“The most helpful component of this program was the opportunity to share experiences, challenges and ideas with a group of dedicated individuals interested in improving not only themselves but their work environment and others. The support of the group created an opportunity for me to gain confidence, ask questions and feel comfortable in a learning environment.

The one on one contact with the team members and mentorship of Joanne proved to be an outstanding experience developing my knowledge base with great suggestions to lead through challenging times! A great experience.”

Brett Behan RN, MBA
Associate CNO

PROGRAM DESCRIPTION
The Arizona Institute for Healthcare Leadership provides high potential leaders within hospitals and healthcare organizations the necessary skills to become exceptional leaders and directs them on the pathway to prepare for senior leadership positions. Since the program’s inception in 2005, over 70 Arizona healthcare professionals have benefited from this leadership development experience.

The program includes a comprehensive curriculum combining core leadership competencies with multiple layers of applied practice in healthcare.

PROGRAM OUTCOMES
Effective leadership development does not just happen through a one time learning opportunity, it happens through rich experiences, research proven techniques and tools, and knowledge exchange with current leaders. This program is designed to equip and develop healthcare professionals with the leadership skills needed to grow their career to the next level.

- Increase Your Self Awareness, Communication and Emotional Intelligence
- Leadership that Inspires
- Executive Coaching
- Teambuilding Skills
- Organizational Culture
- Increased confidence
- Enhanced Strategic Thinking
- Better understanding of Healthcare Advocacy
- More effectively handling Crucial Conversations in Healthcare
- Individual Project to benefit your organization

PROGRAM COMMITMENT
Your time and commitment is necessary to participate in the Arizona Institute for Healthcare Leadership. Mandatory participation includes:

- Class begins on January 12, 2018 and then meets the second Friday of each month from 8:30 am - 4:00 pm. Two virtual sessions will be held.
- Individual project (estimated time commitment 20-25 hours)
- Online TTI TriMetrix executive assessment
- One to one executive coaching
- Reading and other Learning Assignments
ARIZONA INSTITUTE FOR HEALTHCARE LEADERSHIP

a transformational leadership development experience

“Leveraging Your Strengths to Improve Your Communication
Leadership that Inspires
Increase Your Self Awareness
Collaborating for Outstanding Outcomes
Leading Change
Strategic Thinking
Culture / Developing Your Talent
Healthcare Advocacy
Healthcare Finance & Productivity
Crucial Conversations in Healthcare
Projects have included increased revenue in pharmacy, inventory reduction, SCRUN cost savings, physician integration and other projects impacting market share, reduction of readmissions, patient safety and patient satisfaction.

APPLICATION PROCESS

All applicants must be “endorsed” by their Chief Executive Officer or a senior level executive within their organization. The class is limited to 15 participants. All applications with the attached essay, payment and the CEO commitment form must be received by 5:00 p.m. on Wednesday, November 22, 2017. The 2018 participants will be notified on Friday, December 1, 2017.

Applications may be e-mailed to Joanne Schlosser at Joanne@RisingStarsLLC.com or mailed to Rising Stars, LLC, 4440 E. Ficus Way, Gilbert, AZ 85298.

Joanne Schlosser, FACHE, MBA, SPHR, ACC, from Rising Stars, LLC will provide the comprehensive curriculum, workshop facilitation, and executive coaching. Joanne has provided high content leadership development programs to thousands of leaders and executive coaching to over 200 healthcare leaders, physicians and their teams.

The online executive assessment tool used is TTI TriMetrix EQ which provides deeper understanding for leaders in the areas of behavior, motivation and emotional intelligence.

Guest speakers will provide additional resources for learning opportunities.

TOPICS WILL INCLUDE:
- Leveraging Your Strengths to Improve Your Communication
- Leadership that Inspires
- Increase Your Self Awareness
- Collaborating for Outstanding Outcomes
- Leading Change
- Strategic Thinking
- Culture / Developing Your Talent
- Healthcare Advocacy
- Healthcare Finance & Productivity
- Crucial Conversations in Healthcare
- Projects have included increased revenue in pharmacy, inventory reduction, SCRUN cost savings, physician integration and other projects impacting market share, reduction of readmissions, patient safety and patient satisfaction.

