“A genuine leader is not a searcher of consensus but a molder of consensus.”

– Martin Luther King
Greetings Florida Hospital Leaders:

It is with great pleasure that we welcome you to the new Leadership Development Catalog for July 2014 - December 2014. Our foremost mission is to partner with each of you in developing an unparalleled team of healthcare leaders who will positively impact and transform their teams, their business areas, and ultimately, the patient experience. Together, with all of our education partners at Florida Hospital, we strive to provide exceptional leadership development experiences, management skills training, and performance coaching that will both challenge and propel you to lead at a greater level.

We encourage you to look through the pages of this catalog and find opportunities to strengthen your teams, as well as your own leadership foundation. You will find that we have many new courses and programs to help Florida Hospital leaders be their very best in extending the healing ministry of Christ. In addition, below are some tips on the many ways we can all continue to grow and develop ourselves and our teams both inside and outside the classroom.

### 70:20:10 Learning & Development

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<th>(70%) Experiences</th>
<th>(20%) Exposure</th>
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<td>Experiential Learning contributes to 70% of our growth and development.</td>
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- On the job assignments
- Rotation or Rounding Assignments
- Projects / Task Forces
- Opportunities to work with other departments
- Stretch Assignments
- Think Tanks
- Coaching
- Mentoring
- Leaders/Managers
- Internal Networks
- External Networks
- Teamwork
- Action Learning
- Reading
- Structured Courses
- Structured Programs
- Workshops / Seminars
- Conferences

On behalf of all our education partners, thank you for leading the way!

**Lead On,**

**Jeannine E. Torres**

Jeannine E. Torres
Director, Leadership & Talent Development
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New Leader Experience: One-Year On-Boarding Program

In June 2014 Leadership Development is piloting a new one-year comprehensive on-boarding experience for new Florida Hospital leaders. The New Leader Experience includes a five-day experiential and interactive program where two days will be facilitated at the Florida Hospital Innovation Lab. The five-day program is followed by individual skill training and development tracks for different levels of leadership over a one-year period.

New Courses!

In this catalog you will notice some new courses being offered as well as more offerings of the most requested programs from our past catalog. Some of our new courses include:

**Mastering Emotional Intelligence:** This course is for the Strategic Leader Level and will enable you to identify strategies to strengthen your Emotional Intelligence. It builds upon the concepts in the fundamentals course entitled “Enhancing Leadership Through Emotional Intelligence.”

**Think Now: Critical Thinking:** This course is designed to introduce the concept of critical thinking and its application in your life. You will learn new skills about thinking and sharpen those you already have.

**Team Engagement:** This interactive session gives you tools and resources to impact engagement through having your team own solutions to process challenges at work, which results in higher participation, engagement, consistent business outcomes and mission fulfillment. This course builds off of the 1-to-1 Workforce Engagement course already offered.

**Translating Strategy into Results:** This course will enable you to identify priorities for executing strategy in your organization. You will learn to overcome challenges to ensure your strategy’s sustainability. This course is not about developing strategy – it is about execution.

**Developing Organizational Talent:** Developing organizational talent is one of your most critical work roles. The extent to which you allocate time to develop talent, focus on your own skills to develop people to meet current and future needs, and value the work and responsibilities required for your role in developing others makes a difference in your success.
HOW DO I ENROLL IN CLASSES?
Classes are available for registration through MyNetLearning Student Interface.

WHO DO I CALL IF I HAVE QUESTIONS?
If you have any questions regarding courses, please contact the appropriate person listed below underneath each course description.

WHAT COSTS DOES LEADERSHIP DEVELOPMENT COVER?
Leadership Development covers the costs of materials for all participants to attend any of our open enrollment offerings.

WHAT IS THE CANCELLATION POLICY?
If participants must cancel a class, Leadership Development requires participants to un-enroll via NetLearning no later than five days prior to the scheduled training. This policy enables Leadership Development to invite other participants from waiting lists, make adjustments to materials, food, and training resources.

WHAT IS THE “NO SHOW” POLICY?
There will be a “no show fee” charged for any participants who do not cancel five days prior to the start of any training. If participants do not un-enroll in NetLearning or call to cancel classes with that timeframe, their department cost centers will be charged the following amounts to cover the cost of materials, food, and any training or vendor related fees:

- One-Half Day or One Day Course: $150 Fee
- Two Day Course: $300 Fee
- Three Day Course: $450 Fee

CAN I RECEIVE CONTINUING EDUCATION CREDITS (CEU)?
CEU’s are offered to all of our Nursing and Respiratory Care employees for most of our Leadership Development classes. Laboratory CEU’s are available for our classes through the Lab Department.
This leadership catalog is a product of our Florida Hospital Learning Council whose goal is to foster awareness, alignment, and a structured process among education groups that serve Florida Hospital Leaders on all campuses.

We welcome your feedback on all our courses and programs and look forward to seeing you in a future class!

“*The strength of the group is in the strength of the leader.*”

- Vince Lombardi
“The single biggest way to impact an organization is to focus on leadership development. There is almost no limit to the potential of an organization that recruits good people, raises them up as leaders, and continually develops them.

—John Maxwell
“Great leaders build...enduring greatness through a paradoxical blend of personal humility and professional will.”

- Jim Collins
How to Use this Catalog

This catalog is organized by four categories of leadership: Emerging, Operational, Strategic, and Executive. Leaders at the higher levels are invited to participate in any of the courses offered at the lower levels. However, leaders may not take courses offered at levels higher than their leadership levels.

“Leaders aren’t born they are made. And they are made just like anything else, through hard work. And that’s the price we’ll have to pay to achieve that goal, or any goal.”

– Vince Lombardi
Leadership Courses for Emerging Leaders

**Emerging Leaders**: High Potential Individual Contributor / Team Leads

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                            ▪ Diversity: Cultural Competence in Healthcare  
                            ▪ Hospital Safety: Safety: Live Process User Training |
| Self-Awareness & Development | ▪ Energy for Performance  
                                  ▪ Resilience: Effectively Coping with Major Change and Uncertainty |
| Builds a Culture of Excellence | ▪ Diversity 202 |
| Communication & Impact | ▪ Communicating for Leadership Success  
                            ▪ DiSC: A Framework for Better Communication and Teamwork  
                            ▪ Diversity: Generations at Work  
                            ▪ Diversity: Introduction to Language Access and the Law: Communicating Effectively Through an Interpreter  
                            ▪ Effective Feedback Skills  
                            ▪ How to Make a Dynamic Presentation  
                            ▪ Resolving Workplace Conflict |

**PROGRAMS**

▪ Charge Nurse Leadership Development Program  
  (Programs begin each quarter – participants must attend all 3 workshops in the month for credit)

*For class dates, locations, and registration:  
  Please contact Deanna Spears or Kathy Mitchell*

“He must become greater; I must become less.”

