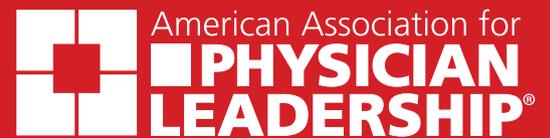




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Physician leadership courses designed to boost your career in a format to fit your busy schedule.



Inspiring Change. **Together.**

■ physicianleaders.org/online

Boost your skills with best-in-class online courses

Build your leadership and management skills at your pace and on your schedule. The American Association for Physician Leadership® offers an extensive catalog of online courses that are available at your convenience, 24/7. No matter what your education needs, you'll find an association online course to match it.

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The American Association for Physician Leadership® is accredited by the Accreditation Council of Continuing Medical Education to provide continuing medical education for physicians.

ABOUT US



The American Association for Physician Leadership® is the world's premier organization for lifelong growth and support of physician leaders.

The association is the oldest and largest professional organization solely dedicated to providing leadership education for the physician workforce. Since its founding in 1975, the primary focus of the association has been to provide superior education and training for physicians of all types and encourage them to assume more active roles in leading the global health care industry.

Our world-class faculty is drawn from top universities nationwide, including Harvard, Carnegie Mellon, Tulane and Vanderbilt. They come from health care organizations, law practices and business entities stretching from Boston and New York to San Diego.

We strive to connect our faculty to our physician leaders to help them solve the complex, ever-evolving problems within medical management and thought-leadership. Our continuing medical education is an ongoing commitment to enhance the growth, knowledge and stature of physician leaders worldwide.

■ NOT A MEMBER? JOIN AND SAVE!

Association members enjoy robust savings on online courses, live institutes, publications and more. In many cases, the amount you save on a single purchase can completely cover the cost of your membership. Plus, you'll receive best-in-class business intelligence, career resources and networking opportunities that are available exclusively to association members.

Visit physicianleaders.org/join or call 800-562-8088 for more information.

■ physicianleaders.org/join

COURSE FORMATS

Online Courses

Do you learn better when you can interact with a facilitator? Or do you prefer to work completely independently?

Thanks to the association's facilitated or self-study course formats, you can choose the type of learning that works best for you.

Facilitated courses include sessions with faculty and networking with peers but don't require you to be online at a specific time of day. You'll watch lectures and participate in online discussions and case studies each week during the duration of course.

Self-study courses are available for you to take entirely at your convenience. Session content is available to you for up to a year after purchase, so you can watch lectures, read the course materials and take the online exam at your own pace as your schedule allows.

Who should take online courses from the American Association for Physician Leadership®?

Physicians seeking to improve themselves, navigate their profession and drive health care solutions. The association's online courses are a great way for physicians in any role or at any stage of their careers to improve their leadership skills.

Additionally, these courses are critical for those working toward a Certified Physician Executive (CPE) designation or an advanced degree through the association's Master's Program.

Curriculum Plan

Questions on how to get started or what courses to take next? Contact us for a 15-minute advising session. We can help you set educational goals, pick your next course and answer any additional questions you may have.

■ physicianleaders.org/advising

Facilitated Online Courses

Facilitated courses are offered during set four- to six-week periods and allow participants to interact with faculty and classmates in online discussions and case studies. Visit physicianleaders.org/online to view upcoming facilitated course dates.

Managing Physician Performance

Faculty: Sue Cejka
Timothy Keogh, PhD
William “Marty” Martin, MA, MS, MPH, PsyD, CHES
Jennifer Grebenschikoff

Online Session: 4 Weeks ■ 24 CME
\$1,483.25 association members / \$1,745 nonmembers

Finding and keeping the best of the best – that’s your goal as the physician leader of your organization. In this course, you’ll gain the skills to motivate your colleagues and position your workplace among the industry leaders. You’ll learn to navigate the interview and hiring process, gain skills in coaching, feedback and performance evaluation and develop strategies for performance improvement interviews.

Learning objectives include:

- Apply the six dimensions of performance to recruiting, retaining and evaluating physicians.
- Design and ask interview questions which create a meaningful exchange.
- Align physician compensation and organizational objectives.

The American Association for Physician Leadership® designates this enduring material for a maximum of 24 *AMA PRA Category 1 Credit(s)*™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

Techniques of Financial Decision Making

Faculty: Steven Finkler, PhD, CPA

Online Session: 6 Weeks ■ 24 CME
\$1,483.25 association members / \$1,745 nonmembers

The ability to apply financial principles and concepts to decision-making is critical for the physician leader. You’ll gain the knowledge and skills to turn financial mysteries into tools you can use to shape your organization’s strategic future. You’ll learn the basic principles of finance along with the mechanical skills of financial tools. You’ll have a thorough understanding of the key areas required to build and grow a fiscally healthy organization.

Learning objectives include:

- Distinguish between accounting and finance.
- Outline the budgeting process.
- Use cost measurement tools to understand and control costs.

The American Association for Physician Leadership® designates this enduring material for a maximum of 24 *AMA PRA Category 1 Credit(s)*™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

Three Faces of Quality

Faculty: Edward Walker, MD, MHA
Harry Leider, MD, MBA, FACPE

Online Session: 4 Weeks ■ 24 CME
\$1,483.25 association members / \$1,745 nonmembers

Physicians must be leaders in performance improvement because of their unique roles in patient care. It’s important to understand your role in supporting high quality health care. Discover how to design and implement systems that drive better patient and business outcomes. Apply real-world concepts to improve quality at your organization.

Learning objectives include:

- Detail the typical roles of physicians in quality management as well as your current and future role as a physician leader guiding a team in the support of high quality health care.
- State the personal leadership characteristics necessary to create sustainable, high-quality health care.
- Outline the design details and implementation strategy for a basic quality management system that leads to the improvement of health-care delivery and ensures patient safety using standard performance improvement tools.

