



OhioHealth

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Growing Global Leaders... Advancing Palliative Care



LDI & RC1 Overview

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ED, Palliative Medicine, Research & Education

LDI C2 RC1
February 05-12, 2013

With Many Thanks...



Additional funding provided by



**THE PETTUS
FOUNDATION**

Session Objectives

- LDI goals, relationships, activities & timelines
- Leader activities & timelines
- Role of Mentors & LDI Team Coaches

LDI Goals

- 1. Develop leadership skills**
- 2. Create network of palliative care leaders**
- 3. Link leaders to existing resource centers & programs**
- 4. Establish a sustainable approach to palliative care leadership development**

Niche... Over 2 years

Develop Individual Development Plan (IDP)

→ Build leadership skills (self)

Residential courses - curriculum

Coaching

→ Apply leadership skills in

practical palliative care **activities**

Mentorship by senior palliative care leaders

→ **Advance** palliative care **capacity**

locally, regionally, globally

Cohort 1:

19 Leaders, 8 Mentors



Cohort 1: 19 Leaders, 8 Mentors



Reflections from C1 Leaders & Mentors...



Cohort 2:

23 Leaders, 10 Mentors



A world map with country names and counts of participants placed over their respective geographical locations. The text is as follows:

- Guatemala
- Colombia
- Brazil
- Argentina
- South Africa
- Nigeria
- Uganda
- Kenya
- Serbia
- Albania
- Romania
- Armenia
- Turkey
- South Africa
- India
- 4 India
- Nepal
- Bangladesh
- 2 Vietnam
- 2 Mongolia

Cohort 2:

23 Leaders, 10 Mentors



Concepts Guiding LDI...

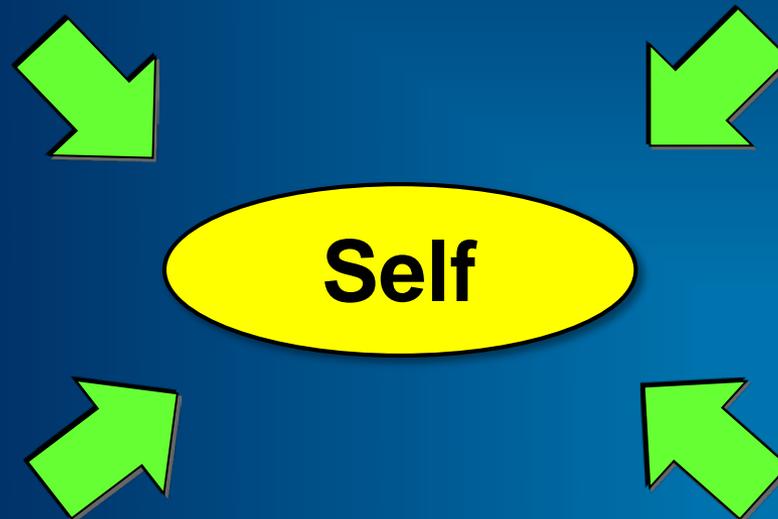
Themes in LDI

Self

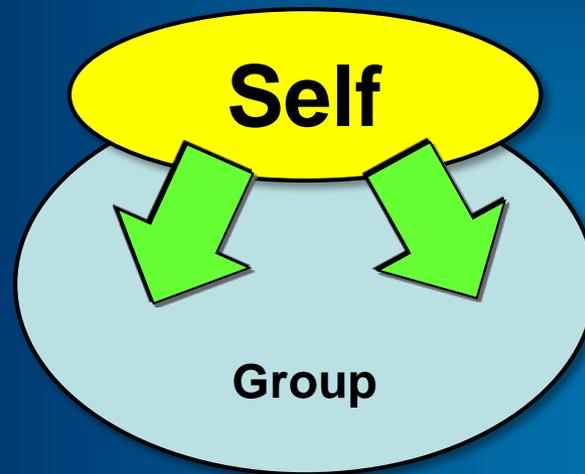
Organization

World

Development of Self as a Leader...

