

Certificate in Healthcare Leadership

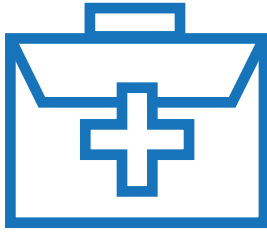
Developed *with* healthcare leaders,
for healthcare leaders

In Partnership with



Global Education

Great Education, Great Healthcare



The need for healthcare leaders

In an age of uncertainty, leadership in healthcare is critical. The disruption caused by the COVID-19 health crisis shows that there is a worldwide need for health leaders who are catalysts as well as stabilizers. Not only unforeseen pandemics, but also other factors like technological advancements and shifting regulations are changing the way healthcare operates and is delivered. From hospitals to pharmacies to academia, healthcare leaders are needed to be stewards of value and to advocate for better patient care.

After the success of the Certificate in Nurse Leadership, Duke CE and Dignity Health Global Education (DHGE) have collaborated again to build a leadership program that spans across different sectors, departments, and roles to prepare a new generation of leaders that can shape their organization and drive them to succeed in a new normal, now and in the future.

Leading in larger organizations entails not only knowledge of self but also of strategy and financial management. Leaders will learn to lead authentically, manage budgets, increase influence, navigate change, and improve communication and collaboration with research, information, and insights from experts in the healthcare industry who draw on their experience from doing more with less.

About this certificate

Co-developed by Duke CE and DHGE, this certificate empowers leaders with the knowledge, skills, and tools to better navigate their healthcare organization, effectively lead their team, and make an impact in their role.

Leveraging key leadership capabilities to develop an agile mindset, leaders will learn to translate and connect the strategy of their team's work through employee engagement and performance measures to organizational outcomes and success.

Designed for working healthcare professionals, this certificate offers practical examples and evidence-based content that can be applied in a structured and methodical way to quickly move from insight to action. Guided by skilled facilitators and supported by peers, learners will build a framework and gain confidence in their leadership proficiency.

The program is organized in a series of three modules (Leading Self, Leading Others, and Leading Organizations). Each unit includes relevant, practical information, a chance to engage with other leaders, and assessments that provide opportunities to demonstrate leadership skills in different scenarios.





Who should study this program?

The Certificate in Healthcare Leadership, co-developed by Duke Corporate Education (Duke CE, part of Duke University) and DHGE, empowers leaders with the mindset, skills, and confidence to lead in a manner that is authentic to who they are.

Designed for healthcare professionals seeking to lead in an effective way, this program teaches leaders to evaluate themselves, improve communication, build relationships, and motivate others. Using a framework developed in collaboration with industry experts and world-leading instructors, students will learn to identify techniques and leverage opportunities to increase their influence across a matrixed organization. Through this online certificate, learners will build their leadership style and confidence to elevate performance and maximize impact.

This program was designed for:

- Aspiring and entry-level leaders working across diverse healthcare disciplines such as pharmacy, radiology, occupational therapy, diagnostics, and various other hospital and clinical departments
- Experienced managers and directors who want to elevate their existing skills and learn more about emerging leadership trends

In this program, leaders will learn to:

- Increase self-awareness of personal preferences and styles and how to align with messages, habits, and behaviors that project an authentic and effective leadership identity
- Learn the value of strong relationships and networks and how to build them through communication and collaboration that increase trust and understanding
- Support and enhance the performance of others by defining clear goals and priorities, and employing key leadership levers such as motivation, coaching, delegation, and feedback
- Align with the overall operations of the organization by understanding, translating, and implementing strategic and financial plans at the team level and identifying ways to positively contribute to business performance
- Develop leadership techniques to increase their level of influence and guide both the process of change and people transitions as health-care continues to evolve

Awarded by

Duke^{CE}

Price: \$1,995 USD
Delivery: Online
Duration: 12 weeks
Start dates: Quarterly

Our faculty



Cindy Campbell

An original member of Duke CE since its formation in 2000, Cindy Campbell has engaged in a wide range of activities during her tenure: research, writing, instructional design, content development, application tools, online platforms, and client project and relationship management. Before joining Duke CE, Cindy spent 12 years at Duke University's Fuqua School of Business where she played a key role in designing and supporting Fuqua's first online Global Executive MBA (GEMBA) program, Duke University's first true merger of live and virtual education delivery. That work extended naturally into her current focus of effectively merging the best thinking, tools, and techniques – content, media, human interaction, and technologies – to design and deliver the most impactful experiences for adult learners.

Healthcare Specialists



Ginger L. Figg

Ginger L. Figg, Chief Administrative Officer at Norton Medical Group, joined Norton Healthcare in 1997 and retired in March 2018. In her role, Ms Figg held leadership responsibility for Norton Medical Group NMG, a division of Norton Healthcare, an integrated health system in Louisville, Kentucky. Norton Healthcare's five hospitals include 1,800+ licensed beds with approximately 2,000 physicians serving on its medical staff. Under her leadership, NMG grew from 20 physicians to more than 950 providers in primary, specialty, and urgent care. Before joining Norton Healthcare, Ms Figg spent more than 10 years in private practice and working for hospital and clinic systems in Kentucky. She earned her bachelor's degree in Business Administration from the University of Louisville and a master's degree in Health Services Management from Webster University, St. Louis, Missouri.



Patty White

Patty White is the former President and CEO of St. Joseph's Hospital and Medical Center, a 600-bed, not-for-profit hospital that is a nationally recognized center for quality tertiary care, medical education, and research. Patty led a team of 5,000 medical professionals, support staff, and volunteers who are dedicated to providing excellent patient care and improving the quality of life in the community. Patty was a leader in the Dignity Health Arizona Service Area for more than 30 years. She served as Chief Operating Officer, Chief Nursing Executive, and Vice President of Operations at St. Joseph's Hospital and Medical Center. Patty is a Fellow of the American College of Healthcare Executives. She received her Bachelor of Science in Nursing from Central Missouri State University and her Master of Science in Nursing from the University of Arizona.



