

# Relationship Centered Health Care



Penny R. Williamson, ScD, *Senior Consultant*  
Hanna B. Sherman, MD, *Consultant*

## **Courage to Lead** **A Program of Renewal for Leaders in Health Care** **and Other Serving Professions**

### **The Program**

*The question most frequently asked in leadership development programs is the “what” question – what are the tasks of leadership? Sometimes more specifically, what are the tasks of leadership that make it different than management?*

*When the conversation continues, we ask the “how” question – how do leaders effectively accomplish their tasks? What are the interpersonal skills or capacities that enable individuals to effectively build and maintain relationships, create alignment, and deal with rapid change?*

*Occasionally, the conversation goes the next step and we ask the “why” question – for what purpose, or to what end, do we lead?*

*But seldom, if ever, do we ask the “who” question? Who is the self that engages in leadership? How does this self impact the practice of leadership, for good and for bad? How is the self continually honored and renewed as we lead?*

*Adapted from the Introduction to “The Courage to Teach” by Parker J. Palmer (San Francisco: Jossey-Bass, 1998)*

Courage to Lead (CTL) is a program that has been carefully designed to help leaders in healthcare and other serving professions answer this “who” question. *It is rooted in the belief that effective leadership flows from the identity and integrity of the individual.* CTL is an approach to personal and professional development called leader formation. Through the formation process participants reflect on how their selfhood affects the way they relate to colleagues, their leadership tasks, their organization, and the world. Formation work is framed by questions such as: “How can I engage in leadership roles and be true to myself?” “In what ways are my inner life and outer work connected?” “What are the forces that nourish or constrain my soul?” and “How can I find joy and fulfillment in my leadership roles and activities?”

Courage to Lead is an eighteen- month program of five quarterly retreats (four in one year and a final one six months later). In large group, small group, and solitary settings, leadership and life questions are explored, using personal stories, reflections on various experiences of leadership,

and poetry and stories from diverse wisdom traditions. The formation process, as practiced in the CTL program, involves the creation of an intellectual, emotional, and spiritual space in which participants can listen and respond to each other with encouragement and compassion. Without abandoning the outer world, formation is the process of creating quiet, focused, and disciplined space in which the noise within and around us can subside and the voice of the inner teacher can be heard. This voice is central to reclaiming one's vocational calling.

Courage to Lead retreats use the seasons of the year as a metaphor for formation work. The themes of the seasons – dormancy and deep growth, renewal, abundance, seeding and harvesting – provide the contextual framework of the retreats. With the seasons of the year as a backdrop, Courage to Lead retreats provide those who participate:

- An opportunity to explore questions of meaning and purpose, of calling, of the relationship of inner life and outer work
- Time to explore the intersection of “soul” and “role”.
- Opportunities to discern and claim birthright gifts and to consider how those gifts can best be used in leadership activities
- A chance to consider what it means to be authentic – in life and in leadership roles
- An opportunity to reflect on how to engage in leadership roles out of a deep sense of identity and integrity
- A context for deep connection with others that honors differences

Each CTL group is composed of twelve participants, accepted on a first come, first served basis.

### **Program Facilitators**

The facilitators for the Courage to Lead Program are Penny R. Williamson, ScD, FAACH and Hanna B. Sherman, MD, FAAP.

**Penny R. Williamson** is a founding consultant for Relationship Centered Health Care, a founding facilitator and mentor for the national Center for Courage and Renewal (piloted initially through the Fetzer Institute and Parker Palmer) and Associate Professor of Medicine, Part Time, The Johns Hopkins University School of Medicine. Penny co-leads two national leadership programs: Courage to Lead (described herein) and Leading Organizations to Health (LOH), a year-long institute on organizational culture change designed for healthcare leaders. LOH combines reflective practice (courage work), theories, and skills in each of four residential sessions, believing that the combination is not only powerful, but essential to effective leadership.

In addition, Penny works with individuals, leadership teams and organizations in healthcare. She facilitates large group change efforts, and helps build sustainable capacities in collaborative learning and relationship-centered practice. Penny was one of two external consultants in a five-year initiative at Indiana University School of Medicine to positively effect the “hidden” curriculum, or social environment, of the entire medical school. She participated in a multi-year staff-development initiative at the American Board of Internal Medicine to build sustainable capacities in relationship-centered work and collaborative learning; and is currently involved in a

long-term effort to create and maintain a relationship-centered culture of a new hospital, Clarian West, Avon, Indiana, built with the vision of being a Sanctuary of Healing.

Her forthcoming book is *Leading Organizations to Health: Relationship, Emergence and the Transformation of Healthcare* (Suchman, AL, Sluyter, D, Williamson, PR, Eds), currently in preparation. Penny has authored numerous other articles on physician well-being, personal and organizational mindfulness and relationship-centered practices. Additional information on Penny's work is available at: [www.rchcweb.com](http://www.rchcweb.com).

Penny and her husband, architecture and railroad historian Jim Dilts, live in Baltimore, Maryland. They have three grown children. Penny's loves include meditation, yoga, cooking, dancing, reading, art, kayaking, travel and hiking.

**Hanna B. Sherman** is an organizational consultant and educator who works with organizations and leaders to foster authenticity and service in work. She helps leaders integrate insights from diverse wisdom traditions with their own inner truths, leading to deeper understandings of professionalism, leadership, and organizational change. Hanna joined Relationship Centered Health Care in January 2007 to add her efforts to relationship-centered culture change in healthcare. In 2008 she joined Penny Williamson in co-leading Courage to Lead. Hanna is a member of the founding cohorts of cross-professional facilitator training with Parker Palmer and the Center for Courage and Renewal, and of the healthcare leadership institute Leading Organizations to Health. She serves as course director on professional renewal for the American Academy on Communication in Healthcare and chairs the American Academy of Pediatrics' special interest group on physician wellness.