- John 3:30
Communicating for Leadership Success

Class dates: Jul 28, Sept 5
Class location: 602 Courtland St. Ste 410, Orlando, FL. 32804

Description:
In this course participants will learn a communication model called Interaction Essentials that enables leaders to provide effective feedback to employees that result in action. Participants will enhance their performance as leaders and achieve results through others as they build stronger relationships with their teams and others.

Objectives:
- Recognize peoples’ personal and practical needs and the importance of responding to those needs as a leader who motivates and sparks action in others
- Provide effective feedback using the STAR technique
- Provide support without removing accountability
- Plan for interactions more successfully – in person and virtually – so that the efforts of you and your team are increasingly focused, efficient, and effective

Please contact Maria Uribe-Alarcon if you have questions about this program.

DiSC: A Framework for Better Communication and Teamwork

Class dates: Aug 5, Nov 5
Class location: 602 Courtland St. Ste 410, Orlando, FL. 32804

Description:
This high energy one day class focuses on the DiSC behavioral model which is taught in a fun, interactive, and dynamic fashion. Leaders using the DiSC model develop highly effective teams, reduce individual and team stress, fight fewer fires, develop dedicated employees, and dramatically improve team communication.

Objectives:
- Describe the dynamics of the DiSC behavioral model
- Demonstrate how to read other people’s DiSC pattern
- Identify the strengths and limitations of each DiSC pattern
- Improve communication with each DiSC pattern
- Identify how to motivate each DiSC pattern
- Explain your DiSC pattern as a result of positive feedback from the pre-work profile

Please contact Maria Uribe-Alarcon if you have questions about this program.
Diversity 202
Class dates: July 17
Class location: 900 Winderley Pl. Ste 1050 Maitland, FL. 32751

Description:
This four hour course will focus on the practical application of the principles of diversity in the workplace. Attendees will increase their knowledge and gain a deeper understanding for managing diversity in the workplace. They will gain tools that will give credence to the concepts of team building, enhancing relationships, and extending excellence. This is an introductory course and must be taken prior to other diversity classes.

Please contact Sandy Santos if you have questions about this program.

Diversity: Cultural Competence in Healthcare
Class dates: Sept 11
Class location: 900 Winderley Pl. Ste 1050 Maitland, FL. 32751

Description:
This two-and-a-half hour course explores the meaning of cultural competency as it relates to healthcare. Healthcare providers who are sensitive to the cultural and religious beliefs of the patients they serve provide the best patient experience. This course will provide attendees tools that will enable them to provide a more personalized patient experience.

Please contact Sandy Santos if you have questions about this program.

Diversity: Generations at Work
Class dates: Jul 10
Class location: 900 Winderley Pl. Ste 1050 Maitland, FL. 32751

Description:
This is a two-and-a-half hour course deals with the statistics that show that today’s workplace is made up of four generations of employees. This seminar will focus on the value of longer living people and their impact on society and the workplace.

Please contact Sandy Santos if you have questions about this program.

Diversity: Introduction to Language Access and the Law: Communicating Effectively Through an Interpreter
Class dates: Aug 21, Oct 23
Class location: 900 Winderley Pl. Ste 1050 Maitland, FL. 32751

Description:
This two-and-a-half hour course is designed to increase your understanding of the business, medical (quality/safety) and legal reasons for providing language access services to Limited Proficiency Patients (LEP).

Please contact Sandy Santos if you have questions about this program.
Diversity and Palliative Care: Cultural Diversity at the End of Life

Class dates: Nov 13
Class location: 900 Winderley Pl. Ste 1050 Maitland, FL. 32751

Description:
As diversity increases in the USA, uncomfortable encounters between patients and care providers of different backgrounds are increasing. This two-and-a-half hour course is designed to focus on the need for cultural competency and cross-cultural communication to increase the care provider’s sensitivity to the patient’s cultural and spiritual needs at the end of life.

Please contact Sandy Santos if you have questions about this program.

Effective Feedback Skills

Class dates: Sept 22, Nov 18
Class location: 602 Courtland St. Ste 410, Orlando, FL. 32804

Description:
This one day dynamic class will provide participants with skills in effectively giving and receiving feedback. Feedback is a powerful performance management and motivational tool to engage employees, build trust and morale, reduce stress and improve overall production and customer service.

Objectives:
- Define feedback and discuss its uses in the workplace
- Demonstrate active listening skills
- Give effective positive (praise) and constructive (corrective) feedback
- Create workplace relationships which foster giving and receiving feedback
- Ask for, and receive, feedback in an effective manner

Please contact Maria Uribe-Alarcon if you have questions about this program.

Energy for Performance

Class dates: Jul 9-10, Aug 4-5, Sept 15-16, Oct 20-21, Nov 19-20
Class location: Found on Healthy100Employees.Org

EFP training will teach you how to:
- Maximize your energy levels at work and at home
- Dedicate your time and energy to what matters most
- Reach your ultimate health goals

Objectives:
- Discover how to tap into a deep reservoir of energy and purpose to turn that increased energy into increased effectiveness
- Acquire comprehensive energy management skills required to make energy investments in life areas that matter most
- Understand the relationship between mind, body, and performance
- Develop a personal mission and establish rituals to achieve your goals
- Learn how to manage and expand your personal energy through optimal nutrition and regular movement

Please Note: To receive credit for this program you must attend both days. Energy for Performance classes are only available for registration via Healthy100Employees.org. Please contact Kristin Duquaine if you have questions about this program.
Hospital Safety: Live Process User Training
Class dates: Aug 13, Oct 14, Nov 11
Class location: 600 Courtland St. Ste 555, Orlando, FL. 32804

Description:
This course is designed to train staff members involved in emergency situations within the hospital to use Live Process. Live Process is a web based incident management system.

Objectives:
- Demonstrate knowledge of Live Process system its purpose within HICS (Hospital Incident Command System)
- Log into Live Process system and navigate the different areas of the site.
- Check tab for contacts housed in Live Process.
- Create an event (both real world and exercise).
- Activate the Incident Management System within an active event.
- Send a notification to multiple contacts.
- Re-send a notification to contacts who did not respond.
- Create and maintain posts within an active event.
- Operate a sidebar conversation within an active event.
- Generate a resource request within an active event.
- Deactivate an event (real world or exercise) once the Hospital Command Center (HCC) has closed.
- Generate after action, notification summary, and event detail reports.

