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EDUCATION OVERVIEW

Education can take many forms and exist beyond the traditional classroom setting. That’s why the Ontario Hospital Association (OHA) prides itself on embracing complementary education delivery models that allow health care professionals to develop new, critical skills and expand their knowledge in the pursuit of excellence.

- Hybrid and blended learning sessions allow busy attendees to participate in-person at our new onsite, state-of-the-art Education Centre and online from wherever you are.
- Over 50 certificate programs provide practical workplace applications.
- Online certificate courses provide an affordable and easily accessible training option for busy professionals.
- Online training modules offer a convenient and affordable way to train your staff. Employers can track progress and run completion reports, making onboarding and compliance requirements easy to achieve.

With so many educational and professional development opportunities available to our members, the OHA truly remains committed to providing health care professionals with the greatest access to the latest information on how to respond more effectively and immediately to the challenges of a complex and ever-evolving health care system.

To learn more, visit oha.com/education
PROGRAMS OF THE ONTARIO HOSPITAL ASSOCIATION

Governance Centre of Excellence

The Governance Centre of Excellence (GCE) is an OHA initiative designed to improve governance by providing boards with the kind of evidence-informed resources, relevant educational offerings and opportunities to connect with emerging issues that are vital in our constantly changing health care environment.

The GCE’s broad range of education programs, certificate courses, conferences, seminars and online resources are tailored to the needs of health care directors who strive for organizational excellence.

To learn more, visit thegce.ca

HealthAchieve

As the signature conference and exhibition of the OHA for more than 90 years, HealthAchieve is one of the largest and most respected health care events in North America. It’s the gathering place for health care and business leaders, and brings together thousands of the best and brightest minds in health care to Learn, Share and Evolve.

A-list keynote speakers, commentators, educators and an award winning show and exhibit floor with over 300 exhibitors make HealthAchieve the industry’s must-attend event.

To learn more, visit healthachieve.com

Register now for HealthAchieve, November 7-9, 2016
Our 12,000 square foot, state-of-the-art Education Centre is located at the Toronto office and is the host site for OHA conferences, certificate and diploma programs, hybrid events and Governance Centre of Excellence programs.

This brand new facility is part of our ongoing commitment to continuing education, and allows us to engage with and invest back into our most important audience – our members.

The Centre features technology that enables us to broadcast presentations securely online, allowing those unable to attend in person to join virtually from any location across the province. This means that our members can still gain access to the OHA’s outstanding learning opportunities even if they’re unable to travel to Toronto.
Introducing our new 12,000 square foot, state-of-the-art OHA Education Centre
CONFERENCES

Our more than 60 one- and two-day conferences are designed by and for members, and offer participants an opportunity to share leading practices and information about industry-wide issues and trends. And because OHA members and other health care providers take part in content creation, our conferences are always relevant. Since conferences are presented by experts, the more than 6,000 annual attendees stay on the leading edge of health care issues, trends and thinking.

Attendees can now choose to attend OHA conferences in-person or participate via live webcast.
The OHA plans a wide variety of timely and targeted program series that are offered as in-person conferences and live webcast events.

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<tr>
<th>ANNUAL CONFERENCES</th>
<th>INTEGRATED CARE MODELS</th>
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<td>• Administrative Professionals</td>
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<td>• Alternate Level of Care</td>
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<td>• Capital Planning</td>
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<td>• Cyber Risk</td>
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<td>• Emergency Department Management</td>
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<td>• Health Care Financial Management</td>
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<td>• Human Resources Symposium</td>
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<td>• interRAI</td>
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<td>• Leadership Summit</td>
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<td>• Leaders of Volunteers</td>
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<td>• Primary Care</td>
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<td>• Physician Leadership Summit</td>
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<td>• Rehabilitation and Complex Continuing Care</td>
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<td>• Rural and Northern Health Care</td>
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<td>• Senior Friendly Hospital</td>
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<td>• Social Media and Communications</td>
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<td>• Regional System Reconfiguration Sessions (by invitation only)</td>
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<td>• Health Links and Health Hubs</td>
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<td>• Capacity Planning</td>
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<th>PATIENT SAFETY AND QUALITY</th>
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<td>oha.com/hsfreducation</td>
<td>oha.com/patientsafetyeducation</td>
</tr>
<tr>
<td>• Risk in Obstetrics Care</td>
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<tr>
<td>• Electronic Personal Health Information Protection Act (ePHIPA)</td>
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<tr>
<td>• Quality of Care Information Protection Act (QCIPA)</td>
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<tr>
<td>• Leadership Recruitment and Retention</td>
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<td>• Legislative Updates</td>
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<td>• Workplace Mental Health: Resiliency</td>
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<td>• Succession Planning</td>
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<td>• Executive Compensation</td>
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<td>• Employee Engagement</td>
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<td>• Leadership Assessment</td>
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<td>• Infection Prevention and Control</td>
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<td>• Transitions in Care</td>
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<td>• Diagnostic Imaging</td>
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<th>LEGAL SERIES</th>
<th>HUMAN RESOURCES THOUGHT LEADERSHIP BREAKFAST SERIES</th>
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<td>oha.com/legalprograms</td>
<td>oha.com/hreducation</td>
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<td>• Risk in Obstetrics Care</td>
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<td>• Employee Engagement</td>
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<td>• Leadership Assessment</td>
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BROADCASTS

Modern communications technology allows the OHA to connect with its members across the province via webcasts and videoconference. With more than 60 broadcasts per year on a variety of health-related topics – plus access to past broadcasts that are just a click away – it’s more convenient than ever to keep up-to-date on the latest health care issues and trends.
Broadcasts typically consist of 90 minute webcasts or videoconferences streamed live from the OHA. All you need to participate is a computer with internet access and sound.

Broadcast features include:
- Live question and answer periods
- Real-time polling
- Links to additional resources
- Archiving for on-demand viewing

Participants include health care board members, CEOs, CFOs, legal counsel, communicators, human resources professionals, patient safety and patient relations leads, occupational health and safety professionals, and educators to name a few.

Broadcast topics include:
- eHealth
- Emergency Preparedness
- Health Care Funding
- Legal and Legislative Issues
- Mental Health

Visit oha.com for a current list of upcoming broadcast events.

New Hybrid conferences mean we broadcast the program directly to you, so you can save time and travel budgets by participating from the convenience of your own office or meeting room.

The OHA is able to broadcast live programming to health care professionals across the province – even globally.
CERTIFICATE PROGRAMS

Advancing the knowledge of our members and health care professionals so that they are well equipped to face today’s complex and ever-changing health care climate is a priority for the OHA. We offer more than 50 certificate courses throughout the year that help more than 1,400 professionals from the health care industry, including front-line staff and emerging leaders, looking to bridge the gap between clinical training and executive development.

DIPLOMA IN HEALTH CARE MANAGEMENT

The OHA is committed to continually enhancing our health care education offerings, and we are excited to provide a revitalized Diploma program that will launch in 2016. This new Diploma program will continue to engage, inform and inspire health care professionals across the system. For more information, visit oha.com/diploma
In recognition of the OHA’s strategic plan to make education more accessible to our members, our Certificate Programs are offered through 3 learning modalities.

**Classroom Learning** allows participants to tap into the knowledge and expertise of qualified trainers. In addition to working through the course materials, participants also have the advantage of having an experienced trainer present, who can answer questions and share their knowledge and experiences on implementing ideas and concepts.

**Online Learning** allows participants to complete the program at their own pace, at home or at their place of work. It is ideal for those who enjoy self-directed learning. It is also advantageous for those who are unable to attend the classroom trainings which are held throughout the year in Toronto.

**Blended Learning** brings together both online and classroom learning. Participants can realize all the benefits of working together with a group in the classroom, and tap into the expertise of a trainer, while taking advantage of self-directed learning in the online space. The blended courses are self-paced but also have learning milestones, set within the classroom, which helps provide structure.
Adult Education: Leadership and Learning in the Knowledge Organization

All health care professionals are in the education business, using teaching skills on a daily basis to communicate with staff, clients and patients. Managers and practitioners are recognizing that a solid understanding of the adult learner’s nature, and a facility with learning concepts, are key factors in organizational effectiveness. Participants who complete this program will be professionally enriched through the ability to apply adult learning principles to workplace settings.

This is a critical skill for anyone who:

- Leads instructional sessions and makes presentations
- Runs meeting and facilitates groups
- Provides information or directions to staff, peers, clients or patients
- Is interested in fostering “learning organization” principles in their work group
- Simply wants to learn more about the nature of learning and how it fits into today’s rapidly changing organizations

Topics covered include:

- Understanding the Adult Learner
- Key Learning Concepts
- Facilitating Learning
- Designing Learning Activities
- Managing the Learning Environment
- Need for Evaluation

This course is offered through in-class and online learning formats.

Adult Education: Leadership and Learning in the Knowledge Organization – In-Class Program

This classroom based Adult Education course allows participants to tap into the knowledge and expertise of the program leader while working through the course content with peers in the field. The classroom training is ideal for individuals who enjoy having more direction in their learning. Participants within the classroom also benefit from group activities which have a practical focus, and have the opportunity to network and discuss Adult Education principles with other participants.

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<tr>
<th>DATES</th>
<th>FEE</th>
<th>PROGRAM LEADER</th>
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<tbody>
<tr>
<td>January 25, 26 &amp; 27, 2016</td>
<td>$820.00 + applicable taxes</td>
<td>David Sheridan</td>
</tr>
<tr>
<td>July 11, 12 &amp; 13, 2016</td>
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</table>
Adult Education: Leadership and Learning in the Knowledge Organization – Online Program

The OHA’s online Adult Education course empowers participants by allowing them to learn entirely at their own pace. The interactive nature of the course enriches the learning experience, while program quizzes gauge and enhance students’ knowledge. Furthermore, a variety of learning styles are addressed and facilitation of learning occurs not only through text but also through activities and quizzes.

Key features of the online program:
- Interactive course content
- Video demonstrations
- Instant feedback on quiz results
- Online assignment feedback
- Supplementary resources

Completion of the course will be based on the submission of a case project. The case project is your opportunity to apply course concepts and develop your adult education skills. It is divided into three phases, with each phase closely linked to the learning modules.

Phase I: Topic Statement and Learner Analysis
In this phase you will select a topic of interest to you that could benefit from an application of adult education techniques and begin to examine the characteristics of your learners. This could be a formal learning session, a presentation, or a situation where you will be giving instructions and guidance to a group or individual.

Phase II: Session Plan
You will be required to design a session plan for your topic that follows specific guidelines, contains clear learning objectives and utilizes appropriate facilitation strategies.

Phase III: Session Delivery and Evaluation
You will have an opportunity to deliver your learning session, obtain participant feedback, and identify areas for ongoing improvement in your adult education skills.

