

ASCRS Leadership and Professional Development Program



PRELIMINARY PROGRAM

What I Wish I Knew Before I Became A Leader

ASCRS Leadership & Professional Development

January 29 – 30, 2021

LaJolla, CA

Estancia La Jolla Hotel & SPA

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Leadership Education Planning Group



(Top Row, from right): Dr. Sonia Ramamoorthy - Program Chair, Dr. David Margolin, Dr. Sharon Stein, Dr. Kirstin Wilkins, Dr. Heather Yeo; (Bottom Row, from right) Dr. Tracy Hull, Dr. Steve Sentovich, Dr. Jason Mizell, Kismet Saglam - Director of Education

Leadership Program Faculty



(Top Row, from right): Dr. Susan Galandiuk, Dr. Kirstin Wilkins, Dr. Steve Sentovich, Dr. Jason Mizell, Dr. Heather Yeo, Dr. David Margolin; Dr. Tracy Hull (Middle Row, from right): Dr. Patricia Roberts, Dr. Clifford Ko, Dr. Michael Stamos, Dr. James Merlino, Dr. David Rothenberger, Dr. Scott Regenbogen; Dr. Conor Delaney (Bottom Row, from right): Dr. Guy Orangio, Dr. Tom Read, Dr. Pat Sylla, Dr. Kelly Tyler, David Westman, MBA (ASCRS Executive Director), Dr. Steve Wexner, Dr. Mariana Berho

Leadership & Professional Development Program Goals and Objectives

Whether it is in the private practice office, the operating room, the hospital or the board room, colorectal surgeons are leaders and need leadership skills to be successful. The American Society of Colon and Rectal Surgeons Leadership program has been developed to engage members in creating and sustaining a culture of lifelong leadership. ASCRS seeks to empower society members to become better leaders in all aspects of their professional life.

The ASCRS first leadership development program, “What I Wish I Knew Before to Becoming a Leader”, will include ten core values or pillars of leadership: empowerment, accountability/judgement, mentorship/sponsorship, culture, connectivity and communication, strategy, change/innovation, integrity, advocacy, and operations.

Target Audience

The program is intended for the education of leaders and emerging leaders in colorectal and general surgery who seek to develop and solidify leadership skills in order to enhance their professional careers.

ASCRS Mission

The American Society of Colon and Rectal Surgeons is a community of health care professionals who are dedicated to advancing the understanding, prevention and treatment of disorders of the colon, rectum and anus.

General Meeting Information

Disclaimer

The primary purpose of the ASCRS Educational Events is educational. Information, as well as technologies, products and/or services discussed, is intended to inform participants about the knowledge, techniques and experiences of specialists who are willing to share such information with colleagues. A diversity of professional opinions exist in the specialty and the views of the ASCRS disclaims any and all liability for damages to any individual attending this conference and for all claims which may result from the use of information, technologies, products and/or services discussed at the conference.

Code of Conduct

ASCRS is a listening organization focused on its participants. ASCRS Educational Events is designed to increase interaction, engagement, collaboration, connectivity and community in a fun and safe learning environment.

We value the participation of each member of the community and endeavor to deliver an enjoyable and fulfilling experience. Meeting participants are expected to conduct themselves with integrity, courtesy and respect for others and maintain the highest level of professionalism at all meeting programs and events, whether officially sponsored by ASCRS or not. All attendees, speakers, organizers, volunteers, partners, vendors and staff at any ASCRS event are required to observe the following Code of Conduct.

ASCRS is dedicated to providing a harassment-free meeting experience for everyone, regardless of gender, sexual orientation, disability, physical appearance, body size, race or religion. We do not tolerate harassment of meeting participants in any form. All communication should be appropriate for a professional audience including people of diverse backgrounds and cultures. Sexual language and imagery is not appropriate for the conference.

Be kind to others. Do not insult or defame participants. Harassment in any form, sexist, racist, or exclusionary jokes are not condoned at ASCRS Events.

Participants violating these rules may be asked to leave the meeting at the sole discretion of ASCRS. Thank you for helping to make this a welcoming event for all.

Meeting Accommodations

All meeting activities will be held at the: Estancia La Jolla Hotel & Spa, 9700 N Torrey Pines Rd, La Jolla, CA 92037.

Parking

Discounted venue parking is offered at the following rates:

Overnight self-parking rate of \$23.00 per car per night

Day-use self-parking rate of \$18.00 per car per night

Hotel Accommodations

ASCERS has secured sleeping rooms throughout the downtown area near the Convention Center at discounted rates. Rates are based on availability and subject to state and local fees/taxes.