Please contact Sandra Gaston if you have questions about this program.

How to Make a Dynamic Presentation
Class dates: Oct 1
Class location: 602 Courtland St. Ste 410, Orlando, FL. 32804

Description:
This fast-paced one-day class is designed to provide you with the fundamental knowledge and skill to plan, structure, prepare, and deliver an effective presentation. Emphasis will be placed on practicing short presentations in class.

Objectives:
- Plan, structure and prepare a cohesive presentation
- Practice skills for delivering content effectively
- Use strategies to become comfortable in front of an audience
- Apply techniques for facilitating discussions and answering questions

Please contact Maria Uribe-Alarcon if you have questions about this program.
Resilience: Effectively Coping with Major Change and Uncertainty

Class dates: Oct 24
Class location: 602 Courtland St. Ste 410, Orlando, FL. 32804

Description:
Resilience is the skill of springing back from adversity. This course will cover the research from the University of Pennsylvania and include practical behaviors, mindsets and belief patterns that increase resilience. Change happens, but some cope better with it than others. This course will provide you with skills to cope more effectively.

Objectives:
- Define the six characteristics of resilient people and explain how we can develop those within ourselves
- Manage language to identify what improves resilience
- State how emotions can reduce resilience and what we can do to alter their impact.
- Manage change and improve the resilience of your organization when facing change

Please contact Maria Uribe-Alarcon if you have questions about this program.

Resolving Workplace Conflict

Class dates: Jul 10, Sept 4
Class location: 602 Courtland St. Ste 410, Orlando, FL. 32804

Description:
Wherever two or more people come together, there is the possibility of conflict. This course will give participants a six-step process that they can use to modify and resolve conflicts of any size. Participants will also learn crucial conflict resolution skills, including dealing with anger and using the Agreement Frame.

Objectives:
- Define conflict and what resolving conflict means
- Discuss all phases of the resolving conflict process
- Describe the five main styles of resolving conflict
- Adapt the process for all types of conflict
- Break out parts of the process and use those tools to prevent conflict
- Use basic communication tools
- Implement anger and stress management techniques to resolve conflict

Please contact Maria Uribe-Alarcon if you have questions about this program.
So You Want to be a Leader?

Class dates: Jul 31, Oct 9
Class location: 602 Courtland St. Ste 410, Orlando, FL. 32804

Description:
This short workshop is intended for staff with aspirations to become Florida Hospital leaders. It will familiarize participants with various leadership and management models and differentiate between being a leader and a manager. Roles and responsibilities of a leader will be discussed.

Objectives:
- Describe various models of leadership and management
- Differentiate between being a manager and being a leader
- Articulate the roles and responsibilities of leadership
- Examine your strengths that you have and how you can draw on them to become an effective leader
- Identify possible developmental activities to pursue in preparation for assuming a leadership position

Please contact Maria Uribe-Alarcon if you have questions about this program.

Charge Nurse Leadership Development Program

Description:
Serving as a Charge Nurse on a unit demands more than excellent clinical skills. It is your leadership skills that greatly affect your ability to influence patient care and provide employee satisfaction for your team members. Leadership skills are learned attributes that make you more successful in influencing others. Through the series of 3 workshops over 3 months, you will learn and practice skills such as leadership and team building; communicating, managing conflicts, and coaching for improvement; delegating and evaluating the work of others; managing change, stress and time; facts, futures and the fundamentals of a leadership position in Healthcare. Due to limited seating in the program, you must be chosen by your senior leadership team to participate. New classes begin each quarter.

Please contact Deanna Spears or Kathy Mitchell if you have questions about this program.
# Leadership Courses for Operational Leaders

**Operational Leaders**: Assistant Managers, Managers

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- Think Now: Critical Thinking                                                                                                                                                                                                 |
| **Manage & Develop Talent**       | - Building a High Performing Team  
- Coaching Series, Part 1: Coaching for Success  
- Coaching Series, Part 2: Coaching for Improvement  
- Coaching Series, Part 3: Managing Performance Problems  
- Developing Others  
- Diversity: The Power of Mentoring  
- Human Resources: Performance Management  
- Motivating Others  
- Patient Experience: High, Middle, Low  
- Patient Experience: Leader Rounding on Employees                                                                                                                                 |
| **Operational and Financial Management** | - Human Resources: Compensation  
- Human Resources: Job Description and Position Analysis  
- Human Resources: Position Control 101                                                                                                                                 |
- Quality/Performance Improvement: Q102: ISO 9001 for Leaders  
- Quality/Performance Improvement: QI105: FH’s Management System for Leaders                                                                                                                                 |
| **Client & Patient Focus**        | - Patient Experience: Leader Rounding on Patients  
- Patient Experience: Press Ganey: Hands-On Lab  
- Hospital Safety: Safety: Incident Command Lab                                                                                                                                 |
| **Self-Awareness & Development**  | - Enhancing Leadership through Emotional Intelligence  
- Leadership and the Myers-Briggs Type Indicator                                                                                                                                                                                  |
| **Builds a Culture of Excellence**| - 1-to-1 Employee Engagement  
- Diversity: Gateways to Inclusion  
- Team Engagement                                                                                                                                                                                                                 |
| **Communication & Impact**        | - Managing Up: Working Effectively with Your Leader                                                                                                                                                                              |
| **PROGRAMS**                      | - Assistant Nurse Manager Leadership Development Program  
- New Leader Experience                                                                                                                                                                                                            |

Reminder: Operational Leaders are invited to participate in all courses at the Emerging Leadership level in this catalog.
1-to-1 Employee Engagement

Class dates: Jul 30, Aug 28, Oct 6, 20, Nov 3, Dec 8, 22
Class location: 602 Courtland St. Ste 410, Orlando, FL. 32804

Description:
This 1-to-1 Engagement session will invest in participants the knowledge, tools, and skills they need to drive engagement with each of their employees, which results in consistent business outcomes and mission fulfillment.

Objectives:
- Clearly read the engagement journey and results for your team
- Practice and apply key skills throughout the program
- Put together a plan to participate in a 1-to-1 session with each of your direct reports to share the journey of your team, and find out what matters most to them (capture their heart)
- Sustain your team’s engagement journey through the 1-to-1 Employee Rounding process
- Review plan with team, and agree upon success measures

Please contact Maria Unbe-Alarcon if you have questions about this program.