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<tr>
<th>DATES</th>
<th>FEE</th>
<th>PROGRAM LEADER</th>
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<tr>
<td>This online program offers continuous enrolment and can be undertaken at any time.</td>
<td>$765.00 + applicable taxes</td>
<td>David Sheridan</td>
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</table>

Canadian Triage and Acuity Scale

The Canadian Triage and Acuity Scale (CTAS) is a tool that enables emergency departments to prioritize patient care requirements and examine patient care processes workload and resource requirements relative to case mix and community needs. The Triage in Ontario Emergency Departments Project was an initiative of the Ministry of Health and Long-Term Care, managed by the Ontario Hospital Association.

The project studied the use of CTAS in hospitals and developed a training package to refresh and upgrade the triage skills of emergency department staff. Since five-level triage was implemented, the knowledge and experience gathered both nationally and internationally has continued to grow, a body of research has been developed, the CTAS guidelines have been revised, and emergency departments have become busier. The accuracy and reliability of CTAS level assignments is becoming increasingly important as CTAS continues to serve as a good predictor of resource needs.

Program Objectives:
- Describe the historical origins and role of triage
- Review and enhance patient assessment skills
- Apply professional standards of emergency nursing practice in triage
- Utilize the CEDIS Presenting Complaint List
- Prioritize patient care based on the CTAS
- Demonstrate an understanding of patient flow, care processes and communication in the ED

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<tr>
<td>March 23, 2016</td>
<td>$560.00 + applicable taxes</td>
<td>Joy McCarron</td>
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<tr>
<td>July 21, 2016</td>
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</table>
Coaching: Bringing Out the Best in Others

Coaching is a process that can bring out the best performance in others. It is one of the single greatest tools that leaders have at their disposal to retain, develop and maximize the performance of their team. This one-day session will introduce the art of coaching and help you develop practical and effective coaching skills, including how to approach coaching with different staff members, and how to do so effectively in a timely manner. Participants will have the opportunity to practice this essential skill in a safe and supportive learning environment.

In addition, following the program, all participants will have access to an interactive coaching module through the Harvard ManageMentor® program. This module is focused on how to implement coaching in your organization and how to incorporate coaching into your daily leadership practices. The ManageMentor® program provides a comprehensive set of complementary resources, including tools such as planning forms, worksheets and self-assessment tools to continue your professional growth as a coach, as well as practical tips and suggestions for implementing coaching on a daily basis.

Program Objectives:
- Learn what coaching is…and isn’t
- Understand the fundamentals and benefits of coaching
- Learn how to adjust your approach to coaching based on the coachee
- Learn the essential skills of an effective coach
- Self-assess and enhance your listening effectiveness
- Learn strategies to handle a variety of coaching challenges

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<td>April 19, 2016</td>
<td>$845.00 + applicable taxes</td>
<td>Bryan Davies</td>
</tr>
<tr>
<td>June 9, 2016</td>
<td></td>
<td>Christine Miners</td>
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<td>September 27, 2016</td>
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<td>November 22, 2016</td>
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Emergency Response Planning

This program provides emergency management fundamentals in a manner which reflects the fundamental differences between health care service providers and municipal and governmental entities. The program provides participants with a relatively equivalent emergency management skill set in a manner which is relevant to both clinical practice and other aspects of health care, without being precisely identical.

Topics covered include:
- An overview of the nature of emergency management
- An overview of current legislation and standards, including accreditation, which apply to health care settings
- An orientation to writing an Emergency Response Plan and its essential components
- The essential skills to conduct a formal hazard identification and risk assessment process which is relevant to and reflects the special vulnerability considerations of a contemporary health care organization
- Working knowledge of various command and control models, which are effective in a health care setting, and how to integrate command, control and communications with emergency responders, communities, and other levels of government

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<tr>
<td>July 14-15, 2016</td>
<td>$820.00 + applicable taxes</td>
<td>Norm Ferrier</td>
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<td>Jennifer Johnson</td>
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Special Offer:
To enhance participant knowledge and development of synergies between the areas of Emergency Response Planning, Health Command Centre and Exercise Design, the OHA is pleased to offer all three courses at a special discounted rate of $1,985.00. That’s a savings of $475.00! Learn more about the Health Command Centre and Exercise Design courses on pages 19 and 16.

Related Online Training Module
Emergency Communication Codes Online Training Module – see page 38 for details.
Environmental Services Leadership

Due to the increasingly intense awareness of cleanliness and infection control in health care organizations, environmental services have moved to the top of the health care services agenda. To address the skills and technical knowledge required by those responsible for administering all aspects of environmental services within a health care facility, the OHA in partnership with the Ontario Healthcare Housekeepers’ Association Inc. has developed this comprehensive online course on Environmental Services Leadership.

The primary goal of this course is to prepare individuals to face the challenges of being an Environmental Services Supervisor/Manager. Upon completion of this online program, participants will have the practical, technical and managerial skills necessary to manage the overall operation of an Environmental Services Department within a health care facility.

Features of this online program include interactive course content, instant feedback on knowledge testing quizzes and supplementary resources to support the program content. Participants have 8 months to complete the course work. Participants can expect to successfully complete the entire online course, in the required timeframe, by committing approximately 2-3 hours of study per week.

Program Outline:

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<tr>
<th>Module 1</th>
<th>Module 2</th>
<th>Module 3</th>
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<tr>
<td>Human Resources and Labour Relations</td>
<td>Communication, Cooperation and Interaction with Staff and Patients</td>
<td>Laundry Services</td>
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<tr>
<td>Module 4</td>
<td>Module 5</td>
<td>Module 6</td>
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<tr>
<td>Equipment</td>
<td>Specialized Areas</td>
<td>Housekeeping Methodology</td>
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<td>Module 7</td>
<td>Module 8</td>
<td>Module 9</td>
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<td>Infection Prevention and Control</td>
<td>Waste Management</td>
<td>Occupational Health and Safety</td>
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<td>Module 10</td>
<td>Module 11</td>
<td>Module 12</td>
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<td>Policies and Procedure</td>
<td>Risk Management</td>
<td>Maintenance and Physical Plant</td>
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<td>Module 13</td>
<td>Module 14</td>
<td>Module 15</td>
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<tr>
<td>Operating Budget</td>
<td>Policies and Procedure</td>
<td>Risk Management</td>
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Environmental Services Harvard Leadership Package

The Environmental Services Leadership course includes an 8-month subscription to a 23 module online leadership package for Environmental Services Managers. These modules fall into the following three domains: Self-Management, Human Resources and Leadership.

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<tr>
<th>Self-Management</th>
<th>Human Resources</th>
<th>Leadership</th>
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<td>Goal Setting</td>
<td>Dismissing an Employee</td>
<td>Coaching</td>
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<td>Process Improvement</td>
<td>Hiring</td>
<td>Delegating</td>
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<td>Strategic Thinking</td>
<td>Laying-Off Employees</td>
<td>Developing Employees</td>
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<td>Project Management</td>
<td>Difficult Interactions</td>
<td>Feedback Essentials</td>
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<td>Time Management</td>
<td>Diversity</td>
<td>Leading and Motivating</td>
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<td>Writing Skills</td>
<td>Ethics at Work</td>
<td>Team Leadership</td>
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<td>Budgeting</td>
<td>Crisis Management</td>
<td>Team Management</td>
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<td></td>
<td>New Manager Transitions</td>
<td>Negotiating</td>
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</table>

Dates

This online program offers continuous enrolment and can be undertaken at any time.

Fee

$1,100.00 + applicable taxes
Exercise Design and Emergency Management Education

Skillful design and implementation of emergency exercises has never been more important for health care organizations. Through methods including case studies and full-scale exercises, this two-day course prepares participants to design various emergency exercises in their workplace – by defining roles, objectives, logistics, resources and equipment, and by taking into account legal mandates and accreditation standards. This program will provide participants with insight into the requirements of conducting emergency exercises in their workplace.

**Recommended Prerequisite:**

**Program Outline:**
- An overview of the nature of emergency management
- An overview of current legislation and standards, including accreditation, which apply to health care settings
- An orientation to the creation of various types of emergency exercises, and the essential components of an emergency exercise for a health care organization
- An orientation to the general principles of adult education, and how they apply to emergency management
- The essential skills to utilise hazard identification and risk assessment data in order to set objectives and create exercise scenarios which are relevant to and which reflect the special vulnerability considerations of a contemporary health care organization
- A working knowledge of various post-exercise debriefing models, the collection of data, and how to employ findings in order to facilitate outcome-based changes to organizational operating procedures, resource acquisition, and staff education
- A working knowledge of documenting exercise activities and results for accreditation purposes

**DATES** | **FEE** | **PROGRAM LEADERS**
--- | --- | ---
July 20-21, 2016 | $820.00 + applicable taxes | Norm Ferrier
 | | Jennifer Johnson

**Special Offer:**
To enhance participant knowledge and development of synergies between the areas of Emergency Response Planning, Health Command Centre and Exercise Design, the OHA is pleased to offer all three courses at a special discounted rate of $1,985.00. That’s a savings of $475.00! Learn more about the Emergency Response Planning and Health Command Centre courses on pages 14 and 19.

**Related Online Training Module**
Emergency Communication Codes Online Training Module – see page 38 for details.

Experience Based Design

There is an increased emphasis on the need for organizational focus on patient and family engagement. Furthermore, there is an evolving evidence base that suggests an association between meaningful involvement of patients in care redesign and quality outcomes.

Experience Based Design (EBD) is a structured approach to patient engagement that surfaces the emotions tied to a patient’s experience. EBD brings patients and staff together to share in the role of redesigning and improving health care through a structured improvement approach. Developed in the UK, the methodology empowers staff and patients to make the changes necessary for safe and effective care that is patient-centred. Core to the EBD approach are capturing and understanding the patient experience and then co-designing care by engaging patients and families on the improvement team. Although we are often unable to control a patient’s physical or cognitive outcomes, patient experience is an aspect of the patient’s journey that we can modify and control, and EBD is a meaningful approach for doing so.

Join this program to learn more about the EBD philosophy and approach, and take away some key steps, tools and templates for the successful implementation of EBD in your organization. Prepare to be inspired by the simple yet transformative nature of this structured process of engaging patients and families in health care improvement.

**DATES** | **FEE** | **PROGRAM LEADER**
--- | --- | ---
March 31, 2016 | $595.00 + applicable taxes | Paula Blackstein-Hirsch
October 13, 2016 | |
Financial Management and Budgeting

This program aims to enhance participant understanding of budgets, funding and financial statements. The program will highlight the importance of budgeting, the process involved in determining the budget, identifying variances and how they ought to be addressed, while enabling managers to understand the bigger picture. The various components of financial statements will also be explained allowing participants to gain a better perspective on how their departmental information is used in the overall management of the organization.

In addition, the course will provide participants with an overview of the Health Based Allocation Model (HBAM) and Quality-Based Procedures (QBPs) funding and the impact that these changes in funding have on health care organizations, especially given that the new funding model requires a deep understanding of operations, costs and volumes. It also includes a high level overview of case costing.