The American Association for Physician Leadership® designates this enduring material for a maximum of 24 *AMA PRA Category 1 Credit(s)*™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

IT’S ALMOST LIKE VISITING A
DIFFERENT PLANET
ON WHICH HEALTH CARE
MAKES SENSE.

Richard Rohr, MD, MMM
Broomall, Pennsylvania

Self-Study Online Multi-Topic Seminar Series

CMO Academy Series

Online Self-Study ■ 37 CME

\$2,044.55 association members / \$2,405 nonmembers

To be an effective chief medical officer, you need to speak the language of finance, create and nurture a culture of quality, guide productive meetings, prepare for emergencies, inspire teamwork and more. This non-certificate series hones the most critical health care management skills through CME-eligible courses. CMO Academy was developed by the American Association for Physician Leadership® and The Joint Commission.

The American Association for Physician Leadership® designates this enduring material for a maximum of 39 *AMA PRA Category 1 Credits™*. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

<p>From Autonomy to Teamwork Faculty: Barry Silbaugh, MD, MS, FACPE</p> <p>Online Self-Study ■ 3 CME \$191.25 association members / \$225 nonmembers</p> <hr/> <p>Explore highly reliable care, including the principles of highly reliable organizations, the connections between system leadership goals and the patient care level and how strengths in pre-medical and medical training can become liabilities when teamwork is required.</p> <p><small>The American Association for Physician Leadership® designates this enduring material for a maximum of 3 <i>AMA PRA Category 1 Credit(s)™</i>. Physicians should claim only the credit commensurate with the extent of their participation in the activity.</small></p>	<p>Engaging Physicians for Results Faculty: Stephen Beeson, MD</p> <p>Online Self-Study ■ 3.5 CME \$178.50 association members / \$210 nonmembers</p> <hr/> <p>Learn how to set out a compelling vision to gain physician buy-in for change.</p> <p><small>The American Association for Physician Leadership® designates this enduring material for a maximum of 3.5 <i>AMA PRA Category 1 Credits™</i>. Physicians should claim only the credit commensurate with the extent of their participation in the activity.</small></p>
<p>Building and Leading Effective Teams Faculty: William “Marty” Martin, PsyD, MPH, MA, MS, CHES</p> <p>Online Self-Study ■ 3.5 CME \$178.50 association members / \$210 nonmembers</p> <hr/> <p>Learn the role of leaders in managing people and grasp the concept of gaining buy-in from teams and their members.</p> <p><small>The American Association for Physician Leadership® designates this enduring material for a maximum of 3.5 <i>AMA PRA Category 1 Credits™</i>. Physicians should claim only the credit commensurate with the extent of their participation in the activity.</small></p>	<p>Quality and Safety for Physician Leaders Faculty: Edward A. Walker, MD, MHA</p> <p>Online Self-Study ■ 3.5 CME \$178.50 association members / \$210 nonmembers</p> <hr/> <p>Focus on the role of physician leaders to create a culture of quality and safety, including improving current system performance, reducing medical errors and enhancing patient satisfaction scores.</p> <p><small>The American Association for Physician Leadership® designates this enduring material for a maximum of 3.5 <i>AMA PRA Category 1 Credits™</i>. Physicians should claim only the credit commensurate with the extent of their participation in the activity.</small></p>
<p>Introduction to Finance and Economics in Health Care Faculty: Mark Covalesski, PhD, CPA</p> <p>Online Self-Study ■ 3.5 CME \$178.50 association members / \$210 nonmembers</p> <hr/> <p>Gain understanding of the language of finance and be able to discuss financial objectives and strategies with chief financial officers and other administrators.</p> <p><small>The American Association for Physician Leadership® designates this enduring material for a maximum of 3.5 <i>AMA PRA Category 1 Credits™</i>. Physicians should claim only the credit commensurate with the extent of their participation in the activity.</small></p>	<p>Group Decision-Making and Meetings Management Faculty: Allison Linney, MBA</p> <p>Online Self-Study ■ 3.5 CME \$178.50 association members / \$210 nonmembers</p> <hr/> <p>Gain insight into group dynamics and how to engage staff in decision-making, facilitate group discussions and formal meetings and focus on positive outcomes.</p> <p><small>The American Association for Physician Leadership® designates this enduring material for a maximum of 3.5 <i>AMA PRA Category 1 Credits™</i>. Physicians should claim only the credit commensurate with the extent of their participation in the activity.</small></p>



Governance Essentials

Faculty: Richard Lauve, MD, MBA, CPE, FACPE
Ana Pujols McKee, MD

Online Self-Study ■ 3.5 CME
\$178.50 association members / \$210 nonmembers

Grasp hospital management and accountability, learn best practices in privileging and credentialing and gain strategies for reducing the risk of lawsuits.

The American Association for Physician Leadership® designates this enduring material for a maximum of 3.5 *AMA PRA Category 1 Credits*™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

On Your Radar: The Joint Commission Perspective

Faculty: Ana Pujols McKee, MD
Ronald Wyatt, MD
Daniel Castillo, MD
Dawn Allbee

Online Self-Study ■ 5 CME
\$233.75 association members / \$275 nonmembers

Gain insight into a wide array of Joint Commission objectives in accreditation and in regulatory areas.

The American Association for Physician Leadership® designates this enduring material for a maximum of 5 *AMA PRA Category 1 Credits*™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

Essentials of Health Law

Faculty: Susan Lapenta, JD
Henry Casale, JD

Online Self-Study ■ 8 CME
\$548.25 association members / \$645 nonmembers

Examine today's most pressing health care legal issues: medical error liability, managed care contracting, patient rights and equal opportunity in the workplace.

