SFU BEEDIE SCHOOL OF BUSINESS | EXECUTIVE EDUCATION

BRITISH COLUMBIA

FPSC Family Practice Services Committee

doctors of bc



Graduating Class - Cohort 13

Family Practice Services Committee

Leadership and Management Development Program

Information Package—Cohort 17

Program Duration:
November 20, 2026 to May 29, 2027

Program Location:
SFU Morris J. Wosk Centre for Dialogue
580 West Hastings St., Vancouver, BC, V6B 5K3

If public health regulations require, the program will be delivered remotely.

Why the FPSC Leadership and Management Development Program?

To support stakeholders in the overall redesign of primary care in BC (Divisions of Family Practice, Health Authorities, Ministry of Health, NGO partners, etc.), the FPSC is working with Executive Education at Simon Fraser University's Beedie School of Business to offer a customized leadership and management development program that is integrated and aligned with the constellation of support activities and professional development and education/training opportunities (e.g. Practice Support Program) currently available to physicians, divisions and other stakeholders. The program objective is to build the leadership and management capacity of Divisions of Physician Leads and members of stakeholder groups and, in time, to create a multi-stakeholder and inter-professional milieu of leadership learning in the context of the primary care redesign.

Program Overview

The FPSC Leadership and Management Development Program (**FPSC LMDP**) is a **foundational program** grounded in **core concepts** that are **central to building or enhancing leadership and management capacity**. We recognize that leaders within the primary care redesign have varying levels of leadership capacity and have the opportunity to draw, formally and informally, on a number of sources to enhance their leadership capacity. The FPSC LMDP will complement other supports as a foundational learning resource for those involved in, or aspiring to, a leadership role within the primary care redesign.

The FPSC LMDP will provide learning that has **immediate application** and provides **long-term benefits** by grounding participants in foundational concepts, skills and tools that will build common ground and language among participants and, in time, throughout the primary care redesign. The program will provide a key place for stakeholders from around the province to build relationships, learn together, support each other, solve problems and ultimately, through face-to-face action learning activities, set the foundation for new and innovative ideas to enhance primary care.

Format and Timing

The **FPSC LMDP** is a 10-day program, to be delivered in five 2- day modules. The program will take place on Fridays from 8:30am to 4:30pm and Saturdays from 8:00am to 4:00pm.

The program will be delivered by Executive Education Beedie, SFU, who design and deliver learning experiences that strengthen the leadership capacity of people, organizations and communities. **beedie.sfu.ca/execed**

Eligibility

Cohort 17 of the FPSC LMDP is offered for physician leaders involved in the primary care redesign. **Priority admission will be offered to physicians who are engaged in or planning to engage in leadership roles within the Divisions of Family Practice.** If you cannot fully commit to attending all program sessions, we recommend that you apply for the next run of the program.

Program Sponsorship

As the major program sponsor, the FPSC will support up to 35 individuals in Cohort 17 of the FPSC LMDP. Individual physician participant funding for tuition, materials, meals during the program, and travel and accommodation will be covered provincially. An individual participant's division may opt to cover sessional funding.

Accreditation

This activity has been certified by the College of Family Physicians of Canada and the BC Chapter for up to 65 Mainpro+® Certified Activity credits.

Program Faculty

The Beedie School of Business recognizes that a business school is only as strong as its faculty, which is why it made it a priority to build an institution that attracts the best and brightest. Its faculty understands that in order to succeed, it must respond to the demands of a global economy through developing innovative and creative applied leadership and management principles.

A committed, international faculty of professors and industry experts share their knowledge with Beedie School of Business' students and executive clients, drawing on innovative research and practical knowledge of current trends, issues and challenges.

Throughout its history, Executive Education has delivered successful learning opportunities by assembling and leading diverse teams of resources. Executive Education routinely collaborates with SFU faculty, external subject matter experts and learning support vendors to meet the needs of its clients and prides itself on facilitative instructional methods that combine practical application with essential aspects of business, leadership and management theory.

The FPSC LMDP program sessions will be led by experienced faculty facilitators and trainers. An emphasis is placed on interactivity, experiential learning, discussion, and results.