**Program Objectives:**

- Gain an understanding of HBAM and QBPs and how they impact hospital operations
- Analyze budget/actual variances and separate volume related variances from cost related variances
- Deal more effectively with the finance department and administration regarding financial matters, including understanding financial statements
- Achieve better financial control of your department/unit
- Overview of case costing

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Health Care Facility Evacuation

No Code Green plan should end on the hospital’s front lawn. One of the most challenging aspects of any emergency is the need to evacuate a hospital or other health care facility. Such facilities typically contain any community’s most vulnerable residents, and the vulnerabilities which cause their presence in the hospital (clinical acuity, loss of mobility, required supervision) make these patients the most difficult residents of any community to evacuate appropriately and safely. Regardless of the circumstances, such patients frequently cannot simply be moved quickly to a safer location, as often, such movements may place these patients in additional jeopardy. Such an evacuation, while sometimes necessary, requires careful advance planning and preparation.

**Program Objectives:**

- The need to plan ahead
- Identifying internal evacuation resources and procedures
- Creating plans
- Advance formal interagency cooperation and assistance agreements
- Triaging of patients based upon their medical and mobility needs
- Matching of patients to both transport and destination choices which best meet those needs
- Different types of evacuations
- Human behaviour during crises
- Development of evacuation-specific training and exercises to meet all of these needs

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<td>Norm Ferrier</td>
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<td>Jennifer Johnson</td>
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Health Care Risk Management

Health care organizations are committed to the highest possible quality care in a setting that poses the least risk to patients, visitors, employees and staff. Health care institutions in Ontario continue to feel intensifying pressures to limit both operating and capital expenses.

In nearly every Ontario health care facility in the last five years, boards of trustees, Presidents/executive directors have asked for a systematic means to identify risks of actual or potential loss, to analyze this information and report on it and to implement appropriate corrective or preventive action.

This course provides the participants fundamentals on health care risk management with respect to the identification of actual and potential health care risks that may expose the health care organization to liability.

This course includes an “introductory” module prior to the course as well as in-class learning accomplished through lectures, discussions, case studies, expert speakers and networking.

It provides a chance to gain an understanding of risk management theory, principles and tools to enhance mitigation, as well as links to Quality and Patient Safety.

There is an in-class assignment.

Program Objectives:
- Legislation
- Fundamentals, basic components of a risk management program
- Tools
- Incident reporting, investigation
- Claims management
- Enterprise risk management (risk mapping, strategy mapping, etc.)
- Risks to specific specialty areas and populations including non-clinical

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Special Offer:
To enhance participant knowledge and development of synergies between the areas of risk, quality and patient safety, the OHA is pleased to offer both the Health Care Risk Management and Patient Safety courses at the special discounted rate of $1,140.00. That’s a savings of $420.00! Learn more about the Patient Safety course on page 24.
Health Command Centre Design and Operations

This course is about a little understood facility which is actually the nerve centre of the health care organization during a crisis. It is a hub of information flow and critical decision-making in support of the disaster response. This two-day program will focus on all aspects of health care command centre, including design, technologies, and operating procedures. The intent is to allow participants to design, create, and operate an effective command centre in their home agency.

Recommended Prerequisite:
The prerequisite for the OHA’s Emergency Management for Health Care: Health Command Centre Design and Operations course is the completion of the OHA’s Emergency Management for Health Care: Emergency Response Planning course.

Program Outline:
• The ability to design and operate a basic command centre in a health care setting
• A working knowledge of the various command and control models (HECCS, ICS, IMS, HEICS, BSIMS) currently in use, and how they facilitate inter-agency cooperation
• An overview of staffing requirements for both key roles and support staff
• An overview of staff selection and training requirements, based upon the health care emergency command and control system
• An orientation to purpose-built and improvised command centre, “push vs. pull” design philosophies, physical layout options, and ergonomic considerations
• An orientation to various technologies required, including telephony, broadcast, and information technology
• An orientation to all other equipment and services required to support a command centre operation
• An orientation to the business cycle of the command centre, as well as the documentation required to support operations

DATES | FEE | PROGRAM LEADERS
---|---|---
July 18 & 19, 2016 | $820.00 + applicable taxes | Norm Ferrier

Special Offer:
To enhance participant knowledge and development of synergies between the areas of Emergency Response Planning, Health Command Centre and Exercise Design, the OHA is pleased to offer all three courses at a special discounted rate of $1,985.00. That’s a savings of $475.00! Learn more about the Emergency Response Planning and Exercise Design courses on pages 14 and 16.

Related Online Training Module
Emergency Communication Codes Online Training Module – see page 38 for details.

Information as a Strategic Enabler

This interactive hands-on one-day workshop focuses on the role of information in providing effective strategic leadership in organizations. It will be of interest to health care managers and practitioners who are looking for new ways to leverage information in engaging stakeholders, making and implementing decisions and enabling change.

Program Content:
The course draws on classic, contemporary and emerging management theories and methodologies related to information in organizations. Topics covered will be shaped by participant interests and will include:

• The evolution of management thought from the industrial revolution to the digital revolution
• The ethics and politics of information in organizations
• Engaging the right stakeholders at the right time in the right way
• Facilitation techniques for gathering contentious information from groups
• Enabling knowledge transfer within and between organizations
• Avoiding “analysis paralysis”
• Rolling out information – communication and implementation strategies
• The importance of information in organizational change
• Advancing towards a learning organization

This is a practical, hands-on session. Participants will choose and complete a mini-case project during the session and apply course concepts to subjects of interest to them and their organizations. They will also receive participant manuals integrated with workshop content and containing concept summaries.

DATES | FEE | PROGRAM LEADER
---|---|---
April 26, 2016 | $790.00 + applicable taxes | David Sheridan

October 17, 2016
Targeted for seasoned managers and directors in the health care sector, this two-day, introspective program introduces the leadership competencies that directly impact results. Using a combination of multi-rater feedback instruments, participants will identify their key leadership strengths as well as gain insight into the impact they are having on the performance of their people. In addition to learning strategies and tools for improving team performance, participants will integrate their assessment results into a personal development plan for improving leadership effectiveness.

This program is ideal for any leader looking to reflect on their leadership approach with the goal of building a personal plan for enhancement and improvement.

Following the program, all learners will have access to an interactive session with Harvard ManageMentor®, a complementary resource that provides a comprehensive system of resources, including supporting tools and strategies for leading and motivating others, team leadership, and developing employees.

**Note:** This program requires the completion of three pre-course leadership assessments, which will begin approximately 6 weeks prior to the start of the program. Information pertaining to the assessments is provided below. Due to the nature of the assessments, it is recommended that program participants have been in a formal leadership role for more than 12 months prior to registration.

**The three pre-course leadership assessments are as follows:**

**The 360 Leadership Competencies Assessment**
This assessment tool helps leaders gain awareness of how they are performing on four critical leadership competencies: Achieving Results, Leading Effectively, Thinking Critically and Personal Effectiveness. The results report summarizes self-ratings, as well as ratings given by the participant’s manager, direct reports and peers. Participants receive a summary of their strengths and their areas for development based on the ratings received. They are able to compare how they view their skills with how others view their skills, and the skill level that is usually required to do their job well. There is also an opportunity for raters to provide verbatim comments (anonymous, of course). Sections of the report deal with data validity, interpretation of results and further development.

**The Inventory of Leadership Styles**
This tool helps leaders gain insight to the leadership styles they demonstrate. This is important because the style of leadership used has a direct impact on the performance of a team. This assessment allows leaders to compare their leadership intent (i.e., the styles that they feel they are demonstrating) with their leadership impact (i.e., the styles that their team experiences). The report helps leaders understand the importance of using the right leadership styles in the right circumstances, and provides advice for developing the full range of leadership behaviours.

**The Organizational Climate Survey**
This tool helps leaders understand the climate they create for their team. Climate is an employee’s perception of various aspects of the work environment. Climate is important because it affects how well people do their jobs and is a determinant of overall team performance. This tool surveys the leader and the leader’s direct reports. It provides a rating of the climate the direct reports feel would be ideal, as well as a rating of the actual climate they are experiencing. This allows the leader to identify and understand any significant gaps between ideal and actual climate that might need to be addressed. This assessment also helps leaders identify areas where they may be able to impact the climate to create a more ideal work environment for their direct reports. The report provides practical suggestions on how the leader can create a healthier work climate to increase productivity.

**Optional: Coach in a Pocket™**
Participants have the opportunity to register for Coach in a Pocket™ – a powerful learning tool that helps leaders implement strategies to improve their overall leadership effectiveness. This is a new app that syncs with your individual leadership styles and organizational climate assessment results to provide you with personalized “coaching” as you use it over time (Note: A 12-month subscription is required.) Here are some features of the tool:

- Build a customized development plan, with access to best practices from Hay Group and leaders worldwide
- Access your plan on the go, with tips and tools that are designed to be digested in less than 5 minutes
- Receive practical daily tips, tied directly to your personal assessment results, on how to improve your organizational climate
- Track and measure your improvement through easy pulse checks
- Earn leadership points as you plan and implement development action items, making the learning process simple, fun and effective

For more information regarding the Coach in a Pocket™ tool, please ask your course facilitator or contact the Hay Group at christine.miners@haygroup.com.

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Leadership Essentials for the Emerging Leader

Designed for individuals who are new to their leadership role, or for leaders with little or no previous leadership development/training, this highly interactive two-day program dives into leadership essentials and builds upon the actual challenges leaders face in the workplace. Participants will combine practical experiences with leadership theory, and then apply the learning in individual and group exercises. The focus is on changing your mind-set – from that of an individual contributor to someone who can get results by leading others. This program is best suited for those leaders who are looking to add new tools and strategies to their leadership toolkit, including practical approaches to addressing everyday challenges in their role.

Following the program, all participants will have access to an interactive session with Harvard ManageMentor®, a complementary resource that provides a comprehensive system of resources, including supporting tools and strategies for leading and motivating others, delegation, hiring employees, meeting management, and time management.

Topics covered include:

- Introduction to leadership styles and organizational climate
- Developing an effective team
- Impact and influence
- Managing your time effectively
- Delegation

Note: This program requires the completion of a pre-course assessment, which will begin approximately 3 weeks prior to the start of the program. Information pertaining to the assessment is provided below.

Competency Self-Assessment Questionnaire (CAQ) This tool is designed to help you assess your strengths and areas for development. You will be required to complete the CAQ Self-Assessment and discuss your results with your manager prior to attending the course. This document and the other pre-work assignments are to be brought with you to the session.

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Managing Human Resources

In today’s competitive market for labour, maximizing human capital is essential to achieving optimal patient outcomes. This course includes HR best practices throughout the health care system – strengthening the management capabilities needed by all involved in hospital people management. Participants will learn best practices with respect to attracting, interviewing, managing, evaluating and retaining employees, all within the current labour and legislative context.