The American Association for Physician Leadership® designates this enduring material for a maximum of 8 *AMA PRA Category 1 Credits*™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

Physician in Management (PIM) Seminar Series

Online Self-Study ■ 35 CME

\$1,466.25 association members / \$1,725 nonmembers

Join more than 27,000 physicians who have enhanced their careers by learning the business side of medicine through the American Association for Physician Leadership® Physician in Management (PIM) Seminar. Save up to \$565 by purchasing the complete PIM Seminar (all six modules) or choose just the modules that meet your needs.

The American Association for Physician Leadership® designates this enduring material for a maximum of 35 *AMA PRA Category 1 Credit(s)*™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

<p>Finance Faculty: Hugh Long, MBA, PhD, JD</p> <p>Online Self-Study ■ 7 CME \$391 association members / \$460 nonmembers</p> <hr/> <p>Knowledge of key financial concepts and basic economic principles will earn you respect from administration and admiration from clinicians. You'll learn how to clear the smoke when dealing with CFOs and accountants and interpret financial statements. You'll also discover which costs are relevant for decision-making and create cost and payment structures that work to your advantage. See why you can make a profit and still go out of business, and learn how to avoid that situation.</p> <p><small>The American Association for Physician Leadership® designates this enduring material for a maximum of 7 <i>AMA PRA Category 1 Credit(s)</i>™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.</small></p>	<p>Communication Faculty: Timothy J. Keogh, PhD</p> <p>Online Self-Study ■ 3.5 CME \$195.50 association members / \$230 nonmembers</p> <hr/> <p>It takes solid communication skills to gain influence, promote cooperation and engage top performers. And you need to know yourself before you can reach others. Here, you'll identify your own personal work behavioral tendencies and develop an understanding of how these styles may affect others. You'll learn how to identify style differences and understand and value individual differences. These skills will enhance your effectiveness by improving your relationships with others and you'll be able to develop strategies for collaboration to increase productivity in the workplace.</p> <p><small>The American Association for Physician Leadership® designates this enduring material for a maximum of 3.5 <i>AMA PRA Category 1 Credit(s)</i>™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.</small></p>
<p>Quality Faculty: David Nash, MD, MBA, FACP</p> <p>Online Self-Study ■ 7 CME \$391 association members / \$460 nonmembers</p> <hr/> <p>Health care organizations are increasingly adopting quality improvement methods and techniques to minimize waste, decrease errors, increase efficiency and ultimately improve patient care. Gain clarity about what you are trying to accomplish, what you can change to improve quality, and how you will know that improvement has occurred. Learn how you can implement quality measures more successfully within health care organizations.</p> <p><small>The American Association for Physician Leadership® designates this enduring material for a maximum of 7 <i>AMA PRA Category 1 Credit(s)</i>™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.</small></p>	<p>Negotiation Faculty: Linda Babcock, PhD</p> <p>Online Self-Study ■ 7 CME \$391 association members / \$460 nonmembers</p> <hr/> <p>Negotiation is a process, not an inherent skill. Here, you'll learn proven techniques to use in every negotiation and come out further ahead than you ever thought possible. You'll understand how to prepare for a negotiation and determine your bargaining power and use the most effective strategies to negotiate the best agreements. You'll learn how to avoid costly conflict. And you'll discover how to take charge of the negotiation process and negotiate win-win outcomes that enhance long-term working relationships.</p> <p><small>The American Association for Physician Leadership® designates this enduring material for a maximum of 7 <i>AMA PRA Category 1 Credit(s)</i>™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.</small></p>
<p>Marketing Faculty: Eric Berkowitz, PhD</p> <p>Online Self-Study ■ 3.5 CME \$195.50 association members / \$230 nonmembers</p> <hr/> <p>Marketing is all about helping people make educated choices. Here, you'll understand techniques for marketing health care and staying ahead of the competition including differential advantage, target markets and relationship marketing. You'll learn how physicians and patients make choices and develop market-driven plans. You can lock in your patient and referral base and find your competitive edge in the health care marketplace by establishing your brand.</p> <p><small>The American Association for Physician Leadership® designates this enduring material for a maximum of 3.5 <i>AMA PRA Category 1 Credit(s)</i>™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.</small></p>	<p>Leadership Faculty: Dave Logan, PhD</p> <p>Online Self-Study ■ 7 CME \$391 association members / \$460 nonmembers</p> <hr/> <p>Effective physician leadership is key to improve patient satisfaction and better integration of clinical care across service lines. To be effective, physician leaders must master multiple clinical and leadership competencies, including interpersonal skills. You'll learn how leaders use interpersonal skills and you'll be able to apply them in many specific activities, including leading teams, coaching and managing conflict.</p> <p><small>The American Association for Physician Leadership® designates this enduring material for a maximum of 7 <i>AMA PRA Category 1 Credit(s)</i>™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.</small></p>

Integrated Health Systems: Key Concepts Series

Online Self-Study ■ 17.5 CME

\$1,164 association members / \$1,370 nonmembers

Reform legislation is dramatically changing health care market dynamics. To help meet the market's evolving demands for coordinated care and reduced costs, providers are looking to new integrated models for health care delivery, such as medical homes and accountable care organizations. Only organizations that are tightly aligned with a critical mass of physicians—whether they are employed, contracted or independent—will be able to organize their delivery systems to meet consumer demands for price, quality and efficiency.