Assistant Nurse Manager Leadership Development Program 2014

Description:
This is a year long journey that will equip the Assistant Nurse Manager and new Nurse Manager with the essential skills for performance, growth, and the foundation for success. This program’s duality utilizes interactive, self-paced computerized learning modules interspersed with live workshops designed to take the knowledge obtained and provide hands on experience and alignment with Florida Hospital practices. The computerized segment, developed by the American Association of Critical Care Nurses (AACN) and the American Organization of Nurse Executives (AONE), awards 40 CNE units for the completion of the computerized modules. This course can be used as a preparatory course to sit for the Certified Nurse Manager Leader (CNML) exam.

Objectives:
- Develop a global perspective and understanding of healthcare
- Demonstrate knowledge of key concepts in business management
- Manage a unit budget
- Effectively manage the human resources of the unit
- Utilize tools and strategies to manage unit quality initiatives
- Develop and implement a strategic plan for the units
- Integrate concepts learned with Florida Hospital business model

The 2014 ANM/NM Program dates are for advertisement to current participants only. It is currently closed for enrollment to additional participants. If you have questions, please contact Linda Trocino or Deanna Spears.
Building a High Performing Team
Class dates:  Sept 12, Nov 20, Dec 17
Class location: 602 Courtland St. Ste 410, Orlando, FL. 32804

Description:
This half-day workshop focuses on the essential elements of effective teamwork, the stages of team development, how to help increase the effectiveness of a work team.

Objectives:
- Identify essential elements of effective teamwork
- Differentiate between task and maintenance behaviors
- Identify critical team leadership and member behaviors
- Examine decision making and problem solving methods
- Increase the effectiveness of a work team

Please contact Maria Uribe-Alarcon if you have questions about this program.

Coaching Series Part 1: Coaching for Success
Class dates:  Aug 7
Class location: 602 Courtland St. Ste 410, Orlando, FL. 32804

Description:
Coaching for success focuses on helping classify coaching opportunities as opportunities to coach for success or improvement, or as managing performance problems. This course differentiates the types of coaching and explains the Proactive-Reactive wall chart.

Objectives:
- Recognize opportunities to coach for success
- Identify coaching needs by observing performance, decide how to coach, and provide needed support without removing responsibility
- Describe the importance of observation and measurement in identifying ongoing coaching needs
- Use the STAR format to provide specific, balanced, and timely feedback to reinforce effective performance and results, and redirect performance that could be more effective
- Provide the appropriate type and amount of support that helps people overcome obstacles and challenges to success, while keeping responsibility for success with them

Please contact Maria Uribe-Alarcon if you have questions about this program.
Coaching Series Part 2: Coaching for Improvement
Class dates: Jul 2
Class location: 602 Courtland St. Ste 410, Orlando, FL. 32804

Description:
Coaching for Improvement will enable participants to identify improvement opportunities and discusses the impact of unresolved performance and work habit issues.

Objectives:
- Identify improvement opportunities and differentiate the types of coaching
- Identify coaching needs by observing performance, decide how to coach, and provide needed support without removing responsibility
- Identify approaches, behaviors, and statements that are effective and ineffective in discussing performance or work habit issues
- Describe the importance of providing support, observing performance, measuring results using the STAR approach
- Write STARs that recognize improved performance or work habits and contain or relate to specific performance measures (quality, quantity, cost, or timeliness)

Please contact Maria Uribe-Alarcon if you have questions about this program.

Coaching Series Part 3: Managing Performance Problems
Class dates: Jul 29
Class location: 602 Courtland St. Ste 410, Orlando, FL. 32804

Description:
Just one employee with chronic performance problems can drag down the performance and productivity of the whole team. It then dominates the leader's time and leads to frustration and stress. This course is designed to build participants' skills in handling chronic performance, work-habit problems and serious misconduct concerns.

Objectives:
- Identify situations in which discussing or imposing formal consequences may be warranted
- Develop a solid case, including necessary documentation, for improvement or dismissal, based on FH policies
- Utilize a Discussion Planner tool to prepare a step-by-step approach for discussing improvement
- Practice the interaction process – Key Principles, Interaction Guidelines and process skills in conducting coaching for improvement discussions
- Demonstrate that coaching for improvement is an ongoing process with specific steps
- Demonstrate giving and receiving effective feedback

Please contact Maria Uribe-Alarcon if you have questions about this program.
Developing Others
Class dates: Aug 26, Nov 4
Class location: 602 Courtland St. Ste 410, Orlando, FL 32804

Description:
Someone who excels in developing their employees is a valuable resource for their organization. Employee development is a process aimed at helping your direct reports grow professionally so that they can deliver greater value to FH. It is also an opportunity to improve workforce engagement as it prepares people and the organization to address the needs of the future. This program will guide you in customizing developmental goals for individuals, discuss the use of the performance and potential grid, and help your employees create a plan to advance their knowledge, skills and abilities while meeting the needs of the organization.

Objectives:
- Discuss the importance of employee development
- Utilize the performance and potential grid for identifying current performance and future potential of your staff
- Prepare for a career development discussion
- Create an individual development plan
- Role play potential discussions

Please contact Maria Uribe-Alarcon if you have questions about this program.

Diversity: Gateways to Inclusion
Class dates: Dec 11
Class location: 900 Winderley Pl. Ste 1050 Maitland, FL 32751

Description:
In today’s diverse workplace, tense moments occur. When you hear something offensive, when you’ve said something wrong, when something you say has been taken out of context... these situations can lead to hurt feelings, embarrassment, anger, resentment, and much more. This two-and-a-half hour course will arm you with tools on how to handle difficult encounters properly and transform them into “gateways” that lead to better working relationships and increased understanding.

Please contact Sandy Santos if you have questions about this program.

Diversity: The Power of Mentoring
Class dates: Jul 24
Class location: 900 Winderley Pl. Ste 1050 Maitland, FL 32751

Description:
This two-and-a-half hour course will look at mentoring and its posturing in diversity. Attendees will observe the supportive roles that mentoring brings to employees and how it is directly related to organizational strength and competitiveness. Tools on how to begin a structured mentoring relationship will be discussed.

Please contact Sandy Santos if you have questions about this program.
Driving Change

Class dates: Aug 6, Nov 17
Class location: 602 Courtland St. Ste 410, Orlando, FL. 32804

Description:
“This doesn’t make sense!” “How can I be successful with this change?” “This too shall pass.” Sound familiar? Reactions like these can make implementing workplace change difficult. Why do people resist change even when it will make their job easier and ultimately benefit themselves, their team and the organization? Learn how to be successful in driving workplace change. Implement change quickly and effectively and create a nimble environment that is conducive to change.

