

**Table. Curriculum of the University of Michigan Department of Surgery Leadership Development Program.<sup>1</sup>**

Domain	Description	Elements in the Program
<b>Leadership</b>	Learn effective communication and conflict resolution skills. Develop a compelling vision to motivate others.	<ul style="list-style-type: none"> <li>● 1 full day of didactics on “Leading Organizations.”</li> <li>● Longitudinal independent reading assignments.</li> <li>● 360-degree evaluations completed by all participants.</li> <li>● 2 sessions with an executive coach to debrief on 360 evaluations and to generate a personalized leadership action plan.</li> </ul>
<b>Team Building</b>	Learn to foster collaborative, effective, and diverse teams.	<ul style="list-style-type: none"> <li>● 2 full days of didactics on “Building Diverse Teams” and “Innovation.”</li> <li>● Longitudinal independent reading assignments.</li> <li>● Longitudinal team projects with an 8-month deliverable (at program conclusion) as well as a 2-year plan to integrate the project into real-world activity within the Department of Surgery.</li> </ul>
<b>Business Acumen &amp; Finance</b>	Learn about the basics of finance, marketing, strategy, and operations.	<ul style="list-style-type: none"> <li>● 3 full days of didactics on “Understanding Financial Statements,” “Capital in Healthcare Systems,” and “Introduction to Operations Management.”</li> <li>● Group exercise with hospital executive to teach how to interpret financial statements of health system and timeline for capital expenditures in the health system</li> <li>● Division administrators reviewing financial statements from the Department of Surgery</li> </ul>
<b>Healthcare Context</b>	Learn local context (e.g., organizational structure, policies, and procedures) and acquire a greater understanding of health policy context.	<ul style="list-style-type: none"> <li>● 2 full days of didactics on “Healthcare Policy” and “Strategy in Healthcare.”</li> <li>● Multiple interactive sessions with local leaders (i.e., Hospital CEO, Medical School Dean)</li> <li>● Reviewing Health System Strategic Plan, including Clinical Network Strategy</li> </ul>