The American Association for Physician Leadership® designates this enduring material for a maximum of 13 *AMA PRA Category 1 Credit(s)*™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

<h2>Clinical Integration</h2> <p>Faculty: Brian J. Silverstein, MD</p> <p>Online Self-Study ■ 5 CME \$310.25 association members / \$365 nonmembers</p> <hr/> <p>As the health care delivery model evolves, physician leaders will need to know how competing market dynamics, technological advances, greater customization and the demand for quality will drive clinical integration. You'll explore key trends, developments and guidelines that will help to shape clinical practice.</p> <p>Learning objectives include:</p> <ul style="list-style-type: none">■ Describe the elements of various clinical integration models, e.g. employment, foundation, medical home and accountable care organizations.■ Examine critical success factors, payment methods and co-management agreements.■ Explore case studies that illustrate clinical integration models. <p><small>The American Association for Physician Leadership® designates this enduring material for a maximum of 5 <i>AMA PRA Category 1 Credit(s)</i>™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.</small></p>	<h2>Physician Engagement</h2> <p>Faculty: Stephen Beeson, MD</p> <p>Online Self-Study ■ 4 CME \$272 association members / \$320 nonmembers</p> <hr/> <p>Collaboration and unity of purpose are essential for a team to succeed. For system integration to work, physicians must support and work within a collaborative organizational structure and culture. You'll understand how physician behavior must be consistent with the vision and values of the organization and be able to win loyalty. Physician and administrative leadership must be tightly tied.</p> <p>Learning objectives include:</p> <ul style="list-style-type: none">■ Examine systems that earn physician loyalty.■ Create effective and accountable leadership structures.■ Train physicians to execute an organizational vision. <p><small>The American Association for Physician Leadership® designates this enduring material for a maximum of 4 <i>AMA PRA Category 1 Credit(s)</i>™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.</small></p>
<h2>Drivers, Design and Strategy</h2> <p>Faculty: David Zisner, PhD</p> <p>Online Self-Study ■ 4 CME \$272 association members / \$320 nonmembers</p> <hr/> <p>The cost of integrating care, pay for performance, revenue sharing, value-based payment and price transparency are among the factors that affect integrated health systems financial performance. You'll investigate how recent regulatory policy initiatives, IRS and FTC regulations, and laws known as Stark and Baby Stark that address physician/hospital relationships impact fiscal success in physician hospital integration.</p> <p>Learning objectives include:</p> <ul style="list-style-type: none">■ Describe the financial and legal dynamics across a range of integrated care models.■ Identify which regulations affect physician hospital integration.■ Review case studies that demonstrate how common models are implemented. <p><small>The American Association for Physician Leadership® designates this enduring material for a maximum of 4 <i>AMA PRA Category 1 Credit(s)</i>™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.</small></p>	<h2>Financial & Legal Considerations</h2> <p>Faculty: James Daniel Jr., JD, MBA Michael Newby, JD</p> <p>Online Self-Study ■ 4.5 CME \$310.25 association members / \$365 nonmembers</p> <hr/> <p>U.S. health care market dynamics challenge the traditional models of health care delivery. As a physician leader, you'll see these pressures are likely to encourage more provider-side consolidation: physicians and hospitals. Physicians are likely to seek larger clinical care and business models and compete directly for markets and revenue. You'll see the design, management and strategy of integrated health systems and explore their implications in your organization.</p> <p>Learning objectives include:</p> <ul style="list-style-type: none">■ Identify the economic issues driving the integration of health care delivery systems.■ Define the characteristics of a successful integrated health system.■ Identify the key considerations in the governance and management of integrated health systems. <p><small>The American Association for Physician Leadership® designates this enduring material for a maximum of 4.5 <i>AMA PRA Category 1 Credit(s)</i>™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.</small></p>

Self-Study Online Courses by Topic

These courses are available immediately after purchase and can be completed at your convenience over the course of one year. Enjoy the freedom of learning entirely on your own schedule.

COMMUNICATION

Resolving Conflict

Faculty: Allison Linney, MBA

Online Self-Study ■ 7 CME

\$510 association members / \$600 nonmembers

Experts say some conflict is healthy, and they're right. When not managed well, however, conflict can become disruptive and lead to medical errors, poor patient satisfaction, increased cost and higher turnover. Learn the skills you need to make conflict productive.

Learning objectives include:

- Practice conflict management and effective communication skills to increase individual and organizational productivity.
- Recognize self-awareness and make better conflict management and communication choices.
- Build more effective relationships to support organizational transformation.
- Identify your own conflict style and recognize the conflict styles of others.
- Assess conflict situations and practice using different conflict modes.

The American Association for Physician Leadership® designates this enduring material for a maximum of 7 *AMA PRA Category 1 Credit(s)*™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

Present Like a Pro

Faculty: Kevin O'Connor, CSP

Online Self-Study ■ 4 CME

\$382.50 association members / \$450 nonmembers

There's no such thing as a routine meeting when you are the presenter. Learn how to be seen, heard and make a difference when giving a presentation. This course is designed specifically for physician leaders who need to address and influence others.

BONUS! Your experience doesn't stop at the end of the presentation. You get to create a video of yourself delivering a presentation and submit it for faculty critique.

Learning objectives include:

- Practice effective strategies for improving your vocal and listening skills.
- Demonstrate improved communication skills (verbal and nonverbal) as evidenced in your successful presentation of speeches and oral assignments.
- Compare effective and ineffective communication using the communication model.
- Acquire confidence in speaking, which will lead to an increased level of personal and professional success as well as personal satisfaction.

The American Association for Physician Leadership® designates this enduring material for a maximum of 4 *AMA PRA Category 1 Credit(s)*™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.



FINANCE

Advanced Financial Decision Making

Faculty: Steven Finkler, PhD, CPA

Online Self-Study ■ 7 CME

\$565.25 association members / \$665 nonmembers

Advanced financial principles and concepts can aid your decision-making for better patient care and business results. You'll build upon the fundamental principles you learned in the prerequisite course, Techniques of Financial Decision Making. Decipher the information provided in cash flow statements to make better management decisions. Understand alternative cost allocation techniques to improve your financial choices. You'll learn to manage situations when cash flow lags and use flexible budgeting to accommodate the uncertainty of patient volumes. Advanced financial analysis techniques will help you control operating costs.

