

## Executive Certificate in Health Care Leadership and Management:

# Leading with Impact

Expand your leadership potential, manage teams more effectively and lead with confidence. In this innovative certificate program, participants learn essential leadership and management skills, and develop an evidence-based understanding of how to lead for highly reliable performance in the health care environment – all while earning continuing education credits.

Share knowledge, strategic insight, and cutting-edge research with world-class faculty at the Johns Hopkins Carey Business School, Armstrong Institute of Patient Safety and Quality, and the School of Medicine. Develop personal leadership skills that will inspire transformation in teams and across departments. Leverage diversity in experience, expertise, and work styles. Establish frameworks for understanding dynamic organizations and create tools to become a better leader in the rapidly changing health care setting. With innovative guest speakers, real world simulations and practical case studies, the Executive Certificate in Health Care Leadership and Management will provide an individualized leadership path to drive the necessary change within your healthcare environment.

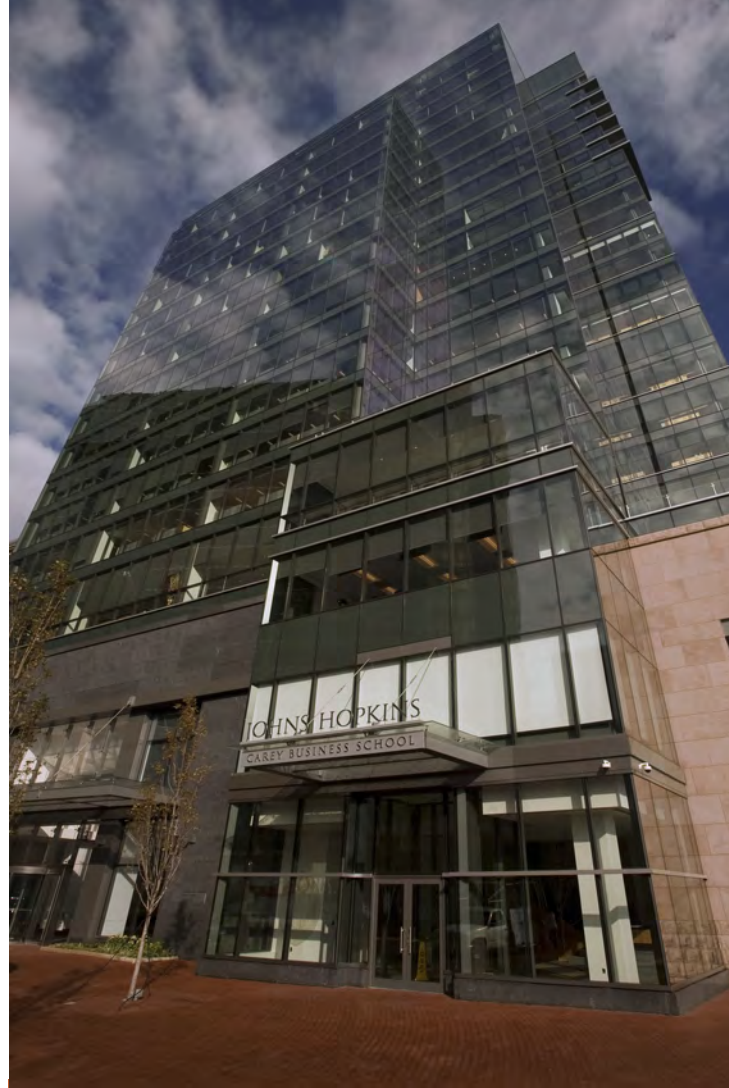
New this spring, Executive Coaching has been added to the program agenda. We design, implement and facilitate an experience that includes one-on-one coaching. Meeting with an Executive Coach will strengthen and extend your Carey Business School Executive Education experience. It will give you time to reflect on your coursework and sharpen your awareness of your own unique leadership skills and abilities. You'll get constructive feedback in a supportive environment and a concrete action plan for continuing your development as a leader and getting results in your organization.

## WHO SHOULD ATTEND

Health Care professionals, including physicians, researchers, nursing leaders, policy makers, pharmacists and health care managers who want to lead with impact and drive innovation in their health care organization.