Objectives:
- Effectively communicate business strategies and rationale driving the need for change
- Utilize three actions to accelerate the implementation of workplace change
- Recognize resistance and use skills to uncover and respond to that resistance
- Use interaction skills to conduct effective discussions to move people closer to embracing change
- Role play discussions to prepare for successful, sustained change initiatives

Please contact Maria Uribe-Alarcon if you have questions about this program.

Enhancing Leadership through Emotional Intelligence

Class dates: Aug 11, Oct 28
Class location: 602 Courtland St. Ste 410, Orlando, FL. 32804

Description:
Ninety percent of the difference between outstanding leaders and average ones is Emotional Intelligence. It is a crucial element of leadership development. This course is based on the best-selling books by Daniel Goleman, Emotional Intelligence, and Working with Emotional Intelligence. Emotional Intelligence refers to our ability to recognize and understand emotions, and to use this awareness to improve our behaviors and relationships. It is composed of four areas, two related to self (self-awareness and self-management) and two related to others (social awareness and relationship management).

Objectives:
- Explain the Emotional Intelligence domains, capabilities, and competencies
- Assess your Emotional Intelligence in the four domains: self-awareness, self-management, social awareness, and relationship management
- Discuss Emotionally Intelligent leadership practices at Florida Hospital

Please contact Maria Uribe-Alarcon if you have questions about this program.
Evidence Based Practice for Nursing (Customized upon request)

**Description:**
Though many may understand the need to utilize Evidence Based Practice in healthcare, few know how to appropriately search for, evaluate, and implement best practices found through research. This class will provide an overview of the differences in the evidence and the resources available to them through AHS. It will assist the learner in determining how to approach and utilize Evidence Based practice for better outcomes and sustainable change.

**Objectives:**
- Identify the differences between Evidence Based Practice (EBP), Research, PI and QI
- Recognize the 6 steps of Evidence Based Practice implementation
- Demonstrate ability to write an inclusive PICOT question
- Distinguish how to analyze study findings for validity
- Determine how to roll out EBP for sustainable change
- Integrate EBP in management practices

*Please contact Linda Trocino or Deanna Spears if you have questions about this program.*

Hospital Safety: Incident Command Lab

**Class dates:** Jul 15 (mandatory for new executive leaders), Sept 16 & Oct 28 (elective for existing executive leaders)

**Class location:** FH Kissimmee Executive Conference Room (Jul 15), FH Winter Park Admin Conference Room (Sep 16), FH Altamonte Executive Conference Room (Oct 28)

**Description:**
The purpose of this course is to become familiar with the command structure used by Florida Hospital during an emergency/disaster incident. Learn to use FH’s web-based disaster management tool, “LiveProcess” to manage personnel, resources, and other aspects of the nationally standardized Hospital Incident Command System.

*Extras: Highly recommended prerequisite CBL called “Safety: Hospital Incident Command CBL” and bring a web-enabled laptop.*

**Objectives:**
- Apply the Hospital Incident Command System to the management of disasters.
- Use LiveProcess to communicate, document, and record the management of a disaster.
- Interpret the principles of incident command.
- Deploy only the elements relevant to a given disaster.

*Please contact Sandra Gaston if you have questions about this program.*
**Human Resources: Compensation**

**Class dates:** Jul 10, Aug 5, Sept 4, Oct 7, Nov 6, Dec 9  
**Class location:** Recruitment Service Center

**Description:**
The 1 hour Compensation training session is geared to those leaders, managers and supervisors with staff reporting to them. In this session, you will learn about:

- Job class codes and pay grades
- Hiring, promotion and demotion guidelines
- What is required when your employee reaches 90 days of employment
- Status changes
- On-Call versus Per Diem
- Merit increase and max-out bonus, and merit pay for Per Diem staff
- Market adjustments; Compression
- Pay guidelines for non-exempt staff

*Please contact Lori Hunter if you have questions about this program.*

**Human Resources: Job Description/Position Analysis**

**Class dates:** Jul 24, Aug 26, Sept 25, Oct 28, Nov 25, Dec 18  
**Class location:** Recruitment Service Center

**Description:**
The Job Description and Position Analysis training session is geared to those leaders, managers and supervisors with staff reporting to them. This session provides an in depth review of job descriptions and the analysis process. You will learn about:

- Why job descriptions exist and how they are utilized
- How to create and update job descriptions
- Why job descriptions impact compensation, recruitment, performance management, and so much more
- When job descriptions should/not be provided to your applicants and employees
- When job descriptions should be reviewed
- Title inflation and its pitfalls
- Requirements versus preferences, and the associated implications
- Requirements for a position to be analyzed
- Process and timeline of position analysis
- Job description retention

*Please contact Lori Hunter if you have questions about this program.*
Human Resources: Performance Management

Class dates: Jul 10, Aug 5, Sept 4, Oct 7, Nov 6, Dec 9
Class location: Recruitment Service Center

Description:
This one hour Performance Management training session is geared towards leaders, managers, and supervisors with staff reporting to them. This session provides an in depth review of the performance review process. You will learn about:

- Why we conduct annual evaluations
- The process and timeline of the performance evaluation season
- How to use the evaluation tools provided on the intranet and assess high performers and low performers
- How job descriptions impact performance management
- Supplemental tools available for use in the evaluation process

Please contact Fiona Ghosn if you have questions about this program.

Human Resources: Position Control 101

Class dates: Jul 9, Aug 13, Sept 10, Oct 8, Nov 12, Dec 10
Class location: 900 Winderley Pl. Ste 1050 Maitland, FL. 32751

Description:
The Position Control training session is geared towards leaders, managers, and supervisors with staff reporting to them. This session provides an in depth review of Position Control processes. You will learn about:

- Available resources for employee record management
- Timelines and deadlines for document submission
- Reporting structure tips and tricks
- Review of Employee Change Forms, Position Change Forms, Requisitions Forms
- EOS reports

Please contact Lori Hunter if you have questions about this program.

Leadership and the Myers-Briggs Type Indicator

Class dates: Sept 29
Class location: 602 Courtland St. Ste 410, Orlando, FL. 32804

Description:
This class will introduce you to the Myers-Briggs Type Indicator (MBTI) and its many applications to leadership. The MBTI is the most widely used personality preference instrument in the world. It is a tool that reflects an individual’s preferences. It is an extremely useful and practical tool for understanding of the differences of others. The MBTI offers a way to build communication patterns that will meet your needs as well as the needs of others, and help you value your strengths and become aware of the strengths of those you lead. Participants will take the MBTI instrument prior to coming to class.