Learning objectives include:

- Determine the impact of cash flow lags and develop cash budgets to manage in situations where lags occur.
- Summarize flexible budgeting and apply the technique for planning in situations where future patient volumes are uncertain.
- Define cost allocation, explain alternative cost allocation techniques and use cost allocation for improved decisions.

The American Association for Physician Leadership® designates this enduring material for a maximum of 7 *AMA PRA Category 1 Credit(s)*™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

Thinking Economically About Payment Models

Faculty: Brian Silverstein, MD
Grace Terrell, MD, MMM, FACP, CPE, FACPE
Mark Werner, MD, CPE, FACPE

Online Self-Study ■ 12.5 CME

\$765 association members / \$900 nonmembers

Physician payment is a focal point in the health care policy debate. Evolving payment models create opportunities for providers to transform the way they deliver care — with better outcomes at lower costs — but they are not risk-free. Quality of care may suffer under a system that rewards providers for containing costs. Learn which care delivery methods foster collaboration and identify payment systems that tie incentives to higher quality and more efficiency, look at bigger economic trends in the marketplace and understand potential changes and explore how physicians can benefit as wither participants or as owners.

Learning objectives include:

- Determine which care delivery methods foster collaboration.
- Identify payment systems that align incentives to higher quality and more efficient care without sacrificing economics.
- Explore macro-economic trends in the current health care marketplace.

The American Association for Physician Leadership® designates this enduring material for a maximum of 12.5 *AMA PRA Category 1 Credits*™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

Foundations of Financial Accounting

Faculty: Pamela S. Trafford, MBA, CPA, CGMA

Online Self-Study ■ 5 CME

\$403.75 association members / \$475 nonmembers

Within your practice or in a health care organization, it's essential to develop an understanding of the concepts and language of accounting. Here, you will grasp how to record business activities and be able to interpret financial statements. You'll also gain appreciation of the judgments and estimates that must be used in the financial accounting process, and you'll understand why financial accounting is often political and controversial.

Learning objectives include:

- Review the structure of the four major financial statements and their importance.
- Prepare simple financial statements using accounting equation format.
- Explain the accrual accounting framework.
- Apply transactions and adjustments via the accounting process.
- Describe the debit/credit format and the need for closing entries.
- Identify financial statements in 10-K reports and their applicable metrics.
- Examine the ongoing accounting challenges and options faced by organizations.

The American Association for Physician Leadership® designates this enduring material for a maximum of 5 *AMA PRA Category 1 Credit(s)*™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

Principles of Financial Decision Making

Faculty: Mark Covaleski, PhD, CPA

Online Self Study ■ 3.5 CME

\$255 association members / \$300 nonmembers

Gain the knowledge and skills you need to navigate the economic side of health care today. You will become familiar with the basic principles of finance and understand the documents that reveal the fiscal health of your organization. You'll understand managing costs and revenue in evolving payment systems.

Learning objectives include:

- Provide an overview of the economic pressures in the health care industry and responses to these pressures by health care organizations.
- Explore the importance of the relationship between the operating results and the financial health of the health care organization (i.e., the relationship between the income statement and the balance sheet).
- Review the economics of managing the cost structure and revenue function of the operating budget process in a volume-based and fixed-pay environments (i.e., bundled and capitated).

The American Association for Physician Leadership® designates this enduring material for a maximum of 3.5 *AMA PRA Category 1 Credit(s)*™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

HEALTH LAW AND POLICY

Essentials of Health Law

Faculty: Susan Lapenta, JD
Henry Casale, JD

Online Self-Study ■ 8 CME
\$548.25 association members / \$645 nonmembers

Get an overview of health care laws and how they pertain to provider organizations. The course includes an examination of today's most pressing health care legal issues: medical error liability, managed care contracting, patient rights and equal opportunity in the workplace.

Learning objectives include:

- Interpret statutes and judicial opinions that affect health care.
- Examine how the law affects business relationships and the health care decision-making process.
- Explore the legal trends in legal liability for hospitals and managed care organizations and ways to reduce the risk.
- Identify problem practitioners and develop effective strategies for dealing with them.
- Review issues related to managed care, including key contract provisions.

The American Association for Physician Leadership® designates this enduring material for a maximum of 8 *AMA PRA Category 1 Credit(s)*™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

Advanced Privileging and Credentialing Challenges

Faculty: Susan Lapenta, JD

Online Self-Study ■ 2.5 CME
\$255 association members / \$300 nonmembers

Privileging and credentialing decisions matter because they protect patients, hospitals and the public. Through real case studies and court cases, you will be introduced to the principles of privileging, how temporary privileges work, privileges that cross specialty lines and more.

Learning objectives include:

- Identify the responsibilities of medical staff leaders with respect to credentialing and privileging activities.
- Examine "best practices" to enhance the effectiveness of the credentialing and privileging process.
- Review accreditation requirements applicable to privileging matters.
- Determine the legal risks relevant to various privileging issues.

The American Association for Physician Leadership® designates this enduring material for a maximum of 2.5 *AMA PRA Category 1 Credit(s)*™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

LEADERSHIP

Meta-Leadership

Faculty: Barry C. Dorn, MD, MHCM
Leonard J. Marcus, PhD

Online Self-Study ■ 9 CME
\$731 association members / \$860 nonmembers

Anyone who leads or manages knows that one of the most difficult barriers to overcome is coordinating people in different professions and specialties. Meta-leaders can integrate the work of many people and areas of expertise. In this course, you'll learn how to connect people, resources, information and performance of different professions and specialties. You'll understand how, even with different agendas, health care providers can present a united front.

