



## **Prospectus**

### **The Hanley Fellows Program**

**11-05-08**

The Hanley Fellows Program is named in honor of the late Dan Hanley, M.D. (1916-2001), an internationally-known physician leader who served as physician to the U.S. Olympic Team, college doctor at Bowdoin College and executive director of the Maine Medical Association. The Daniel Hanley Center for Health Leadership was established in 2002 and is governed by a distinguished group of health care leaders from throughout Maine and across the nation.

The Hanley Fellows program is designed to help prepare a small select group of highly experience leaders to lead substantive change at the health and health care systems level in Maine. In addition to the various health care providers, these individuals may come from other sectors such as education, policy, business, law, and finance. Like other Hanley Center initiatives, the Hanley Fellows program focuses on developing traits that characterized Dr. Dan Hanley's own leadership: inclusion, collaboration, compassion, courage, hard work, innovation and kindness.

The Fellows program began in 2006 with the selection a first class of Hanley Fellows whose tenure will end in late 2008: Dr. Edmund Claxton, Central Maine Medical Center in Lewiston; Dr. Lisa Letourneau, Quality Counts; and Maureen Kenney, Hannaford Brothers.

In early 2009 the Center will select three to five emerging leaders to the second class of Hanley Fellows. Over the course of an 18-month period, each Fellow will be paired with an experienced Mentor who together will take part in an intensive leadership retreat. Fellows and Mentors will then meet for quarterly breakfast meetings and monthly meetings and conference calls.

Each Fellow will be carefully paired with a Mentor who is able to provide the Fellow with keen insight into what it takes to be an effective leader. The Mentor will draw upon their own experience to help the Fellow address specific needs and interests. Mentors will be selected from a pool of distinguished leaders from Maine's health and healthcare communities as well as other businesses and professions.

## Q & A

### **Q. What is the purpose of the Hanley Fellows program?**

A. The Fellows program is designed to help create, over time, a greater culture of collaborative leadership across Maine. This will be achieved by providing high level leadership development opportunities to a small, select group of individuals who are poised to lead substantive change in Maine's health care system within the next three to five years. As these individuals assume positions of greater stature and influence, it is hoped that they will have the skills and confidence to rise above competitive and political issues to advance efforts that will benefit all Maine people. Through the Hanley Fellows program, these leaders will learn first-hand how experienced leaders effectively address complex and challenging issues. They'll also have the opportunity to look at health delivery and health policy from differing perspectives.

### **Q. Who are Hanley Fellows?**

A. Hanley Fellows are individuals whose leadership holds great promise for leading change and improving health and health care in Maine over the next three to five years. These individuals will have substantial experience either in a health-related profession or those that impact health and health care. These professions include, but are not limited to, education, public policy, business, law, and finance. Individuals selected to be Hanley Fellows will take part in an 18-month program designed to provide them with the leadership skills necessary to be effective leaders in Maine's increasingly-complex, competitive and demanding health care environment. The Fellows program will focus on developing and enhancing traits that characterized Dr. Dan Hanley's leadership: inclusion & collaboration, compassion, courage, hard work, innovation and kindness.

### **Q. How Will the Hanley Fellows program work?**

A. The primary focus of the Fellows program is a 12 month one-on-one Mentorship with a highly experienced professional who has exemplified the Hanley principles in his/her own professional career. Mentors will be selected based on a personalized leadership plan developed by each Fellow. The last six months of the program will provide opportunities for Fellows to "put into practice" the collaborative learning experienced during that mentorship. In addition to the Mentorship, Fellows will:

- Attend an orientation session and then spend 1-2 hours each month interacting with their Mentor either in person or on a conference call; interaction will include job shadowing;
- Take part in an intensive leadership retreat with their Mentors and with the 1<sup>st</sup> Class of Hanley Fellows and Mentors;
- Attend quarterly breakfast meetings with other Fellows-Mentors, where a speaker will focus on each of Dr. Hanley's principles of effective leadership;
- Participate in the Hanley Leadership Forum and Leadership Luncheon;

**Q. What is the difference between the Hanley Fellows program and Maine’s Health Leadership Development (HLD) program?**

A. The Hanley Fellows program is intended to be the logical “next step” for a leader who is ready to take on a high level leadership role *and* has successfully completed a program such as HLD or Leadership Maine, the Institute for Civic Leadership or a similar program at the state, regional or national levels. The Fellows and HLD programs are quite distinct. The HLD program is an annual, 15-day program that takes place over an eight-month period. Unlike the Fellows program, HLD is not built around a one-on-one mentorship experience. Instead, 32 leaders from across the state are selected for the HLD program, which includes extensive hands-on leadership development training and exposure to a wide-ranging health content curriculum.

**Q. Who is eligible to become a Hanley Fellow?**

A. Candidates must:

- Be current residents of Maine (of any age), who have *ten* or more years of professional work experience (individuals enrolled in school are eligible if they have 10 years prior professional experience);
- Have successfully completed an intensive leadership program (such as Health Leadership Development, Leadership Maine, the Institute for Civic Leadership or a similar program. Note: The selection Committee will consider applicants who chose professional development similar to and/or equivalent to established programs );
- Individuals who show promise leading substantive change at the health and health care systems level within the next *three-five years*. they will demonstrate this “promise” by showing that they have volunteered or have been selected or elected to lead one or more projects, committees, partnerships, etc. (individuals who currently are in leadership positions may be eligible if they are relatively new in this position);
- Individuals whose current employers will grant them permission to take part in the Hanley Fellows program; it is estimated that Fellows will need to be away from work approximately 15-18 days over the course of the 18-month program (see below).

