



INTERNATIONAL PALLIATIVE CARE LEADERSHIP DEVELOPMENT INITIATIVE

Growing Global Leaders... Advancing Palliative Care

*An Initiative of the
Institute for Palliative
Medicine at
San Diego Hospice*

*Funded by a Grant
from the
International
Palliative Care
Initiative*



*Additional Support
Provided by*



Overview

The International Palliative Care Leadership Development Initiative (LDI) aims to "grow global leaders... advance palliative care" through skill-building and mentorship of emerging palliative care physician leaders from around the world, including Africa, Central Asia, Eastern Europe, Latin America, the Middle East, and Southeast Asia. This initiative of the Institute for Palliative Medicine at San Diego Hospice (IPM) is being funded by a grant from the International Palliative Care Initiative (IPCI), Open Society Foundations (OSF), New York, NY with additional support provided by the Office of International Affairs, National Cancer Institute, Bethesda, MD (OIA NCI).

The LDI builds on the foundational work that IPCI, OIA NCI, IPM and others have done around the world to increase palliative care capacity. Emerging palliative care leaders are identified who are motivated and positioned to take advantage of this structured skill-building initiative. The LDI Team anticipates that the physicians who participate in LDI will become the next generation of national, regional and global palliative care leaders.

Overall Timeline: *The first cohort completes LDI December 2011. The second cohort will participate in LDI from January 2012 to December 2013.*

Residential Courses: *There will be 3 Residential Courses over the two-year term of LDI. At each course, the Leaders, their Mentors, the LDI Team and invited faculty will gather to support leadership skill acquisition and development, particularly to build understanding of what it means to be a global leader. There will be several unique strengths of the course: personalized attention and guidance from the Mentors, (who are themselves internationally - recognized palliative care leaders), outstanding guest faculty, support from the LDI Team members and Coaches, peer mentorship and engagement, networking and intensive focus on an evolving and more elaborate leadership role for each emerging Leader.*

Personal Leadership Skills: *Leadership development is personal development. There will be a number of pre-course assessment inventories that will serve to explore the 'self' who comes into the leadership role. The Leaders will be asked to reflect and learn by responding to probing questions to open up a part of them that must be developed to be an authentic leader. Leadership philosophy, approach and challenges of a personal nature will be examined and developed in a constructive and engaging way.*

**LDI
LEADERSHIP TEAM**

FRANK D. FERRIS, MD
FAAHPM, FAACE
DIRECTOR

SHANNON Y. MOORE
MD, MPH
CO-DIRECTOR

EILEEN PIERSA
MS, MA
MANAGER; SPECIAL PROJECTS

JUDI McCARTER
MT, BS, MAS
DIRECTOR; GRANT MANAGER

DEBRA PLEDGER-FONTE
PROGRAM COORDINATOR

Individual Development Plans will serve as a centerpiece of leadership development. As each Leader comes to the LDI with different skills, experiences and goals, they will collaborate with their Mentor, Coaches, peers and members of the LDI Team to identify short and long-term activities that will extend their leadership skills and influence. To build depth and complexity into the process, each Leader will complete a personal leadership skills assessment and analyze the situation in their own organization, region and country. Well utilized, the IDP will serve as a powerful tool to guide leadership activities during LDI, and well beyond.

Ongoing Activities: *In-between Residential Courses, leaders, Mentors and Coaches will work closely. Leaders will be asked to highlight leadership opportunities, to practice their leadership skills, personal skill development and to avail themselves of a number of educational opportunities and resources offered by the LDI Team and faculty. Ultimately, throughout the time they are involved in LDI, Leaders will have the opportunity to develop significant initiatives within their organizations, region, and nation and be empowered to step into global leadership.*

Resources

To support the activities in their IDP, leaders will have access to a wide range of resources, including:

Senior Palliative Care Mentors: *A cadre of talented global leaders, practitioners and educators in palliative care will be Mentors to the Leaders. Mentorship is one of the most powerful tools for professional and academic success, and is a unique feature of LDI. Leaders and Mentors will 'meet' at least every 2 months to review the past months' activities and to look forward to the next plans. Together, they will ensure the leader stays 'on track' with his / her established goals.*

LDI Team Coaches: *A small group of specially trained members of the LDI Team will engage both the Leaders and Mentors to strengthen personal leadership development skills and capacity.*

Local Mentors: *Leaders will also be encouraged to identify a few individuals who can be role-models and mentors, and can help them build their skills and achieve their goals. These need not be physicians; they may be established leaders in fields such as religion, business or education.*

LDI Team: *The LDI Team at IPM and our collaborators at both IPCI and OIA NCI are deeply invested in the leadership development process and the success of each Leader. In addition to being a resource to the Leaders and Mentors, on-going activities and their outcomes will be closely monitored. It is our hope that we will provide flexible and responsive support to meet the needs of the palliative care Leaders.*

Quotes from Cohort 1 Leaders:

“LDI is an enormous opportunity for learning in a very safe environment, with very practical, useful tools”

“I have an opportunity to hear from world class palliative care champions and leadership gurus. I really hope more and more physicians will have similar opportunities!”