Learning objectives include:

- Identify the five dimensions of meta-leadership and apply them to critical issues facing hospital and medical leadership.
- Describe the four steps of the multi-dimensional problem-solving process: "The Walk in the Woods."
- Recognize the problems of complex conflict and link to strategies and processes to facilitate dispute resolution.
- Classify and work with differential levels of "connectivity" and apply models of leadership to enhance organizational performance.

The American Association for Physician Leadership® designates this enduring material for a maximum of 9 *AMA PRA Category 1 Credit(s)*™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.



From Autonomy to Teamwork

Faculty: Barry Silbaugh, MD, MS, FACPE

Online Self-Study ■ 3 CME

\$191.25 association members / \$225 nonmembers

Physicians are trained to be autonomous in thoughts and deeds. But health care is collaborative, requiring skills as a team member and as a team leader. Highly reliable care involves understanding how each individual makes mistakes, how we can be accountable to ourselves and others for minimizing the opportunity for error, and how to influence others to change when patient safety is at stake.

Learning objectives include:

- Describe the three types of individual human error and communication techniques among team members to minimize error.
- Identify the characteristics of effective teamwork in health care, including communication behaviors for physicians that promote teamwork.
- Define the functions of organizations and how conflicts can arise.
- Explore the differences between authority and leadership and how to influence others to change from the status quo.

The American Association for Physician Leadership® designates this enduring material for a maximum of 3 *AMA PRA Category 1 Credit(s)*™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

Leading and Managing Strategic Change

Faculty: William “Marty” Martin, PsyD, MPH, MA, MS, CHES

Online Self-Study ■ 5.5 CME

\$446.25 association members / \$525 nonmembers

The key to surviving and thriving as a physician leader is your ability to lead and manage strategic innovation and change. You’ll understand the difference between a compelling vision and a “burning platform” and be able to make the case for change. You’ll gain the tools, techniques and skills to lead change, not just manage it, and guide your organization to the forefront of health care innovation.

Learning objectives include:

- Define the role of the physician executive in leading and managing strategic innovation and change.
- Distinguish between a compelling vision and a “burning platform.”
- Identify the top reasons organizational change efforts fail and how to prevent failure.
- Describe the six steps of the Blueprint of Successful Change Model.
- Differentiate between leading and managing innovation and change from transition.
- Develop 30-day, 60-day, and 90-day action plans.

The American Association for Physician Leadership® designates this enduring material for a maximum of 5.5 *AMA PRA Category 1 Credit(s)*™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.



TO ENSURE MY ROLE AS A
**SUCCESSFUL
PHYSICIAN LEADER,**
I HAVE LEARNED THAT ADDITIONAL
**TRAINING IS NO LONGER AN OPTION
—IT’S A PREREQUISITE.**

Robert Bratton, MD, CPE, FAAFP
CMO, Lexington Clinic
Lexington, Kentucky

MANAGEMENT

Management Skills for Physician Leaders

Faculty: Michael Guthrie, MD, MBA

Online Self-Study ■ 3.5 CME

\$195.50 association members / \$230 nonmembers

Master the tools for effective decision-making, group dynamics, running meetings, dealing with disruptive individuals, and other everyday challenges in medical management. You'll learn what's wrong with committees and meetings of all kinds and understand why there are so many managers but so few leaders. Make decisions that really work. And get groups of people to work more effectively.

Learning objectives include:

- Explain the continuum concept of the decision-making process.
- Discuss the behavior and structure approaches to meetings.
- Describe the effect of size on group dynamics.
- Determine which type of meeting to use in any given situation.
- Use the nominal group process for problem identification and problem solving.

The American Association for Physician Leadership® designates this enduring material for a maximum of 3.5 *AMA PRA Category 1 Credit(s)*™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

Leveraging the Clinical Team

Faculty: William "Marty" Martin, MA, MS, MPH, PsyD, CHES

Online Self-Study ■ 2 CME

\$263.50 association members / \$310 nonmembers

As health care reform grants access to millions of new patients, nurse practitioners and physician assistants will play an increasingly vital role to help you handle the increased load. Will you be ready for this influx of new employees with different motivations, strengths and expectations? Here, you'll learn the basics of hiring, training and managing these new team members and get tips on how to be an effective coach and how to defuse disruptive behavior.

Learning objectives include:

- Identify the key elements of a strategic recruitment plan.
- Describe evidence-based approaches for selecting top talent.
- Distinguish between functional and dysfunctional turnover.
- Explain the importance of developing a culture of retention and as it relates to strategy execution.
- Design an organization that supports and creates a climate of excellence and aligns its people with the given vision, mission and strategies.

The American Association for Physician Leadership® designates this enduring material for a maximum of 5 *AMA PRA Category 1 Credit(s)*™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

Developing a Business Plan

Faculty: Steven Finkler, PhD, CPA

Online Self-Study ■ 5.5 CME

\$399.50 association members / \$470 nonmembers

As a physician leader, it is essential that you have an understanding of what business plans are, the process of developing plans, the questions that plans must address, the analytical tools that are employed in preparing a plan and the way that the plan documents should be structured. You'll learn to draft business plans for new programs, projects and ventures for existing organizations as well as for the development of new businesses.

Learning objectives include:

- Explain what a business plan is, how a business plan can help you and why you would want to develop a business plan.
- Discuss how a business plan should define the business idea or venture under consideration.
- Complete a process for developing a comprehensive business plan, have an understanding of the key questions that should drive the contents of the plan and explain the key parts of a business plan.