Debra Ward Lund, RN
MSN, Nurse Recruitment and Retention Specialist

“Through this program, I became more aware of my emotional intelligence and its impact on the success of the organization. I learned to handle my inner Gremlin better and I learned so much from my peers, their similar struggles and successes make me feel I am not, and my organization is not alone working through the immense and unprecedented challenges of healthcare and generational leadership transitions.”

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Martha Zhan, MBA, CPA,
Sr. Director Corp Finance

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“I can appreciate how the class helped me prepare and feel more confident in my role as the acting CEO. I’ve been jumping right into the issues and taking action, having the learned skillsets to handle the situation(s) as they emerge, without any real idea what we are stepping into. Thank you for your valuable class and one on one coaching.”

Darren Crowe, CEO

**SELECTION PROCESS**

The selection committee will review and consider all applications.

Ideal candidates should meet the following:

- Be a member of the healthcare management or leadership team
- Responsibility for setting direction for the organization.
- Have direct reports and are responsible for an operating budget.
- A Bachelor’s degree or higher is preferred.
- Have a minimum of five years of healthcare management experience.
- Are essential to the organization’s strategic initiatives and business objectives.
- Formulate strategies for a department or service and are accountable for achieving them.
- Are actively engaged professionals with a desire to learn and develop your leadership abilities.

**PROGRAM COST**

Tuition is $5,500 per person. AzHHA and AHE members save $500 and pay only $5,000 per person. Tuition includes content, materials, breakfast and lunch. Checks are made payable to Rising Stars, LLC and due with application.

**CONTINUING EDUCATION**

American College of Healthcare Executives (ACHE) credits:
AIHL is authorized to award 31 hours of pre-approved ACHE Qualified Education credit (non-ACHE), continuing education credit for this program toward advancement, or recertification in the American College of Healthcare Executives.

American Nurses Credentialing Center (ANCC) CEUs are also available.
<table>
<thead>
<tr>
<th>Date and Time</th>
<th>Topic(s)</th>
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<tbody>
<tr>
<td><strong>December</strong></td>
<td>Call: Orientation session</td>
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<tr>
<td><strong>January</strong></td>
<td>Face to Face:</td>
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<tr>
<td>8:30 am – 4:00 pm</td>
<td>• Welcome</td>
</tr>
<tr>
<td>Breakfast/networking 8:00 am</td>
<td>• Increase Your Self Awareness</td>
</tr>
<tr>
<td></td>
<td>• Leveraging Your Strengths to Improve Your Communication and Emotional Intelligence</td>
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<tr>
<td><strong>February</strong></td>
<td>Face to Face:</td>
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<tr>
<td>8:30 am – 4:00 pm</td>
<td>• Team Building activities</td>
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<tr>
<td>Breakfast/networking 8:00 am</td>
<td>• Leadership that Inspires</td>
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<tr>
<td><strong>March</strong></td>
<td>Call:</td>
</tr>
<tr>
<td></td>
<td>• Collaborating for Outstanding Outcomes</td>
</tr>
<tr>
<td><strong>April</strong></td>
<td>Face to Face:</td>
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<tr>
<td>8:30 am – 4:00 pm</td>
<td>• Leading Change</td>
</tr>
<tr>
<td>Breakfast/networking 8:00 am</td>
<td>• Project Kickoff</td>
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<tr>
<td><strong>May</strong></td>
<td>Face to Face:</td>
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<tr>
<td>8:30 am – 4:00 pm</td>
<td>• Strategic Thinking</td>
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<tr>
<td>Breakfast/networking 8:00 am</td>
<td>• Healthcare Advocacy</td>
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<tr>
<td><strong>June</strong></td>
<td>Face to Face:</td>
</tr>
<tr>
<td>8:30 am – 12:00 pm</td>
<td>• Healthcare Finance &amp; Productivity</td>
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<tr>
<td>Breakfast/networking 8:00 am</td>
<td>• Enhancing Your Presentation Skills</td>
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<tr>
<td><strong>July</strong></td>
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<tr>
<td><strong>August</strong></td>
<td>Face to Face:</td>
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<tr>
<td>8:30 am – 3:00 pm</td>
<td>• Crucial Conversations in Healthcare</td>
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<tr>
<td>Breakfast/networking 8:00 am</td>
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<tr>
<td><strong>September</strong></td>
<td>Face to Face:</td>
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<tr>
<td>8:30 am – 4:00 pm</td>
<td>• Organizational Culture</td>
</tr>
<tr>
<td>Breakfast/networking 8:00 am</td>
<td>• Developing Your Talent</td>
</tr>
<tr>
<td><strong>October</strong></td>
<td>Face to Face:</td>
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<tr>
<td>8:30 am – 4:00 pm</td>
<td>• Project Completion</td>
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<tr>
<td>Breakfast/networking 8:00 am</td>
<td>• Closing Activities</td>
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<td></td>
<td>• Graduation Celebration</td>
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APPLICATION FORM
The completed application with the attached essay and the CEO commitment form must be received by 5:00 p.m. on November 22, 2017. Incomplete applications will not be reviewed.