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The FPSC Leadership and Management Development Program

Building Support: Peer, Governance and Multi-stakeholder Leadership **November 20-21 2026**	• Self Leadership • Inspiring Others • Team Building • Leading Through Conflict
Strategic Leadership and the Responsibility of Governance **January 8-9, 2027**	• Creating and Building a Strategic Direction and Focus • Understanding the Health Care and Non-Health Care Environments • Strategic Decision Making
Ensuring Quality: Roles, Responsibilities and Accountability **February 19-20, 2027**	• Integrating Leadership, Quality and Excellence in Primary Care • Developing Sustainable and High Quality Initiatives • Understanding and Managing Multiple Needs • Engagement for Change
Building Sustainable Partnerships and Collaborations **April 9-10, 2027**	• Stakeholder Relations • Dealing with Diverse Interests • Engagement In and Outside of the Division/Organization
Leading Innovation and Resource Allocation **May 28-29, 2027**	• Budgeting and Financial Acumen for Decision Making and Stewardship • Culture of Innovation: Ideas to Business Case • Presenting Effectively: Internal and External Communications

Program Objectives

* for further details, see module descriptions

1. ***To provide a supportive learning milieu and an integrated foundation*** — in core leadership and management concepts and skills as they relate to participants' leadership role and responsibilities within their Division of Family Practice or organization and to their role as a stakeholder in the primary care redesign.
2. ***To provide opportunities for practical application of leadership and management concepts and tools*** — to ensure that participants' personal and professional growth attained through the program is sustainable and ongoing upon return to their leadership environment.
3. ***To build the capacity of division leadership*** — to engage with stakeholders (e.g. general public, Collaborative Services Committee, local and provincial government, Health Authorities and division membership), and to meet the governance responsibilities of a Division of Family Practice in support of building a strong division culture, leadership team, and membership.
4. ***To provide a stimulating learning environment for primary care colleagues from around the province*** — to gain deeper insights into the interconnection of the leadership challenges of different systems, communities, populations, divisions, organizations, professions and resource environments (e.g. urban and rural) and, in doing so, enhance stakeholder relationships and improve the capacity and quality of primary care.
5. ***To recognize the value and importance of developing and managing strong multi-stakeholder relations*** — through examining real-life leadership and primary care delivery challenges with colleagues in the context of an inter-professional milieu designed to support high-quality and sustainable solutions that meet the current and future needs for primary care of British Columbians.
6. ***To foster the development of a community of "leadership practice" colleagues*** — who share a common leadership and management language and foundation in the context of multi-stakeholder leadership of primary care.
7. ***To foster in participants an inter and post-program approach to learning, knowledge transfer and mutual problem solving*** — that can be modelled or extended into participants' "home" divisions/organizations and with local stakeholders.

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The FPSC Leadership and Management Development Program

Module Descriptions

Module 1 - Building Support: Peer, Governance and Multi-stakeholder Leadership

November 20-21 2026

The first module focuses on leadership in governance, peer and multi-stakeholder environments. It will provide an intense learning experience designed to accelerate participants' leadership-development and awareness of the sources of their own and others capacities to achieve the vision of their team and community stakeholders and to achieve excellence in primary care. In addition to studying the practices and approaches of successful leaders, this module invites participants on a deeper journey into their inner world, where they will learn to tap the enormous power of their emotions and moods.

Module 1 combines reflection and skill development in the areas of:

- ***Self-awareness:*** Awareness of emotions as they occur, understanding of unique personal traits, and knowledge of events that trigger significant emotional reactions.
- ***Self-mastery***: Controlling inevitable impulses, adapting positivelyto changing circumstances, and exhibiting resilience when facing adversity.
- ***Leadership Connections/Team Development:*** Understanding and empathizing with others, being transparent in interpersonal interactions, and being of service to others while in a leadership role.
- ***Influencing and engaging others:*** Generating optimism about future possibilities, conveying a strong sense of confidence in self and others, and being a source of inspiration for teams and the division/organization.
- ***Working with conflict:*** Understanding sources of conflict, in self and others, and working with a set of tools to discover common ground and new possibilities.

Learning Objectives

- Assess the current state of participants' own leadership capabilities in the context of their leadership aspirations and responsibilities.
- Master how to tap the power of emotions, both their own and those of others, to significantly increase their leadership effectiveness.
- Increase the ability to handle the inevitable stress of organizations, adapt to new situations and successfully manage change.
- Effectively relate to and connect with others, particularly those with differing personalities, backgrounds and values.
- Develop greater influence in their teams, division/organization and communities.
- Develop the skills to manage challenging interactions, differing perspectives and conflict.

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The FPSC Leadership and Management Development Program

Module 2 - Strategic Leadership and the Responsibility of Governance

January 8-9, 2027

Creating and Building a Strategic Focus and Direction

Setting direction within the context of the primary care redesign requires the consideration of multiple stakeholders and issues, including community populations, division members, funders, government, health system, community and private partners, etc. This module is designed to facilitate understanding of strategy in the context of the primary care redesign and the Divisions of Family Practice and to introduce specific models that may help in understanding strategy and in communicating strategic considerations with others (i.e. Board members, stakeholders, public). Participants will review the elements that comprise an effective organizational/division strategy and review models, theories and frameworks to aid in engaging in more effective strategic decision-making processes. Participants will have the opportunity to explore the values, goals, drivers and local contexts that are unique to their organization/division and how these considerations shape strategic direction, decision making and, ultimately, impact primary care.