## LOCATION

Johns Hopkins Carey Business School  
100 International Drive, Baltimore, MD 21202



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## KEY BENEFITS

Exposure to both rigorous research and real-world organizational cases.

Merge theory and evidence from management science with practical insight and experience from faculty and leaders working in health care settings.

Develop individualized frameworks used to guide actions when leading and managing change.

Explore basic principles of organizational design to execute strategy most effectively.

Conduct team leadership and organizational change simulations.

# Course Schedule

## WEEK 1

## WEEK 2

THURSDAY, APRIL 25	FRIDAY, APRIL 26	SATURDAY, APRIL 27	FRIDAY, MAY 3	SATURDAY, MAY 4
	<b>BREAKFAST /</b> 7:30am-8:00am	<b>BREAKFAST /</b> 7:30am-8:00am	<b>BREAKFAST /</b> 7:30am-8:00am	<b>BREAKFAST /</b> 7:30am-8:00am
<b>CHECK-IN &amp; REGISTRATION /</b> (With coffee/light food) 9:00am-10:00am	<b>NEGOTIATIONS &amp; DIFFICULT CONVERSATIONS /</b> 8:00am-11:00am Erik Helzer, PhD Brian Gunia, PhD	<b>LEADERSHIP CHALLENGE /</b> (Including lunch) 8:00am-2:00pm Chris Myers, PhD	<b>LEADING FOR DIVERSITY AND INCLUSION /</b> 8:00am-11:00am Jemima Frimpong, PhD Colleen Stuart, PhD	<b>MANAGING CHANGE /</b> 8:00am-11:00am Kathleen Sutcliffe, PhD
<b>OPENING REMARKS /</b> 10:00am-10:15am Bernard Ferrari, MD, JD, MBA				
<b>INTRODUCTORY SESSION /</b> 10:15am-11:30am Kathleen Sutcliffe, PhD			<b>LEADERSHIP PATH WORKING SESSION /</b> (Including lunch) 11:00am-12:45pm	<b>LEADERSHIP PATH COACHING /</b> (Including lunch) 11:15am-1:00pm
<b>PLENARY TALK /</b> (Including lunch) 11:30am-12:45pm Phil Phan, PhD	<b>HR AND LEGAL FRAMEWORKS /</b> (Including lunch) 11:30am-12:45pm Stacey Lee, JD			
<b>WAYS OF SEEING /</b> 1:00pm-2:45pm Kathleen Sutcliffe, PhD Chris Myers, PhD	<b>STRATEGIC TEAM LEADERSHIP /</b> 1:00pm-4:00pm Colleen Stuart, PhD	<b>LEADERSHIP PATH SESSION /</b> 2:00pm-3:00pm	<b>ORGANIZATIONAL CULTURE /</b> 1:00pm-3:30pm Kathleen Sutcliffe, PhD	<b>TAKEAWAYS &amp; WORLD CAFE /</b> 1:00pm-2:00pm
<b>DECISION-MAKING /</b> 3:00pm-5:30pm Erik Helzer, PhD	<b>LEADERSHIP PATH SESSION /</b> 4:00pm-4:30pm		<b>REVIEW &amp; SUBMIT LEADERSHIP PATH /</b> 3:30pm-4:30pm	<b>GRADUATION RECEPTION /</b> 2:00pm-3:00pm
<b>WELCOME RECEPTION /</b> (Cocktails & Heavy Hors d'oeuvres) 5:30pm-7:00pm				

# Faculty and Speakers

*Representing Carey Business School, School of Medicine,  
and Armstrong Institute for Patient Safety & Quality*

## KATHLEEN M. SUTCLIFFE, PHD

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FACULTY CO-CHAIR, EXECUTIVE CERTIFICATE IN HEALTH CARE LEADERSHIP & MANAGEMENT  
BLOOMBERG DISTINGUISHED PROFESSOR

Kathleen M. Sutcliffe, PhD is a Bloomberg Distinguished Professor with appointments in the Carey Business School, School of Medicine, School of Nursing, and the Armstrong Institute at Johns Hopkins University. Prior to joining Johns Hopkins she spent over 20 years as a chaired professor at the University of Michigan, Ross School of Business. Before joining academia she was the senior director of health and social services for one of the thirteen regional Alaska Native Corporations and ran a healthcare program for the State of Alaska.