All reservations require a first night room deposit, or guests can guarantee reservations with a major credit card. Your credit card will not be charged prior to arrival. Make any necessary cancellations at least 72 hours before the scheduled date of arrival to avoid a cancellation charge. Hotel check-in time is 3 p.m. and check-out is Noon.

General Meeting Information (Continued)

Car Rental Partners

TBD

Weather and Meeting Attire

The average highs and lows in San Diego during January, they are 65 degrees and 50 degrees respectively. Attire for the conference is business casual. Because meeting room temperatures sometimes fluctuate, attendees may wish to bring a sweater or jacket.

Social Events

January 29, 2021

Cocktail Reception 5:30 pm – 6:30 pm

Dinner 6:30 pm – 8:30 pm

Location: Olive Lawn

January 30, 2021

Cocktail Reception 5:30 pm – 6:30 pm

Dinner 6:30 pm – 8:30 pm

Location: TBD

Child Care Services

Please contact the concierge at the hotel at which you are staying for a list of bonded, independent baby sitters and babysitting agencies.

Foreign Visa Requirements

Visa requirements vary based on national origin, current residence, previous travel and passport eligibility.

- The U.S. Department of State is the most trusted source for up-to-date information on visa and passport issues. <https://travel.state.gov/content/travel/en/passports.html>
- The Visa Waiver Program (VWP) enables most citizens or nationals of participating countries to travel to the United States for tourism or business for stays of 90 days or less without first obtaining a visa, when they meet certain requirements.
- The Visa Wizard is a tool to help travelers understand what type of visa they may need.

How do I apply?

We recommend that you apply for a visa as soon as possible. You will need to complete an application and provide a photograph. An interview may be required. Contact the U.S. Embassy or consulate in your country for specific application procedures and estimated wait times for interview appointments.

Not a Member? Consider Joining:

- Print and electronic subscription to Diseases of the Colon and Rectum
- Complimentary access to CREST®, our robust online education portal.
- Listing in Find a Surgeon search engine on the ASCRS website.
- Discounted pricing on products.
- Access to an extensive members-only resource library.
- Ability to post job openings and your resume on our job board.
- ...and much more.

ASCRS is the professional home of more than 3,900 healthcare professionals who work in the field of colon and rectal surgery. We're dedicated to advancing and promoting the science and treatment of patients with diseases affecting the colon, rectum and anus through education, advocacy and fellowship. Join us.

Schedule at a Glance

Please Note: Times and speakers are subject to change.

January 29, 2021

Session/Event	Time	Room	Speaker
Speaker Ready Room	6:30 am – 5:00 pm		
Registration	6:00 am – 5:00 pm		
Breakfast	7:00 am – 7:30 am	Pacifica Ballroom	
Keynote 1	7:30 am – 9:00 am	Pacifica Ballroom	Tom Gehring
Break	9:00 am – 9:15 am	Pacifica Ballroom	
Session 1: Mentor/Mentee	9:15 am – 10:30 am	Pacifica Ballroom	Tracy Hull, MD, Scott Regenbogen MD, Patricia Roberts MD
Session 2: Accountability/Judgement	10:30 am – 11:45 am	Pacifica Ballroom	Cliff Ko MD, Guy Orangio MD
Lunch w/Leaders (Roundtables)	11:45 am – 1:00 pm	Pacifica Ballroom	Jason Mizell MD, Kelly Tyler MD, Steve Sentovich MD, Sharon Stein MD, David Westman, MBA, Heather Yeo, MD
Session 3: Connectivity/Communication	1:00 pm – 2:30 pm	Pacifica Ballroom	Steve Jones, PhD
Break	2:30 pm – 2:45 pm	Pacifica Ballroom	
Session 4: Strategy/Vision	2:45 pm – 4:00 pm	Pacifica Ballroom	Michael Stamos MD, Susan Galandiuk MD
Session 5: Leading Growth & Change/Parallel Session: Innovation	4:00 pm – 5:15 pm	Dracena/Cypress	James Merlino MD, Mariana Berho, MD Scott Huennekens, MBA
Cocktail Reception	5:30 pm – 6:30 pm	Olive Lawn (Outdoors)	
Dinner w/speaker	6:30 pm – 8:30 pm	Olive Lawn (Outdoors)	