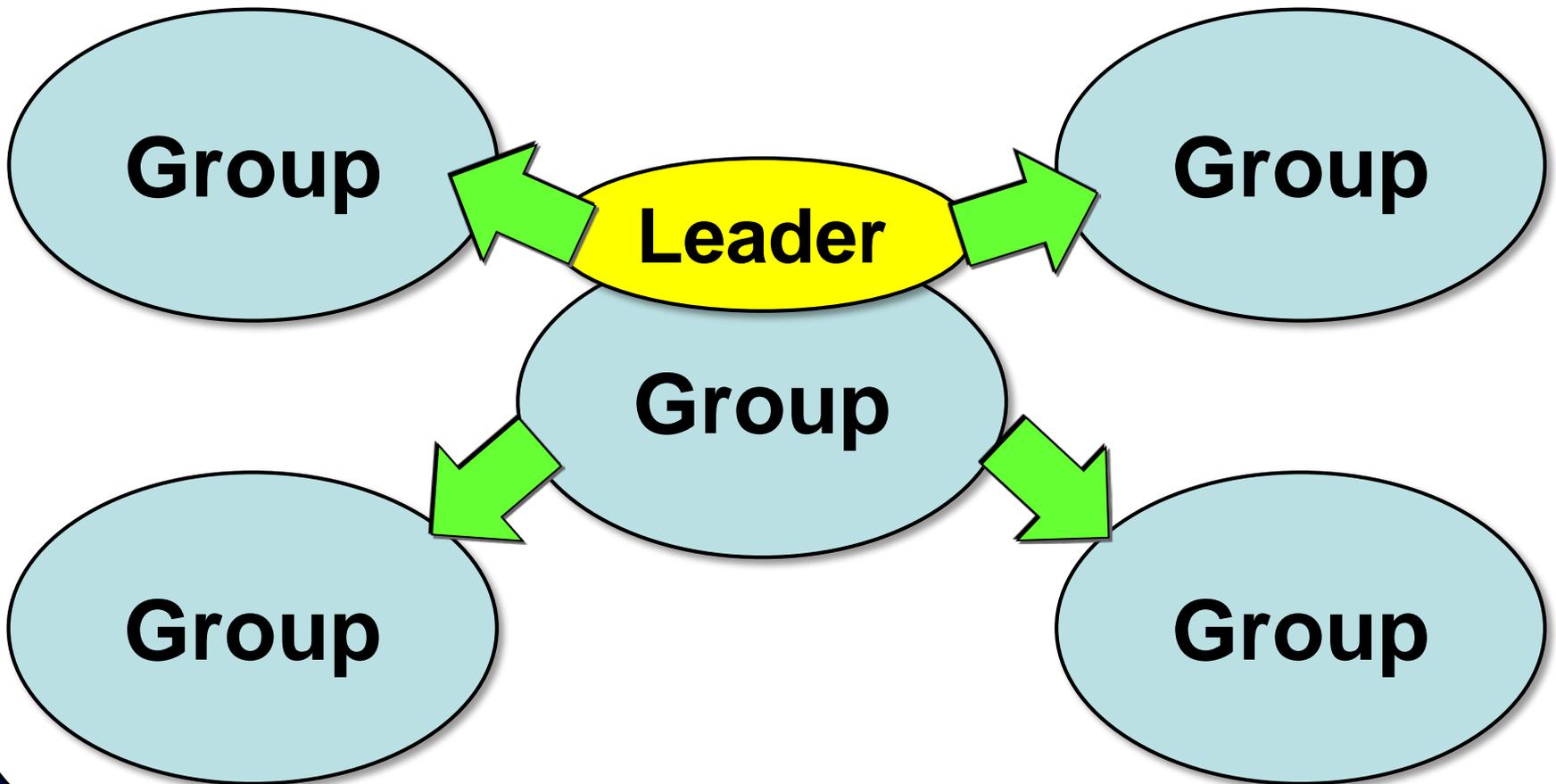


Development of Process for Leading a Group...



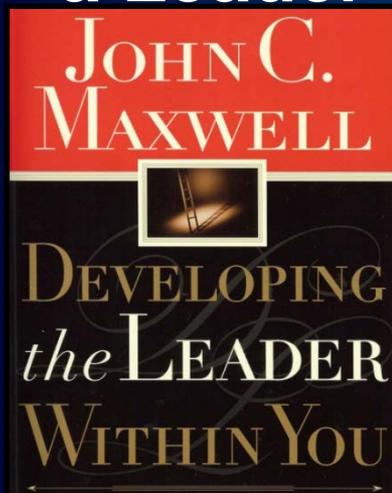
Development of Process for Leading Multiple Groups...