## CHRISTOPHER G. MYERS, PHD

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FACULTY CO-CHAIR, EXECUTIVE CERTIFICATE IN HEALTH CARE LEADERSHIP & MANAGEMENT  
ACADEMIC DIRECTOR OF EXECUTIVE EDUCATION

Christopher G. Myers, PhD is an Assistant Professor and Academic Director of Executive Education at the Carey Business School and Core Faculty at the Armstrong Institute for Patient Safety and Quality. His research, published in leading management and medical journals, focuses on learning and innovation with a particular focus on vicarious learning in health care organizations. He previously served on the organizational behavior faculty at the Harvard Business School, before joining Johns Hopkins in 2016.

## BERNARD FERRARI, MD, JD, MBA

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OPENING SPEAKER, EXECUTIVE CERTIFICATE IN HEALTH CARE LEADERSHIP & MANAGEMENT  
DEAN OF THE CAREY BUSINESS SCHOOL

Bernard Ferrari, MD, JD, MBA is Professor and Dean of the Johns Hopkins Carey Business School. He joined the Carey Business School as its second dean in July 2012. Under Ferrari's leadership, the Carey Business School earned accreditation from the Association to Advance Collegiate Schools of Business (AACSB), experienced tremendous growth with increased student enrollment, added more full-time faculty, and established new graduate degree programs.

## PHILLIP PHAN, PHD

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PLENARY SPEAKER, EXECUTIVE CERTIFICATE IN HEALTH CARE LEADERSHIP & MANAGEMENT  
ALONZO AND VIRGINIA DECKER PROFESSOR OF STRATEGY AND ENTREPRENEURSHIP

Phillip Phan, PhD (Strategic Management, University of Washington School of Business Administration) is the Alonzo and Virginia Decker Professor of Strategy and Entrepreneurship, and joined the Johns Hopkins Carey Business School in 2008. He is a Professor in the research track with expertise in the areas of technology entrepreneurship and strategic management.

# Faculty and Speakers

*Representing Carey Business School, School of Medicine,  
and Armstrong Institute for Patient Safety & Quality*

## JEMIMA A. FRIMPONG, PHD

Jemima A. Frimpong, PhD (Wharton School of the University of Pennsylvania) is an Associate Professor in the research track at the Carey Business School and Core Faculty at the Johns Hopkins Medicine Armstrong Institute for Patient Safety and Quality. Her research focuses on the adoption and sustainability of innovations, development and testing of organizational-level interventions, and performance improvement. Her research centers primarily on health care organizations.



## BRIAN GUNIA, PHD

Brian Gunia, PhD (Management & Organizations, Northwestern University) joined the Johns Hopkins Carey Business School in 2011. He is an Associate Professor in the research track with expertise in the ways that people can help themselves and their organizational colleagues act more ethically and/or negotiate more effectively. Brian is the founder of the Johns Hopkins Business in Government (BIG) Initiative.



## ERIK HELZER, PHD

Erik Helzer, PhD (Cornell University) is an Assistant Professor in the research track at the Johns Hopkins Carey Business School from 2014. His research focuses on moral character, ethical behavior, and self- and social-assessment.



## SHARON KIM, PHD

Sharon Kim, PhD (Organizational Behavior, Cornell University) joined the Johns Hopkins Carey Business School in 2011. She is an Assistant Professor in the research track with expertise in the areas of individual and group creativity in organizations, and is Associate Faculty of the Armstrong Institute for Patient Safety and Quality.



## STACEY LEE, JD

Stacey Lee, JD (University of Maryland School of Law) joined the Johns Hopkins Carey Business School in 2008. She is an Associate Professor in the practice track with expertise in the areas of business law, health law, and negotiation.



## COLLEEN STUART, PHD

Colleen Stuart, PhD (Organizational Behaviour, University of Toronto) joined the Johns Hopkins Carey Business School in 2013. She is an Assistant Professor in the research track with expertise in the areas of group performance, collaborative work and social networks.