The American Association for Physician Leadership® designates this enduring material for a maximum of 5.5 *AMA PRA Category 1 Credit(s)*™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

Project Management

Faculty: Laura W. Synnott, MHSA, FACHE

Online Self-Study ■ 4 CME

\$293.25 association members / \$345 nonmembers

Physician leaders often find themselves in the role of project stakeholder, customer or end user. Becoming skilled with project management tools will enable you to ask appropriate questions, hold project managers accountable and monitor progress throughout the project to ensure successful completion. Physicians in project manager roles need to understand how to clarify expectations, define scope, develop a budget and establish a schedule for completion. Here, you'll gain those skills. You'll also learn to work within a team dynamic, a skill to apply in many settings.

Learning objectives include:

- Clarify expectations, define the scope, develop a budget and establish a schedule for successful completion of your project.
- Identify how your individual tasks fit with, and build on, those of other team members.
- Recall appropriate questions and use the right metrics to hold others accountable for bringing the project in on time and within budget.

The American Association for Physician Leadership® designates this enduring material for a maximum of 4 *AMA PRA Category 1 Credit(s)*™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

Strategic Decision Making

Faculty: William “Marty” Martin, MA, MS, MPH, PsyD, CHES

Online Self-Study ■ 2 CME

\$148.75 association members / \$175 nonmembers

When selecting a course of action from among alternatives, we use decision-making. But how can you be certain that the decisions are strategic? This course discusses decision-making from strategic perspectives that help organizations gain and sustain a competitive advantage and create value. You’ll gain a firm grasp of the decision-making process.

Learning objectives include:

- Identify one’s own methods and characteristics of decision-making.
- Examine the seven criteria of strategic decisions.
- Categorize decision type models.
- Describe five decision-making tools.

The American Association for Physician Leadership® designates this enduring material for a maximum of 2 *AMA PRA Category 1 Credit(s)*™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

Strategic Planning

Faculty: William “Marty” Martin, MA, MS, MPH, PsyD, CHES

Online Self-Study ■ 2 CME

\$148.75 association members / \$175 nonmembers

Strategy development occurs in three interdependent stages: strategic thinking, strategic decision-making and strategic planning. Strategic planning, the focus of this course, is about implementation and taking action.

Learning objectives include:

- Examine the five components of strategy.
- Complete a strategic planning audit.
- Identify strategic planning steps.
- Compare and contrast mission and vision statements.

The American Association for Physician Leadership® designates this enduring material for a maximum of 2 *AMA PRA Category 1 Credit(s)*™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

Strategic Thinking

Faculty: William “Marty” Martin, MA, MS, MPH, PsyD, CHES

Online Self-Study ■ 2 CME

\$148.75 association members / \$175 nonmembers

The process of making choices today to achieve desired outcomes in the future is often called strategic thinking. This course explores the true meaning of strategy, what strategies are good for and what makes creating and implementing shared strategies hard. You’ll have a firm grasp of strategic-planning approaches.

Learning objectives include:

- Explain, in the context of organizations, the meaning and importance of strategies.
- Identify and characterize the different ways strategies can be used.
- Combine criteria and key questions for effective strategic thinking.
- Compile a list of different types of creative foresight requirements and methods.
- Describe the benefits of systems thinking.

The American Association for Physician Leadership® designates this enduring material for a maximum of 2 *AMA PRA Category 1 Credit(s)*™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

Ethical Challenges of Physician Leaders

Faculty: Laurence B. McCullough, PhD

Online Self-Study ■ 5 CME

\$340 association members / \$400 nonmembers

As a physician leader, you need to be equipped to deal with complex and perplexing ethical issues. You’ll learn how to take a leadership role in developing processes for resolving ethical dilemmas facing physicians, patients and their families.

Learning objectives include:

- Explore ways to build ethics into your organization’s culture, especially its policies and procedures.
- Identify and manage ethical conflicts at the bedside.
- Explain the responsibility of managing your organization’s resources.
- Respond to patients’ refusals of needed medical interventions.
- Setting ethically justified limits on individual and organizational self-sacrifice.
- Invoking futility to set ethically justified limits on end-of-life care.
- Putting your institution to the test: gauging its commitment to ethics.

The American Association for Physician Leadership® designates this enduring material for a maximum of 5 *AMA PRA Category 1 Credit(s)*™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

MANAGEMENT

Practical Principles of Change Management

Faculty: Larry McEvoy, MD, FACEP

Online Self-Study ■ 2 CME

\$263.50 association members / \$310 nonmembers

Physician leaders search for consistent methods of applying change at all levels of an organization and reducing the anxiety it can create. Yet many are short-sighted to the impact of real change. This course will examine how effective change management builds learning and trust, exploring the multiple variables that result in team success. Through case studies, you will identify the critical questions and determine essential methodology to engage in the next change process within your organization.

Learning objectives include:

- Outline an approach to fostering change that focuses on key supporting and sustaining principles.
- Examine two case studies demonstrating successful change as illustrations of change creation.
- Explore how your method of creating interaction around the “why” and “how” of change can potentiate results.

The American Association for Physician Leadership® designates this enduring material for a maximum of 2 *AMA PRA Category 1 Credit(s)*™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

PATIENT CARE AND QUALITY

Science of High Reliability

Faculty: Craig Clapper, PE, CQM/OE; Jeff Norton, MSME

Online Self-Study ■ 10 CME

\$705.50 association members / \$830 nonmembers

Inefficient and poorly designed work processes create errors, delays, patient harm and waste. High reliability is the study of human performance in complex systems. Here, you’ll learn systems thinking, analysis of serious safety events, and techniques to minimize mistakes and waste. You’ll gain tactics to move your people into a culture where patient safety is at the core of the business. You’ll understand how to improve team performance and results from the bedside to the board room.