Program Objectives:

- Understand the current context of hospital HR issues including familiarization with desired leadership competencies that support attraction and retention for health care providers
- Understand the current HR legal context, your collective agreement and your rights to manage within a unionized environment
- Learn how to attract and engage talent through effective recruitment that includes the latest in behavioural-based interviewing techniques
- Learn how to maximize personal and organizational performance by using differing management, dispute resolution and coaching styles that go beyond traditional discipline and discharge
- Learn how to create a total health and productivity environment, supported by sound disability case management techniques

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<td>Brenda Clark</td>
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Related Online Training Module

Accessible Customer Service Standards Online Training Module – see page 38 for details.
Ontario Healthcare Reporting Standards (OHRS)
Level I – Reporting Standards

Ontario health care organizations require provincial standards that provide a standardized framework for the collection and reporting of data from their daily operations. These reporting requirements are mandatory for all health sectors in the province, to meet the needs of Ontario and ensure compliance with national Management Information Standards (MIS). All health service organizations’ financial and statistical data is stored in a central database that is standardized, comparable, reliable, timely and usable. Yet data quality and integrity has been compromised by varying interpretations of reporting standards.

The goal of this course is to provide individuals who collect and report OHRS data, as well as other users of OHRS, a common understanding of key operational concepts and a level of proficiency in the collection and reporting of the standards required to implement OHRS and use the information provided. This will enhance reporting data quality and help with the implementation and use of information.

Topics covered through this course include financial framework concepts and system considerations including business rules for revenue, compensation, and other expenses, as well as statistical framework concepts and consideration including business rules workload, earned hours, patient activity and personnel profiles. This course includes three days of classroom training followed by a correspondence component. Following course completion, participants are encouraged to expand their expertise by completing OHRS Level II – Performance Measurement.

Prerequisite:
The prerequisite for this program is the Canadian Institute for Health Information’s (CIHI) Introduction to the MIS Standards program.

For more information on this program, contact CIHI at (phone:) 613 241 7860, (fax:) 613 789 2114, or cihi.ca. Participants must provide proof of completion of CIHI’s program when registering for the OHRS Level I program. Prior experience in MIS data collection is also recommended.

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<td>Sandra Chase</td>
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Ontario Health Care Reporting Standards (OHRS)
Level II – Performance Measurement

Financial and statistical data is being collected by Ontario health care organizations using Ontario Healthcare Reporting Standards (OHRS). The benefit of using the OHRS is health service organizations’ financial and statistical data are standardized, comparable, reliable, timely and usable. For these reasons, the OHRS data have been used for funding formulae, performance measurement and quality improvement initiatives.

Based upon the learning of the OHRS Level I course, the goal of this Level II course is to help participants gain a better understanding of performance measurement in health care. Using case studies, participants will learn how OHRS data can be used to measure health system and organization performance and to enhance strategic and operational decision making. Participants will be introduced to performance measurement frameworks used in Ontario, analyze data, learn the limitations and strengths of facility and functional centre indicators, and apply the resulting knowledge to discuss areas for improvement.

The course will review how the OHRS data is used in the Ontario Cost Distribution Methodology, Ontario Case Costing Initiative and health services funding. This certificate course includes three days of classroom training followed by a correspondence component.

Program Outline:

- Overview of performance measures: theory and application
- Overview of the development of OHRS indicators
- Indicator selection, analysis and interpretation indicators categories
- Formulas
  - Data quality issues
  - OHRS data application – OCDM, OCCI and funding formula

Prerequisite:
The prerequisite for this program is the successful completion of the Ontario Healthcare Reporting Standards Level 1 certificate program. Experience with OHRS data collection, reporting or analysis is also essential.

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Patient Safety

How familiar are you with the concepts of patient safety? Hundreds of thousands of patients/clients/residents are harmed each year due to unsafe care in all types of health care programs and settings. Understanding the problem is the first step towards improved patient safety.

Patient safety is emerging as a distinct health care discipline, closely linked to Quality and Risk Management. Patient Safety knowledge continually informs improvement efforts such as: applying business/industry lessons learned, adopting innovative technologies, educating providers and consumers and enhancing error reporting systems and follow up.

This course is designed to equip participants with the skills to promote patient safety in a variety of health care settings.

This course includes an “introductory” module prior to the course as well as in-class learning accomplished through lectures, discussions, case studies, expert speakers and networking.

There is an in-class assignment.

Course Objectives: To introduce participants to the fundamental issues of patient safety

- Understanding the causes of error
- Understanding the links to risk management and quality
- Identification of issues/trends in patient safety
- Knowledge of evidence based patient safety tools, processes and practices
- Development of patient safety plans/program specific to your organization

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Special Offer:
To enhance participant knowledge and development of synergies between the areas of risk, quality and patient safety, the OHA is pleased to offer both the Health Care Risk Management and Patient Safety courses at the special discounted rate of $1,140.00. That’s a savings of $420.00! Learn more about the Health Care Risk Management course on page 18.
Principles and Applications of Health Law

The OHA and Borden Ladner Gervais (BLG) will be revising the Principles and Applications of Health Law course for the 2016 calendar. This revised two-day course will explore legal issues in the health care context, including topics such as privacy, labour and employment, consent and capacity, and investigation of adverse clinical outcomes. Led by lawyers from the BLG Health Law Group alongside experienced health care professionals, this course will provide participants with a better understanding of the legal environment in which health care is provided.

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Related Online Training Module
Freedom of Information for Hospital Staff Online Training Module – see page 39 for details.

Producing and Consuming Information: Organizational Survival Skills in the Internet Age

This interactive hands-on one-day workshop focuses on practical and realistic approaches to gathering, analysing and validating different types of decision making information. It will be of interest to health care managers and practitioners who need to collect information to make decisions or respond to information from other sources.

Program Content:
Topics covered will include:

- Quick and easy ways to gather valuable information
- Using existing sources
- Why surveys work and why they don’t work
- Pitfalls to avoid in employee engagement surveys
- Program evaluation tips and techniques
- Validating "soft" information
- A practical template for applied research design
- Strategies for being a savvy consumer of information
- A comprehensive tool for assessing research studies

This is a practical, hands-on session. Participants will choose and complete a mini-case project during the session and apply course concepts to subjects of interest to them and their organizations. They will also receive participant manuals integrated with workshop content and containing concept summaries, worksheets, assessment tools and job aids.

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Risk Governance for Health Care Boards and Senior Management

Events that present risk to the health care environment have been growing increasingly complex over recent years. Having the ability to oversee and manage risk is not a function of having the best models. It is a matter of understanding and developing the mindset and the discipline that aligns with the organization’s tolerance for risk.

If a board of directors is to fulfill its mandate, it must be able to exercise effective governance practices over the risk management capabilities of the health care organization. Few organizations, however, have defined the expectations they have of risk governance or of risk management, and fewer have yet to define strategic and operational risk among the board’s oversight responsibilities or the management’s strategic mandates.

This course, developed in partnership with the Governance Centre of Excellence (GCE), will broaden board member and health care senior management’s knowledge, enabling them to engage in deeper and more advanced discussions on risk within their environments and with industry peers. Course participants will benefit from an e-Learning based introduction followed by a highly interactive and content-rich day with their colleagues.

Topics covered include:

**Risk from a Governance Perspective**
- Risk culture: How culture, risk and accountability interact, setting the “tone at the top”
- The risk profile: Design, process and purpose
- How boards might interact on risk management decisions

**Understanding a New Generation of Risk Management**
- Leading practices for effective risk oversight and management
- Linking risk to strategy
- Dealing with complexity, innovation and resilience

**The Value of a Risk Reporting Process**
- Outlining the tools contained in an effective risk reporting process
- Building organizational resilience within a risk management/reporting process
- Increasing the effectiveness of triggers and escalation methods

**Being a “Risk Intelligent” Board**
- Integrating risk in strategic planning:
  The nature of board and management engagement

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Lean Health Care

Lean is a management philosophy and methodology that focuses on creating more value for clients and patients with fewer resources. It allows an organization to identify areas for process improvement by eliminating waste, reducing inefficiencies, improving access flow, quality and safety, and ensuring optimal utilization of all resources.

A popular misconception is that Lean is suited only for manufacturing. However, this is not true. Lean can be applied to every process across any industry. As health care organizations strive to reduce cost and increase efficiency, these Lean concepts will become integral to their success.

Lean is a principle that can be used in all areas and at all levels of a health care organization. It helps to empower employees by allowing them to make the necessary changes and look for ways to create efficiencies within their own area.

Many health care organizations are under pressure to increase efficiency and quality of services, and simultaneously decrease costs and streamline processes. However, most health care providers don’t know where to start.

The OHA in partnership with the Leading Edge Group is pleased to offer the following Lean Health Care certificate courses:

• Lean Health Care Yellow Belt
• Lean Health Care Green Belt
• Lean Health Care Black Belt
• Lean Health Care Value Stream Mapping
• Six Sigma Health Care Yellow Belt

These courses aim to not only provide a basic level of lean awareness and required tools, but also an understanding of the benefits of what can be achieved by utilizing lean health care best practices.
Lean Health Care Yellow Belt

The Lean Health Care Yellow Belt course is the essential ‘first step’ to understanding Lean health care tools, practices and concepts. This certificate program provides participants with a comprehensive overview of the principles of Lean health care. It also outlines and demonstrates the essential Lean tools and practices that can be applied to decrease costs, increase efficiency and quality of service, and improve patient and employee satisfaction. The program provides a basic proficiency in core lean health care tools and practices.

The Lean Health Care Yellow Belt program aims to create not only a basic level of awareness of Lean and its core tools and practices, but also an understanding of the benefits that can be achieved through utilizing Lean health care best practices. Assessment for the program is based on an exam that is one hour in duration. This program is typically delivered to staff who are/will be actively involved in cross functional teams deployed to implement Lean.

Topics include:
- Introduction to Lean
- Lean Thinking and Principles
- Health Care Waste – The 8 Deadly Sins
- Value Stream Mapping (VSM)
- Layout Improvements and Kanban
- Kaizen
- Introducing Visual Management
- 5S Organizational Development
- 5S Implementation
- Lean Health Care Implementation Roadmap

This course is offered through in-class and online learning formats.

Lean Health Care Yellow Belt – In Class Program

This classroom based Lean Health Care Yellow Belt course allows participants to tap into the knowledge and expertise of qualified Lean trainers. In addition to working through the course materials, participants also have the advantage of having an experienced trainer present, who can answer questions and share their knowledge and experiences on implementing Lean projects. The classroom training is ideal for individuals who enjoy having more direction in their learning. Participants within the classroom also benefit from group activities which have a practical focus, where they can network and discuss Lean topics with other participants.