Region

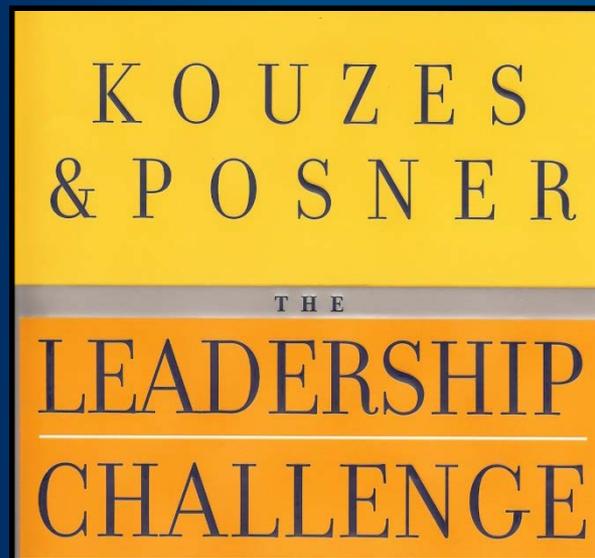


Frameworks...

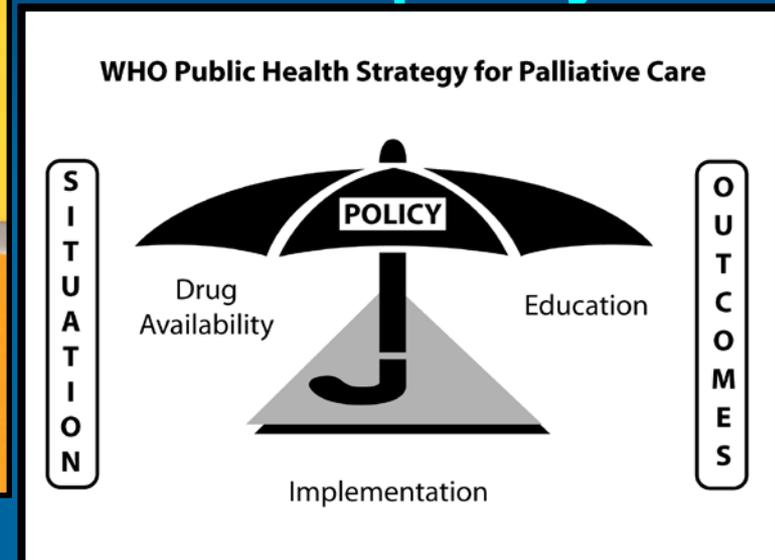
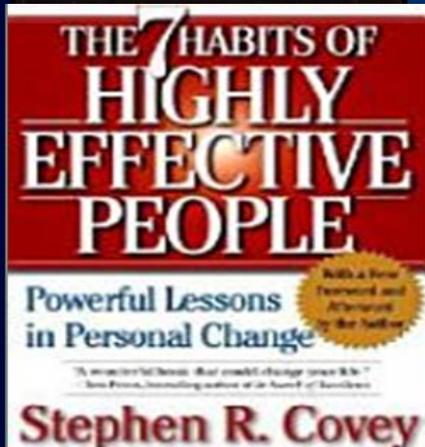
1. Develop
Self as
a Leader



2. Lead a
Group /
Organization



3. Develop
Regional / Global
Palliative Care
Capacity



Residential Course Curricula

RC1: Exploring *self* as leader

MBTI, mentorship & presentation skills, Develop IDP

RC2: Leading *within your organization*

Facilitation skills, teamwork, Strategic & business planning

RC3: Leading *outside your organization*

Media skills, Message planning

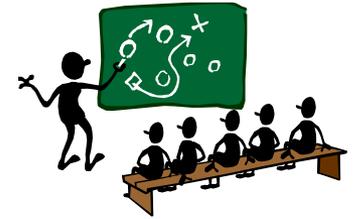
Relationships...