Applications may be mailed or e-mailed to: Rising Stars, LLC
4440 E. Ficus Way, Gilbert, AZ 85298
E-mail: Joanne@RisingStarsLLC.com Questions? Call 480-840-6024

APPLICANT DATA
Name: ______________________________ Degrees, credentials, certifications ___________________

Job title: ________________________________________________________________

Organization name: ________________________________________________________

Organization address: _____________________________________________________________________

Home address: _______________________________________________________________________ 

E-mail address: ________________________________________________________________________

Daytime work phone: _______________________ Cell phone: _____________________________

OPERATIONAL INFORMATION
Number of direct reports: _____________________ Number of years leadership experience: ______________

Operating budget responsibility: _________________________________

Top three responsibilities/accountabilities your performance is evaluated on:

1. _________________________________________________________________

2. _________________________________________________________________

3. _________________________________________________________________

I/my organization is a member of ____________________________ professional healthcare association(s).

APPLICANT SIGNATURE AND COMMITMENT
I will attend all monthly learning sessions and contribute openly and honestly.

I will actively participate in all executive coaching sessions. It is my intent to become a more effective healthcare leader and articulate the knowledge gained through this experience to better serve my organization and the community it serves.

Applicant signature ______________________________ Date __________________
APPLICANT ESSAY

Please type the following responses on a separate sheet of paper, 12 point font size, single-spaced, not to exceed two pages. Please include the question number with each response. Put your name at the top.

1. List and briefly describe three healthcare delivery and/or hospital issues you believe will be leadership challenges in 2018 and beyond.

2. What do you believe are the leadership competencies and skills necessary to address these changes?

3. Please describe what you hope to gain from the Arizona Institute for Healthcare Leadership program.

4. If you were to work on one project, that you are not currently working on, that would improve some aspect of your leadership, your department, your organization or your patient’s experience, what would it be?

VIRTUAL SESSION TIMEFRAME RANKING

The virtual sessions will occur for two hours on Thursday, December 14 and Friday, March 9. Please rank the timeframes in the order that work best for you, 1 being your most preferred time, 4 being your least preferred time.

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Rank</th>
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<tbody>
<tr>
<td>8-10 am</td>
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<tr>
<td>11 am-1pm</td>
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<tr>
<td>1-3 pm</td>
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<tr>
<td>2-4 pm</td>
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PROGRAM LOCATION

All face to face sessions will be held in the Phoenix/Tempe area. Locations provided after acceptance in the program.

CONTACT INFORMATION

If you have any questions regarding the program or application process, please contact Joanne Schlosser, 480-840-6024 or Joanne@RisingStarsLLC.com
COMMITMENT FORM

This form must be signed by the applicant and the CEO or senior level executive. Please submit this form with the other application materials.

Name of applicant: ____________________________________________

Name of hospital/healthcare organization: __________________________

I understand if the above named applicant is accepted into the Arizona Institute for Healthcare Leadership program, my organization agrees to:

1. Release the employee as necessary on regular paid time to attend all classroom and virtual sessions and executive coaching sessions.

2. Provide the applicant the opportunity and support to apply key principles learned from the Arizona Institute for Healthcare Leaders program to the work environment, particularly on the Individual Project.

3. Pay the tuition and other applicable costs such as travel and lodging.

CEO/senior level executive (please print)

______________________________

CEO/senior level executive signature

______________________________

Date