Hanna received her medical degree at Albert Einstein College of Medicine and completed her internship and residency at Children's Hospital of Philadelphia. Her central focus on professional identity and integrity grew out of her direct observations of burnout among professionals and leaders in the course of her work as a practicing pediatrician, medical director of the Boston Children's Hospital's telephone care center, and committee leader in the American Academy of Pediatrics. She makes extensive use of reflective practice to help professionals approach their work with greater insight, integration, and sustainability. In 2005 she developed a curriculum for medical students on mindfulness, self awareness, and relational capacity as part of a research study at Harvard Medical School on professional formation. She speaks and writes regularly on leadership development, professionalism, and humanism in medicine, contributed an essay to the award-winning book, *Leading From Within: Poetry That Sustains the Courage to Lead* (Sam Intrator and Megan Scribner, Eds), and is spearheading the development of a national policy on physician health and well-being for the American Academy of Pediatrics.

Hanna is married to Daniel Sheff, MD, an internist-rheumatologist and spiritual leader. They are graced with three daughters, Rebecca, Jocelyn, and Naomi, who bring them much joy as they emerge into their own lives. She enjoys travel and hiking, art, and learning about diverse cultures, and is committed to improving the well-being and sustainability of physicians and health workers in developing countries.

**Venue:** All retreats are held at The Isaiah Jones Homestead Bed and Breakfast, a lovely 1849 Victorian inn and carriage house in Sandwich, Massachusetts on Cape Cod, approximately 1 ¼ hours' drive from Boston's Logan Airport or Providence's TF Green Airport. Participants are housed at the Isaiah Jones Inn and at two neighboring inns. All meals are taken at the Isaiah Jones.

### **Schedule and Dates**

Each retreat will begin with dinner on Thursday evening and conclude with lunch on Sunday. The five retreats will be held on the following dates:

**Retreat I:     October 28, 2010 – October 31, 2010**

**Retreat II:    January 27, 2011 – January 30, 2011**

**Retreat III:   April 14, 2011 – April 17, 2011**

**Retreat IV:    June 2, 2011 – June 5, 2011**

**Retreat V:     January 26, 2012 – January 29, 2012**

**Application:** An application form is attached.

For further information or other questions about Courage to Lead please contact Penny Williamson at 410.235.0344, or [pwilliamson@rchcweb.com](mailto:pwilliamson@rchcweb.com); or Hanna Sherman at 781.861.8277, or [hbsherman@rchcweb.com](mailto:hbsherman@rchcweb.com).

**(See next page for Application)**

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**Hanna B. Sherman, MD, *Consultant***

**Courage to Lead**

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and Other Serving Professions**

**Application: 2010-2012 Program**

**Name:** \_\_\_\_\_

**Organizational Affiliation:** \_\_\_\_\_

**Preferred Mailing Address:** \_\_\_\_\_

**City, State, Zip:** \_\_\_\_\_

**Home Phone:** \_\_\_\_\_ **Work Phone:** \_\_\_\_\_

**E-Mail:** \_\_\_\_\_ **Cell Phone:** \_\_\_\_\_

**Emergency Contact:** \_\_\_\_\_ **Phone:** \_\_\_\_\_

**Special meal requirements or preferences:** \_\_\_\_\_

**Do you prefer:** \_\_\_\_\_ **Single Room \*** \_\_\_\_\_ **Double Room\***

Along with the information requested above, please add a brief statement of what draws you to this work. Please also comment on your ability and willingness to commit to all five retreats. (Use more space as needed)

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Please return this completed application, along with a non-refundable deposit of \$1000 (payable to Penny Williamson ScD Inc) by July 5, 2010, to Penny Williamson, Sc.D. 4611 Keswick Road, Baltimore, MD 21210 (email: [pwilliamson@rchcweb.com](mailto:pwilliamson@rchcweb.com) ).

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**Dates: Courage to Lead Program 2009-2011**

Retreat 1: October 28-31, 2010  
Retreat 2: January 27-30, 2011  
Retreat 3: April 14-17, 2011

Retreat 4: June 2-5, 2011  
Retreat 5: January 26-29, 2012

**Payment Schedule\***

**Payment:** Our preference is for you to use a two-payment schedule: **\$1000 non refundable deposit**, due by **July 5, 2010** and the remainder of tuition and room and board (**\$6900**, single; **\$6500**, double), due by **September 1, 2010**. If this is not possible, a three-payment schedule is outlined below.

<b>Date Due</b>	<b>Tuition</b>	<b>Room and Board</b>	<b>Total Due</b>
7.5.10	\$1000 (deposit)		\$1000
7.30.10	\$1562.50	\$ 1687.50 (double)* \$ 1887.50 (single)*	\$ 3250 \$ 3450
10.1.10	\$1562.50	\$ 1687.50 (double) \$ 1887.50 (single)	\$ 3250 \$ 3450
<b>Totals</b>	<b>\$4125.00</b>	<b>\$3375 (double)</b> <b>\$3775 (single)</b>	<b>\$7500 (double)</b> <b>\$7900 (single)</b>

\*Note: There are 2 double rooms, and 8 single rooms. Rooms will be assigned on a first-come, first-served basis.

**Please make all checks payable to: Penny Williamson, ScD Inc, and mail to 4611 Keswick Road, Baltimore, MD 21210. To insure proper credit, please include your name on the check.**