**Physicians Leadership Certificate Program**  
Offered through the University Of North Carolina at Wilmington, Cameron School of Business

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|  | **Course Title** | **Course Description** |
| 1 | Leadership, Communication and Conflict Management | Focus on successful leadership in healthcare environments, including keys to building the leadership team. Discussion of important elements for leadership success, unifying and aligning the leadership team, minimizing conflict, setting organizational goals, and fundamental roles each team member must play. Contrasting leadership styles and their effectiveness in the smaller versus the larger organization.  **Learning Objectives:** Participants will be able to   1. Raise their Team IQ. 2. Gain involvement and commitment. 3. Have success in alignment of goals. 4. Resolve team conflicts. |
| 2 | Human Resource Management | Evaluation of concepts and approaches used in human resource management and development. Focus on creating and operating HR systems that support the organization in achieving ongoing success related to recruitment/retention of valuable employees, assuring compliance with all applicable laws, and maintaining fairness and respect regarding how all employees are treated. The goal is to create and sustain a working environment where employees enjoy their jobs and feel important parts of innovative and improving teams.  **Learning Objectives:** Participants will be able to  1. Identify key elements of successful wage and salary programs.  2. Measure the relative worth of individual jobs.  3. Improve productivity with multi-skilling.  4. Emphasize and support the "front lines".  5. Know their customers. |
| 3 | Organizational Development and Change | Understanding the processes associated with transforming organizations in a world of continuous change. Enhancing organizational performance by developing leadership skills. Explicitly acknowledging how healthcare has changed and projecting how it will continue to change. Creating nimble and collaborative group processes.  **Learning Objectives:** Participants will be able to  1. Identify how US healthcare has been changing over the past 25 years.  2. Project how US healthcare will continue to change going forward.  3. Understand the characteristics of the physician of the past and the physician  of the future.  4. Know how to obtain scarce resources and their effective use. |
| 4 | Emotional & Social Competence | Establishing lasting relationships with clients is a critical component of every clinical practice; and social and emotional competence is an important factor in developing and maintaining relationships with clients as well as staff. These competencies can help physicians enhance their relationships with others by building self-awareness, self-management, and awareness of others. This course focuses on building awareness and helping physicians develop these competencies.  **Learning Objectives:**   1. Assess individual social and emotional competencies. 2. Identify the steps transformational leaders use to develop relationships. 3. Experience team building and team vs. individual decision making. 4. Develop an action plan to strengthen client management processes. |
| 5 | Financial Management | Finance is the study of the art and the science of money management; it is based on the Latin root finis, meaning the end. In managing our or our firm’s money, we consider historical outcomes or “endings” as a function of prior decisions made, and we propose future results as a function of decisions made today. In this program, we consider “finance” and the tools and terms employed to make the optimal financial decision.  **Learning Objectives:**  1. We are introduced to finance, and the three primary duties of the financial decision-maker. We take a 30,000 foot view of the financial “world.”  2. We examine the prosaic evidence of financial decision-making with financial statements and ratio analysis.  3. We consider risk, the time value of money, and public policy and the interplay of these three factors in impacting business value. |
| 6 | Strategic Marketing Management/Entrepreneurship | This course provides an overview of key marketing concepts, such as marketing strategy, branding, market segmentation, market research/analysis, professional selling, and promotional strategies. We will discuss tools for evaluating the effectiveness of marketing initiatives and how marketing activities differentiate organizations in competitive marketplaces, with a particular emphasis on service providers. The course will conclude with an understanding of patients as "consumers," customer relationship marketing, service environments, and patient satisfaction.  **Learning Objectives:**  LeaderCom1. To learn key marketing terms and concepts as they relate to service providers.  2. To delineate how patients and physicians make choices among organizations.  3. To understand the impact of relationship marketing and servicescapes on patient satisfaction.  4. To apply the four P's of marketing strategy to health care. |
| 7 | Healthcare Revenue & Delivery Models | Examines how market dynamics and government reforms are driving changes in revenue models including value-based reimbursements, bundled payments, and risk-sharing incentives. Analyzes different types of integrated delivery models such as accountable care, medical homes, integrated delivery networks, and new legal entities to deliver care directly to employers. Defines an organizing framework for integrating revenue sources and delivery models with MBA core courses such as finance, accounting, and marketing. |
| 8 | Operations Management/Patient Satisfaction | This course provides a study of the drivers of quality, customer satisfaction, efficiency and productivity in healthcare. Topics include service design, forecasting, quality management, facility location and layout, materials management, scheduling, project management, and supply chain management. |
| 9 | Legal & Regulatory Issues | This unit provides an overview of the American legal system.  We will explore the North Carolina court system contrasting civil law from criminal law.  We will focus on the civil system to explore how judgments are obtained and enforced.  Two of the primary areas of the law which affect professionals are tort law and contract law.  Understanding these two legal areas are necessary for making informed and effective business and professional decisions. We will also focus on legal and ethical considerations impacting the health service industry.  **Learning Objectives**   1. To understand the legal system in North Carolina 2. To understand how the civil system differs from the criminal system 3. To understand how Tort Law impacts the health care system 4. To understand how Contract Law impacts the health care system |
| 10 | Quality Improvement (LEAN for Healthcare) | More and more providers are looking for ways decrease patient waiting, improve patient satisfaction and at the same time decrease the cost of operations. So how have healthcare provide around the world accomplished such competing tasks? Lean for Healthcare!  In this dynamic session, you will hear about some of the success stories of healthcare providers who have benefited from the use of lean concepts. In addition, you will be introduced to the basic concepts of lean. As an added benefit, you will have the opportunity to witness a lean transition take please during a short class simulation. Don’t miss this opportunity to learn how you can dramatically improve the value you deliver to your patients!  **Learning Objectives** Participants will be able to:   1. Understand why quality efforts should be focused on value 2. Understand what healthcare can learn from other industries 3. Appreciate the concept of a process 4. Understand the different types of measures |