Bringing leadership to an everyday conversation
OPENING AND KEYNOTE SPEECH

The meeting was opened by summit chairs, Dr. Fiona Moss (Dean, Royal Society of Medicine, United Kingdom) and Dr. Adalsteinn Brown (Director, Institute of Health Policy, Management and Evaluation, University of Toronto, Canada) followed by a keynote presentation by Dr. Peter Lees, Chief Executive and Medical Director, Faculty of Medical Leadership and Management, United Kingdom. Dr. Lees delivered an engaging and thought-provoking presentation entitled ‘Everyday Leadership: Why? What? How?’ Using personal narratives from lessons learned over an illustrious career as a neurosurgeon and healthcare leader, he argued why and how everyday leadership was crucial in clinical practice. He emphasized that physicians today require specific knowledge and skills in order to function in our VUCA (volatile, uncertain, complex and ambiguous) world, and that vertical leadership development which emphasizes interdependence and collaboration is an approach particularly well-suited to this end. He used his successes and failures to buttress his points and demonstrated how these ultimately resulted in him pioneering the birth of the Faculty of Medical Leadership and Management in the U.K. With his warm countenance, engaging presence, sauced with a whiff of humor, Dr. Lees captivated his audience during the 60-minute presentation.

TISLEP 2016 PROCEEDINGS

The third annual Toronto International Summit on Leadership Education for Physicians (TISLEP 2016) took place in Niagara Falls, ON, Canada on the 27th of September. The 2016 meeting marked another milestone by a pioneer group of international collaborators in their pursuit of an internationally relevant competency-based physician leadership curriculum for post-graduate (resident) trainees. Like previous TISLEP summits, the 2016 meeting brought various healthcare leaders, educators, patients, learners, faculty and other stakeholders together and provided them with the opportunity to engage in lively and productive dialogue about healthcare leadership development. The objective of these interactions was to continue to consolidate an international platform where new insights, innovative ideas and best practices on healthcare leadership development could be shared, curated and disseminated to a wider audience.

TISLEP 2016 was again hosted by the University of Toronto and the Royal College of Physicians and Surgeons of Canada and witnessed an attendance of 78 individuals from 10 countries all of whom were actively involved or interested in the healthcare leadership development agenda. The theme for the 2016 Summit was ‘Bringing leadership to an everyday conversation’ and the aim was to focus on globally relevant strategies for embedding everyday leadership competencies into residency training and evaluating the systemic effects of leadership development in practice. In addition, it was expected that relevant methods for assessing residents’ leadership development and new ways of applying the LEADS framework into the competency-based training of residents as leaders could be identified.
UPDATES

After the opening keynote speech, Drs. Ming-Ka Chan and Anne Matlow (Co-chairs of TISLEP planning committee) provided a brief update about the TISLEP initiative, highlighting its achievements to date (i.e. creation of a community of practice for the healthcare leadership development agenda, publications in peer reviewed journals, development of modules for an international health care leadership curriculum) with the hallmark being the introduction of SANOKONDU i.e. a formal platform where healthcare professionals can start to interact, learn and share ideas about healthcare leadership development.

CORE AGENDA

The core agenda for the 2016 meeting was to:

1) Introduce the international audience to concrete and tangible products from three years of TISLEP collaboration i.e. modules of a leadership curriculum, and

2) Seek feedback about the relevance, utility, and feasibility of the products in clinical practice.

This agenda followed up on the outcome of the 2015 summit, where participants expressed the need for a common language around leadership (education) and its translation into everyday practice. In response to the need for a “common language” in leadership education, we chose the LEADS framework as reference source for developing the competency-based leadership curriculum. Professor Graham Dickson (co-developer of the LEADS framework) was invited to deliver a presentation on the background, content and objectives of the LEADS framework, and its five pillars. His presentation served as a platform for the next session in which the competency-based leadership curriculum for residents was showcased. Using a world café modular setup, representatives from the five TISLEP working groups presented 9 leadership modules that focused on developing specific leadership competencies in residents. Each of the 5 pillars of the LEADS framework were represented across the 9 modules; the presented curriculum can be accessed at www.sanokondu.com. (above):

THE 5 PILLARS OF THE LEADS FRAMEWORK AND THE ASSOCIATED LEADERSHIP MODULES

1. Lead Self:
   a. Emotional intelligence/resilience
   b. Professionalism

2. Engage Others:
   a. Effective communication skills for leaders
   b. Conflict management and leadership

3. Achieve results:
   a. Accountability

4. Develop Coalitions:
   a. Teamwork
   b. Patient Voice

5. Systems Transformation:
   a. Residents as change agents
   b. Safety culture
THE DAY

The 78 participants were given the opportunity to rotate through three out of nine stations. At each station, a leadership module was presented to the attendees as a proof of concept, and feedback was solicited on how to improve content, utility, relevance, feasibility etc. As the inherent design of the TISLEP 2016 was action orientated, the afternoon involved a breakout session on everyday leadership advancements and a Pecha Kucha session on innovations in international healthcare leadership education. The breakout sessions included the following topics: ‘Assessment in leadership education’, ‘Advancing the development of leadership curriculum’, ‘Role modeling & leadership’, ‘Leadership for quality’, and ‘Leadership styles’.

