that strategy to their business challenges, the impact on the job is immediate.

Learning Objectives:
• Articulate what leadership means in the current healthcare environment and why it’s critical to organizational success.
• Assess the needs of followers and adapt appropriate leadership approaches to engage them.
• Deploy personal values, strengths and even weaknesses to maximize their effectiveness as leaders.
• Size up situations and adapt leadership behavior without losing one’s unique differentiators to drive results.
• Develop a concrete plan to apply these concepts to a current leadership challenge.

*Please contact the Learning Network for more information.
Instilling a Culture of Innovation

**COURSE 1196040**
4 hours

*Imperative: Transform the Future of Healthcare*

The pressure to find innovative solutions that result in competitive differentiation is tremendous. Leaders have to push their thinking and approach to meet these new requirements. Leaders do not need to be highly creative to drive a culture of innovation. In this course, we train leaders to use techniques that support innovation. By gaining experience with these techniques in an engaging classroom setting, leaders become equipped to model ideal conditions for innovation—and be a keeper of the culture that inspires and rewards their teams.

**Learning Objectives:**
- Apply leadership actions that minimize the challenges to creating an innovative environment.
- Recognize your role as a leader in building and sustaining the conditions for innovation.
- Make and measure 30-day commitments to hold yourself accountable for instilling this culture.

Leading Change

**COURSE 1294083**
7 hours

*Imperative: Transform the Future of Healthcare*

The purpose of this course is to provide executives with the best practices in change management. They will leave with an understanding of their role as a leader of change including being an effective sponsor and influencer.

**Learning Objectives:**
- Summarize change management best practices.
- Explain the importance of being a sponsor and an executive champion to inspire change.
- Use influence skills to build coalitions.

Translating Strategy into Results

**COURSE 1196043**
8 hours

*Imperative: Drive Results / Achieve Outcomes*

Organizations are looking for leaders who can implement strategy from the middle. They need to identify execution priorities and manage their time to ensure execution and sustainability. In this program, leaders learn actions they can take to engage themselves and their team in executing priorities and overcoming the challenges that interfere with effective strategy realization.

**Learning Objectives:**
- Outline the essential elements required to successfully implement strategy.
- Utilize strategies to overcome the challenges that interfere with implementing strategy.
- Engage your team in executing strategy.
- Develop a plan to sustain execution in the long term.

**COMING SOON:**
**EXECUTIVE SERIES**

**Executive Learning Series**

The Executive Learning Series is designed to help executives enhance their leadership and business skills. These quarterly learning events are open to all VPs and will feature educators from the healthcare industry, academia, and the American College of Healthcare Executives. These events will be more than lectures; they will be interactive, with clear take-aways for the participants and clear benefits for the health system. For more information, contact Brian Lownds at blownds@montefiore.org.
The Physician as Leader series of courses and workshops is designed to help physicians enhance their leadership and business skills as leaders of the care team.

Objectives for the program include:
• Developing leadership skills to lead and coordinate the efforts of the care team
• Gaining coaching skills to support and develop residents and other care team members
• Developing interpersonal skills to enhance collaboration with other members of the care team
• Learning continuous improvement methods to ensure patient safety and care quality

Physician as Leader is a set of elective courses, allowing physicians to choose courses that fit their interests and their schedule. The courses build skills that will help them be more effective in their role and can also be beneficial to prepare for future leadership roles. For more information contact the Learning Network at LearningNetwork@montefiore.org or 718-920-8787.

Coaching and Mentoring for Physicians
COURSE 1294006
8 hours
Research has shown that coaching and mentoring skills are important for ensuring doctors deliver safe, effective, and efficient care. During the course, you will learn best practices to achieve a successful coaching and mentor/mentee relationships through exercises and role playing.

Learning Objectives:
• Distinguish between coaching and mentoring.
• Recognize the appropriate style in the moment to maximize learning.
• Ask the right questions to promote growth and provide guidance regarding professional goals and issues.

Effective Project Planning for Physicians
COURSE 1294007
8 hours
This program provides physicians with an orientation to project management using practical and functional approach. Learners gain insight into how a project is properly defined, the various project roles, a systematic project management framework to follow, and best practice tools and techniques to ensure project success. At the end of this program attendees will be able to effectively initiate and plan a project.

Learning Objectives:
• Implement a project management framework.
• Identify project management roles, responsibilities, and best practices.
• Create a goal statement & problem statement.
• Develop a project charter.
• Draft a stakeholder register.
• Analyze the project life cycle.
• Incorporate standard project management tools.
Leadership & Professional Development
Physician as Leader Series

Introduction to Safety, Quality, and Continuous Improvement Methods for Physicians
COURSE 1295001
8 hours
As leaders of the care team, physicians are critical in ensuring and advancing the quality of care. The session, facilitated by members of the Network Performance Group, will prepare you to be an effective member of a performance improvement team and introduce resources to support your journey toward leading safety and quality initiatives.

