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Consultant

Aparna is a consultant with Greeley and is a Fellowship trained Cardiothoracic Anesthesiologist. In her previous position she served as the CMO of two community hospitals.



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Mark B. Wenneker, MD, MPH, is a Principal with Chartis and leads the firm's Behavioral Health Segment. Mark has over 25 years of experience in healthcare as a practicing primary care physician, healthcare executive, and consultant.

Greeley has confirmed that none of the faculty/presenters or contributors has any relevant financial relationships to disclose related to the content of this educational activity.

### COURSE DESCRIPTION

The Tools You Need to Deliver the Value Your Health System Requires. Hospitals, healthcare systems, and physician group practices face mounting pressures to improve quality, reduce costs and drive to value. Increasingly they look to paid physician leaders to drive needed changes to achieve these goals. Many organizational leaders are questioning whether they are receiving the value of the investment they're making in physician leadership. Both the compensation for these roles, as well as the opportunity cost of the lost clinical revenue. During this program our nationally recognized faculty will train participants in new knowledge and skills required for success in physician leadership roles. Participants will learn practical tools and skills to drive organizational change including improvements in provider performance and organizational quality, safety and efficiency.

### PROGRAM GOAL

Capable physician leaders are required to address the increasingly complex challenges facing healthcare organizations today. This program will equip physician leaders with new knowledge and skills to be more effective in their evolving roles in healthcare leadership.

### LEARNING OBJECTIVES

*Upon completion of this program, participants should be able to:*

- Explain "who is accountable to whom for what" for key physician leadership roles
- Understand how to most effectively work with sources of power and influence to drive organizational change
- Describe the four key steps for running an effective meeting
- Understand how hospitals get paid
- Describe principles of effective negotiation
- Explain the difference between a solvable problem and a polarity to manage and why it matters
- Apply new knowledge and skills to move the needle on organizational performance

## AGENDA

The Physician Leadership Institute | 3 Day National Agenda  
 San Diego, CA | January 29-31, 2026

### DAY 1 - JANUARY 29, 2026

**7:00 – 8:00 AM** Breakfast

#### Physician Leadership in our "New World"

**8:00 – 10:00 AM** The evolution of the physician leadership role and rationale for hiring physician leaders – Knowing your "Why" and the importance of values-driven leadership – Choosing the right leadership style for the situation

**10:00 – 10:15 AM** Break

<b>11:15 – 12:15 PM</b>	<b>Physician Leadership Job Descriptions, Performance Expectations and Accountability</b> Case study: Understanding accountability and authority – Ensuring job description and performance expectations are aligned with what a leader should be doing – How to Conduct an “Accountability Conversation” with Your Boss and Your Reports
<b>12:15 – 1:15 PM</b>	<b>Lunch</b>

DAY 2 - JANUARY 30, 2026	
<b>7:00 – 8:00 AM</b>	<b>Breakfast</b>
<b>8:00 – 10:00 AM</b>	<b>It's Not all about you: Dyad Partners, Teams and Meetings</b> Promoting the dyad leadership model to address “New World” challenges – Case Study: Dyad management of a perioperative clinic) – How to Develop and Support Effective Teams – Getting Work Done in Meetings: How to Lead a Great Meeting so People Will Come (and Thank You!)
<b>10:00 – 10:15 PM</b>	<b>Break</b>
<b>10:15 – 12:15 PM</b>	<b>Additional Important Skills to Be Successful in Driving Change</b> How self-assessment tools can be useful for leaders both to support their own growth and build stronger colleague relationships – Insights regarding how to use power and influence to motivate change – Negotiating for Success: Queen Nut Case: Using the tools of negotiation to achieve a win-win-win outcome
<b>12:15 – 1:15 PM</b>	<b>Lunch</b>

DAY 3 - JANUARY 31, 2026	
<b>6:00 – 7:00 AM</b>	<b>Breakfast</b>
<b>7:00 – 8:00 AM</b>	<b>Polarity Management – Diagnosing and managing unsolvable problems</b> What are polarities and why is managing them important to addressing complicated healthcare problems – Case Study: Perioperative Clinic revisited – using polarity management as an approach to supporting dyad collaboration
<b>8:00 – 9:00 AM</b>	<b>Healthcare Finance 101: What CFOs want physician leaders to know to be effective</b> Why a basic level of understanding of finance is important for physician leaders – Reviewing key financial terms – Case Study: Pitching an eyelash transplant clinic – making the case to your CFO
<b>9:00 – 9:15 AM</b>	<b>Break</b>
<b>9:15 – 11:00 AM</b>	<b>Leading Change</b> Healthcare Industry: The mandate for change and challenge for leaders – Learning additional change management tools to improve individual and group performance