**Q. What will be the criteria for selecting the three –five individuals who will become the next “class” of Hanley Fellows?**

A. Applicants will be scored using a process similar to that used in the Hanley Leadership Award program. In addition to the strength of their application and essay, each candidate also will be scored based on the Hanley Leadership Program Committee’s sense of the individual’s potential also their commitment to Maine. The Committee will make every attempt to insure that the new “class” of Hanley Fellows is representative of

the entire state and of the diverse professional community. The Committee will recommend prospective Fellows to the Center's Board, which will be responsible for the final selection.

**Q. Who Will Be Hanley Mentors?**

A. Hanley Mentors will be highly experienced individuals from a broad range of health organizations or other professions and businesses. Each Fellow will be carefully matched with a Mentor who is able to offer the Fellow insight and assistance in particular areas of interest or need identified by that Fellow. Although it would be helpful if Fellow and Mentor worked in fairly close proximity to one another, it is not essential. The process would begin with the selection of the Fellows. After each Fellow is interviewed, the Center will "match" the individual with his/her Mentor. Each Mentor will be proposed by the Hanley Leadership Program Committee and approved by the Hanley Center's Board of Directors before being "matched" with a Fellow. Great care will be taken in identifying individuals of the highest achievement and reputation for the Mentor role.

**Q. How many Hanley Fellows will be selected?**

A. Three- Five Fellows will be selected for the new class.. The Hanley Fellows selection process will take place in January 2009. The actual program itself will run from January, 2009-July, 2010. The program will be small by design in its early years.

**Q. How much will it cost to be a Hanley Fellow?**

A. The Daniel Hanley Center for Health Leadership will underwrite nearly all the costs associated with the program. Fellows and their employers will be asked to pay for some expenses associated with the program such as mileage, phone calls and no more than 2-3 overnights/year.

**Q. How do I apply to be a Hanley Fellow?**

A. You must complete the Hanley Fellow application form and submit no later than December 12<sup>th</sup>. Please note that the application includes several brief written essays. If you are employed, your employer is required to sign the form. If you are in graduate school, a school representative must sign. The application form is available at [www.hanleyleadership.org](http://www.hanleyleadership.org).

**Q. Why must my employer approve of my participation?**

A. Hanley Fellows are required to attend programming during the work day. We estimate that attendance may require a Fellow to be away from his/her job for an estimated 15-18 days over an 18 month period. In addition, Fellows will be expected to

spend time with their Mentors via phone, email and periodic job shadowing. All of this may occur during the regular work day.

**Q. What is the time commitment by the Fellow over the 18 month program?**

A. The time commitment will be substantial. We expect the commitment to be approximately 15-18 (including 1-2 hours/ month of individual contact via phone, email and job shadowing between Fellow and Mentor).

Here is the projected time commitment:

Year One (2009) Total: 7.5 Days

- Orientation meeting in February ( 2 hours; half-day with travel)
- Leadership Retreat in the March-April timeframe; approximately 2 days
- Quarterly Fellows breakfast meeting (2 days)
- Attendance at June Hanley Forum and October Hanley Leadership Luncheon (2 days)

Year Two (2010) Total: 8 Days

- 1-2 hours/month with Mentor (January-July) (2 Days)
- Quarterly Fellows breakfast meeting (2 days)
- Attendance at June Hanley Forum and October Hanley Leadership Luncheon (2 days)

**Q. Who Was Dan Hanley?**

A. Daniel Francis Hanley was born in 1916, the youngest of 8 children. He earned a scholarship to Bowdoin College and Columbia Medical School, served as a medical officer in World War II and returned to Bowdoin, where he was head physician for 33 years.

Dan specialized in sports medicine, served as the chief physician of the United States Olympic team from 1964-1972, and was a member of the International Olympic Medical Commission, where he was a pioneer in identifying the medical dangers of steroid use and developing Olympic pre-competition drug testing programs.

During his time as Bowdoin's physician, he collaborated with Bowdoin trainers to design, develop and study a new football shoe that reduced knee injuries. He took care of private patients, was pivotal in establishing the first physician directed malpractice company in Maine and served on many State boards. He started scholarship funds to enable Maine students to attend Bowdoin and go on to medical school.

Dan also served as executive director of the Maine Medical Association and editor of its journal. In 1975, when other publishers rejected Dr. Jack Wennberg's article describing wide variations in rates of common surgical procedures in different parts of Maine, Hanley published it. In his accompanying editorial, he challenged the medical profession to take positive action to address the variations in health care. But Dan was not content to let the matter rest with exhortation to his colleagues. He worked with physicians, in tandem with business and insurance industry leaders, to establish a statewide hospital

discharge data base, the Maine Health Information Center, and the Maine Medical Assessment Foundation, to engage physicians to study variations in care and patient outcomes.

His leadership inspired many physicians and played an important role in convincing former U.S. Senate Majority Leader George Mitchell of the need for Congress to establish a new federal agency now known as the Agency for Healthcare Research and Quality.

"Dr. Hanley will be remembered for his good humor and his tenacity in his self-chosen task of inspiring his colleagues to deal with the sometimes unpleasant facts of practice variations. But above all, he will be remembered for his integrity and the role model his life and work provides for today's health care professionals who seek to make medical practice better for patients," said respected health researcher Jack Wennberg, M.D., in his eulogy for Dan in 2001.