January 30, 2021

Session/Event	Time	Room	Speaker
Speaker Ready Room	6:30 am – 5:00 pm		
Breakfast	7:00 am – 7:30 am	Pacifica Ballroom	
Session 6/Keynote 2: Culture	7:30 am – 9:00 am	Pacifica Ballroom	Chris Van Gorder, FACHE
Session 7: Integrity	9:00 am – 9:15 am	Pacifica Ballroom	Dave Rothenberger, MD
Break	9:15 am – 10:30 am	Pacifica Ballroom	
Session 8: Empowerment	10:30 am – 11:45 am	Pacifica Ballroom	Jodi Bondi Norgaard
Lunch w/Leaders Panel Discussion	11:45 am – 1:00 pm	Pacifica Ballroom	Kirstin Wilkins MD, Pat Sylla MD
Session 9: Society Advocacy	1:00 pm – 2:30 pm	Pacifica Ballroom	Guy Orangio MD, David Margolin, MD, Tracy Hull, MD, Steve Sentovich MD
Break	2:30 pm – 2:45 pm	Pacifica Ballroom	
Session 10 Operations/Parallel Session: Human Resources	2:45 pm – 4:00 pm	Dracena/Cypress	Connor Delaney MD Tom Read, MD
Group Activity	4:00 pm – 5:15 pm	Pacifica Ballroom	
Closing Remarks	5:15 pm – 5:30 pm	Pacifica Ballroom	Sonia Ramamoorthy, MD
Cocktail Reception	5:30 pm – 6:30 pm	TBD	
Dinner	6:30 pm – 8:30 pm	TBD	Steve Wexner, MD

THE ASCRS LEADERSHIP PILLARS

MENTORSHIP & SPONSORSHIP

Behind every great leader is a great mentor and behind every great leader is a mentee. The mentor-mentee relationship is one that if approached with thoughtfulness will lead to the personal growth of both the mentor and mentee. To be an effective mentor, one must put the needs of the mentee before those of himself/herself. The mentor must be willing to lead the mentee in a direction which will help the mentee achieve their desired goals and be willing to establish mentor-mentee relationship boundaries. They must be comfortable offering constructive criticism and be willing to find a new mentor for the mentee if the mentee has needs that cannot be met by the mentor. Similarly, the mentee must approach a prospective mentor with a goal-oriented plan which the mentor can help implement.

ACCOUNTABILITY & JUDGEMENT

Leaders are responsible for the results of their team, whether good or bad. When undesirable outcomes occur, it is vital for leaders to accept responsibility for the results. Taking accountability for these outcomes and consequences builds trust and respect and models an attitude of accountability that can be contagious among employees. If accountability is lacking from a leader, others will lose trust and become resentful.

CONNECTIVITY & COMMUNICATION

Leadership requires establishing open lines of communication through accessibility, transparency and continuous dialogue. Communication is a bidirectional process that necessitates listening and understanding while also sharing knowledge and vision. Connectivity is a natural extension of effective communication and results in the establishment of trustworthy bonds between organizations, colleagues, team members, and patients. Successful communication creates connectivity that is the essential ingredient for any highly reliable team.

STRATEGY & VISION

A strategic vision is the ability to visualize a path forward, for an individual, or organization. Leaders with strategic vision are more likely to be successful, as having a career vision allows leaders to focus energy and resources towards meeting one's goals. Creation, refinement and articulation of a strategic vision are vital elements of any leadership or organizational development program.

LEADING GROWTH & CHANGE/INNOVATION

Leaders must have the vision to see when change is required, be able to cast a vision for their team and work to overcome barriers to the change so that the team members can be successful. The ability to see when change is needed and casting a vision for the change is one factor that sets leaders apart from managers. The new territory of growth and change is often new or less well known, but a true leader can envision what is needed and rise to the challenge.

CULTURE

Organizational culture is built on the underlying beliefs, values, norms and systems that create the environment within which we function. In order to make change, leaders need to be able to change culture or align it with their vision. Leaders who don't consider culture are unable to make meaningful change. It is important for leaders to understand the culture they are trying to build.

INTEGRITY

Integrity is one of the most important qualities of a great leader. Integrity implies that the leader always conducts himself/herself with honesty and abides by ethical principles. Integrity requires that the leader respects others and will always do the right thing even when that course of action could cause difficulty achieving one's personal or institutional goals. A leader who possesses integrity will inspire those around them to passionately achieve common goals.

EMPOWERMENT

Strong leaders help motivate and empower their organizations. Leaders using their vision to draw individuals around common goals and to inspire them; but in order to make change, leaders must enable others to be involved. Empowering colleagues, staff, and the rest of the team helps to make sure goals are aligned, helps to increase diversity of opinions, and helps build commitment to a leader and organization. This also helps to develop other team leaders, strengthen mentorship, encourage communication and build trust.

