

UNIVERSITY OF ROCHESTER MEDICAL CENTER LEADERSHIP DEVELOPMENT PROGRAM

This program offers both instructor-led classes and online learning.

May 2019

→ Locate dates, times and registration in MyPath by searching the class title, unless otherwise noted

Leaders with direct reports in all divisions of the University of Rochester, Medical Center, and affiliates are welcome to attend.

Some sessions include Medical Center- specific content and are indicated by "URMC" in the title.



NEW! URMC New Leader Orientation

Open to newly hired and promoted URMC leaders of people (assistant manager, manager, and above with direct reports), this session will to inspire, engage, and connect new leaders to the URMC mission, vision, values, key strategic initiatives, and to provide an introduction to the leadership role and expectations within the organization.

New leaders in URMC divisions of Strong Memorial Hospital, School of Medicine and Dentistry, School of Nursing, Medical Faculty Group, Eastman Institute of Oral Health, and Health Sciences are encouraged to attend within two months of starting the new role. The same session is repeated each month.

Management & Leadership

Track 1: Management Essentials

These classes are designed to help build the foundational knowledge required for newly hired and promoted leaders to be successful in leading their teams and the organization.

New leaders are encouraged to attend all classes with the  symbol.



URMC Past, Present and Future

Participants will explore the organizational structure of URMC and its evolution as a health care system. In this class leaders build on their skills to better execute their responsibilities by more fully understanding the priorities of the organization. These organizational priorities relate to high-quality Health Care service delivery, patient and family engagement, and our commitment to creating a high-performing workplace that is attractive in recruiting and retaining health care providers and workers. Led by SMH Executive VP & Chief Operating Officer, Kathy Parrinello.

This class is available in either an online or instructor-led format.



Values Driven Leadership 101 (URMC)

Learn how to develop and maintain a work environment with clear expectations by using effective communication, role modeling, and positive reinforcement. This class is presented by members of the ICARE Commitment Office.

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Management Essentials

(Continued)



Managing the Effects of Change on Employee Engagement

Participants are provided with an overview of the change process and steps leaders can take to promote engagement and trust within their teams during times of organizational change. This class is presented by members of the HR Business Partner team.



Performance Management: Creating Accountability & Setting Expectations

Explore your role as a leader by understanding your rights and responsibilities for creating accountability within your team. Discuss performance standards and how to clearly set these expectations. To assist employees in reaching their full potential, managers will define and learn about setting these performance standards as well as analyzing and addressing performance gaps. This class is presented by members of the HR Business Partner team.



Performance Management: Conducting the Performance Review

This class will explore the phases of the performance management cycle including writing and delivering employee performance reviews. Overviews of the performance review components, rating scales, properly written comments, and common performance review pitfalls will be provided. This class is presented by members of the HR Business Partner team.



Performance Management: Giving Effective Feedback

This class focuses on how to deliver feedback effectively with tact and sensitivity. The ability to facilitate these conversations is an essential skill for leaders which in turn promotes increased trust, stronger work relationships, and better performance. Led by HR Leaders in Learning and Development.

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Management Essentials

(Continued)



Partnering with Organized Labor

In this class participants will gain a better understanding of their role as a supervisor as it relates to the larger organization while applying fair and consistent management practices with Unionized staff. Specific attention will be given to Labor Relations terminology, the implications of past practice on current and future situations, and understanding the role of a Union delegate before, during, and after the investigation meeting. This class is presented by members of the Labor Relations team.

Management & Leadership

Track 2: Leadership Enhanced

These classes are designed to support URMC leaders by providing practical and conceptual skills needed to align our work with the organization's business goals and manage the phases of the employee lifecycle, from recruiting through off-boarding.

Attendance in Track 2 is based on role; please attend if classes are related to your current position.

Values Driven Leadership 201 (URMC)

Effective leaders establish and maintain a culture that reinforces the values of the organization and promotes employee engagement. Explore how your leadership behaviors influence the overall performance of your team and why they are necessary in developing the steps needed to ensure success. This class is presented by members of the ICARE Commitment Office.