FINAL WORDS, OUTPUTS AND FUTURE DIRECTIONS

At the end of the afternoon sessions, Dr. Lees congratulated the working group members and leaders along with the TISLEP planning committee for their dedication and productivity, and provided a synopsis of the events of the day. Attendees were enthusiastic about their participation and opportunity to concretely contribute to the further development of the competency-based leadership curriculum (co-creation). An array of outreach and partnership opportunities with others working on leadership curricula was initiated. Drs. Moss and Brown wrapped the day up, emphasizing the need for more consolidation and dissemination of the activities of TISLEP, broadening engagement strategies and further enhancing partnerships as well as ongoing refinement of modules and addition of curricular materials based on feedback obtained. These recommendations set an agenda for the upcoming 12 months, with a promise to continue the conversation at TISLEP2017 in Quebec City.

TISLEP CO-CHAIRS

Anne Matlow MD, FRCPC, Co-Chair, University of Toronto
Ming-Ka Chan MD, FRCPC, Co-Chair, University of Manitoba

PLANNING COMMITTEE

Dr. Ming-Ka Chan, Associate Professor, Department of Pediatrics & Child Health, University of Manitoba
Dr. Anne Matlow, Faculty Lead, Strategic Initiatives, Post MD Education, University of Toronto
Lisa Bevacqua, Project Manager, Event & Project Planner, Postgraduate Medical Education, University of Toronto
Dr. Jordan Bohnen, Member, Resident Massachusetts General Hospital
Dr. Andree Boucher, Member, Associate Professor, Universite de Montreal
Dr. Jamiu Busari, Member, Associate Professor Maastricht University
Dr. Deepak Dath, Member, Professor Department of Surgery, McMaster University
Dr. Isser Dubinsky, Member, Program Director, UME - LEAD, Institute of Health, Policy, Management & Evaluation, University of Toronto
Marcella Fiordimondo, Administrative Lead, Executive Assistant, PostMD Education, University of Toronto
Dr. Fiona Moss, Member, Dean, Royal Society of Medicine, United Kingdom
Dr. Melchor Sanchez-Mendiola, Member, Professor, Universidad Nacional Autonoma de Mexico
Dr. Glen Bandiera, Advisory Member, Associate Dean, Postgraduate Medical Education, University of Toronto

Dr. Jason Frank, Advisory Member, Associate Professor, Department of Emergency Medicine, University of Toronto

Louise Gervais, Advisory Member, Senior Conference Administrator, Royal College of Physicians & Surgeons of Canada

Catlin Pilon, Advisory Member, Conference Administrator, Royal College of Physicians & Surgeons of Canada

Dr. Jay Rosenfield, Advisory Member, Vice Dean Undergraduate Medical Education, University of Toronto

Dr. Salvatore Spadafora, Advisory Member, Vice Dean, Post MD Education, University of Toronto

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ROYAL COLLEGE
OF PHYSICIANS AND SURGEONS OF CANADA
COLLÈGE ROYAL
DES MÉDECINS ET CHIRURGES DU CANADA
Objectives for the Summit

By the end of the summit, participants will be able to:

1. Design globally relevant strategies for embedding everyday leadership competency in residents;
2. Describe potential system effects of leadership development in residency training;
3. Identify instruments that can be used to assess everyday leadership in residents; and
4. Apply the LEADS framework to the development of leadership competency in residents.

0800 – 0830
Arrivals | Registration and Breakfast

0830 – 0835
Welcome
Dr. Salvatore Spadafora  Vice Dean, Post MD Education, Faculty of Medicine, University of Toronto, Canada

0835 – 0845
Opening Remarks | Introductions and Objectives for the Summit | TISLEP2016 Co-Chairs
Dr. Fiona Moss  Dean, Royal Society of Medicine, United Kingdom
Adalsteinn Brown, PhD  Director, Institute of Health Policy Management and Evaluation, University of Toronto, Canada

0845 – 0945
Dr. Peter Lees  Chief Executive and Medical Director, Faculty of Medical Leadership and Management, United Kingdom