Understanding the Health Care and Non-Health Care Environment

This module will focus on developing strategy and the importance of understanding the environment in which an organization/divisions sets its vision and carries out its purpose, and how internal and external environments to the organization influence decision making. Participants will gain deeper insights into the relationships among key stakeholders (Ministry of Health, Health Authorities, and community stakeholders), how decisions are made, how funding and resources are allocated and what strategic imperatives influence these stakeholders.

Strategic Decision-Making

Leaders and Board members are constantly faced with making decisions under uncertainty or with limited information. Group decision-making failure can be a source of frustration and influence a team's/board's ability to achieve its goals. Participants will explore strategic decision-making and some of the obstacles to effective decision-making in contexts of uncertainty or limited information and how to effectively lead high-quality group judgments.

Learning Objectives

- Understand the importance of and the elements that comprise an effective organizational/division strategy and how this relates to improved primary care.
- Be able to draw on models, frameworks and theories that can guide teams in engaging in strategic conversations and planning and action within their specific context/community.
- Gain awareness of and the influence of the greater health care and non-health care environment that leaders/board members must consider in creating a strategic direction.
- Gain familiarity with decision making techniques and how to maximize quality decisions within governance and multistakeholder environments.
- Explore how strategy is impacted by decision-making processes.

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Module 3 - Ensuring Quality: Roles, Responsibilities and Accountability

February 19-20, 2027

Module 3 allows participants to build on the leadership and strategic components of the first two modules by turning their focus to the activities and processes of the organization/division and how these impact the ability to achieve goals and the overarching outcome of positively impacting the quality of primary care.

The foundation of this module is on quality and accountability through focusing on designing and developing approaches and processes that result in high-quality outcomes. Participants will develop an understanding of the dimensions of quality that can influence and guide the organization/division's vision, decisions and activities (i.e. the design of new primary care initiatives, approaches to building membership, communicating purpose to stakeholders and public, integration of emerging local and province-wide initiatives such as "Attachment").

Participants will learn about and practice with concepts and tools that they will be able to use with their teams to identify strengths and areas for improvement in the activities and processes of the organization/division, and in planning and designing primary care solutions with colleagues and community partners. Participants will be introduced to concepts and tools that can be used to create "partnership conversations" that lead to higher-quality outcomes.

Engagement for Change

New initiatives for patients or populations, new or emerging organizational/governance structures and stakeholder relationships often require change on multiple dimensions and require people that have the ability to engage and lead others in those changes. Through reflecting on their own experience with change, participants will explore the key elements of successful and sustainable change initiatives.

Learning Objectives

- Understanding how to analyze and lead health care organizations to achieve strategic objectives and to build the engagement necessary to achieve these objectives.
- Recognizing the reality of health care organizations and different systems of care as complex systems and appreciate different operational strategies, tools and methods.
- Understanding health care programs and initiatives in terms of structure/layout, processes, people, flows and performance.
- Examining how to design and implement new operational configurations, whether they be for delivering primary care, managing the operations of a society or organization, or forming new partnerships.
- Understanding how others respond to change.
- Understanding the importance of timing in changing or creating new processes.
- Identifying the dimensions of successful change.
- Knowing how to evaluate the benefits versus costs of specific change initiatives.

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Module 4 - Building Sustainable Partnerships and Collaborations

April 9-10, 2027

Leaders today increasingly recognize that the ability to deal effectively with interactions among groups with diverse interests (internal and external) is critical to the success of organizations and particularly multi-stakeholder initiatives. The final module of the program will provide participants with an opportunity to re-engage with the concept of self and team leadership and reflect on the impact leadership has on building sustainable relationships, partnerships and outcomes both within and outside of their division/organization. Concepts and approaches will be explored that emphasize that leadership is a collaborative effort.

This module of the program will invite participants to reflect deeply on insights, understandings and practices they have developed and applied in their particular leadership context. The content of the module will build and expand on materials introduced in the first module and will feature an enhanced focus on the leader's role and the foundational skills that support building of respectful, effective and sustainable networks, partnerships and collaborations.

Specific areas of focus will include:

- ***Stakeholder Relations:*** developing the capacity to identify and effectively engage with stakeholders, recognizing those who can influence and those who will be impacted by specific efforts.
- ***Dealing with Diverse Interests:*** learning to understand, work with, manage and effectively incorporate diverging interests in ways that can build trust, commitment and engagement.
- ***Engagement in and outside of the division/organization:*** mapping external stakeholders and developing an engagement model and process — a highly practical and real exercise.

Learning Objectives

- Recognize how to identify and engage stakeholders – stakeholder mapping.
- Manage challenging interactions, differing perspectives and conflict.
- Demonstrate the ability to interact effectively in diverse and challenging contexts.
- Recognize and Value relationships as an asset to achieving respective goals.





