

# Health Improvement & Faculty Innovation (HiFi) Program

September 2023 - April 2024  
Blended delivery

Harnessing the power of simulation to help faculty and administrative leaders in academic healthcare to develop and hone skills before they need them

The Health improvement & Faculty innovation (HiFi) program has been designed with the realization that for leaders to be good practitioners, they need a safe space to develop and hone their skills.

Our immersive blended learning experience will allow them to learn to go beyond reading close the learning and doing gap.

## HiFi Program

- As academia and health systems evolve and develop in complexity, there is an increasing need to foster both knowledge of core skills and capabilities so that leaders are prepared before (or shortly after) they assume roles within our institutions
- We know that in today's world, learning through failure is not a great way to help leaders flourish.
- In healthcare, we use simulation to create spaces where individuals and teams can have safe zones to practice, debrief, learn, and grow – without the threat of harming those in their charge. For leaders, spaces like this are needed too.
- The HiFi program seeks to help leaders navigate complex, hi-fidelity problems within a safe environment, giving them the know-how to lean into their academic health leadership role

## Modules

- **People and Culture:** Navigate the personal, interpersonal, cultural, and political complexity of leading culture change
- **Money Matters:** Build a functional understanding of how academic budgets work without 'getting into the weeds'
- **Strategic Thinking & Vision:** Lead evidence-informed and imaginative strategic thinking work to anticipate and move towards desired futures

Co-designed with FHS senior leaders & faculty members

"I'm tired of being talked to. I want **deeper hands-on experience grappling with leadership challenges that are not clear cut**. I want to be supported in the process by people who've really been there and can inspire, not just people with fancy titles"

– Jonathan Sherbino, Assistant Dean MERIT

## The Ideal Candidate

We hope to attract "beyond beginner" leaders that have had lived experience as faculty and administrative leaders within academic healthcare at an entry-level but are now contemplating or start to progress towards more complex leadership roles (e.g. Associate Chair, Assistant Dean, Director Senior Manager).

## The Focus

- Simulate hi-fidelity, complex, and multi-stakeholder leadership and management issues
- Provide leaders with a simulated environment to reflect, learn, fail, gain insight about themselves, and grow
- Enhance collaboration between faculty and administrative leaders
- Build a strong, trusted network of peers
- Develop confidence in using cultural, financial and strategy concepts and tools
- Move teams toward desired features

Based on cutting edge evidence around learning & leading

# Truly Unique

## The HiFi program is a transformative leadership learning experience

After multiple extensive searches for beyond-beginner programming, we have found very few leadership experiences that will come close to the design of the HiFi program.

This program will emphasize teamwork and will use the core principles of experiential learning (aligned with Kolb but also modern frameworks like PEARLS for feedback) to engage in helping individuals facilitate growth.

## Module Design

**Week 1**  
2 hr virtual  
teamwork

**Week 2**  
2 hr virtual  
Teamwork

**Week 3**  
2 hr virtual  
Teamwork

**Week 4**  
In-person  
immersion

**Thursday**  
Team building and fireside chat

**Friday**  
Leadership simulations

**Saturday**  
Leadership simulations

## Top notch educational design

We aim to bring the best educational design evidence and theory to the HiFi experience. Co-led by award-winning teachers (who are also design experts, experienced, leaders and leading health professions education researchers) we aim to create an exceptionally well-constructed educational experience that will cultivate deep and lasting learning.

- **Expert coaching & feedback** – Facilitators are trained to provide feedback and coaching throughout the program
- **Peer mentorship** - Cohorts will be created to help you tap into the wisdom of others who share your unique leadership context
- **Psychological Safety** - So that we can tackle challenging topics like cultural safety, toxic work environments, equity challenges

## Comparison to other courses and programs nationally

### New & Evolving Academic Leadership (U of T)

- Year-long, 3 modules
- Individual-focused
- Some simulation
- \$12,850 internal fee
- \$13,050 external fee

### Schulich Mini-MBA Physician Leadership (YorkU)

- 10 modules, 4 months
- Content focused
- Minimal group work
- 100% online
- \$10,995 + Taxes0

### Executive Leadership in Academic Medicine (Drexel US)

- Only for women
- 19 days spread over 11 months
- ~\$22,000 CAD (\$16,400 USD)
- Cost not including travel, lodging, meals

HiFi will be a blended learning experience with a facilitator that will help attendees engage in problem-based learning.

# Built to Scale

## Co-Learning. Co-creation. Collaboration.

With HiFi, we aim to develop a network of like-minded midcareer leaders initially that will grow to become a nidus for local and eventually national/international change. We will take a phased approach to developing this network – beginning locally but eventually welcoming others to join us in learning together.