Learning Objectives:
• Explore the components of the Model for Improvement.
• Apply systems thinking.
• Use data for decision making.
• Explain quality ratings such as LeapFrog and their financial impact.
• Apply tools and techniques for leading a quality project.

Mastering Emotional Intelligence (EQ) for Physicians
COURSE 1294005
6 hours
Effective leadership requires not only technical knowledge and skills, but also advanced awareness and use of emotional intelligence (EQ). Mastering Emotional Intelligence provides you with the opportunity to assess your own EQ and the impact you may be having on those around you.

Learning Objectives:
• Describe how emotional intelligence (EQ) affects results.
• Explain how emotional hijacking interferes with values and outcomes.
• Recognize the elements of EQ and learn skills to strengthen each one.
• Analyze their own EQ and the impact of their skill level on those around them.
• Identify their emotional triggers and apply techniques so they can respond effectively.

Overview of Revenue and Reimbursement for Physicians
COURSE 1294024
4 hours
This course provides physicians with an overview of how Medicare, Medicaid, and the hospital’s payer mix impact its financial performance. Learners will gain insight into value-based payments; including the increased relevance of MIPS. Physicians will be equipped with the tools to understand how revenue is captured via coding.

Learning Objectives:
• Explore the factors that drive revenue, and the future of reimbursement.
• Discuss the nature of value-based payments.
• Develop strategies to capture revenue and maximize reimbursement.

Team Leadership for Physicians
COURSE 1291036
8 hours
Physicians will gain understanding of the impact they have as leaders of the care team and how to be effective using influence and collaboration skills. Through a series of exercises, they will learn strategies to build effective teamwork and results.

Learning Objectives:
• Explore team dynamics.
• Assess your own leadership style.
• Apply collaboration and influence skills to effectively work with colleagues across disciplines.
Leadership & Professional Development Academies

The Academies are learning programs tailored to the needs of specific roles within the organization.

Physician Leadership Academy
Meeting the challenges facing Montefiore Health System today requires not just great teams and clinical practices, but great clinical and healthcare administrative leaders that build on our exemplary clinical knowledge and practice experience. However, few medical programs make a significant effort to prepare physicians to take on leadership roles. The Physician Leadership Academy was designed to provide our physician leaders with the leadership and business skills critical in today’s dynamic healthcare environment.

Through a variety of programs and experiences, we are committed to preparing physician leaders for greater successes and an enhanced work experience at all organizational levels. The Physician Leadership Program is a dynamic and interactive leadership journey that emphasizes leadership development across three domains:

- Gaining self-knowledge and developing an authentic, transformational leadership style
- Developing the business skills to lead in the new world of healthcare
- Building effective partnerships and long-lasting relationships throughout Montefiore Health System

This program convenes physician leaders together with an interdisciplinary faculty team for 24 months. Through in-person learning sessions, case studies, real-time projects, coaching, mentoring, and discussions, physician leaders will acquire the understanding, insight, and definitive skillsets required to successfully lead within the constantly changing healthcare landscape. The program requires nomination from your Department Chair or VP and is limited to 30 physician leaders per cohort. For more information contact the Learning Network at LearningNetwork@montefiore.org or 718-920-8787.
Nurse Manager Academy
Nurse Managers are pivotal in ensuring quality care, as well as the development, retention, and level of engagement of the staff, and overall unit productivity. This includes taking responsibility for identifying problems and areas of waste, devising and implementing plans for improvement, tracking improvement over time, and making necessary adjustments to realize established goals. To be successful, nurse managers must possess administrative confidence, business and financial skills, broad clinical expertise and a thorough understanding of leadership principles.

This program provides the leadership and business skills that nurse managers need to thrive in their role. The content of the program is aligned to both the Montefiore business imperatives and the AONE nurse manager competencies. Nurse leaders will leave the program with:
• An authentic leadership style to maximize team performance and engagement
• Tools and frameworks to enhance patient care
• Skills to navigate challenging conversations and hold staff accountable
• Understanding of the healthcare landscape and skills to guide the team through change
• Business skills to maximize the financial performance of the unit without sacrificing care quality
• Relationship skills to influence others and advocate for the nursing staff

This program is delivered in a cohort format, allowing the nurse managers to share best practices and develop a peer support network. The program and requires nomination from your Vice President. For more information contact the Learning Network at LearningNetwork@montefiore.org or 718-920-8787.

Administrative Professionals Academy
The Administrative Professionals Academy will provide professional development opportunities for unit secretaries, administrative assistants, executive assistants and other administrative professionals at all levels. More information to come.