Learning objectives include:

- Define reliability and describe how reliability can be measured and expressed.
- Describe, using Reason’s Swiss Cheese Effect, how human error and latent system weaknesses combine to cause loss events in health care.
- Describe, using Cook and Wood’s Sharp-End Model, how culture can shape behavior and prevent human error that contributes to loss events.
- Provide examples for each of the five behavior-shaping factors of reliable systems: structure, protocol, culture, process and intuitive environment.

The American Association for Physician Leadership® designates this enduring material for a maximum of 10 *AMA PRA Category 1 Credit(s)*™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

Population Health Essentials for Physician Leaders

Faculty: David Nash, MD, MBA, FACPE; Mary Cooper, MD, JD; Ray Fabius, MD, FACPE

Online Self-Study ■ 16 CME

\$2120.75 association members / \$2,495 nonmembers

The significance of population health cannot be overstated in today’s health care delivery systems as organizations transition from volume to value. This course, led by three physician experts from Thomas Jefferson University’s nationally recognized population health program, bring you the latest critical data, pivotal studies and key viewpoints on this topic. You will explore the challenges faced by 21st century health care providers and see how population health methodologies are being implemented as solutions. This course presents the value of measurement and analytics to the relation of risk from an employer’s perspective. You will come away with new ideologies on how prevention and quality outcomes are linked to your bottom line.

Learning objectives include:

- Identify the key stakeholders in the U.S. health care system and the complex interrelationships that influence population health outcomes.
- Explore the intricacies of the population health paradigm, including strategies for improving tomorrow’s population health management.
- Examine the economic concept of risk and how the application of risk management theory can alter population health outcomes.
- Review the application of data analytics and performance measurement tools for improving success.
- Explain the role of quality improvement in the context of population health management.
- Describe how a population health perspective can affect health care priorities in the areas of prevention, public health and health policy.
- Identify the significance of managing dimensions of wellness in long-term human health.

The American Association for Physician Leadership® designates this enduring material for a maximum of 16 *AMA PRA Category 1 Credit(s)*™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.



Developed in conjunction with Jefferson College of Population Health

TECHNOLOGY

Leading Innovation in Health Care Delivery

Faculty: Chris Trimble

Online Self-Study ■ 20 CME

\$263.50 association members / \$310 nonmembers

The volume-to-value transition in health care requires physician leaders to seek better ways to deliver care to patients. By applying systematic and team-based approaches, physician leaders can innovate health care in incremental, achievable steps. Here, you'll gain insight into what's behind successful innovation and what it takes to achieve it within your organization.

Learning objectives include:

- Determine the importance of proper investment and application of the two-part innovation challenge within an organization.
- Identify the steps necessary to achieve successful innovation leadership and team development in today's health care environment.
- Illustrate the history of both medical innovation and culture, relative to cost, over the last century.
- Define the four main types of innovative ideas and their application in medicine.
- Explain the responsibilities and structure of an ideal innovation team.

The American Association for Physician Leadership® designates this enduring material for a maximum of 1 *AMA PRA Category 1 Credit(s)*™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

Value-Based Purchasing

Faculty: Sarah Freyman Fontenot, BSN, JD

Online Self-Study ■ 3 CME

\$208.25 association members / \$245 nonmembers

Explore the evolution of pay-for-performance and its various components, including how patient satisfaction and IT play important roles in achieving the measures for value incentives. Trends in quality incentives across all payers will be reviewed, as well as the model most closely associated with delivering value-based care in the physician setting: the medical home model. This program looks at the current impetus to transition from volume-based to value-based reimbursement and the profound implications that change has for the future of medicine and its physician leaders.

Learning objectives include:

- Assess how initiatives in both the private and public sector are transitioning reimbursement for patient care from volume-driven to value-driven modalities.
- Evaluate their current participation in both IT and patient satisfaction endeavors, and how both may contribute to reimbursement under pay-for-performance.
- Realize how value-based reimbursement will dictate practice growth.

The American Association for Physician Leadership® designates this enduring material for a maximum of 3 *AMA PRA Category 1 Credit(s)*™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.



2017

American Association for Physician Leadership® HEALTH IT CERTIFICATE

NAME _____

American Association for Physician Leadership® Health IT Completion Chart

	CME Hours (may vary according to format)			PRICE member / nonmember
	Live	Online Facilitated	Online Self-Study	
ELECTIVE COURSES				
CORE COURSES (total of 17 hours)				
Core Concepts in HIT			3.5	\$408.00/\$480.00
Improving Communication and Feedback in Health Care Leadership			2.5	\$233.75/\$275.00
Physician in Management — Leadership			7	\$391.00/\$460.00
Project Management			4	\$293.25/\$345.00
Total Core Hours			17	
ELECTIVE COURSES (minimum of 23 hours)				
Clinical Decision Support			3	\$365.50/\$430.00
Interoperability as Key for Meaningful Use to Precision Medicine			2.5	\$323.00/\$380.00
Leading Innovation in Health Care Delivery			2	\$263.50/\$310.00
Liabilities Associated with EHRs			3	\$365.50/\$430.00
Maximizing ICD-10			1.5	\$182.75/\$215.00
Optimizing Health IT for Improved Patient Safety			4	\$488.75/\$575.00
Physician Integration and Alignment through HIT			4.5	\$510.00/\$600.00
Social Media for Physician Leaders			2.5	\$323.00/\$380.00
The CMIO-CMO-CIO Partnership			1.5	\$182.75/\$215.00
Turning Big Data into Better Patient Care			1.0	\$178.50/\$210.00
Value Based Purchasing			3.0	\$208.25/\$245.00
Total Elective Hours			28.5	

TOTAL HOURS required to complete **40**

For more information, visit physicianleaders.org or call 800-562-8088

■ Email tramsey@physicianleaders.org to inquire about the eligibility and qualifying assignment for any course you do not see.



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