Objectives:
- Describe the four dichotomies and eight preferences of the MBTI
- Explain your four-letter MBTI type as a result of taking the instrument and participating in activities
- Apply concepts of personality preference to improve your leadership effectiveness

Please contact Maria Uribe-Alarcon if you have questions about this program.
Managing Up: Working Effectively with Your Leader

Class dates: Jul 22, Oct 29
Class location: 602 Courtland St. Ste 410, Orlando, FL. 32804

Description:
This course will provide you with knowledge and skills to create an effective working relationship with your leader. Managing up does not mean manipulation. It is about supporting your leader to be as effective as he or she needs to be, and getting what you need to do your job. This in turn helps you become more successful as well. Managing up is mutual success through mutual management.

Objectives:
- Describe your ideal working relationship with your leader and analyze the gaps between your ideal relationship and your present reality
- Focus on areas of influence vs. areas of concern
- Recognize the relationship with your leader is a partnership
- Assess your and your leader’s strengths, pressures, preferences, and areas for improvement
- Implement a plan to strengthen your relationship with your manager

*Please contact Maria Uribe-Alarcon if you have questions about this program.*

Motivating Others

Class dates: Jul 24
Class location: 602 Courtland St. Ste 410, Orlando, FL. 32804

Description:
In today’s business environment, motivation isn’t just a “nice to have,” it’s a “must have.” This interactive workshop will provide an effective process and the tools necessary for a manager to spark sustained energy and motivation of their team. Each leader will leave this course with an actionable written plan on how to improve motivational issues that they are currently experiencing.

Objectives:
- Recognize how leveraging three motivation factors can spark high levels of sustained energy in people
- Assess the causes of low motivation using the model for motivation
- Plan actions to enhance individual and group motivation

*Please contact Maria Uribe-Alarcon if you have questions about this program.*
New Leader Experience

Class dates: July 14-18, Aug 18-22, Sep 15-19, Oct 13-17, Nov 10-14, Dec 1-5
Class location: 602 Courtland St. Ste 410, Orlando, FL. 32804
   Thursday and Friday sessions of each offering will be held at the FH Innovation Lab

Description:
All new leaders are introduced to leadership and management essentials at Florida Hospital.

Objectives:
- Articulate the Florida Hospital Story
- Identify leadership behaviors that align with Florida Hospital values, mission and vision
- Describe their role as a Florida Hospital leader
- Manage operational responsibilities
- Build and maintain a high performing team and a culture of excellence
- Be a leader in the community and into the future
- Identify changes in healthcare and innovations
- Describe the fundamentals of Florida Hospital’s Patient Experience

Please contact Maria Uribe-ALARCON if you have questions about this program.

Patient Experience: High, Middle, Low

Class dates: Jul 10, Aug 7, Oct 9, Nov 6
Class location: FH Orlando

Description:
This StuderGroup coaching technique, widely utilized by high-performing organizations, is a great leadership tool allowing you to monitor and coach team performance. In this training, you will learn to identify High, Middle and Low performers and how to use specific conversation techniques to recognize and coach staff. The High, Middle, Low assessment is key to turning healthcare initiatives into part of the organizational culture. (For all leaders responsible for conducting employee evaluations.)

Location: FH Orlando in the Barker Conference Rooms. Last minute changes occasionally occur that are beyond our control. Please check NetLearning for the most up-to-date information.

Please contact Amy Christmas if you have questions about this program.

Patient Experience: Leader Rounding on Employees

Class dates: Jul 17, Aug 21, Oct 23, Nov 13
Class location: FH Orlando

Description:
Building strong relationships with our staff is the foundation of leadership excellence. Leader Rounding on Employees helps to improve employee engagement, satisfaction, and ultimately retention. This course will explain the purpose and benefits of employee rounding, and provide role-playing of those interactions and conversations. After this course, participants will know the process of Leader Rounding on Employees, and be able to use tactics to make employee rounding a key part of their toolkit as leaders. (For all leaders responsible for conducting employee evaluations.)

Please contact Amy Christmas if you have questions about this program.
Patient Experience: Leader Rounding on Patients
Class dates: Jul 31, Oct 30, Dec 4
Class location: FH Orlando

Description:
Leader Rounding on Patients helps you as a leader remain in touch with the needs of our patients and their families. It also allows you the opportunity to validate standards of care, recognize and coach staff, and observe process challenges your staff may be facing. This training utilizes scenario based role-playing and allows you the opportunity to practice this essential leadership tool. *(For all leaders responsible for conducting employee evaluations.)*

*Please contact Amy Christmas if you have questions about this program.*

Class dates: Jul 17, Aug 13, Sept 18, Oct 15, Nov 12
Class location: FH Orlando

Description:
The Press Ganey Hands-On Lab allows you to gain a better understanding of the patient satisfaction survey results. This training includes detailed explanations of the internal reporting tools created by the Patient Experience department as well as step-by-step instruction on how to utilize the Press Ganey online reporting tool. You will learn how to create and save customized reports and access other useful online resources.

*Location: All PG classes held in Courtland Computer Training Room Ste 550 except for the August 22 class which will be held in MIS Miracle Training Room.*

*Please contact Amy Christmas if you have questions about this program.*

Quality/Performance Improvement: Q101: PDSA (Plan-Do-Study-Act) Cycle
Class dates: Aug 21, Oct 16, Dec 18
Class location: PI Training Room 2005 N. Orange Ave, Orlando, FL. 32804

Description:
**PDSA (The PLAN-DO-STUDY-ACT)** is an interactive course on the Plan-Do-Study-Act (PDSA) cycle of change towards Root Cause. The PDSA (Plan-Do-Study-Act) cycle is Florida Hospital’s method for solving problems and improving processes. Based on the scientific method, this approach relies on repeatedly testing small changes to reach a goal.

Objectives:
- Explain how implementing the PDSA problem solving and process improvement model improves patient outcomes
- Develop a goal statement that meets SMART criteria (specific, measurable, attainable, relevant and time-bound)
- Break down complex problems using the Fishbone diagram and 5-Whys root cause analysis
- Employ the PDSA cycle to test small changes and record progress using the FH A3 Tool

*Please contact Yaneris “Lilly” Perez at 407-303-3205 if you have questions about this program.*
Quality/Performance Improvement: Q102: ISO 9001 for Leaders

Class dates: Aug 21, Oct 16, Dec 18
Class location: PI Training Room 2005 N. Orange Ave, Orlando, FL. 32804

Description:
ISO 9001 is Florida Hospital's framework for managing quality and meeting requirements. Based on the Plan-Do-Study-Act cycle and sound management principles, this standard assures that performance is systematically defined, measured and improved.