SOCIETY ADVOCACY

The purpose of a professional society is to create a group of individuals committed to a set of goals and use the synergy of that group to best reach those goals. The mission of the American Society of Colon and Rectal Surgeons is to advance advancing the understanding, prevention and treatment of disorders of the colon, rectum and anus. Our ability to achieve these goals is only as strong as our involvement in our mission and to our society. Being an active part of this or other societies allows individuals to use their voice for both consent and dissent, to network with other members, and to collectively improve care for our patients.

OPERATIONS

The "operations" pillar was created to emphasize the importance of understanding the nuts and bolts of the business of medicine and healthcare. Knowledge of how finances, human resources, regulatory compliance, clinical workflows, quality, patient safety, and management efficiency, can impact practice is critical to serving in positions of leadership.

KEYNOTE SPEAKERS

Tom Gehring



Tom Gehring was born in Cologne, Germany in 1953, and lived in Germany, France, India and the United States before starting college at Rice University in 1971. He graduated with a double major in Electrical Engineering and Applied Mathematics, and then earned a Masters in Electrical Engineering. He was commissioned an officer in the United States Navy in 1976, and following two years of intense training, he served at-sea for 18 years on four nuclear-powered attack submarines, two afloat staffs, and a large surface ship. In the final tour of a 22-year Navy career, he was in charge of the Pacific Fleet's Quality Improvement Team, teaching and motivating process improvement throughout the Pacific. After retiring from active duty in 1998, he joined Booz-Allen-Hamilton as a senior strategic consultant, working at the boardroom level with a number of high technology military organizations.

From 2001 until his retirement in 2015, he excelled as the Chief Executive Officer (CEO) of the San Diego County Medical Society (SDCMS), representing the 8000+ physicians in the 8th largest city in the US. Under his leadership, SDCMS was widely recognized as one of the most innovative and successful medical societies in the United States.

His first book, *7 Roles Great Leaders Don't Delegate* was published in late 2018. His second book, *11 Questions Great Managers Ask & Answer*, will appear in the spring of 2020. He teaches intensive one and two-day Socratic seminars on practical and actionable leadership for healthcare professionals, "*The Leader's Toolkit*." Tom is the Director of the University of California at San Diego's (UCSD) Health Leadership Academy, a year-around top-level seminar for health care leaders. Tom is fluent in German and French, and lives in San Diego with his wife of 36 years, Catherine D. Moore, MD, a psychiatrist in private practice.

Chris Van Gorder



As president and CEO of Scripps Health since 2000, Chris Van Gorder has been instrumental in positioning Scripps among the nation's foremost health care institutions. Now, with his leadership team, physicians and front-line employees he is restructuring the \$3.2 billion integrated health system to meet the new landscape of health care, with a focus on cost, quality and patient experience.

Van Gorder received his master's degree in public administration/health services administration at the University of Southern California, completed the Wharton System CEO Program at the University of Pennsylvania and earned his bachelor's degree from California State University, Los Angeles. He is a past chairman (2010) of the American College of Healthcare Executives (ACHE), an international professional society of more than 40,000 health care executives.

Van Gorder's rise to health care executive has been unconventional. His journey began as a hospital patient, when as a police officer he was critically injured during a family dispute call. After a lengthy recovery, Van Gorder continued his education in health care management and rose to levels of increased responsibility. Today, he continues to serve the public as Reserve Assistant Sheriff for San Diego County, and as a licensed emergency medical technician (EMT). Modern Healthcare magazine has several times named Van Gorder one of the nation's "100 Most Influential People in Health Care." His first book – *The Front-Line Leader: Building a High Performance Organization from the Ground Up* – was published in November 2014.

INVITED SPEAKERS

Jodi Bondi Norgaard



Jodi Bondi Norgaard is an expert in creating change and breaking gender stereotypes. She is the founder of Dream Big Toy Company and the creator of the award-winning Go! Go! Sports Girls line of dolls, books, and apps for girls encouraging healthy and active play over fashion and body image. Jodi is a keynote speaker, entrepreneur, consultant, author of *More Than A Doll*, and activist pushing media and retail to do a better job portraying girls beyond stereotypes.

Jodi is a leader in the toy industry breaking gender stereotypes since 2009 when she launched the plush sports dolls built-in specification to a real girl's body. Her inspiration came in 2007 after shopping for a doll with her then 9-year-old daughter and finding a doll with belly-baring clothing, high heels, and make-up, named 'Lovely Lola.' Initially, industry leaders dismissed her product because a sports doll was not mainstream. "Girls want fashion dolls," she heard, over and over. She was not convinced and knew mainstream ideas never create change. By 2015, she had made significant strides and her product was launched in Walmart stores. In October 2016, the Go! Go! Sports Girls brand was acquired by Jazwares, an established cutting-edge toy company.