Relationships

10 Mentors



Presentation Skills Coach



C1 Peer Mentors



23 Leaders



Local Mentors

LDI Team Coaches



LDI Principals

Mentoring

10 Mentors



- Model the way, support
- Guide skill & PC activity development - IDPs
- Discuss readings, reflections
- Review reports, personal stories, publications

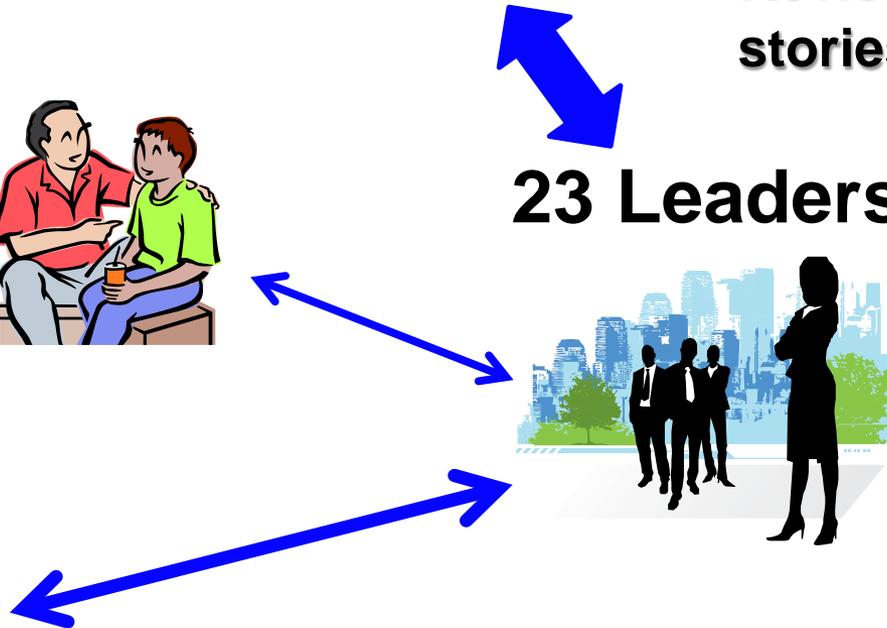
C1 Peer Mentors



23 Leaders



Local Mentors



Coaching...

10 Mentors



- Coach to build leadership skills, support
- Refine IDPs, budgets
- Review & approve IDPs, budgets, reports, stipend distribution
- Track evaluations, accomplishments