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Module 5 - Leading Innovation and Resource Allocation

May 28-29, 2027

This module provides the opportunity for participants to gain familiarity with financial language, concepts and statements and understand the key considerations behind resource allocation and funding and investment decisions. Participants will examine key constraints and considerations, filters and frameworks to move from ideas to formal cases for decision-making and action for new initiatives or solutions to improve or enrich primary care.

Budgeting and Financial Acumen for Decision Making and Stewardship

Resource allocation and accountability for financial decisions and stewardship are a key responsibility of leadership. Health care funding pressures and competing interests for resources have accelerated the need for health care leaders and Board members to increasingly focus on financial accountability while balancing the considerations of multiple stakeholders at the individual, community, division, Health Authority, Ministry and societal level. This module provides an overview of financial concepts for non-financial leaders and will provide the opportunity for participants to gain a solid grounding in financial language and concepts and in developing and managing budgets. Participants will examine their own organizational/division financial statements, including their operating and capital budgets, and will have an opportunity to learn about the financial position and elements of strategy through the financial statements of local stakeholders (e.g. Health Authority, non-profits, etc.).

Culture of Innovation - Ideas to Business Case

Presenting Effectively (Internal and External Communication)

The very nature of new initiatives such as the primary care redesign and the resultant development of Divisions of Family Practice, Collaborative Services Committees, etc. often presents strategic opportunities that either maximize the use of re- sources and partnerships and/or improve the quality of health outcomes by encouraging people to collaborate to generate new and sustainable solutions. Decisions surrounding resource allocation, particularly support for new and innovative solutions, are more often than not either catalyzed by, or the result of, a thorough business case or business plan. Participants will learn about the value and power of a well-thought-through idea and solid business case as they work in groups to build a case for an idea they have to improve primary care or address a specific need in their current environment. The module will provide participants with knowledge of the key components of business cases and provide insights into how others assess the viability of new ideas. Participants will learn valuable tips and techniques to maximize the impact of business case presentations and building support both internally and externally for new ideas.

Learning Objectives

- Access, integrate and apply key learnings from the entire program.
- Gain increased confidence with financial terms and concepts and communicate more effectively when discussing financial considerations.
- Develop Mastery of basic financial language and ability to distinguish key components of financial statements of healthcare organizations and divisions.
- Be able to analyze and prepare operating, labour and capital budgets for an organization/division or new initiative.
- Understand how capital expenditure and overall investment decisions are made.
- Understand the role business cases play in resource allocation decisions.
- Understand the business case development process from idea generation to presentation and its critical components and activities.
- Apply a generic framework for making resource investment decisions based on business cases and proposals.
- Understand and practice effective case presentation skills for both internal and external audiences.

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The FPSC Leadership and Management Development Program

APPLICATION FOR ADMISSION

PLEASE FORWARD APPLICATION TO:

FPSC Leadership and Management Development Program

Amanda Roberts divisions@doctorsofbc.ca

Name: First:_____ **Last:**_____ **MSP#:** _____

Mailing Address: _____

City:_____ **Province:**_____ **Postal Code:** _____

Phone:_____ **Cell:**_____

E-mail: _____

Division of Family Practice or Organization: _____

Please answer the following questions to the best of your ability

1. Are you currently in a division/organizational leadership role? Yes____ No ____
   - What is your title/position in the division/organization? _____
2. Will you be in an upcoming division/organizational leadership role? Yes____ No ____
   - What will your title/position in the division/organization be? _____
3. Are you able to commit to attending **ALL** sessions of the cohort? Yes____ No ____
4. Have you applied for this program before? Yes____ No ____
   - If so, how many times? _____

_____ _____

Signature of Applicant Date Signed

_____ _____

Signature of Division Board Chair Date Signed

Please note that all applications must be completed in FULL in order to be eligible for consideration for upcoming cohort

For Additional Information

PROGRAM SPONSORSHIP

Lucas Parker
Manager, Divisions Impact, FPSC
Email: divisions@doctorsofbc.ca

PROGRAM INFORMATION

Kate Dilworth
Academic Director & Teaching Faculty
Advisor to Associate Dean
SFU Beedie Executive Education
Email: dilworth@sfu.ca

IMPORTANT DATES

Application Deadline: September 9, 2026| Program Start: November 20, 2026

TO APPLY

Please complete the attached form and forward to: Amanda Roberts, Doctors of BC via e-mail (see above for details). If you cannot fully commit to attending all program sessions, we recommend that you apply for the next run of the program.

PROGRAM LOCATION

SFU Morris J. Wosk Centre for Dialogue
580 W Hastings Street, Vancouver, BC, V6B 5K3

If public health regulations require, the program will be delivered remotely.