Creating a Respectful Workplace

This class challenges participants to explore the factors that make up respectful workplaces. Group discussion and exercises focus on personal values, workplace respect, effective communication and civility. This class is presented by members of the ICARE Commitment Office.

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Leadership Enhanced

(Continued)



Privacy, Professionalism & Work Relationships in an Age of Social Media

This class challenges the participant to think critically about professional boundaries in all settings while forming meaningful relationships that improve the quality of their work. This class is led by a representative from the Office of Human Resources.

Additional Learning & Development Opportunities:

NEW! Active Violence in a Healthcare Setting *OPEN TO ALL URMC STAFF, ALL LEVELS!*

This class will help participants develop a plan in order to respond to, and survive, a critical incident. Participants will be introduced to the Survival Mindset concept, learn about the importance of understanding their work environment, and know what to expect in a response from Law Enforcement. This program will be taught by members of the UR Department of Public Safety.

Life-Work Connections Employee Assistance Program

See the Life-Work Connections [website](#) for current offerings in the Life-Work Connections Employee Assistance Program **Supervisor Series**. Video recordings of several prior sessions are also available for viewing on the website.

Lean Performance Improvement Office

See the Lean Performance Improvement [training website](#) for current offerings and registration instructions. Topics include:

- Lean Overview Online Course
- Lean Process Improvement Level 1
- Value Stream Mapping

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Additional Learning Opportunities

(Continued)

University of Rochester Office of Staff Diversity, Equity, and Inclusion

Diversity, inclusion, and equity [education and training](#) are an essential part of building awareness and a cohesive work environment. These skill-building opportunities, available in MyPath, are designed to inspire sensitivity and increase awareness.

Online Curriculum for Self-Study for Faculty and Staff

- Cultural Awareness and Diversity: A Gardener's Tale
- Cultural Awareness and Diversity: Implicit Association Test
- Cultural Awareness and Diversity: Microaggression

Online courses:

- Microaggressions in Everyday Life: Implications for Clinical Practice
- Making Invisible Influencers Visible
- Cultural Competency in Healthcare e-Learning
- Communicating with Influence
- From Conflict to Conversation
- Time Management: Gaining Efficiency, Improving Your Skills

URMC Office for Inclusion and Culture Development

The Office for Inclusion and Culture Development offers a number of programs to help further the education and careers of medical center faculty, residents, fellows, students, other medical professionals and staff. Visit their [website](#) for educational programs and resources.

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Professional Development

This class is open to any leaders who would like to improve their professional knowledge and leadership effectiveness.

Crucial Conversations®

Crucial Conversations® teaches skills for creating alignment and agreement by fostering open dialogue around high-stake, emotional, or risky topics—at all levels of the organization. By learning how to speak and be heard (and encouraging others to do the same) you'll begin to surface the best ideas, make the highest-quality decisions, and then act on your decisions with unity and commitment. Led by Crucial Conversations-certified instructors.

Crucial Accountability®

Open to participants who have completed Crucial Conversations®. This one-day follow up class builds on the prior skills learned in Crucial Conversations® and will focus on improving accountability. This research-based program teaches a step-by-step processes and skills to hold others accountable, improve performance, and ensure execution. Led by Crucial Accountability-certified instructors.

Click [here](#) for information about the cost and registration process for upcoming Crucial Conversations® and Crucial Accountability® classes.

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Compliance Training

These classes provide the skills and knowledge required to comply with internal and external policies and regulations. Leaders should attend each class if related to responsibilities of their current role.

HR Compliance Training (FLSA)

This class covers federal and New York State labor regulations and their impact on University policies and procedures. In addition, the session addresses the U.S. Department of Labor's Fair Labor Standards Act (FLSA) that establishes minimum wage, overtime pay, record keeping, and youth employment standards. Timekeepers, Administrators, Managers, and Supervisors are welcome to attend. Members of the Compensation Department teach this class.