0945 – 1010
Introduction to LEADS | TISLEP Planning Committee Co-Chairs
Dr. Anne Matlow  Faculty Lead, Strategic Initiatives, Post MD Education, Faculty of Medicine, University of Toronto, Canada
Dr. Ming-Ka Chan  Director, Education/Faculty Development, Department of Pediatrics & Child Health, University of Manitoba, Canada

The LEADS Framework | Graham Dickson  Professor Emeritus, Royal Roads University, Canada

1010 – 1030
Break | Poster Viewing and Refreshments
# TISLEP2016: Bringing leadership to an everyday conversation

**Tuesday, September 27, 2016 | 0800 – 1700**  
**Marriott on the Falls | 6755 Fallsview Blvd | Niagara Falls, ON**

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<td>1030 – 1215</td>
<td>**Showcase</td>
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<td>Please refer to the back of your name badge for your schedule for this portion of the agenda. You will have an opportunity to visit three of the nine modules listed below. Each presenter will deliver a 25-minute presentation followed by a brief question and answer period.</td>
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<td>1215 – 1315</td>
<td>**Lunch</td>
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## World Café Modular Cruise – Deep dives into the new curriculum

### Salon A

**Lead Self**

- Dr. Shaundra Popowich | Emotional intelligence/Resilience
- Dr. Jamiu Busari | Professionalism

**Engage Others**

- Dr. Lara Hazelton | Effective Communication Skills for Leaders
- Dr. Wade Watson | Conflict Management & Leadership

### Salon B

**Achieve Results**

- Dr. Maureen Topps & Dr. Isser Dubinsky | Accountability

**Develop Coalitions**

- Graham Dickson, PhD & Dr. Lawrence Loh | Teamwork
- Dr. Deepak Dath & Jill Adolphe | Patient Voice

### Salon A

**Systems Transformation**

- Dr. Diane de Camps Meschino | Residents as Agents of Change
- Dr. Sherissa Microys | Safety Culture
### 1315 – 1445

**Break-out Sessions | Everyday Leadership Advancement**

Please refer to the back of your name badge for your schedule for this portion of the agenda.

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<tr>
<th>Salon</th>
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| **Salon A** | Assessment in Leadership Education | Dr. Jamiu Busari Maastricht University, Netherlands  
Dr. Alicia Lucardie Maastricht University, Netherlands |
| **Salon B** | Advancing the Development of your Leadership Curriculum | Dr. David Keegan University of Calgary, Canada  
Dr. Ming-Ka Chan University of Manitoba, Canada |
| **Niagara** | Role Modeling & Leadership | Dr. Isser Dubinsky University of Toronto, Canada  
Christine Miners Verity International Limited, Toronto, Canada |
| **Oneida** | Leadership for Quality | Dr. Anne Matlow University of Toronto, Canada  
Dr. Fiona Moss Royal Society of Medicine, United Kingdom |
| **Ontario** | Leadership Styles | Dr. Maureen Topps University of Calgary, Canada |

### 1445 – 1500

**Break | Poster Viewing and Refreshments**
### 1500 – 1630

**International Healthcare Leadership Education Innovation Presentations**

- **Development and validation of a workplace-based leadership programme for senior residents in Psychiatry.** Authors: A. Thakur, B. O’Leary, W. Cowie.
- **A model for physician leadership development and succession planning.** Authors: I. Dubinsky, R. Lash, N. Feerasta.
- **Flipping the classroom in postgraduate medication education: Teaching millennials about health care law and medical errors.** Authors: A. Lucardie, J. Busari.
- **Evaluation of a pilot leadership program for Obstetrics and Gynecology residents.** Authors: H. Shapiro, C. Jones, J. Bohnen, G. Anderson, A. Matlow.
- **An innovative advocacy and leadership curriculum for medical education.** Authors: D. Benrimoh, N. Warsi, J-A. Zigby.
- **Improving professionalism: Enhanced perceptions of professionalism in General Surgery residents after administration of a professional education programs.** Authors: R. Whitley, D. Wirtzfeld.
- **Ponder & IMProve: a situated learning approach to engage medical residents in quality improvement and leadership.** Authors: J.J. Voogt, E.L.J. van Rensen, M.F. van der Schaaf, M. Noordegraaf, M.M.E. Schneider.

### 1630 – 1645

**Everyday Leadership | Wrap-up**

**Dr. Peter Lees**  Chief Executive and Medical Director, Faculty of Medical Leadership and Management, United Kingdom

### 1645 – 1700

**Closing Remarks | Synthesis, Next Steps and Feedback | TISLEP2016 Co-Chairs**

**Dr. Fiona Moss**  Dean, Royal Society of Medicine, United Kingdom

**Dr. Adalsteinn Brown**  Director, Institute of Health Policy Management and Evaluation, University of Toronto, Canada

### 1700

**Adjournment**