She has been featured on national media including The Today Show, The Real Story with Gretchen Carlson, Forbes, Upworthy, Parents, Shape, Self, Runner's World, Advertising Age, Good Housekeeping, Chicago Tribune, New York Times, and Huffington Post. In 2016, Jodi was invited by The White House to participate in a conference on breaking down gender stereotypes in media and toys.

Jodi is a cultural expert and strategist advising on current social and business trends, co-chair of the Toy Association Diversity and Inclusion Committee, board member of Kaskey Kids an award-winning line of sports action figures, former board member of Girls on the Run – Chicago, and a founding member of The Brave Girl Alliance, a think tank of girl empowerment experts.

Scott Huennekens



Scott is a successful CEO, board member, entrepreneur, and investor in medical devices, having been involved in one of those roles in 10+ startup, growth and public companies with market valuations that have totaled over \$20b and more importantly over 20 million patients that have benefited from the therapies and diagnostics of these companies. He completed his role as Pres & CEO of Verb Surgical at the end of 2018. Verb is Google & J&J's Surgical Robotics start-up to revolutionize the future of surgery. Scott joined as employee #1. The big vision is being accomplished with robotics, connectivity, a digital platform with big data AI & machine learning, advanced instrumentation and enhanced visualization. J&J announced their acquisition of Verb Surgical in 2019. Previously, Scott led Volcano Corp. (NASDAQ: VOLC), as its first and only Pres & CEO, from start-up in 2002 to its IPO in 2006 and sale to Philips in 2015.

Current professional affiliations include Chairman Envista (NYSE: NVST) ~ \$3B in revenue, Board Nuvasive (NASDAQ: NUVA) ~1.2B in revenue, Board ViewRay (NASDAQ: VRAY) ~ 100m in revenue, Executive Chairman Acutus Medical (Private EP company, just closed \$200m Series D), Chairman Digma Medical (private catheter based Diabetes care company, VC funded), Board Member and past Chairman Medical Device Manufacturer's Association (MDMA). Scott has also been awarded E&Y's entrepreneur of the year award in 2010 & was recognized by Goldman Sachs in 2016, 2017, & 2018 as one of the 100 most intriguing entrepreneurs at its annual Builders & Innovators conference.

Dr. Steve Jones



Dr. Steve Jones is the C.E.O. of JONES, a firm that specializes in leadership development, diversity, and organizational effectiveness. The mission of JONES is to “develop leaders and human systems that counter oppression through diversity, inclusion, and organizational excellence.”

Nationally known as one of "America's Top Experts on Diversity" (Diversity, Inc. magazine), he holds a bachelor's degree in Computer Science, a Master's in Multicultural Counseling, along with a master's and Ph.D. in Industrial- Organizational Psychology.

Dr. Jones has inclusive communication skill development to companies such as UCSD Medical Center, CBS, Honda, Qualcomm, King Drew Medical Center, Toyota, and Honda. He is author of *Journey to Excellence*, a book that empowers readers to achieve their goals, both personally and professionally. He is in the process of completing his second book titled, “The Inclusive Workplace.”

Dr. Jones leads a dynamic team of Certified JONES consultants who deliver leadership development, strategic change management, organizational excellence, and leveraging inclusion for innovation for executives, senior managers, teams, and organizations at companies that include: Edwards Life Sciences, OneLegacy, San Ysidro Health, Harvard University, San Diego State University, St. Mary's College, SUNY Purchase, UC Irvine, UC Boulder, Co., University of San Diego, University of Texas, El Paso, Vassar College, and more.

Interesting Fact: In the global arena, while he was studying business practices in Chang Mai, Thailand, Dr. Jones became the first person of African descent to be ordained as a Buddhist Monk at a 700-year-old monastery called Wat Umong. He has spoken in Amsterdam, Barcelona, Singapore, London, and Johannesburg.

Universities, corporations, and organizations across multiple industries seeking to make real change as they prepare to lead in the 21st century seek out Dr. Jones. He brings over 30 years of experience helping leaders throughout the country move beyond talk to action.

DETAILED PROGRAM & SESSION INFORMATION

DAY 1 - January 29, 2021

Keynote 1

Title: Doctors, Leadership & Management – Beyond Improvisation

Time: 7:30 am – 9:00 am

Presented by: Tom Gehring

Room: Pacifica Ballroom

Most doctors survive on improv leadership and management. Why? Because leadership and management are absorbed vice taught. Physicians learn on the fly by emulating the good and rejecting the bad models. There's a better way! Tom Gehring will share the key concepts of his two books "7 Roles Great Leaders Don't Delegate" and "11 Questions Great Managers Ask & Answer" to help participants of all experience levels confidently approach leadership and management as a systemic paradigm vice ad hoc improv.