Thomas Brink

Thomas Brink has worked in healthcare in some capacity his entire career. He has master's degrees in Social Work and Healthcare Administration from Indiana University. He started his career as an addiction therapist. He was President and CEO of Fairbanks Hospital, a 100+ bed and outpatient chemical dependency facility. He worked at Indiana University Health for 23 years in various capacities: Director of Medical Education, Chief Operating Officer of HealthNet, Executive Director of a physician practice support organization for a 200+ multi-specialty physician group, and Director of Statewide Network. He worked with three large primary care physician groups to merge into one under the IU Health umbrella, was President and CEO of an occupational health practice, started an IU Health company, and managed employee health for 25,000 IU Health employees.

Program Structure



Leading Self

1. Becoming an Authentic Leader

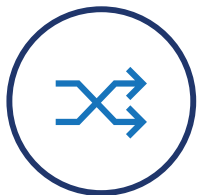
- Introduction to Authentic Leadership
- Thinking About My Personal Style
- Blind Spots and Biases

2. Increasing Energy, Effectiveness, and Impact

- A Leader's Shadow
- Adjusting Habits and Behaviors
- Managing Energy

3. Improving Communications and Building Relationships

- Collaborative Relationships
- Building Powerful Networks
- Speed of Trust



Leading Others

4. Motivating and Coaching Others

- Business Impact of an Engaged Workforce
- Autonomy, Mastery, Purpose
- Recognizing and Adapting to Styles
- Coaching Effectively: Mindset and Process
- Feedback: Giving and Receiving

5. Aligning People and Work

- Shared Goals and Direction
- Clear Priorities and Accountability
- Delegating and Coordinating Effectively

6. Addressing Performance Issues

- Preparing for Performance Conversations

- Framework for Performance Conversations
- Accessing Support Resources

7. Elevating Team Effectiveness

- Value and Impact of Effective Teams
- Team Development Stages
- Creating Psychological Safety
- Checking Team Vital Signs



Leading Organization

8. Implementing Strategic Plans

- What is Strategy?
- Your Role as Strategy Translator
- Ensuring Regulatory Readiness

9. Managing the Finances

- Financial Management in Healthcare
- Your Role in Managing the Operating Budget
- Healthcare Key Performance Indicators

10. When Change Happens

- Navigating the Patterns and Process of Change
- From Endings to New Beginnings
- Kotter Steps 1 - 3: Climate
- Kotter Steps 4 - 6: Engaging and Empowering
- Kotter Steps 7 and 8: Implementing and Sustaining

11. Positioning for the Future: Communication and Influence

- Navigating a Matrixed System
- Increasing Leadership Influence
- The Power of Stories

12. Reflection and Planning for Continuous Improvement

Why study this program?

Real-world relevance



Thought leadership pieces and facilitation from senior staff including CEOs, Presidents, and CAOs



A comprehensive overview of topics helping healthcare leaders learn and refine the essentials



Engaging learning environment: video-based content, real case studies, projects, discussions, and job aids

High quality



Duke CE ranked top 3 globally in Custom Executive Education by Financial Times for the past 19 years



Duke CE has engaged over 300,000 leaders in over 80 countries



Co-created by one of the largest not-for-profit healthcare systems in the U.S.

Further your career



24 Continuing Education Units (CEUs) allowing healthcare professionals to meet their ongoing CE requirements



Competitive price: \$1,995



Earn a certificate from Duke CE



Dignity Health Global Education (DHGE) is the leading healthcare workforce development company. Dedicated to providing customized educational opportunities and a student-centric experience, we develop online programs and workforce development solutions with industry, for industry. We achieve this goal by partnering with top-ranked academic institutions and thought-leading professionals.

Duke^{CE}

Duke CE is the leadership development unit of Duke University. Duke CE works with some of the world's largest corporations in areas of talent and workforce development. The Financial Times has ranked Duke CE among the top three globally in Custom Executive Education for 19 consecutive years.

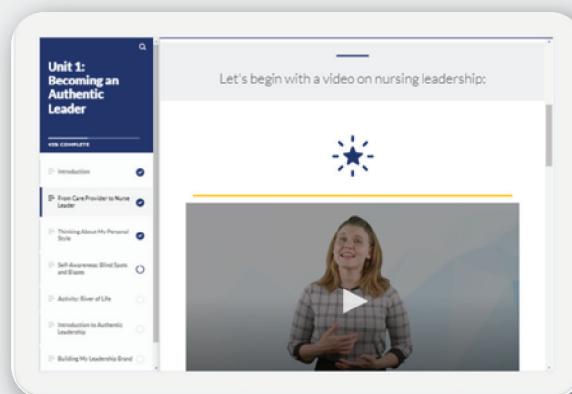
Duke University is consistently ranked in the top ten U.S. News ranking for National Universities and in the top 20 globally.

Our content

Today, online learning is opening up new opportunities for anyone who is seeking higher education, wherever they are in the world. The benefits of e-learning go beyond lower fees or flexibility as to time-management and geographical location – online education platforms can provide a smooth and reliable learning experience and deliver all the learning materials you need to enhance your skills as a healthcare professional and receive continuing education credits.

Our content comprises of the following:

- Dynamic, engaging video content
- Interactive lessons with practical hands on exercises
- Collaborative discussions
- Job aids and takeaways for continuous reference
- Networking opportunities



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