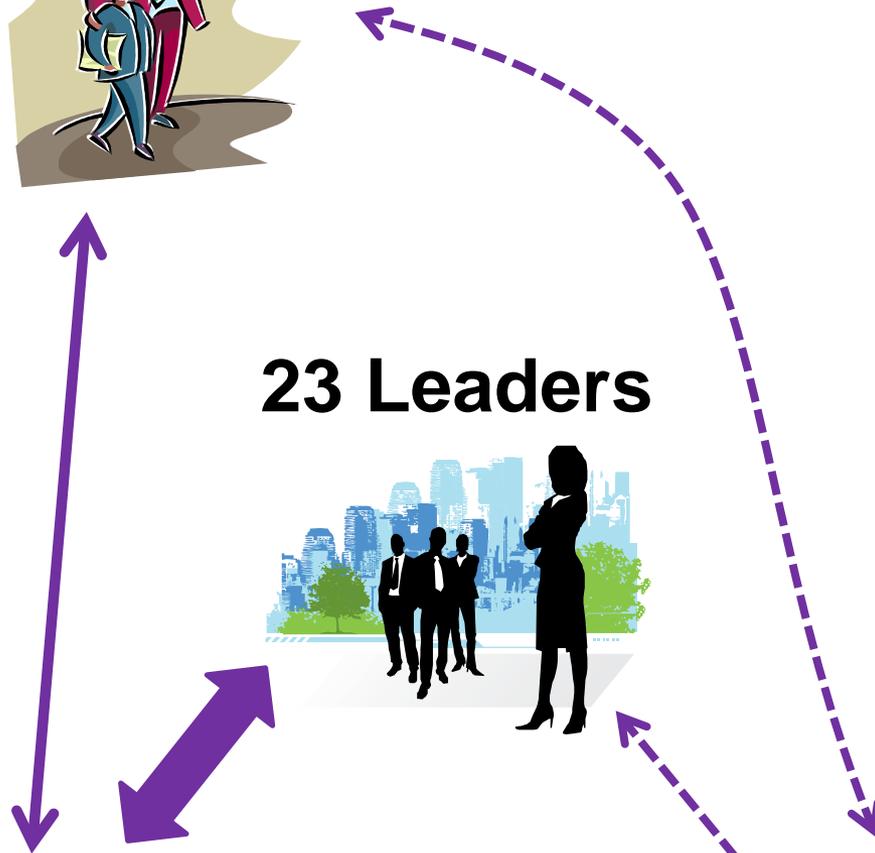
23 Leaders



LDI Team Coaches



LDI Principals

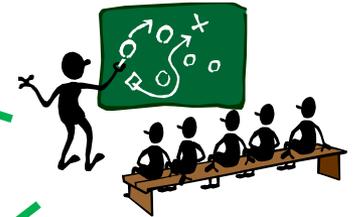


...Coaching

10 Mentors



Presentation Skills Coach



- Coach to build presentation & media skills

23 Leaders



LDI Team Coaches



LDI Principals

Timeline...

LDI Overall Timeline

2009: Funding

Initial recruitment &
development

2010-2011: Cohort 1

22 Leaders

→ 19 graduates

8 Mentors

2012-2013: Cohort 2

22 + 1 Leaders

10 Mentors

4 LDI Team Coaches

2014 +

LDI Curriculum open access
on IPCRC.net

Further cohorts, courses

Hope you will teach others

October 2011 to January 2012

Oct 20A11	Nov 2011	Dec 2011	Jan 2012
Commitment	Advance Preparation		

February 2012 to November 2012

Feb 2012	Mar 2012	Apr 2012	May 2012	June 2012	July 2012	Aug 2012	Sept 2012	Oct 2012	Nov 2012		
Residential Course 1	Theme 1: Model the Way			Theme 2: Inspire a Shared Vision						Residential Course 2	
	Mentor Call		Mentor Call		Mentor Call						
	LDI Team Coach call			LDI Team Coach call							
	Read/Reflect	Read/Reflect	Read/Reflect	Read/Reflect	Read/Reflect	Read/Reflect	Read/Reflect	Read/Reflect	Read/Reflect		
	Leaders work on their personal and leadership skill building activities, and their palliative care projects										
	Preferred Period for On-site Visits to Leaders										
			Interim Report Due May 30							Interim Report Due Nov 30	

November 2012 to December 2013

Dec 2012	Jan 2013	Feb 2013	Mar 2013	Apr 2013	May 2013	June 2013	July 2013	Aug 2013	Sept 2013	Oct 2013	Nov 2013	Dec 2013	
Theme 3: Challenge the Process			Theme 4: Enable Others to Act			Theme 5: Encourage the Heart						Residential Course 3	Mentorship Closure
Mentor Call		Mentor Call		Mentor Call		Mentor Call			Final Project / Writing				
LDI Team Coach call			LDI Team Coach call			LDI Team Coach call			Next Steps				
Rd/Refl	Rd/Refl	Rd/Refl	Rd/Refl	Rd/Refl	Rd/Refl	Rd/Refl	Rd/Refl	Rd/Refl	Rd/Refl				
Leaders work on their personal and leadership skill building activities, and their palliative care projects													
Preferred Period for On-site Visits to Leaders						Development of Personal Stories							
						Interim Report Due May 30					Final Report Due Nov 30	Final Report Review & Graduation	

Advance Preparation

- Situation analyses

- SWOT

Personal

Organizational

- IDP, preliminary

- Baseline evaluation

MBTI, LPI, leadership attitudes & skills inventories

Residential Courses

RC1: February 2012

RC2: October 2012

RC3: October 2013

→ LDI Curriculum

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IDPs...

IDP

Personal Development

Leadership Skills

Personal SWOT

Self-Awareness
LPI
MBTI
KOLB

IDP
1. Personal Leadership Goals
2. PC Activities
3. Budget / Resources

Situational Analysis

Personal and Professional Goals

Palliative Care Activities

Organization SWOT

IDP P1: Leadership Qualities...