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<td>September 19 &amp; 20, 2016</td>
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<tr>
<td>December 6 &amp; 7, 2016</td>
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Lean Health Care Yellow Belt – Online Program

The online Lean Health Care Yellow Belt program is a self-paced program that includes video tutorials and case studies on six topics as well as required readings. Participants undertake an interactive case study whereby they apply the concepts taught in a real world health care scenario. An online quiz is provided for each topic to help gauge learning. Participants also receive access to a mentor who will provide subject matter expertise and support throughout the program as well as feedback on the case study undertaken.

Additional resources including videos, a lean glossary and lean templates are also provided. The program is typically completed within six weeks. However, participants receive a two month license to the program. Participants may choose to join an online cohort of students for added support built in through teleconferences, webinars and added opportunities to share with, and learn from, others enrolled in the online course. You can join the cohort on your own or together with colleagues from the same organization to gain added support and encouragement through the online learning process.

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<tr>
<th>DATES</th>
<th>FEE</th>
<th>PROGRAM LEADERS</th>
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<tbody>
<tr>
<td>This online program offers continuous enrolment and can be undertaken at any time. Three cohorts are offered during the year starting in January, June and September.</td>
<td>$750.00 + applicable taxes</td>
<td>Jane Bishop</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Janine LeFort</td>
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Lean Health Care Green Belt

The Lean Health Care Green Belt program is specifically designed for professionals working in health care organizations across the care continuum. The program provides participants with an understanding of lean theory and demonstrates the effective application of lean concepts, tools and practices that can be applied in the health care environment to decrease costs, increase efficiency and quality of service, improve patient and employee satisfaction and create an ongoing culture of continuous improvement. With access to an expert mentor provided throughout the program, participants also gain the knowledge and skills required to lead, facilitate and sustain improvement projects. Assessment is based on a work place project and exam.

Program Outline:
- Introduction to Lean
- Applying Lean in Health Care
- Lean Health Care Tools and Practices I: Improving Process Flow
- Lean Health Care Tools and Practices II: Reducing Variation and Improving Quality
- Value Stream Mapping
- Kaizen
- 5S
- Implementing Lean and Six Sigma in Health Care
- Managing Change Resistance
- The Roadmap to Lean Health Care Implementation

This course is offered through in-class and online learning formats.

Lean Health Care Green Belt – Blended Program

The Lean Health Care Green Belt blended learning program offers participants full online access to the Learning Management System, as well as five classroom tutorials. The tutorials explore the program content and how it relates to the participants and their organizations, while supporting and focusing on various aspects of the Green Belt improvement projects being undertaken by participants as part of the program.

During the tutorials, participants will discuss the Green Belt project – outlining structural and submission requirements, advising on a suitable approach for selecting, implementing and sustaining projects. Participants will also be expected to present update reports on their projects to the trainer and fellow participants during the program.

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<th>DATES</th>
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<th>PROGRAM LEADERS</th>
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<tbody>
<tr>
<td>February 1, 2016 – July 2016 1&lt;sup&gt;st&lt;/sup&gt; session: February 8, 9 &amp; 10, 2016 2&lt;sup&gt;nd&lt;/sup&gt; session: April 4 &amp; 5, 2016 August 2016 – January 2017 1&lt;sup&gt;st&lt;/sup&gt; session: August 10, 11 &amp; 12, 2016 2&lt;sup&gt;nd&lt;/sup&gt; session: October 3 &amp; 4, 2016</td>
<td>Green Belt Graduate Rate: $2,900.00 + applicable taxes Non-Graduate Rate: $3,100.00 + applicable taxes</td>
<td>Jane Bishop Janine LeFort</td>
</tr>
</tbody>
</table>

Lean Health Care Green Belt – Online Program

The online program offers continuous enrollment and can be undertaken at any time. Once registered, participants receive 6-month access to a Learning Management System portal from where they can login at their convenience and launch each session, access online resources including recorded webcasts, case studies, discussion boards, receive expert mentoring and take prep exams. Participants can also access and download a hardcopy workbook for the program.

Participants may choose to join an online cohort of students. The cohorts provide students with added support built in through teleconferences, webinars and added opportunities to share with, and learn from, others enrolled in the online course.

You can join the cohort on your own or together with colleagues from the same organization to gain added support and encouragement through the online learning process.

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<th>DATES</th>
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<th>PROGRAM LEADERS</th>
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<tbody>
<tr>
<td>This online program offers continuous enrolment and can be undertaken at any time. Two cohorts are offered during the year starting in May and November.</td>
<td>Green Belt Graduate Rate: $2,400.00 + applicable taxes Non-Graduate Rate: $2,650.00 + applicable taxes</td>
<td>Tony Soumas Chris Chadwick Janine LeFort Ruth Ojelade Jane Bishop</td>
</tr>
</tbody>
</table>
Lean Health Care Black Belt

The Lean Health Care Black Belt course is the highest distinction available in the realm of Lean Health Care. Black Belt holders are a key ingredient for organizations striving to deploy a Lean philosophy and culture. The course provides holders with the advanced Lean tools to help transform their organizations to world-class status, as well as the opportunity to communicate with Lean practitioners and experts around the globe.

This program is a hybrid of traditional distance education and online learning. Web-hosted interactive workshops led by relevant lean health care experts are also delivered for each module. Module notes, case studies and reading lists are accessed and downloaded via an online Learning Management System (LMS) portal. The portal will host a Lean Health Care Black Belt discussion forum where peer-to-peer discussions for each module will take place.

The program consists of the following four modules and an in-house project:

- Lean Health Care Strategic Planning and Implementation
- Effective Leadership and Change Management
- Advanced Lean Health Care Tools and Practices
- Managing Lean Health Care Projects

Each participant is assigned an expert mentor to provide support throughout the program. This involves providing any clarification on subject matter queries, advising on suitable project selection, and scoping and supporting participants as they undertake the project and module assignments.

Participants may choose to join an online cohort of students. The cohorts provide students with added support built in through teleconferences, webinars and added opportunities to share with, and learn from, others enrolled in the online course. You can join the cohort on your own or together with colleagues from the same organization to gain added support and encouragement through the online learning process. Assessment is based on module assignments, a work place project and on-line discussion forum participation.

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<tr>
<th>DATES</th>
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<th>PROGRAM LEADERS</th>
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</table>
| This online program offers continuous enrolment and can be undertaken at any time. Two cohorts are offered during the year starting in March and September. | Black Belt Graduate Rate: $4,700.00 + applicable taxes | Chris Chadwick  
Jane Bishop  
Tony Soumas  
Janine LeFort |
|                       | Non-Graduate Rate: $4,900.00 + applicable taxes |                 |

Lean Health Care Value Stream Mapping

This one-day workshop provides in-depth instruction on value stream mapping and its suitable application in acute and non-acute care health care settings. Through the use of relevant health care case studies and practical exercises, participants will learn how to plan for and implement value stream mapping within their organization to achieve standardized and sustainable improvements.

Value Stream Mapping (VSM) is a diagnostic tool/methodology to differentiate those processes that add value from those that generate waste and ultimately reduce customer satisfaction. VSM provides a method for visualizing the flow of services, materials, and information throughout an organization, while graphically illustrating elements of waste along the way.

VSM has a number of advantages:

- Enables an organization to understand its current processes
- Provides a framework and impetus for implementing improvements
- Creates a vision of what is achievable for the organization with quantifiable gains
- Creates a rallying point around which you can really start your Lean journey
- Enables an organization to visualize patient journeys or pathways

Program Outline:

- Lean Refresher and Value Stream Mapping Introduction
- Value Stream Mapping vs Process Mapping
- Overview on the Steps Involved in VSM Implementation
- Effective VSM Preparation
- Analyzing the Value Stream Current State Map
- Introducing Measures that will Identify Bottlenecks and Sources of Waste

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<th>DATES</th>
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<th>PROGRAM LEADERS</th>
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| January 28, 2016       | $535.00 + applicable taxes | Chris Chadwick  
Janine LeFort |
Six Sigma Health Care Yellow Belt

This two-day program provides an opportunity for participants to examine health care processes and learn ways to improve them through the application of Six Sigma methods. Six Sigma focuses on enhancing the quality of processes by identifying and eliminating variation and errors that exist therein.

Participants with Lean knowledge or prior Lean training can undertake this course to add a new technique to their continuous quality improvement toolkit, while the course provides any health practitioner with a methodology to identify process variations that lead to defect errors, quality issues and associated costs. It will also focus on the effective use of data to drive and enhance quality patient outcomes.

Through this course, participants will gain fundamental knowledge in using the key tools and practices associated with Six Sigma such as DMAIC, basic statistical tools and data collection/analysis. They will also learn how to identify and eliminate variation in health care processes and measure the capability of common processes.

Program Outline:

- Introducing Six Sigma
- What is a Process?
- Applying Six Sigma in Health Care
- Define-Measure-Analyze-Improve-Control (DMAIC) Roadmap
- Cost of Poor Quality
- Gathering Data
- Introduction to Six Sigma Tools

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<th>DATES</th>
<th>FEE</th>
<th>PROGRAM LEADERS</th>
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| April 11 & 12, 2016  | $905.00 + applicable taxes | Gary Doyle
| October 5 & 6, 2016  |                            | Chris Chadwick
|                      |                            | Jane Bishop              |
The Essentials Series Workshops

The OHA has partnered with the Canadian Management Centre to offer the Essentials Series of Workshops. These workshops provide students the benefits of both online and in-class education, where the classroom portion introduces the participants to the topic and the online component allows students to continue their learning after leaving the classroom.

The Essentials Series offers workshops paired with a free one year subscription to Harvard ManageMentor® 11 (HMM11) an online resource tool that provides 44 modules on a range of business topics that are of vital relevance to today’s health care professionals. That’s a value of $335.00 that each registrant receives at no additional cost!

Coupling this tool with the workshop allows participants to perfectly blend classroom learning with immediate online access to powerful follow-up tools developed by the experts at Harvard Business Publishing.

About Harvard ManageMentor® 11

From the world’s most acclaimed management school comes a suite of tools that managers can use to make the best management decisions in real time. Registrants of the Essentials Programs can expand their skills by choosing from 44 topics and additional resources – all prepared by the experts at Harvard. See page 46 for details.

The Essentials Series of Workshops include topics such as:
• Business Writing
• Change Management
• Communication
• Engaging a Multi-Generational Workplace
• Partnering with Your Boss
• Project Management (+PDUs)
• Comprehensive Project Management (+PDUs)

For more information on our Essentials Series courses, and a complete listing of upcoming courses, please visit oha.com/courses or contact Candace Simas at 416 205 1586 or csimas@oha.com.
## Essentials of Business Writing

To paraphrase Peter Drucker – as soon as you take one step up the career ladder, your effectiveness depends on your ability to communicate your thoughts in writing. This practical workshop will ensure you are using a business writing style – and not an academic one – in your reports and emails. You will learn how to organize your thoughts effectively and to produce effective documents that create reader buy-in. Participants of this program will learn how to inspire action through their written communications. They’ll receive proven tips for changing the tone of a document for reducing the impact of bad news, and they’ll learn how to use their computer’s editing features to their advantage.