Break: 9:00 am – 9:15 am

Room: Pacifica Ballroom

Session 1

Pillar: Mentorship/Sponsorship

Title: Title: Maximizing Mentorship – for Mentors and Mentees

Time: 9:15 am – 10:30 am

Presented by: Tracy Hull, MD, Scott Regenbogen, MD & Pat Roberts, MD

Room: Pacifica Ballroom

Effective mentorship is key for professional and personal success and career satisfaction in colon and rectal surgery. This session will discuss strategies for effective mentoring relationships, from the perspectives of both mentors and mentees, including what excellent mentors do (primary skills), the characteristics of excellent mentors (style and personality), logistics of the mentor/mentee relationship and keys to continuing success. We will address the evolution from mentee to mentor, the mentorship needs of mid-career faculty seeking a "boost" in their career, and the needs of senior colon and rectal surgeons as they seek new roles and opportunities at the end of their careers.

Session 2

Pillar: Accountability & Judgement

Title: Leading by Example

Time: 10:30 am – 11:45 am

Presented by: Cliff Ko, MD, Guy Orangio, MD

Room: Pacifica Ballroom

When you "lead by example", you create a picture of what's possible, of what should be, and what it takes to lead. Taking on responsibility, not for the recognition but for a higher purpose is what distinguishes leaders from others. Regardless of the outcome it is vital for leaders to take ownership and pave a path forward. Taking responsibility for outcomes and consequences builds trust and respect and models an attitude of accountability that can be contagious among employees.

Lunch with Leaders/Roundtables

Time: 11:45 am – 1:00 pm

Room: Pacifica Ballroom

Roundtable 1: Street Smarts and the Importance of Leadership Soft Skills

Facilitated by: Jason Mizell, MD

Leadership soft skills are the often “underplayed” characteristics that separate the good leaders from the great leaders. Why do we want to work for some leaders and not others? Why do some bosses motivate us to want to work harder, stay later or to be more passionate with our jobs? In this session learn about the importance of leadership soft skills and why these characteristics are fundamentally more highly valued in today’s healthcare environment than in prior generations.

Roundtable 2: Developing Your Own Leadership Plan

Facilitated by: Kelly Tyler, MD

Effective leadership is built on robust planning and sustained achievement of goals. We will discuss the crucial elements of creating a successful leadership plan with a focus on stepwise professional growth, thoughtful program development, and strategic maneuvering in your current health care setting.

Roundtable 3: Embracing Change

Facilitated by: Steve Sentovich, MD

“The only constant is change.” Leaders need to embrace change: keep an eye on the goal, be optimistic, surround themselves with positive people, develop deep team relationships, be open to new ideas, freely adapt/revise plans, and learn from failure. This lunch-time session will address the issues around embracing change and provide strategies and a framework to manage change.

Roundtable 4: Mental Management: Keys to Peak Performance

Facilitated by: Sharon Stein, MD

Extraordinary leaders use emotional intelligence to remain calm and harness passion to best serve their purposes. The practice of using emotions skillfully to achieve your purposes can be learned and practiced. During this lunchtime roundtable, participants will discuss the key elements of mental management, how to de-escalate emotionally driven conversations and when to employ emotion and hands on skills to achieve your purposes.

Roundtable 5: Plan or Strategy – What is the Difference

Facilitated by: David Westman, MBA

While these two terms are often used interchangeably, each is its own concept. It also may not be readily apparent which comes first. This roundtable session will be a facilitated discussion on the key differences between devising strategy vs developing a plan and the role of each in the context of leadership.

Roundtable 6: The Future of AI and its Impact on Healthcare Leadership

Facilitated by: Dr. Heather Yeo, MD

As the use of AI in many aspects of healthcare continues to grow it will be important for healthcare leaders to be versed in both potential and risks of AI. We will discuss how AI is currently being used in healthcare and its future. We will also discuss how leaders can leverage and work with big data and AI companies to benefit our institutions and patients.