For questions about *HR Compliance Training*, please contact hrd_registration@hr.rochester.edu

Leave Administration: Leave Program Overview

A video recording of this class, offered as part of the EAP Supervisor Series, provides an overview of the various UR employee leave programs including a supervisor's responsibilities in managing them. Topics covered are Family Medical Leave Act, Paid Family Leave, Short-Term Disability, Workers Compensation, Long-Term Disability, Return to Work, and Leave of Absence policies. Click [here](#) to view the recording or visit <https://youtu.be/QRGmyg6LBdU>

National Incident Management System (NIMS) – Part I (URMC)

This class is designed to provide the necessary information to complete your National Incident Management System (NIMS)/Incident Command System (ICS) training for modules 700.a and 100.b in a classroom/instructor environment as an alternative to FEMA online training. After attending the class you will need to take the online exams to complete your training and receive your certificates. Please note: This class is a prerequisite to the Part II class. Instructor: Dave Bujak.

National Incident Management System (NIMS)– Part II (URMC)

This class is designed to provide you with the necessary information to complete your National Incident Management System (NIMS)/Incident Command System (ICS)/National Response Framework (NRF) training for modules 200.b and 800.c in a classroom-instructor environment as an alternative to FEMA online training. After attending the class, you will need to take the online exams to complete your training and receive your certificates. Instructor: Dave Bujak.

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Systems Training for Leaders

*These classes provide the training required to use UR/URMC Systems.
Leaders should attend classes if system access is required for their current role.*

eRecord: Reporting 100 (URMC)

Participants in this course will learn the difference between operational and analytical reporting tools, how to access and navigate Radar dashboards, how to edit and create Reporting Workbench reports, how to modify existing reports, create a report from a template, and view Crystal Reports. Who should attend? High-needs clinical and revenue cycle reporting users, managers, and leads. To register, complete the [Online Enrollment Form](#).

For questions about Reporting 100, please contact eRecord Scheduling at eRecordSchedulingEnrollment@urmc.rochester.edu



HRMS Personnel Action Forms (PAF) (URMC)

This online training module will familiarize administrators with hiring processes and procedures, how to use the HRMS system to create forms for these processes, and how to access data/reports in HRMS.



HRMS Time and Labor Training (URMC)

Time and labor training sessions have been established for new Timekeepers who are required to attend a class and pass a competency test to be given access to the timekeeping functions in the HRMS system. This session is led by members of the Compensation Department.

For questions about *HRMS Time and Labor Trainings*, please contact hrd_registration@hr.rochester.edu



MyPath: System Training*

This introductory session will provide hands-on system training for managers. The training will review how managers can access their team, assign training, view employee goals and employee performance reviews, and other systems related training for MyPath. This class is presented by members of the MyPath team.

***Please Note: This training is only available to individuals with direct reports.**

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Systems Training

(Continued)



MyPath: Reporting Training*

The purpose of this 60-minute session is to provide training to managers on MyPath standard reports. The class will include open Q & A and hands-on training on how to run a variety of reports to manage employee learning and performance. This class is presented by members of the MyPath team.

***Please Note: This training is only available to individuals with direct reports.**

Have a question about MyPath sessions? Contact the MyPath support team at mypathsupport@rochester.edu



UR Budget

The [UR Budget Basic Navigation eLearning](#) in MyPath will prepare all users on how to navigate the system interface for any instructor-led class.

Also available on the [UR Budget website](#):

[Instructor Led Class Recordings](#)

[Quick Reference Videos](#) (by topic)

[Quick Reference Cards](#)



UR Financials

The UR Financials [website](#) provides information on training options, instructor-led training class dates, and course outlines.

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Microsoft Office Training

A limited number of instructor-led Microsoft classes are offered to URMC staff.
All currently scheduled classes are full; waitlists for these classes are available in MyPath.

Microsoft training classes are also available locally through:

[MCC Corporate College](#)
[New Horizons Training Center](#)

Find the most recent URMC Leadership Development Program listing, and additional educational offerings, on the [Learning & Development webpage](#), located on the UR Office of Human Resources website.