<table>
<thead>
<tr>
<th>TOPICS INCLUDE</th>
<th>DATE</th>
<th>FEE</th>
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<tbody>
<tr>
<td>• What today’s readers want in business documents</td>
<td>June 6, 2016</td>
<td>$845.00 + applicable taxes</td>
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<tr>
<td>• 3 steps for successful correspondence</td>
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<tr>
<td>• 7 steps for plain language writing</td>
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<tr>
<td>• Emails: increasing your chances for positive action</td>
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<tr>
<td>• Reports: ensuring key messages are understood</td>
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<tr>
<td>• Editing: a 10-sentence success checker</td>
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<tr>
<td>• Proven techniques to help you write faster and more effectively</td>
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## Essentials of Change Management

Organizational change is constant. And yet many people react to change with denial or resistance. As an agent for change, regardless of your organizational level, your ability to help people overcome their reactions and get onboard with new initiatives is critical to your success. In this one-day workshop, you’ll gain practical tools that will enable you to manage reactions to change and communicate in a manner that inspires buy-in and optimal productivity through any change initiative.

<table>
<thead>
<tr>
<th>PROGRAM OBJECTIVES</th>
<th>DATE</th>
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<tbody>
<tr>
<td>• Understand your role as a change leader</td>
<td>April 8, 2016</td>
<td>$845.00 + applicable taxes</td>
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<tr>
<td>• Get clear on your own reaction to change as well as the reaction of those you work with</td>
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<td>• Appreciate why others may react negatively to change and how best to respond</td>
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<tr>
<td>• Adapt your communication style to gain buy-in and support from others toward change initiatives</td>
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<tr>
<td>• Increase the readiness to embrace change and overcome resistance in your work environment</td>
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## Essentials of Communication

Communication is key in all work situations. In order to successfully have your ideas heard, to communicate goals, strategies and objectives with your team, or share accomplishments and challenges with your managers, proper communication is the key to success.

### Course Features:
- Effectively manage communication challenges that arise
- Connect what you know about your topic with what your audience needs – in ways that engage, clarify, and inspire
- Understand the negotiation process, when different types of negotiations are appropriate, essential negotiating strategies, and how to become an effective negotiator
- Master the art and science behind successful persuasion – and begin changing other people’s attitudes, beliefs, or behaviour to create win-win solutions

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<tr>
<th>TOPICS INCLUDE</th>
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<tbody>
<tr>
<td>• Presenting Ideas</td>
<td>June 13 &amp; 14, 2016</td>
<td>$1,195.00 + applicable taxes</td>
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<tr>
<td>• Managing Difficult Interactions</td>
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<tr>
<td>• Negotiating</td>
<td></td>
<td></td>
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<tr>
<td>• Persuading Others</td>
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</table>
Essentials of Engaging a Multi-Generational Workplace

Today’s work environment is unique in that we now have up to five generations of employees working side by side. Individual work styles, employee expectations and team dynamics have never been more diverse. So how can you engage, develop and manage employees successfully? In this course, we will explore the characteristics of Traditionalists, Baby Boomers, Generation X, Millennials, and the emerging Generation Z. We will take a look at their various approaches to work, perspectives on relationships, and the opportunity you have to adapt your leadership approach to maximize the potential of all employees.

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<tr>
<th>COURSE FEATURES</th>
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<tbody>
<tr>
<td>• Be prepared for the differences in generational values and how they show up in the workplace</td>
<td>March 11, 2016</td>
<td>$845.00 + applicable taxes</td>
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<tr>
<td>• Adopt strategies to foster relationship building across different generations</td>
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<tr>
<td>• Identify the elements of employee engagement and the drivers for each generation</td>
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<tr>
<td>• Develop strategies to effectively engage and motivate your generationally diverse team</td>
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<tr>
<td>• Learn more about the generational identities in today’s workforce</td>
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<tr>
<td>• Dispel some of the myths that surround each of the generational cohorts</td>
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<tr>
<td>• Keep your team engaged by understanding what they value and expect in a work environment and from their leader</td>
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Essentials of Partnering with Your Boss

This one-day program is designed to help administrative professionals and their managers become high-performance teams to achieve organizational goals and objectives.

Participants will learn the skills that will allow them to work and communicate effectively with their boss. These tools will help foster a working relationship of mutual trust, respect and credibility, and will also help to improve productivity and work satisfaction.

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<tr>
<th>COURSE FEATURES</th>
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<tbody>
<tr>
<td>• Build and preserve productive and trusting workplace partnerships</td>
<td>March 4, 2016</td>
<td>$845.00 + applicable taxes</td>
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<tr>
<td>• Anticipate needs, manage time and projects</td>
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<tr>
<td>• Identify and practice personal behaviors and modes of interaction that form the basis for strategic collaborations with your boss and others</td>
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<tr>
<td>• Communicate so that your message is heard</td>
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<tr>
<td>• Leverage your greatest strengths to bring your very best to your work</td>
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<tr>
<td>• Get results without having the authority to task it</td>
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<tr>
<td>• Ask the right questions to better understand your boss’ requests</td>
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<tr>
<td>• Develop your listening and decision-making skills to anticipate the needs of your boss</td>
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</table>
Essentials of Project Management

Project management is the planning, scheduling and orchestrating of project activities to achieve objectives within a specified period of time. Successful project management requires strong organizational, staffing, controlling, communication and budgeting skills. In today’s demanding environment, the resource and cost-related aspects of project management are especially vital. You need to get your projects done right, to the satisfaction of all stakeholders. And you need to get them done on time and on budget.

This course will give you the wider project management context, as well as the practical tools required to professionally manage projects at your organization. This course also counts for professional development units (PDUs) for the Project Management Professional (PMP)® credential.

For your project to be a success, you need to transform what may begin as a vague concept into a measurable and accountable system that not only applies a broad range of knowledge, skills, and resources, but also meets organizational requirements, managerial/executive expectations, and finishes on budget and on time.

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<tr>
<th>COURSE FEATURES</th>
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<tbody>
<tr>
<td>Project Management: The big picture</td>
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<tr>
<td>Determining critical success factors and measures</td>
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<tr>
<td>Identifying and resourcing the work that must be done</td>
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<tr>
<td>Managing for project risks and jeopardies</td>
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<tr>
<td>Coping with squeezed budgets and stolen time</td>
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<tr>
<td>Dealing with scope and scope creep</td>
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<td>Estimating with accuracy</td>
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<td>February 4 &amp; 5, 2016</td>
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<td>May 16 &amp; 17, 2016</td>
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<td>$1,195.00 + applicable taxes</td>
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Comprehensive Project Management

You need to get your projects done right, to the satisfaction of all stakeholders. And you need to get them done on time and on budget.

This 4-day program is the next step for your project management education following the Essentials of Project Management course. In this situational learning program, you will examine a complete range of advanced project management competencies and methods.

Learn a common and precise language to communicate and define project needs effectively. In addition, you will acquire skills to resolve project issues through an alignment with the Guide to the Project Management Body of Knowledge (PMBOK® Guide).

This project management skills training seminar will help you roadmap your project management career under the guidance of an expert practitioner.

This course also counts for professional development units (PDUs) for the Project Management Professional (PMP)® credential.

Recommended Prerequisites

Completion of the OHA’s Essentials of Project Management course or other introductory project management course OR a minimum of two years of professional project management experience is required as a prerequisite for this program.

What You Will Learn

- Apply your project management approach using the fundamental concepts of project management in the PMBOK® Guide
- Build the key deliverables and structure to get your project started effectively and efficiently
- Develop a comprehensive and appropriate project management plan as a blueprint to effective project execution
- Prepare to implement the project plan by managing, coordinating, and collaborating with the project team and key project stakeholders
- Develop and implement a plan to close the project and transition ongoing product support to operations

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<tr>
<th>COURSE FEATURES</th>
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<tr>
<td>Structured case studies to apply learning in groups</td>
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<td>Simulation activities to help transfer learned skills and behaviour to the working world</td>
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<tr>
<td>Reference book or articles that can be used on the job</td>
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<tr>
<td>Job aid(s) and tip sheets to take back to the workplace</td>
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<th>DATES</th>
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<td>May 2 &amp; 3, 10 &amp; 11, 2016</td>
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<tr>
<td>$2,195.00 + applicable taxes</td>
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ONLINE TRAINING AND TOOLS

The OHA is pleased to offer a variety of health-based online modules and support tools that enable you to train yourself and your staff efficiently and within budget.

These online training modules empower participants by allowing them to learn entirely at their own pace. The interactive nature of the modules enrich the learning experience, while program quizzes gauge and enhance students’ knowledge. Moreover, a variety of learning styles are addressed through:

- Text content
- Audio narrative
- Video clips
- Interactive activities
- Test your knowledge quizzes
Completion of Modules
Once an online module is purchased, participants will have access to the module for a period of one year. Each module takes approximately 20-45 minutes to complete and at the end of each module there is a final quiz. Participants must score at least 80% to pass the online module. Upon successful completion of the module, participants can access and print off a certificate of completion for their records.

Pricing
For pricing details, please visit oha.com/modulerates. Flexible pricing is available; discounts are offered based on volume and number of modules required.

Learning Management System (LMS)
These web-based modules also offer a built-in Learning Management System (LMS) so employers can track their employees’ progress on both an individual and collective basis. Reporting features will identify any learners having challenges with a particular aspect of a course – allowing administrators to provide additional support as required.

For more information about integrating these modules into your staff orientation process and employee training programs, visit oha.com/onlinemodules or contact Candace Simas at csimas@oha.com.

How to Register
Single Registration
To register for any of the OHA’s Online Training Modules, visit oha.com/onlinemodules.

Group Registration
To register multiple users or purchase multiple online modules, please contact:
Candace Simas
416 205 1586
1 800 598 8002 x 1586
csimas@oha.com
Accessible Customer Service Standards

Hospitals and other public sector organizations in Ontario must meet the legal requirements for accessible customer service – as set out in Regulation 429/07 under the Accessibility for Ontarians with Disabilities Act, 2005 (AODA).

The Ontario Hospital Association’s online module will bring you and your organization into compliance with the standard. It includes the Customer Service Standards and has also been updated to address the following standards:
- Employment
- Information and Communications
- Transportation
- Design of Public Spaces

This module is available in both English and French.

For re-training purposes, a Compliance Quiz is available for this module. See page 40 for details.

Emergency Communication Codes

Although the emergency communication codes established by the OHA in 1993 are still standardized across hospitals in Ontario, many hospitals have since established new codes that are separate from the wider system. An OHA survey found that as a result, Ontario’s emergency communication code system suffered from a lack of consistency.