Session 3

Pillar: Connectivity & Communication

Title: Inclusive Communication: A tool for Connectivity & Increased Engagement

Time: 1:00 pm – 2:30 pm

Presented by: Steve Jones, PhD

Room: Pacifica Ballroom

Successful leaders create a sense of belonging and connectivity as a strategy to increase employee engagement and team performance. Leaders are challenged to create a workplace that continually brings out the best in the people with whom they work. This workshop will engage leaders in a highly interactive learning experience focused on leadership behaviors that increase transparency and employee buy-in. Leaders will learn trust-building techniques that inspire diverse teams to achieve high performance through inclusive dialogue that leads to positive outcomes.

Break: 2:30 pm – 2:45 pm

Room: Pacifica Ballroom

Session 4

Pillar: Strategy & Vision

Title: Strategic Vision is Often Not a Matter of Choice, but Frequently a Matter of Necessity

Time: 2:45 pm – 4:00 pm

Presented by: Michael Stamos, MD, Susan Galandiuk, MD

Room: Pacifica Ballroom

Our Story: Strategic vision is often not a matter of choice, but frequently a matter of necessity. Whether thrust into a role as an interim leader in an environment in chaos, or into a role where prior leaders vacate their role without adequate transition planning, establishing a strategy and vision is typically the only path to success. Within the context of the aforementioned crisis, this session will impart four key lessons on “selling your vision, how to identify who is committed to your success and has your back, the value of consulting who have a history with the organization, and how to set clearly stated goals.

Session 5 - A

Pillar: Leading Change & Growth – Personal Career Growth

Title: Career Transitions: When, Why, and How?

Time: 4:00 pm – 5:15 pm

Presented by: James Merlino, MD, Mariana Berho, MD

Room: Pacifica Ballroom

Have you ever considered changing careers or taking on more responsibility? What lies beyond the OR for a colorectal surgeon in areas of healthcare administration, industry, editorship, or academia? Is this as fulfilling as patient care? At what point in your life do you make these transitions? Is it possible to do colorectal surgery as a part-time job? Do you lose skill but gain personal career satisfaction? This session focuses on the career trajectory for leaders who transitioned from full time physician to something else. Learn from their personal anecdotes, career advice and insider perspective on what it takes and what it means to change career focus.

Session 5 - B

Pillar: Leading Growth & Change – Innovation (Parallel Session)

Title: Go, Go, Go

Time: 4:00 pm – 5:15 pm

Presented by: Scott Huennekens, MBA

Room: Cypress

Innovation is what separates the top companies, enterprises and teams from the rest. This session explores how leaders cultivate innovation and develop a culture that supports innovation. There will be discussion about what it means to have a formal innovation strategy and budget for innovation along with identifying ways can communicate clear direction for innovation to the organization.

Cocktail Reception

Time: 5:30 pm – 6:30 pm

Location: Olive Lawn (Outdoors)

Dinner

Visioning for the Future

Time: 6:30 pm – 8:30 pm

Location: Olive Lawn (Outdoors)

DAY 2 January 30, 2021

Breakfast with Leaders

Time: 7:00 am – 8:00 am

Room: Pacifica Ballroom

Session 6/Keynote 2

Pillar: Culture

Title: Influencing Culture through Front-Line Leadership

Time: 8:00 am – 9:15 am

Presented by: Chris Van Gorder, FACHE

Room: Pacifica Ballroom

Chris Van Gorder's rise to health care executive and national health care leader has been unconventional. His journey began as a hospital patient, when as a police officer he was critically injured during a family dispute call. After a lengthy recovery, he started a new career in hospital security, continued his education in health care management and rose to levels of increased responsibility. In this enlightening and authentic keynote, Chris shares the front-line lessons he's learned along the way. He offers current and aspiring leaders a different approach to business success — one that bridges the distance with front-line employees and builds a culture that can sustain an organization in bad times, good times and times of extreme change.

Session 7

Pillar: Integrity

Title: Integrity: An Essential Trait for Physician Leaders Facing Uncertainties and Conflicting Demands

Time: 9:15 am – 10:30 am

Presented by: Dave Rothenberger, MD

Room: Pacifica Ballroom

In this session, we will explore the trait of integrity and its essential role in developing ethical and effective physician leaders capable of creating a just, sustainable and effective health care system. "Integrity" is traditionally thought of as the ability to distinguish "right" from "wrong" coupled with the internal resolve to consistently choose the "right" course regardless of potentially negative consequences to oneself or one's organization. Today, physician leaders face uncharted territory and conflicting demands as they work to deliver VALUE to the marketplace while simultaneously

ensuring well-being for their workforce and sufficient profitability to sustain their health care organization. Even when there is no clear or easy option, hard decisions must be made despite knowing the impact of such choices will often be divisive and controversial. More than ever, integrity is an essential core value for any physician leader. A leader with integrity can model effective servant leadership, use adaptive change management and establish and maintain a culture of well-being in health care organizations.