- Ambitious
- Broad-Minded
- Caring
- Competent
- Cooperative
- Courageous
- Dependable
- Determined
- Fair-Minded
- Forward-Looking
- Honest
- Humility
- Imaginative
- Independent
- Inspiring
- Intelligent
- Integrity
- Loyal
- Mature
- Self-Controlled
- Straightforward
- Supportive
- Other

...LDI P1: Leadership Skills

- Building team / sustaining team
- Coaching and Development
- Communication
- Conflict Management
- Creating measurable milestones for projects and plans
- Decision-making
- Effective meeting skills
- Financial Management
- Give, Receive and Seek Feedback
- Influence / Persuasion
- Listening
- Mentoring
- Model the Way
- Negotiation Skills - Beginning or Advanced
- Planning
- Practicing creating visions
- Presentation, facilitation, media, feedback skills – beginning or Advanced
- Project Management
- Relationships
- Seek innovation
- Seeking out Challenging Opportunities
- Strategic Planning
- Teamwork
- Vision / strategy
- Other . . .

IDP P2: PC Activities...

- Goal
- Objectives

Specific

Measurable

Action-oriented / **A**chievable

How will you apply your leadership skills ?

Realistic

Timeline

...IDP P2: PC Activities...

Example: Education program

- **Outputs... of the process**
 - # participants
 - Evaluation of experience
- **Outcomes / impact... of the activity**
 - # patients / families who get better care
 - Projected, actual

IDP Presentations Sunday AM

1 PC Activity

5 minutes
+ feedback



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at San Diego Hospice
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LEADERSHIP DEVELOPMENT INITIATIVE


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IDP Plan

Name, MD
Affiliation

2. Measurable: Projected Outcomes

- 1.
- 2.
- 3.

4. Realistic: Key Next Steps

- 1.
- 2.
- 3.
- 4.

S27, Leader IDPs

1. Specific: Key Activity

3. Action Oriented: How I will Practice My Leadership Skills

5. Timeline

IDP P3: Budget / Resources

- **Resources needed to complete Leadership skill building & PC activities**

Financial

Materials

Personnel

Others...

Financial Stipends

- Anticipated

 - \$5000 per Leader over 2 years

 - \$3000 per consultative site visit

- Use fully justified in IDP

- All **activities & expenses** must be **preapproved** by the LDI Team Coach

- **Original receipts** required

Not preapproved, no receipts → No \$

Other Activities

- **Phone calls with**
 - Mentors every 2 months**
 - LDI Team Coaches every 3 months**
 - LDI Principals once per year**
- **Consultative site visits by Mentors**
- **Reading, webinars, videos, reflecting monthly**
- **Personal stories, publications**

Personal Webpages



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Dr Priyadarshini Kulkarni, MBBS, DA, BCCPM, APHN Diploma, GCH (Pal C), FNCC



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and Training Centre, Pune, India

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Skype: [dr.priyadarshini.kulkarni](#)



Dr. Priyadarshini Kulkarni is the Medical Director at Cipla Palliative Care and Training Centre, Pune, India. She heads a team of Doctors, Nurses, Medical Social workers and Volunteers that provides holistic palliative care to cancer patients, free of cost. This centre provides inpatient, outpatient and homecare services.

Dr Kulkarni also initiates training programs at the centre for professionals from various walks of life, including new members of the team, especially in the areas of pain management, symptom control and counselling. She is committed to establish palliative services all over Maharashtra State.

Other Appointments:

- Consultant, Palliative Care Medicine, Sahyadri Specialty Hospital, Pune, India
- Secretary, Maharashtra Chapter, Indian Association of Palliative Care (IAPC)
- Certified Teacher, EPEC India curriculum

Key Accomplishments:

- Secretary, Maharashtra State Chapter of Indian Association Of Palliative Care
- Past, Core Committee Member, Indian Association of Palliative Care
- Led an initiative for developing software for Cipla Centre to provide better data management and build a database for future research activities

Education / Honors:

- International Palliative Care Leadership Development Initiative Diploma, San Diego, CA USA, Cohort 1, 2010-2011
- Scholarship for BCCPM course, a WHO-recognized course at Calicut, Kerala, India
- Training in Tata Memorial Hospital, Bombay, in Pain & Palliative Medicine, 2001
- Lien Foundation Fellowship, APHN Diploma in Palliative Medicine
- Commonwealth scholarship for MSc, Palliative Medicine, Cardiff University, UK



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Medicine Fellowship (IPMF)
Program at the Institute for
Palliative Medicine at San Diego
Hospice (350 KB)** 

**Read About Other International
Fellows**

Leaders Page



Henry Ddungu, Uganda
Posted: 3 February 2012



Roberto Wank, Argentina
Posted: 1 February 2012



Marta Ximena Leon,
Colombia
Posted: 1 February 2012

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Roles during RC1...