In response, the Health Emergency Management Committee (HEMC), created by the OHA to provide post-SARS strategic direction on hospital emergency preparedness, recommended that the OHA work to re-standardize emergency colour codes throughout all Ontario hospitals.

This module covers the following Emergency Communication Codes:
- Code Black
- Code Grey
- Code Red
- Code Blue
- Code Orange
- Code White
- Code Brown
- Code Pink
- Code Yellow
- Code Green
- Code Purple

This module is a vital component of a hospital’s overall Incident Management System.

Foundations of Wound Care

The OHA and the Canadian Association of Wound Care (CAWC) have partnered to create the Foundations of Wound Care program. This program includes four online training modules that provide a basic knowledge of wound management and prevention. The Foundations of Wound Care program is a prerequisite to the CAWC Learning Series, a three-day live program led by wound care experts.

There are four modules in the Foundations of Wound Care program providing the flexibility to focus on a specific wound type if needed. The series provides:
1. Introduction to Wounds
2. Prevention and Management of Venous Leg Ulcers
3. Prevention and Management of Pressure Ulcers
4. Prevention and Management of Diabetic Foot Ulcers

Each module is a stand-alone program; take one or all four, depending on your interest and needs. A certificate of learning is provided upon successful completion of each module.

Introduction to Wounds

This module is the first of the series and provides the basic knowledge required to understand the principles of wound healing and wound bed preparation. Completion of this module will provide you with a foundational understanding of how to deliver the basics in the treatment of chronic wounds.

Prevention and Management of Venous Leg Ulcers

This is the second module in the series and provides an educational framework for health care providers to achieve a basic level of competence in the management of persons experiencing leg ulcerations. The overall aim of the module is to equip health care providers with the assessment and management skills required to care for patients with leg ulcers.

Prevention and Management of Pressure Ulcers

This is the third module in the series and provides an educational framework for health care providers to achieve a basic level of competence in the management of persons with potential/current pressure damage to the skin. The overall aim of the module is to equip health care providers with the assessment and management skills required to care for patients with pressure ulcers.

Prevention and Management of Diabetic Foot Ulcers

This is the fourth module in the series and provides an educational framework for health care providers to achieve a basic level of competence in the management of diabetic persons with foot ulcerations. The overall aim of the module is to equip health care providers with the assessment and management skills required to care for patients with diabetic foot ulcers.

CAWC Learning Series

The CAWC Learning Series is a three-day live program led by an inter-disciplinary faculty of wound care experts. The program combines theory with practical hands-on experience.

To learn more about the CAWC’s Learning Series, please visit cawc.net.
Freedom of Information

All hospitals are now subject to the Freedom of Information and Protection of Privacy Act (FIPPA) as a result of the Broader Public Sector Accountability Act, 2010. Hospital personnel are involved in FIPPA compliance to varying degrees depending upon their position or function. General FIPPA training will facilitate the hospital’s responsiveness to FIPPA, and reduce the time and resources required to search for records, consult with affected parties and make more accurate decisions about whether information is to be disclosed under the Act.

This online training module was designed to support hospital staff and includes a synopsis of FIPPA, with particular attention to:

- Right of access
- Privacy protection
- Exclusions and exemption
- Processing FOI access requests
- Hospital obligations under FIPPA
- Implications of FIPPA for hospital employees

This online module is offered in two versions:

**Freedom of Information for Hospital Staff**

This module is meant for general hospital staff. It is a short and practical guide to the legislation and is intended to provide targeted and relevant information along with practical examples.

**Freedom of Information for Directors and Hospital Administrators**

This module is meant for senior managers and hospital administrators. It provides a thorough, in-depth overview of all of the components of FIPPA.

Hand Hygiene and Personal Protective Equipment

In Canada, one in nine patients acquires a health care associated infection during their hospital stay. The effect on the health care system is higher costs. The effect on patients can be disability and/or death.

Remarkably, the most common vehicle for the transmission of microorganisms from one patient to another, and from one body site to another within the same patient, are the hands of a health care worker. Yet studies show that performing proper hand hygiene can reduce the incidence of these infections by 50%.

At the end of this module, participants will have a good understanding of:

- What hand hygiene is, and why it is important
- When, where and how it should be performed
- Factors that impact its effectiveness
- How to put on and remove personal protective equipment and barriers

Preventing Unauthorized Access Under PHIPA

Since the introduction of the Personal Health Information Protection Act (PHIPA) in 2004, hospitals and other health information custodians have made great strides to safeguard the privacy of individuals and their personal health information (PHI).

However, privacy breaches can occur when PHI is incorrectly collected, used, disclosed, retained or disposed. This includes unauthorized access, such as when PHI is viewed by a health care professional who is not providing, or assisting in the provision of health care to the individual involved (usually a patient).

Organizations need to ensure that their personnel are trained on appropriate access to PHI. As a result, the OHA and the office of the Information and Privacy Commissioner of Ontario have developed a short online training module for frontline health care workers.

Upon completion of this module, you will:

- Understand the purposes for which you may collect, use and disclose personal health information (PHI)
- Know what your hospital is doing to protect privacy/confidentiality and to safeguard PHI from unauthorized access
- Understand your hospital’s response to unauthorized access
- Know the consequences for you as an individual and for your hospital as a result of an unauthorized access
- Identify your role in preventing unauthorized access

Prevention of Venous Thromboembolism (VTE)

Venous Thromboembolism (VTE), comprised of Deep Vein Thrombosis (DVT) and Pulmonary Embolism (PE), is associated with increased patient morbidity and mortality, and is one of the most common preventable causes of hospital death. In fact, almost every hospitalized patient has at least one risk factor for developing VTE. Evidence shows that identifying patients at risk of VTE and providing the appropriate thromboprophylaxis interventions can reduce the incidence of VTE.

At a provincial and national level, significant improvements can be made within hospitals to ensure patients are provided with appropriate interventions to prevent VTE from occurring. Identifying patients at risk of venous thromboembolism (DVT and PE) and providing appropriate thromboprophylaxis is a Required Organizational Practice for Accreditation Canada.

With the help of Dr. William Geerts, Director of Thromboembolism Program, and Artemis Diamantouros, Intervention Coordinator, at Sunnybrook Health Sciences Centre, the OHA has developed this online training module for frontline health care workers. At the end of this module, participants will:

- Understand the risk factors that predispose hospital patients to VTE
- Comprehend the possible consequences of hospital acquired VTE
- Realize the importance of VTE prevention and the role of the frontline health care worker
WHMIS 2015: Transition to GHS

In 2015, the Canadian federal government started the process that will change the way hazardous chemicals are labelled in Canada. These changes will introduce a system that is in use around the world, known as the Globally Harmonized System of Classification and Labelling of Chemicals (GHS). The elements of this training module will help you understand Workplace Hazardous Information System (WHMIS) and what it means for you:

• Understand the changes coming to WHMIS with the implementation of GHS
• Understand the roles and responsibilities of workers, employers and suppliers
• Identify the features of labels and safety data sheets under GHS
• Describe routes of entry for toxic substances, and how to reduce risk of exposure

Workplace Violence and Harassment

Under the Occupational Health and Safety Act (OHSA) every employer in Ontario must prepare and review a policy on workplace violence and harassment. Bill 168 adds new information to the OHSA, including definitions of workplace violence and workplace harassment, and the requirements for employers to develop policies and programs related to workplace violence and harassment.

Workplace violence and harassment is avoidable and all organizations have a moral and legal obligation to prevent it. To assist health care organizations, the OHA has created this online module that will provide training on this vital topic.

At the end of this module, participants will have a good understanding of:

• What is workplace violence and harassment?
• Introduction to Bill 168
• Forms of workplace violence and harassment
• Risk factors associated with workplace violence and harassment
• Detecting workplace violence and harassment
• History of violence
• Workplace violence and harassment prevention
• Roles and responsibilities of the employer and employees
• Scenario based solutions

Upon completion of the module, participants will be awarded a certificate of completion, which can be used to meet the requirements under the OHSA.

For re-training purposes, a Compliance Quiz is available for this module.

Workplace Hazardous Materials Information System (WHMIS)

The Workplace Hazardous Materials Information System (WHMIS) was created to help keep you healthy and safe on the job. It states you have a right to know which hazardous materials you face at work, and how to work safely with them.

The elements of this training module will help you understand WHMIS and what it means for you, including:

• Your responsibilities
• Classifications
• Supplier labels
• Workplace labels
• MSDS (Material Safety Data Sheet)

For re-training purposes, a Compliance Quiz is available for this module.

Compliance Quizzes

The OHA currently offers three full modules that require annual reporting/compliance:

• Accessible Customer Service Standards (AODA)
• Workplace Hazardous Material Information System (WHMIS)
• Workplace Violence and Harassment

In recognition of the required annual re-training, the OHA has developed compliance quizzes for each of these three modules. Individuals and organizations who have already completed the full training module can complete the compliance quizzes rather than repeating the full module. Compliance quizzes draw upon all the module content to ensure organizations and individuals are in compliance with reporting and training regulations.
Understanding Hospitals and the Health Care System

This series of online modules have been developed by the OHA in partnership with the Governance Centre of Excellence (GCE). The GCE recognizes that the intricacies of serving on a health care board are significantly different from any other board, making it essential for directors who are new to the health care environment to have a firm understanding of hospitals and the health care system. This knowledge includes how hospitals are funded, how they operate and function, the impact of legislation on hospitals and health care boards, and much more. Having this knowledge along with the key governance fundamentals is essential for all health care directors to effectively perform their stewardship role.

With this in mind, the GCE has developed a series of online learning programs titled *Understanding Hospitals and the Health Care System*, designed to allow new directors of health care institutions to gain a greater understanding of how hospitals function and operate.

The *Understanding Hospitals and the Health Care System* series of online modules cover the following topics:

1. Key Governance and Accountability Relationships
2. Hospital Operations: What Boards Need to Know
3. Government, LHINs and Hospital Funding
4. A Legal Primer for New Directors
5. Labour and Employment Issues in Health Care
6. Understanding the Hospital-Physician Relationship
7. Other Regulated Health Professions

These modules are intended for board members and other interested staff from hospitals, CCACs, LHINs and other health care organizations who are new to health care and wish to gain a greater understanding of the industry.
Key Governance and Accountability Relationships

This module outlines the key stakeholders involved in Ontario’s health care system. Specifically, the role of the key players such as the Ministry of Health and Long-Term Care, Local Health Integration Networks, hospitals within the continuum of health service providers, and national and provincial reporting and enabling agencies. The role of the board and their governance obligations will also be addressed.

Hospital Operations: What Boards Need to Know

While board members are focused primarily on fulfilling their governance responsibilities, an understanding of hospital operations is also essential. This module explores how quality and risk need to be embedded in hospital operations and addresses questions including:

- What do you need to know as a board member about hospital operations?
- What do you need to do as a board member?
- What questions do you need to ask as a board member?