Break: 10:30 am – 10:45 am

Room: Pacifica Ballroom

Session 8

Pillar: Empowerment

Title: Persistence: The Power to Create

Time: 10:45 – 12:00 pm

Presented by: Jodi Bondi Norgaard

Room: Pacifica Ballroom

In this presentation, Jodi shares her “aha moment” and discusses what she never anticipated while launching a socially responsible product; the long road ahead of her, the hard battle she would fight and learning that her persistence, determination, and passion would serve her well. She shares her entrepreneurial journey of challenging the status quo, achieving goals, and becoming a leader in breaking gender stereotypes. Jodi knows you don’t need unlimited resources or a giant team to create change and she encourages participants to take their best idea, step over fear, find courage, tap into their passion and persist when it becomes difficult.

Lunch with Leaders Panel

Time: 12:00 pm – 1:30 pm

Room: Pacifica Ballroom

Panel Presenters

Title: How to Become a National Leader

Presenter: Kirstin Wilkins, MD

Becoming a national leader requires careful planning from early on in your career. Whether you are in a university or community-based practice, the steps for national leadership begin at your home institution. Committee involvement, resident education, and research endeavors allow one to develop leadership skills and visibility that can be transitioned to both local and national leadership positions. It is important to establish relationships with mentors who can provide guidance throughout your personal leadership development. Becoming a national leader requires constant dedication to active Society participation. Achieving a national leadership goal allows one to be at the forefront of their field and the opportunity to serve as a mentor themselves

Title: How to Recover from Failure and Rejection in Leadership

Presenter: Pat Sylla, MD

In this panel, the various pathways to achieve leadership positions at the institutional and regional level will be briefly described. Overt and more occult contributors to failed attempts at reaching leadership goals will be explored, including credentials, reputation, leadership style, local environment/culture, and potential biases. Strategies for coping with rejection, building resilience, and optimizing chances for success will be described.

Session 9

Pillar: Society Advocacy

Title: We need you!

Time: 1:30 pm – 2:45 pm

Presented by: Guy Orangio, MD, David Margolin, MD, Tracy Hull, MD, Steve Sentovich, MD

Room: Pacifica Ballroom

The future of Colorectal Surgery depends on its members. Early and lifelong involvement in our society, board and research forum is critical to the specialty's future. Learn how you can contribute, how the society advocates for the specialty locally, regionally and nationally to protect your interests and those of our patients.

Break: 2:45 – 3:00 pm

Room: Pacifica Ballroom

Session 10 - A

Pillar: Operations

Title: Managing Clinical Operations

Time: 2:45 pm – 4:00 pm

Presented by: Conor Delaney, MD

Room: Dracena

Whether one aspires to optimizing education and research, or the goal is “simply” running a clinical practice, success must be based on efficient clinical operations. In this session, Dr Delaney introduces the Institute model of healthcare at Cleveland Clinic, and demonstrates the practices that he and his team have evolved for managing recruitment, staffing, access, productivity, endoscopy and operating room utilization and scheduling, and billing and coding optimization. In addition, practices for managing operating room costs, and length of stay and enhanced care practices across an institution are introduced. The importance of teamwork, communication and education across groups is emphasized and discussed.

Session 10 - B

Pillar: Operations – Human Resources (Parallel Session)

Title: Dealing with Conflict and Other Detrimental Behaviors

Time: 2:45 pm – 4:00 pm

Presented by: Tom Read, MD

Room: Cypress

Taking care of sick folks is stressful. Operating on them, and assuming responsibility for their lives during the perioperative period, even more so. That stress can be minimized if everyone on the team exhibits altruistic, selfless, and collaborative behaviors. Unfortunately, that is not always the case. Managing conflict and other detrimental behaviors may be the least attractive aspect of any leadership position. However, it is critical to the success of the mission. In this interactive session, we will devise strategies to deal with real-life problems: anger; lack of motivation; interpersonal conflict; substance abuse; romantic relationships among staff, etc. The role of Human Resources and external organizations will be discussed.

Final Session/Group Activity

Time: 4:00 pm – 5:15 pm

Room: Pacifica Ballroom

Closing Remarks – Sonia Ramamoorthy, MD

Time: 5:15 – 5:30 pm

Cocktail Reception

Time: 5:30 pm – 6:30 pm

Location: TBD

Dinner with Guest Speaker

Pillar: Connectivity & Communication

Title: Social Media: Get In or Get Left Behind

Time: 6:30 pm – 8:30 pm

Location: TBD

Guest Speaker: Steve Wexner, MD