Roles during RC1...

- **Leaders, Mentors, Funders = full participants**

Email etc. during breaks, lunch, free time

- **Sit with your Mentor, at your assigned table**
- **LDI Team = faculty & facilitators**
Will rotate

...Roles during RC1...

- **Develop your IDPs and budgets with your Mentor**

10.5 hours in **3** blocks

Thursday – initial review

Friday – details in place

Saturday – finalize for LDI Team Coach review

– prepare to present **Sunday**

...Roles during RC1

- End of Day

Evaluations & reflections

Evaluations in StudyTRAX

Build Relationships...

- Mingle at breaks, lunches, Monday & Tuesday dinners
- Wednesday dinner with your Mentor to Calendar

Phone calls, site visits, reporting

Presentation skills Skype consults with
Ron Cameron-Lewis

...Build Relationships...

- **Thursday to Saturday dinners free**
Get out of the hotel, see San Diego,
Do something fun with your Mentor & other
Leaders
- **Sunday – Celebratory Dinner**

February 06, 2012 - February 12, 2012

		6 Monday	7 Tuesday	8 Wednesday
		* From Feb 4 LDI C2 RC1; Courtyard by Marriot, 595 Hotel Circle South, San Diego, California 92108, T 619.291.57 To Feb 13		
		The Mentoring Relationship Workshop, Lois Zachery, Lory Fischler Facilitati		
Sydney	San Diego			
2 am	7 am	Breakfast Synergy Leadership Development Initiative	Breakfast Synergy Leadership Development Initiative	Breakfast Synergy Leadership Development Initiative
3:00	8:00			
4:00	9:00	S01: Welcome (Frank Ferris, Shannon Inspire Leadership Development Initiative	S08: The Mentoring Relationship Getting Started (Lois Zachary, Lory Fischler) Inspire Leadership Development Initiative	S12: The Mentoring Relationship - Making Cultural Connections (Lois Zachary, Lory Fischler) Inspire Leadership Development Initiative
5:00	10:00	S02: LDI - Background and History of Inspire Leadership Development Initiative		
6:00	11:00	Coffee / Tea Break; Hallway; Leadership	Coffee / Tea Break; Hallway; Leadership	Coffee / Tea Break; Hallway; Leadership
7:00	12 pm	S03: Leadership, What is it? (Shannon Inspire Leadership Development Initiative	S09: The Mentoring Relationship Introduction: Five Practices of Exemplary Leaders (Lois Zachary, Lory Fischler) Inspire Leadership Development Initiative	S13: The Mentoring Relationship - LSI in Action: Experiential Activity (Lois Zachary, Lory Fischler) Inspire/Break-out Room in Synergy Leadership Development Initiative
8:00	1:00	LUNCH Inspire Leadership Development Initiative	LUNCH Inspire Leadership Development Initiative	LUNCH Inspire Leadership Development Initiative
9:00	2:00	S04: Leadership - The Framework (Shannon Inspire Leadership Development Initiative	S10: The Mentoring Relationship Five Practices (cont) (Lois Zachary, Lory Fischler) Inspire Leadership Development Initiative	S14: The Mentoring Relationship - Working Virtually (Lois Zachary, Lory Fischler) Inspire Leadership Development Initiative
10:00	3:00	S05: Covey Video - First Things First (Shannon Inspire Leadership Development Initiative	Refreshment Break - Group photo show	
11:00	4:00	S06: Presentation Skills #1 (Frank Ferris Inspire Leadership Development Initiative	Refreshment Break; Hallway; Leadership	Refreshment Break; Hallway; Leadership
12 pm	5:00	S07: Small Group Presentation Skills Practice Session (Faculty Facilitated / Mentors Participate) Inspire, Convene 3, 3 Suites Leadership Development Initiative	S11: The Mentoring Relationship - Preparing the Relationship (Lois Zachary, Lory Fischler) Inspire Leadership Development Initiative	S15: The Mentoring Relationship - Difficult Conversations (Lois Zachary, Lory Fischler) Inspire Leadership Development Initiative
1:00	6:00	Leaders / Mentors, Evaluation & Self-	Mentors / Coaches / LDI Team Debrief;	Leaders / Mentors Evaluation & Self-
2:00	7:00	Dinner Buffet Inspire Leadership Development Initiative	Dinner Buffet Inspire Leadership Development Initiative	Mentors / Coaches / LDI Team Debrief;
3:00	8:00	Leadership Portra		Dinner Buffet - Leaders and Mentors Meet to Calender Synergy Leadership Development Initiative
		Mentors / Coaches		