“It has been a great learning experience and an exciting journey of discovery of self. When you think you just might know enough of yourself, you then realize there is just that extra part of self you are discovering.”

Peer Mentors: *“Graduate” LDI leaders from cohort 1 have agreed to serve as peer mentors. The frequency and depth of involvement between cohort 1 alumni and the emerging leaders of cohort 2 will be determined by the leaders.*

Curricular Materials/Resources: *As the project evolves, the LDI Team will assimilate a wide range of resources and create a formal curriculum. From the outset, the evolving syllabus and resources will be available to Leaders and Mentors at a private website. As these curricular materials and resources are ready for public consumption, they will be moved to a public open access website. All Leaders, Mentors and Faculty will be encouraged to contribute to the development of these unique resources. Resources that already exist on the internet will be collected and ‘linked-to’ through IPM’s International Palliative Care Resource Center, www.IPCRC.net.*

Reflective writing and provocative leadership development questions will be assigned on a bi-weekly basis. Periodic webcasts will be delivered to the Leaders as well. These will introduce new content or reinforce previously delivered content in short segments to optimize adult learning. Additionally there will be a series of articles or other publications around leadership generally, but also about palliative care and movements toward the growth and evolution of the specialty. The assigned Coach, Mentor, and LDI Team will follow-up to ensure the assignments are completed and that the lessons are learned, applied, and reinforced.

LDI Community: *For the duration of the LDI, Leaders, Coaches and Mentors will be asked to share and capture their experiences. The Leaders will journal their discoveries and developments that transpire during the Initiative in a private LDI workspace. Reflective assignments, participation in prepared educational exercises and accumulation of professional resources will serve as the basis for each Leader’s final Leadership Development Project (see below). In so far that communication between the Leaders, Coaches and Mentors is a high value in the LDI community, the LDI Team anticipates that Leaders and Mentors will use internet-based communication tools like e-mail and Skype to keep in close contact.*

Stipends: *To support their participation in the LDI, each Leader will receive a stipend from IPM over the 2 years. These funds may not be used to compensate salary while they are attending the course but may be used to defray costs related to accomplishing the educational goals detailed in their Individual Development Plan (IDP), e.g., this might include travel costs to support a Mentor to visit the Leader’s home facility, for the Leader to visit their Mentor, or to engage in other individual skill building activities chosen for their potential contribution to the Leader’s development plan. It is important to note that the stipend is specifically for personal skill building and for creating opportunities to practice leadership and personal development skills. **The monies are not intended to be used for programmatic or project development.** All plans and expenditures will need to be preapproved by the LDI Team. These stipends may also be used to pay for communication with the Leader’s Mentor or Coach.*

“A great opportunity not only to become a leader in palliative care field, but also to learn how to work and interact with people from all over in the world for a common goal.”

“Having self-awareness and this enabling us to grow as persons and this encouraging us as Team members to grow, inspire, and model the way. It’s been and is a marvelous experience, challenging, and very fruitful.”

Receipts must be kept for expenditures and these receipts may be requested at any time for the purposes of auditing and accountability.

Evaluation

Leaders, Mentors, and the LDI Team will evaluate all aspects of LDI. Formal inventories and evaluations will be obtained as a baseline, prior and during Residential Courses and at the completion of LDI. It is critical to evaluate and document activities, capture experiences, rate effectiveness and provide feedback to strengthen all aspects of LDI. After completion of the 2-year Initiative, there will be an on-going survey of the Leaders, their activities, and outcomes for 3 more years. This data will be added into the overall outcomes measures to substantiate the value of LDI, and will help to refine and consolidate the educational intervention.

Personal Project

By the end of the 2-year experience, each Leader will write her/his personal ‘leadership story’ for publication. The LDI Team anticipates that the stories will serve as models for many others who aspire to be leaders in palliative care, or other healthcare disciplines.

Long-term Strategy

Once LDI matures, IPM intends to offer this syllabus and Mentorship opportunity to prospective palliative care leaders around the world. Our intention is that the LDI curriculum will be offered to high - and low - resource countries, and beyond physicians, to the many disciplines who need improved skills and leadership to build Palliative Care capacity globally.

Unprecedented Opportunity

LDI presents an unprecedented opportunity to develop an innovative leadership development curriculum with the specific aim to "Grow Global Leaders... Advance Palliative Care." The resulting curriculum will have a much broader application beyond palliative care. The resulting network will likely last long after leaders complete their formal 2-year experience with the Initiative. IPM is excited to host LDI and collaborate with so many to develop this innovative, precedent-setting initiative.

For Further Information:

The Institute for Palliative Medicine at San Diego Hospice
4311 Third Ave
San Diego, California, USA 92103-1407
www.palliativemed.org or www.ipcrc.net

*Shannon Moore, MD, MPH
Co- Director,
International Programs
Office: +1 (619) 278-6528
E-mail: smoore@sdhospice.org*

*Frank D. Ferris, MD, FAAHPM, FAACE
Director,
International Programs
Office: +1 (619) 278-6528
E-mail: fferris@sdhospice.org*