Objectives:
- Explain how implementation of ISO 9001 improves clinical outcomes and patient experience
- Define basic quality management terminology
- Explain Florida Hospital's Quality Policy to employees, external auditors and other stakeholders
- Describe the six procedures required by ISO 9001 and their relevance to the participant's department
- Describe Florida Hospital's Management Review Structure
- Access and describe Florida Hospital's Quality Manual
- Identify controlled documents and retrieve the relevant version from FH's SharePoint system
- Develop appropriate Corrective Actions when nonconformities occur

Please contact Yaneris “Lilly” Perez at 407-303-3205 if you have questions about this program.

Quality/Performance Improvement: QI105: FH’s Management System for Leaders

Class dates: Jul 8, Sept 9, Nov 11
Class location: PI Training Room 2005 N. Orange Ave, Orlando, FL. 32804

Description:
ISO 9001 is Florida Hospital's framework for managing quality and meeting requirements. Based on the Plan-Do-Study-Act cycle and sound management principles, this standard assures that performance is systematically defined, measured and improved. The FH Way for managing results is built on the ISO 9001 framework and use simple process improvement tools to standardize, improve and capture improvements as organizational knowledge.

Objectives:
- Identify Core Processes for the leader's area(s) of responsibility, including customers and expected output.
- Design, as necessary, a Standard Operating Procedure (SOP) to document Core Processes
- Evaluate metrics on scorecards for the leader's area(s) to ensure process and outcomes are adequately measured.
- Develop SMART Objectives to improve performance.
- Plan audits of Core Processes to ensure they are effectively implemented and maintained; document an Audit Plan.
- Analyze root causes for metrics failing to meet goal or findings from Internal Audits using a Fishbone Diagram.
- Formulate a Corrective Action based on root cause analysis.
- Document Corrective Actions using the FH A3 Tool.
- Differentiate controlled, uncontrolled, obsolete and current documents. Maintain documents using appropriate controls.

Please contact Yaneris “Lilly” Perez at 407-303-3205 if you have questions about this program.
Team Engagement

Class dates: Jul 1, Aug 4, Sep 2, Oct 7, Nov 7, Dec 16
Class location: 602 Courtland St. Ste 410, Orlando, FL 32804

Description:
This Team Engagement interactive session gives you tools and resources to impact engagement through having your team own solutions to process challenges at work, which results in higher participation, engagement, consistent business outcomes and mission fulfillment. This course builds off of the 1-to-1 Workforce Engagement course already offered.

Objectives:
- Facilitate a team discussion that lets team members provide and own solutions to challenges at work
- Help the team connect their work successes to team engagement journey
- Lead a department meeting with relevant process/topics that drive team engagement
- Lead rapid process improvement discussions

Please contact Maria Uribe-Alarcon if you have questions about this program.

Think Now: Critical Thinking

Class dates: Oct 8
Class location: 602 Courtland St. Ste 410, Orlando, FL 32804

Description:
This class is designed to introduce the concept of critical thinking and its application in your life. You will learn new skills about thinking and sharpen those you already have. Do you need to recognize bias and spin. Examine arguments and discern between assumptions and facts. Are you ready to think critically? If you are answering that in your mind, you’re ready!

Objectives:
- Apply a meta-model to Critical Thinking (The ACT-RED model)
- Evaluate information using critical thinking skills
- Identify the benefits of critical thinking
- Be able to revise perspective, when necessary
- Discern Bias, Spin, Assumptions, and Expert Opinion

Please contact Maria Uribe-Alarcon if you have questions about this program.
Leadership Courses for Strategic Leaders

**Strategic Leaders:** Senior Managers (5+ years) / Assistant or Associate Directors / Directors

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<td>▪ Critical Collaboration (offered on a customized basis)</td>
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Reminder: Strategic Leaders are invited to participate in all courses at the Emerging and Operational Leadership levels in this catalog.

“Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.”

—Jack Welch
Advanced Presentation Skills
Class dates:  Nov 24
Class location:  602 Courtland St. Ste 410, Orlando, FL. 32804

Description:
This course is conducted as a skill practice program rather than a knowledge building class. It is a follow-on course to “How to Make a Dynamic Presentation” listed under the Emerging Leader category, and it is important that participants possess basic knowledge and skills in making presentations prior to taking this class. Participants will be asked to bring short prepared presentations to class where they will make presentations and receive feedback from colleagues and the facilitator.

Objectives:
- Practice skills in delivering an engaging and effective presentation
- Incorporate feedback from colleagues and the facilitator to make more dynamic and impactful presentations

Please contact Maria Uribe-Alarcon if you have questions about this program.

Building a High Performing Team
Class dates:  Sept 12, Nov 20, Dec 17
Class location:  602 Courtland St. Ste 410, Orlando, FL. 32804

Description:
This half-day workshop focuses on the essential elements of effective teamwork, the stages of team development, how to help increase the effectiveness of a work team.

Objectives:
- Identify essential elements of effective teamwork
- Differentiate between task and maintenance behaviors
- Identify critical team leadership and member behaviors
- Examine decision making and problem solving methods
- Design a plan to utilize concepts learned in the work environment
- Employ the plan to increase the effectiveness of a work team

Please contact Maria Uribe-Alarcon if you have questions about this program.
Change Management Simulation (TBD)

Description:
This session is a best-practice, award-winning simulation model on managing and leading change. This one-day facilitated workshop will challenge you to team up and tackle a real-world initiative to improve the customer/patient experience in a healthcare setting.

Objectives:
- By the end of this session, this change simulation will give you enhanced and directly applicable tools for:
  - Leading organizational change within your business unit
  - Executing on strategy
  - Managing resistance
  - Aligning and engaging key stakeholders

Please contact Maria Uribe-Alarcon if you have questions about this program.

Critical Collaboration (offered on a customized basis)

Description:
Effective collaboration is vital to the delivery of the best possible patient care. This workshop is designed to increase coordination among divisions, departments, and teams by showing health care workers how to get cooperation and commitment from coworkers over whom they have no authority. The program includes in-depth practices on how to conduct crucial conversations. Critical Collaboration offers practical skills and relationship tools for working together more productively, increasing personal effectiveness, and creating a healthier work environment.