		February 2012					March 2012								
		Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su
6				1	2	3	4	5	10			1	2	3	4
7		6	7	8	9	10	11	12	11	5	6	7	8	9	10
8		13	14	15	16	17	18	19	12	12	13	14	15	16	17
9		20	21	22	23	24	25	26	13	19	20	21	22	23	24
10		27	28	29					14	26	27	28	29	30	31

		9 Thursday	10 Friday	11 Saturday	12 Sunday
		* From Feb 4 LDI C2 RC1; Courtyard by Marriot, 595 Hotel Circle South, San Diego, California 92108, T 619.291.57 To Feb 13			
IAHPC Board Meeting Convene 3 Leadership Development Initiative	Breakfast Synergy Leadership Development Initiative	Breakfast Synergy Leadership Development Initiative	Breakfast Synergy Leadership Development Initiative	Breakfast Synergy Leadership Development Initiative	Breakfast Synergy Leadership Development Initiative
S16: Presentation Skills Tip	S21a: MBTI Workshop (Eileen Piersa) Inspire Leadership Development Initiative	S23: Presentation Skills Tip	S27a: Leader Presentations of completed IDPs (Leaders 1-11) Inspire Leadership Development Initiative		
S17: Resource Management (Frank Ferris) Inspire Leadership Development Initiative		S24: Being a Change Agent (Eileen Piersa) Inspire Leadership Development Initiative			
Coffee / Tea Break; Hallway; Leadership	Coffee / Tea Break; Hallway; Leadership	Coffee / Tea Break; Hallway; Leadership	Coffee / Tea Break; Hallway; Leadership		
S18a: Putting the IDP Together (Mentors - Leaders Triads in Small Groups) Inspire Leadership Development Initiative	S21b: MBTI Workshop (cont) (Eileen Piersa) Inspire Leadership Development Initiative	S25: Self-Care for Leadership (Eileen Piersa) Inspire Leadership Development Initiative	S27b: Leader Presentations of completed IDPs (cont) (Leaders 12-23) Inspire Leadership Development Initiative		
LUNCH Inspire Leadership Development Initiative	LUNCH Inspire Leadership Development Initiative	LUNCH Inspire Leadership Development Initiative	LUNCH Inspire Leadership Development Initiative		
S18b: Putting the IDP Together (cont) (Mentors - Leaders Triads in Small Groups) Inspire Leadership Development Initiative	S22a: Leader - Mentor Triads IDP Development Sessions (Mentors - Leaders Triads in Small Groups) Inspire & Synergy Available Leadership Development Initiative	S26a: Leader - Mentor Triads IDP Development Sessions (Mentors - Leaders Triads in Small Groups) Inspire & Synergy Available Leadership Development Initiative	S28: Next Steps (Frank Ferris, Shannon Moore) Inspire Leadership Development Initiative		
Refreshment Break; Hallway; Leadership	Refreshment Break; Hallway; Leadership	Refreshment Break; Hallway; Leadership	Leaders / Mentors Post-Cou		
S19: Overview of Myers Briggs Inspire Leadership Development Initiative	S22b Leader - Mentor Triads IDP Development Sessions (cont) (Mentors - Leaders / Mentors Evaluation	S26b: Leader - Mentor Triads IDP Development Sessions (cont) (Mentors - Leaders / Mentors Evaluation	FREE TIME		
S20: Leadership Performance	Leaders / Mentors Evaluation	Leaders / Mentors Evaluation			
Mentors / Coaches / LDI Tea	Mentors / Coaches / LDI Tea	Mentors / Coaches / LDI Tea			
Dinner on your own Leadership Development Initiative	Dinner on your own Leadership Development Initiative	Dinner on your own Leadership Development Initiative	Reception for LDI Cohort 2;		
			LDI CELEBRATORY DINNER Inspire Leadership Development Initiative		

**With Great
Excitement...**

**Many thanks for your
Commitment to
Advance Palliative Care
Globally !**



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Gandhi...

*You need to be the change
you want to see in the world...*

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Columbus, Ohio**

