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McLEOD  
PHYSICIAN LEADERSHIP  
ACADEMY 2021  
COURSE SYLLABUS



MAY 12

## The Importance of Physician Leadership

James K. Stoller, MD

Dr. James Stoller, Chairman of the Education Institute at the Cleveland Clinic, will deliver a compelling message regarding Physician Leadership and why it is imperative in today's healthcare to engage Physician Leaders in a healthcare organization. He received his Medical Degree from Yale University and a Masters in Science of Organizational Development and Analysis from Case Western Reserve University. He was a Pulmonary Fellow at Brigham & Women's Hospital in Boston Massachusetts; a Fellow in Pulmonary Medicine at Yale-New Haven Hospital; a Fellow in Clinical Epidemiology at Robert Wood Johnson Clinical Scholars Program; and, a Fellow in the Respiratory Intensivist Care Unit at Massachusetts General Hospital. With Dr. Stoller's extensive experience in Organizational Development, his presentation is certain to capture the audience's attention.

JUNE 23

## Process Improvement

C. Dale Lusk, MD

Dr. Dale Lusk's presentation will give the participants tools and techniques necessary to take a recognized area of improvement, dissect the current process to find the best solutions, and create a plan to improve the process for better outcomes. He will demonstrate how to use A3 thinking and how McLeod Health uses this strategy as its primary method for process improvement. Please note: the class projects will require the participants to complete an A3, so you will not want to miss this presentation.

C. Dale Lusk, MD, FACOG is a native of Greenville, South Carolina and completed his Bachelor of Science degree in Biology at The Citadel, graduating with gold stars. After receiving his medical degree from the Medical University of South Carolina, Dr. Lusk trained as a resident in Obstetrics and Gynecology at Keesler US Air Force Regional Medical Center. Dr. Lusk has also attended The Harvard Business School, receiving a Certificate in Managing Healthcare Delivery. Dr. Lusk began practicing in Florence in 1993 and continues to serve patients at McLeod GYN Specialists.

In his role as Chief Medical Officer and Senior Vice President for Quality and Safety for McLeod Health, Dr. Lusk is responsible for

leading development and execution of clinical integration activities, driving physician alignment and engagement. He provides oversight of leaders in the Divisions of Clinical Effectiveness, Service Excellence, Corporate Quality and Risk Management, Clinical Outcomes, Epidemiology, Medical Staff Credentials and Case Management.

JULY 14

## Self-Evaluation for a Successful Leader

Daniel Shoultz, M.Div, PhD

In this seminar, Dr. Shoultz will help the participants assess challenges in the workplace, help identify and enhance innate leadership ability, foster the development of new leadership skills; and, provide accountability for lasting change within a collaborative environment. According to Dr. Darrell Kirch, the American Association of Medical College's President and CEO, "Being a good doctor is about more than scientific knowledge. It also requires an understanding of people". Self-evaluation increases your self-awareness level and accordingly your effectiveness as a successful leader. Dr. Shoultz earned his Ph.D. from the University of South Carolina in 1990; his M.A. from the University of South Carolina in 1988; and his M.Div. from Columbia International University in 1983. He founded Palmetto Counseling Associates in 1983, where he has been providing Executive Coaching and Organizational Development to companies of all sizes for many years.

AUGUST 18

## The Ideal Team Player

Mr. Brian Jones, The Table Group

The Table Group, co-founded by the bestselling author, Patrick Lencioni, is a Consulting firm, which focuses on team building and employee engagement. According to Patrick Lencioni, teamwork remains the ultimate competitive advantage, both because it is so powerful and so rare. Based on his runaway best-seller, *The Ideal Team Player* and *The Five Dysfunctions of a Team*, he uncovers the natural human tendencies that derail teams and lead to politics and confusion in many organizations.

Brian Jones, a Principal Consultant with The Table Group, and co-author of *Ordinary Greatness*, has worked with over 15,000 CEOs and executive teams in quickly and effectively applying the concepts captured in all of Patrick

Lencioni's books. During this seminar, Mr. Jones will incorporate the major themes in Lencioni's books relating to teamwork and how to recognize and cultivate the three essential virtues of team building.

Building a great team is a complex endeavor. It's not as simple as collecting the right skill sets -- the human element is actually a more critical factor in long-term performance. This session will show participants how to put the right people together to achieve team goals every time.

What makes an ideal team player? Your answer will determine the kinds of people you look for as well as the types of individuals you surround yourself with. Since team building serves as a crucial foundation for the success of an organization, Brian will share three critical virtues to seek out when arranging a team. Without individuals committed to one another and their collective work, dysfunction and frustration are inevitable.

Brian will narrow our focus to three virtues that indicate an ideal team player -- humility, hunger, and smarts. However, if one of them is absent in a pronounced way, it can lead to problems among the ranks.