Objectives:
- Discuss techniques to help evaluate the behavior of others leading to more productive interactions
- Structure discussions that will address conflicts and problems without creating resentment; elicit ideas and gain cooperation; and produce greater understanding and commitment
- Adapt communication to increase effectiveness with others
- Articulate the importance of your role in making the work environment safer and healthier for patients and staff

Please contact Maria Uribe-Alarcon if you have questions about this program.

Developing Organizational Talent (Coming Soon!)

Description:
Developing organizational talent is one of your most critical work roles. The extent to which you allocate time to develop talent, focus on your own skills to develop people to meet current and future needs, and value the work and responsibilities required for your role in developing others makes a difference in your success.

Objectives:
- Identify your team's development needs as they relate to achieving current and future business priorities
- Describe the experienced leader’s role in developing direct reports
- Recognize how to achieve the highest payoff for your efforts in developing others
- Use a three-phase process – Assess, Acquire, Apply – to help individuals identify strengths and growth areas, plan development strategies, and acquire and apply new or enhanced knowledge, skills, and experience
- Measure and provide feedback on the effectiveness and impact of development efforts on the individual, team, and organization
Mastering Emotional Intelligence

Class dates: Oct 10, Nov 6
Class location: 602 Courtland St. Ste 410, Orlando, FL. 32804

Description:
The higher a person’s position in the organization, the more emotional intelligence matters. It is crucial for successful leadership. In fact, 90% of the difference between outstanding leaders and average ones is Emotional Intelligence. It relates to our ability to recognize and understand emotions, and to use this awareness to improve our behaviors and relationships. This course will go beyond “Enhancing Leadership with Emotional Intelligence” listed under the category of Operational Leaders, and improve your ability to put Emotional Intelligence to work in your professional life.

Objectives:
- Explain how Emotional Intelligence affects business results
- Explain how emotional hijacking interferes with values and outcomes
- Identify strategies to strengthen the five elements of Emotional Intelligence
- Analyze your own Emotional Intelligence and the impact of your skill level on those around you
- Apply techniques to respond effectively to your emotional triggers

Please contact Maria Uribe-Alarcon if you have questions about this program.

The Five Dysfunctions of a Team (TBD)

Description:
This workshop will be offered on an as-needed basis and will give you an overview of Patrick Lencioni’s Five Dysfunctions of a Team model. Lencioni takes a practical evidenced-based approach to building more effective teams.

Objectives:
- Discuss the expectations for a cohesive team based on the Five Dysfunctions of a Team model
- Assess the degree to which your team meets these expectations
- Develop an action plan for improving teamwork
- Decide if a customized assessment will enhance your team’s operation

Please contact Maria Uribe-Alarcon if you have questions about this program.
**Strategic Thinking for Leaders (TBD)**

**Description:**
This course is conducted as a facilitated discussion, using various methods of brainstorming, including individual and small group work as well as ongoing large group discussion. The goal is to identify the key elements of strategic thinking for leaders and have participants make a plan to apply this type of thinking to an immediate need in their work environment.

**Objectives:**
- Define strategic thinking and its elements
- Clarify the relationship between mission, vision, values, strategy, and annual objectives
- Use strategic thinking techniques including SWOT and PEST Analysis
- Apply strategic thinking to one real life scenario, and to your department or self

*Please contact Maria Uribe-Alarcon if you have questions about this program.*

**Translating Strategy into Results (Coming Soon)**

**Description:**
This course will enable you to identify priorities for executing strategy in your organization. You will learn to overcome challenges to ensure your strategy’s sustainability. This course is not about developing strategy – it is about execution.

**Objectives:**
- Identify the essential elements required to successfully implement strategy
- Overcome the challenges that interfere with implementing strategy
- Keep yourself and your team engaged in executing strategy
- Describe how to sustain execution in the long term

**The Leadership Challenge (Custom Requests)**

**Description:**
The Leadership Challenge is a leadership development methodology to liberate the leader in everyone. The Leadership Challenge is an evidenced based path to achieving the extraordinary for individuals, teams, organizations and communities. This focus is based on 30 years of research that there are five core practices common to all leaders: they Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, and Encourage the Way. It is through this model that leadership practices and behaviors can be learned by anyone willing to step up and accept the challenge to lead.

**Objectives:**
- Identify your leadership strengths and weaknesses
- Clarify and communicate your fundamental values and beliefs
- Set the example for others by aligning your actions with shared values
- Inspire others to share a common vision
- Search for opportunities to change and improve
- Experiment with innovative ideas and learn from accompanying mistakes
- Strengthen the ability of others to excel; Recognize the accomplishments of others

*Please contact Maria Uribe-Alarcon if you have questions about this program.*
Executive Leaders: Experienced Directors (5+ years); AVP, VP, SVP

### LEADERSHIP DEVELOPMENT PROGRAMS

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Reminder: Executive Leaders are invited to participate in all courses at all Leadership levels in this catalog.

*What you leave behind is not what is engraved in stone monuments, but what is woven into the lives of others.*

-- Pericles (485-425 BC)
Leadership through People Skills (TBD)

Description:
Leadership through People Skills is an executive level leadership learning lab workshop. It helps business leaders conduct the most productive one-to-one and team interactions. In a “learn by doing” format, participants practice the influencing and people skills needed to engage the talents and inspire the creativity of everyone around them to achieve business success. It is the latest edition of a proven program that tens of thousands have experienced over several generations.

Objectives:
- Influence in all directions (direct reports, managers, peers, customers providers) and on teams
- Promote collaboration and teamwork; resolve conflicts and difficult people issues
- Motivate for commitment and growth (coaching)
- Raise levels of trust and respect; articulate the organization’s vision, purpose, and direction
- Apply skills and tools with insight for working more effectively with everyone around them; create an action plan for a successful real-life case resolution

Please contact Maria Uribe-Alarcon if you have questions about this program.

New Leader Team Assimilation Meeting (Custom upon request)

Description:
The purpose of the New Leader Team Assimilation Meeting is to assist a new executive (newly hired, appointed or promoted) in rapidly developing strong positive relationships with their teams. The process promotes immediate open two-way communications between leaders and their teams. It corrects early misconceptions and clarifies expectations for both the leaders and the teams. This meeting provides leaders with an opportunity to hear first-hand the initial questions, issues and concerns that exist in the groups’ mind; and, the opportunity to talk about themselves and their business philosophies and to share their expectations for the organization. This normally takes place 75 – 90 days after the executive has started.

Please contact Deborah Novak if you have questions about this program.
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