Government, LHINs and Hospital Funding

This module will explore health system funding reform in Ontario and the evolution of funding policy. Participants will learn more about how hospitals are funded and the hospital service accountability agreements that set out rights and obligations regarding funding with respective local health integration networks. The implication of funding reform for board members is also addressed.

A Legal Primer for New Directors

This module covers the legislative aspects of hospital governance with particular attention to:

- Hospital Governance (Not-for-Profit Corporations Act, Public Hospitals Act, Prototype By-laws)
- Accountability (Canada Health Act, Commitment to the Future of Medicare Act, Local Health System Integration Act, Broader Public Sector Accountability Act, Freedom of Information and Protection of Privacy Act)
- Quality and Safety (Occupational Health and Safety Act, Quality of Care Information Protection Act, Excellent Care for All Act, the Hospital Management Regulation and the Criminal Code of Canada)
Labour and Employment
Issues in Health Care

This module provides an overview of the labour and employment issue in health care with particular attention to:
• Employment Standards
• Labour Relations
• Human Rights
• Access for Ontarians with Disabilities
• Occupational Health and Safety
• Workplace Safety Insurance

Understanding the Hospital-Physician Relationship

This module provides an overview of the Hospital-Physician relationship with particular attention to:
• Physician’s payment/funding (OMA Agreement, AFAs, OHIP and T Fees, AFP, HOCC and top ups, etc.)
• The credentialing process

Other Regulated Health Professions

This module covers the following topics as they relate to other regulated health professions:
• A Primer on the Regulated Health Professions Act and profession-specific acts
• Regulation of health professionals’ hospital practice
• Hospital relationships with regulated health professionals
• The role of health professionals in hospital pandemic preparedness
HARVARD ONLINE RESOURCES

The OHA has been offering Harvard ManageMentor® (HMM) as a proven resources tool to the health care industry since 2004.

HMM is a practical and engaging resource for developing your employees’ key business skills. It provides 44 modules on a range of business topics – from running a meeting and leading teams to strategy development and finance essentials. Each module helps strengthen specific leadership skills that drive performance and results.
Today’s demanding business environment is overflowing with constant challenge and change. In many cases, you need the information, tools and resources to make informed decisions fast. Everyday work challenges can be difficult to manage and while many of these challenges share some common threads, a tool to provide comprehensive training in a variety of areas is not always available. Designed to provide knowledge and practical advice on today’s health care issues, HMM 11 can be accessed right from your office or home, whenever you need it. HMM 11 is readily available, so you can tap into it on an as-needed basis to brush up on some of these specific skills that will help with every day challenges.

**CHANGE MANAGEMENT**
- Change Management
- Coaching
- Goal Setting
- Leading and Motivating
- Difficult Interactions

**COMMUNICATION SKILLS**
- Meeting Management
- Presentation Skills
- Writing Skills
- Difficult Interactions
- Negotiating
- Persuading Others

**NEW MANAGERS**
- New Manager Transitions
- Change Management
- Developing Employees

**LEAD TO SUCCEED**
- Performance Appraisal
- Goal Setting
- Feedback Essentials
- Developing Employees
- Coaching
- Delegating
- Leading and Motivating

**PROJECT MANAGEMENT SKILLS**
- Innovation and Creativity
- Innovation Implementation
- Project Management
- Presentation Skills
- Time Management

**HR CHALLENGES**
- Retaining Employees
- Crisis Management
- Feedback Essentials
- Performance Appraisal
- Hiring
- Dismissing an Employee
- Laying off Employees
Harvard ManageMentor® 11

Harvard ManageMentor draws on substantial new research from acknowledged thought leaders to enhance your managers’ day-to-day performance. Updated with new concepts and rich media, Harvard ManageMentor includes proven concepts and tools, worksheets, and step-by-step guides that have been the enduring cornerstone of success for this premier online learning and performance support program.

**HMM11 includes access to 44 modules:**

- Budgeting
- Business Case Development
- Business Plan Development
- Career Management
- Change Management
- Coaching
- Crisis Management
- Customer Focus
- Decision Making
- Delegating
- Developing Employees
- Difficult Interactions
- Dismissing an Employee
- Diversity
- Ethics at Work
- Feedback Essentials
- Finance Essentials
- Global Collaboration
- Goal Setting
- Hiring
- Innovation and Creativity
- Innovation Implementation
- Laying Off Employees
- Leading and Motivating
- Managing Upward
- Marketing Essentials
- Meeting Management
- Negotiating
- New Manager Transitions
- Performance Appraisal
- Performance Measurement
- Persuading Others
- Presentation Skills
- Process Improvement
- Project Management
- Retaining Employees
- Strategic Thinking
- Strategy Execution
- Stress Management
- Team Leadership
- Team Management
- Time Management
- Virtual Teams
- Writing Skills

**Pricing**

*Individual*: Each 12 month license is $335.00 (+HST). Discounts are available for groups of 10+ individuals.

For details, please contact Candace Simas, Online Programs Coordinator: 416 205 1586 or csimas@oha.com.

Harvard Leadership Packages

The OHA also offers three different types of Leadership Packages.

**LEADS Leadership Package**

The LEADS leadership package is a one-year subscription for managers and executives. The subscription includes 25 HMM11 online modules, Harvard business review articles, executive insight videos, topical audio overviews, and tools and templates for use on the job.

The LEADS Leadership Capabilities Framework was developed in Canada for the Canadian Health System. It represents the key skills, abilities and knowledge required to lead at all levels of the health system. It aligns and consolidates the competency frameworks of individual health employers, professional associations and other progressive organizations into a common strategy.

The LEADS Framework is broken down into five categories: Lead Self, Engage Others, Achieve Results, Develop Coalitions and Systems Transformation. To complement these areas, we have packaged the online modules to support these categories as follows:

<table>
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<tr>
<th>LEAD SELF</th>
<th>ENGAGE OTHERS</th>
<th>ACHIEVE RESULTS</th>
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<td>Strategy Execution</td>
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<td>Process Improvement</td>
<td>Writing Skills</td>
<td>Innovation Implementation</td>
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OHA Leadership Package

The OHA leadership package includes a one-year subscription to a 25 online module package for managers and executives. The OHA's leadership competency model draws from a set of competencies that fall into the following four domains: Achieving Results, Leading Effectively, Thinking Critically and Personal Effectiveness. To assist leaders in the development of these areas, we have packaged the online modules to support these domains as follows:

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| Process Improvement      |                          |                          |                           |
| Strategic Thinking       |                          |                          |                           |
| Team Leadership          |                          |                          |                           |

Customized Leadership Package

Have your own Leadership Framework? We can also customize a package for your leaders based on your own organization’s leadership competencies.

Note: Pricing based on level of customization.

Pricing

The price of either of the (25 module) leadership packages is $120.00 (+HST) per user/year with a minimum of 50 users.

To purchase, please contact Candace Simas, Online Programs Coordinator at 416 205 1586 or csimas@oha.com.

For more information visit oha.com/HMM
GENERAL INFORMATION
- OHA EDUCATION
Registration
For information on registering for OHA educational programs, visit oha.com/education.

In-class Courses
Early registration is encouraged. Registration and payment must be received no later than two weeks prior to the start date of the course.

Online Courses and Modules
Online courses offer rolling registration, you can register anytime and you will gain access to the course right away. Payment for online courses is required before access to the online course will be granted.

Fees
Registration fees for each course are listed with the course descriptions and are subject to applicable taxes. Registration fees are subject to change without notice.

Completion Criteria
All OHA courses award a certificate of completion at the successful conclusion of a program. For courses in which there are tests and projects, participants will receive feedback approximately four to six weeks after completion of course. Grades are confidential and will not be provided over the phone. Certificates will not be issued if there are any outstanding registration fees. Lost or damaged certificates can be replaced at an administrative cost of $30.00 plus applicable taxes.

Programs Materials
In-class Courses
Prior to the start of a course, participants will receive an email confirming participation and any pre-work required. All course materials for classroom-based training will be distributed on the first day of the course. Courses normally take place at the OHA Education Centre at 200 Front Street West, Suite 2700, Toronto, Ontario unless otherwise specified in the course description.

Online Courses and Modules
All material for these courses is available online.

Transfer Credit
A student’s portfolio of recently acquired OHA certificate courses may be considered for credit by certain Universities and/or Colleges. It is the responsibility of the individual student to negotiate credit with the institution of their choice in order to gain advanced standing and/or course exemption.

Transfers – In-class Courses
Registrants may transfer to the next offering of a course in the same calendar year, provided the request is made at least ten business days prior to the course start date. A transfer fee of $30.00 must be paid at this time. Only one course transfer of equal or higher value can be made per calendar year.

Transcript Services
Individuals may receive an official transcript of completed OHA courses or have one sent to an educational institution or other organization for a fee of $50.00 plus applicable taxes. Requests must be submitted in writing to the Educational Services Division, accompanied by the fee.

Cancellation Policy
In-class Courses
Notice of cancellation must be given ten business days prior to the date of the program. A 50% processing fee per registrant will apply to cancellation refunds received in writing up to ten business days prior to the course start date. No refunds will be given for cancellations received less than ten business days prior to the course. Registrants who fail to attend the program or cancel after the deadline date shall be liable for the entire fee. No charge will be made for substitutions.

Online Courses
For online course cancellations, please note that a 50% administration fee will apply to all refunds.
Update Your Information

It is the responsibility of the participant to inform the OHA of any change of address, phone number, work place, etc. It is important that you keep us informed of your current address, telephone number and email address. Your up-to-date record allows us to forward your course results, or notify you of a cancelled course or modified schedule. Email any changes to education@oha.com.

In-house Programs

The OHA is committed to providing educational services to hospitals and health care facilities throughout Canada. While the majority of our certificate courses take place in Toronto, we would be pleased to bring the course to a location of your choosing. Whenever 18 or more participants (up to a maximum of 30) are identified, an OHA course can be provided at any health care facility in Canada. Most OHA certificate programs are available as an in-house program for a fee.

For more information or to schedule an in-house program, contact Marisa Violante at 416 205 1309 or mviolante@oha.com.

Program Leaders

For all Program Leader biographies please visit oha.com/programleaders.

Sponsorship Opportunities

Sponsorship of an OHA educational event provides your company with an excellent way to: Create, maintain and elevate brand awareness and corporate profile. Foster relationships with current health care professionals. Generate new leads.

We can tailor specific sponsorship packages to help you meet your goals and objectives to provide ROI.

Ready to Start Building Your Opportunity? Email sponsorship@oha.com to help you design a strategy that meets your marketing goals and objectives.

Stay Informed

Committed to professional growth for those in the field of health care, the Ontario Hospital Association (OHA) brings timely industry-wide issues and trends to the forefront of today’s health care leadership.

Subscribe to OHA e-communications at oha.com/stayinformed.