Socratic Discussion Questions:

- What qualities do you consider indispensable in a team member?
- Why are they important to you?
- Have you had previous experience with difficult or struggling team members?
- Which of the three virtues were absent?
- How did it affect team morale as a result?
- Would you consider your current team a success? Why?
- If your team is struggling, what are some of the factors causing the breakdown?

industry, as well as, improve communication. He will help participants understand how highly emotional intelligent leaders collaborate better; communicate more clearly, and deal with difficult situations more effectively. Dr. Ray serves as the principal and chief consultant for Workforce Systems Design, Inc. and Ray Development, LLC. He has 20 years of experience in organization development, including work with organizations such as NASA, Kaiser Permanente, Char-Broil Grills, the US Treasury, and other nationally recognized companies.

Richard most recently was Senior Vice President for Phoebe Putney Health System, the largest health system and employer in Southwest Georgia serving as both Chief Strategy Officer and Chief Human Resources Officer. He marshalled resources and staff to work on complex issues such as ACA, physician leadership, dyad leadership development, talent management, Lean Six Sigma, culture transformations, community benefit and philanthropy and strategic realignment. Prior to this work, Dr. Ray directed organizational development and change efforts at the United States Treasury Department. He also served as the first Director of Workforce Development for the National Center of Construction Education and Research (NCCER) and as Director of Partnerships and Strategic Planning for the National Skill Standards Board (NSSB) in Washington, DC.

While Dr. Ray has held a variety of positions in the not-for-profit and private sector, he began his career as an enlisted combat engineer, and later non-commissioned and commissioned Engineer Officer, in the US Army. His undergraduate training is in psychology, management, and engineering. His graduate training is in economic development from Georgia Tech and organization development from Johns Hopkins University. His doctorate is in human and organizational learning from the George Washington University in Washington, DC.

SEPTEMBER 22

## **Emotional Intelligence**

**Richard Ray, PhD,  
Workforce Systems Design**

In this seminar, the participant will learn why a high level of emotional intelligence is critical for great leadership. Dr. Richard Ray will explain how Emotional Intelligence can help physician leaders navigate uncertainty in the healthcare

OCTOBER 13

## **Physician Planning & Strategy**

**Mr. Brian Ackerman, MHA  
Partner, Ascendient Healthcare Advisors**

During this session, Mr. Brian Ackerman, Managing Partner with Ascendient Healthcare Advisors, will focus on the topic of provider planning and strategy by discussing the

importance of proactively preparing for the provider needs of a health system and the communities it serves. Key components of the provider planning process will be shared, including considerations relative to IRS and Stark compliance and the associated impact on how community need is evaluated. You will learn about the differences between community need and hospital/health system need, how both are estimated, and ultimately how the two complement each other in the development of multi-year recruitment targets for a facility or system.

In addition, during the session Brian will share how provider planning tools and processes continue to advance in an effort to further account for the impacts of care delivery transformation on the current and future needs for physicians and advanced practice providers. Reflecting on Ascendient's recent work in the Coastal Region, Brian also will highlight the impact that transformation, coupled with McLeod's local strategic initiatives, is expected to have on the provider needs across the region during the next decade.

Ascendient Healthcare Advisors is a management consulting firm that focuses on assisting hospital and healthcare systems across the country in the areas of strategy, planning, and feasibility. Brian serves as the Managing Partner of Ascendient's Washington, D.C. office and directs Ascendient engagements related to strategy and provider development and planning. Throughout much of the past decade, Brian and members of his Ascendient team have had the opportunity to work with McLeod Health on several different engagements across McLeod's various markets, including the Coastal Region Strategic Plan that was finalized earlier this year.

NOVEMBER 10

## Healthcare Finance

**Mr. S. Fulton Ervin, III,**  
CFO, McLeod Health

In this seminar, the participants will gain tools and techniques needed to review and understand financial information for a healthcare system. Mr. Ervin will introduce the participants to financial terms and indicators necessary to analyze financial material in the healthcare industry. He will show the participants how to use the information to determine best practices for the organization. And, Mr. Ervin will give the audience a snapshot of McLeod Health's current financial profile.

A native of Florence, SC, Mr. Ervin joined the McLeod team in August of 1997 as Controller. He was promoted to Chief Financial Officer in March of 2007 and has served as Sr. VP of Finance since February 2010. Mr. Ervin is responsible for the areas of Accounting & Finance, Business Services, Managed Care, Occupational Medicine, Payroll, Workers Compensation, Procurement Services, Real Estate, Registration, Reservations & Scheduling, Construction, Grounds Maintenance, Engineering and Telecommunications. A longtime member of the Healthcare Financial Management Association, Ervin graduated from Presbyterian College in 1979 with a BS in Business Admin/Accounting and later received an MBA from Francis Marion University in 1992.

DECEMBER 8

## Presentation of Team Projects

JANUARY 12

## Graduation Ceremony

*\* All Meetings will be held off site from 6:00pm - 8:00pm with a buffet style dinner and social period beginning at 5:45pm. Speaker will talk for 1 hour and there will be a 30-minute Q&A afterwards.*