### Phase 1 – Piloting & Co-Developing

In our pilot phase we aim to engage local leaders to help co-develop elements of our program. Adhering to the ideals of stakeholder engagement, we hope to hinge on their experiences to help co-design and refine the curriculum. The first group of alumni will be a very special cohort that will have the chance to craft the course as they experience it.

### Phase 2 – Growing Capacity

We aim welcome back members of the first cohort to co-teach with us in the second iteration. This will deepen the authenticity of the program and start to build out our ability to scale the HiFi program. We aim to build capacity of these individuals to be collaborators in our network of teachers, storytellers, and mentors for future alumni.

### Phase 3 – Engaging Others

With enough teachers and facilitators, we will the begin to scale the HiFi program. We aim to capitalize on our alumni and other leadership networks to spread the word about HiFi. We will also target to begin engaging in academic work (publications, presentations) that should attract national and international interest in our work.

# The Experience

A truly groundbreaking experience - these high-potential leaders will be mentored through challenging political, financial, and structural problems in a simulated setting.

- Small, collaborative groups will be created to allow for connection, networking, and peer mentorship.
- Facilitators and instructors will expose participants to new approaches and strategies for engaging others, creating safe spaces, negotiating tricky situations, and learning to become more audacious and daring – all within a safe, simulated environment.
- Constant feedback loops will help participants to discover aspects about themselves that will assist their personal growth, while helping to develop nascent skills that will be needed in their current and future roles.

# The Network

We know that a leadership program needs to be more than a one-time engagement.

- We aim to create an alumni network that will build a community that returns each year to help co-facilitate HiFi in the future.
- Those who engage in a return-of-service will be able to partake in new modules and/or engage in co-design of new programming for the future iterations and expansion of HiFi.
- We imagine that this network will work alongside the HLA National Fellows, creating a possible pipeline for future candidates for that program.

# Program Value

"HiFi is ideally suited for training future academic and clinical leaders. The course's "baked-in" simulation makes it unique amongst high-level training programs.

I foresee that the tuition investment for one - just one - leader could save a department or portfolio upwards of many times the tuition cost since it allows these leaders to make mistakes safely in a simulated environment before they take the reins in reality.

Avoiding a single conflict, or finessing a difficult conversation, would easily save the cost of tuition in legal fees alone."

- Mark Crowther, MD, MSc, FRCPC  
Department Chair, Medicine,  
Faculty of Health Sciences,  
McMaster University

# Faculty

## Co-Directors

Sean Park,  
Teresa Chan

## FHS Partnered Organization

The Office of CPD within the McMaster Faculty of Health Sciences aims to develop innovative and groundbreaking new programming to help faculty and healthcare providers alike to improve their knowledge, skills, and capabilities from hiring to retiring.

## Credits

We will be able to apply for credentialing from the McMaster Office of Continuing Professional Development. This program will allow participants to gain credits towards their Maintenance of Certification for RCPSC, CFPC, and through a reciprocal agreement with the AMA MOC CME credits as well.

# Program Dates

## Module 1 – People and Culture

*Virtual Program Orientation*

Tues Sept 19, 2023, 6:00 – 7:30 PM

*3-week Virtual PBL*

Tues Sept 26, Oct 3, Oct 17 6:00 – 8:00 PM

*2.5-day in-person intensive*

Thurs Oct 26 12:00 PM – Sat Oct 28 3:00 PM

## Module 2 – Money Matters

*Virtual Orientation*

Tues Jan 9, 2024, 6:00– 7:30 PM

*3-week virtual PBL*

Tues Jan 16, Jan 23, Jan 30 6:00 – 8:00 PM

*2.5-day in-person intensive*

Thur Feb 8 12:00 PM – Sat Feb 10 3:00 PM

## Module 3 - Strategic Thinking and Vision

*Virtual orientation*

Tues Mar 26, 2024 6:00 – 7:30 PM

*3-week virtual PBL*

Tues April 2, 9, 16 6:00 - 8:00 PM

*2.5-day in-person intensive*

Thurs Apr 25 12:00 PM - Sat Apr 27 3:00 PM

# The Fee

\$5,500\* for internal  
McMaster and other  
affiliates to CPD or HLA  
programs.

\$8,500 + HST\* for external  
candidates outside of our  
affiliated programs.

Excludes accommodation  
and travel.

# Contact

Interested in gaining  
further insights of how you  
can grow as a leader?

## Program Inquiries

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