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ASHHRA 55th ANNUAL CONFERENCE & EXPOSITION
SEPT 21 – 24, 2019 CHICAGO

Best Practice Strategies for Creating System-Wide Integration

Engaging leaders through targeted leadership
development

Learning Objectives

- Understand how to use leadership development as an integration strategy.
- Learn how to develop a culture that supports and values leadership development.
- Understand the value of cross-system projects to enhance engagement, build leadership, and integrate disparate entities.



About the Presenters



**Russell Showers, SPHR,
SHRM-SCP**
SVP, Chief Human
Resources Officer at
Tower Health

Since the creation of Tower Health in 2018, Russ has served as its SVP, CHRO. Russ is responsible for all facets of human resources operations, total rewards, talent acquisition, leadership development, talent management, organization development, employee & provider engagement, performance management, labor & employee relations, and employee wellness.

Tower Health is a leading regional health system centered out of West Reading PA. Tower Health consists of six hospitals, Tower Health Medical Group, Tower Health Urgent Care network, Tower Health/UPMC Health Plan, Tower Health Partners, which is comprised of over 2,000 providers, Tower At Home, and the Tower Health/Drexel University Medical School. The organization currently employs 12,000.

Russ has held a variety of senior HR positions throughout his career including VPHR of Reading Health System, VPHR for Valley Health System, HR leadership roles with the Children's Hospital of Philadelphia, and Geisinger Health System.

Russ is a graduate of York College of Pennsylvania where he received a B.S. in Psychology and a Minor in Management, and of Walden University where he received his Master's in Business Administration (M.B.A.) with a concentration in Human Resources.



About the Presenters



**Tracy Duberman, PhD,
MPH, FACHE**

Founder and President
The Leadership
Development Group

Tracy Duberman is the Founder and President of The Leadership Development Group, a global talent development firm serving the health industry. Tracy is an executive coach, organizational development consultant, frequent keynote speaker, board member of the Physician Coaching Institute, and a Fellow of the American College of Healthcare Executives.

With a background combining executive experience in the payer, provider, and pharmaceutical sectors combined with innovative research on healthcare/physician leadership effectiveness, in 2008, Tracy founded The Leadership Development Group, Inc. TLD Group works with leaders to align talent to execute strategy and improve performance through educational workshops, tailored on-site leadership development programs including the Applied Physician Leadership Academy®, and tailored individual coaching for physician and healthcare leaders. In her book, *From Competition to Collaboration*, Tracy and co-author, Robert Sachs, address many of the issues that system leaders face and provide actionable steps to improve collaboration within their organization and across the industry. Tracy received her Ph.D. from New York University.

TLD Group boasts a global faculty, a track record of extensive work in the pharmaceutical, provider, and payer sectors, a focus on executive, physician, and clinical leadership, evidence-based insights to align talent to execute strategy, strength in leadership assessment and coaching, organizational development consulting, and group leadership academies.



Getting to Know You

- What type of hospital do you represent?
 - Acute or Long Term
 - For Profit or Not for Profit
 - Urban or Rural
 - Independent or System
 - Teaching or Non-Teaching
- Are you leading HR at an organization that has been or will be integrating (through merger/acquisition) with another organization?
- Which strategies are you using (or intend to use) to integrate your human resources?
 - Benefits/Compensation
 - Branding
 - Other

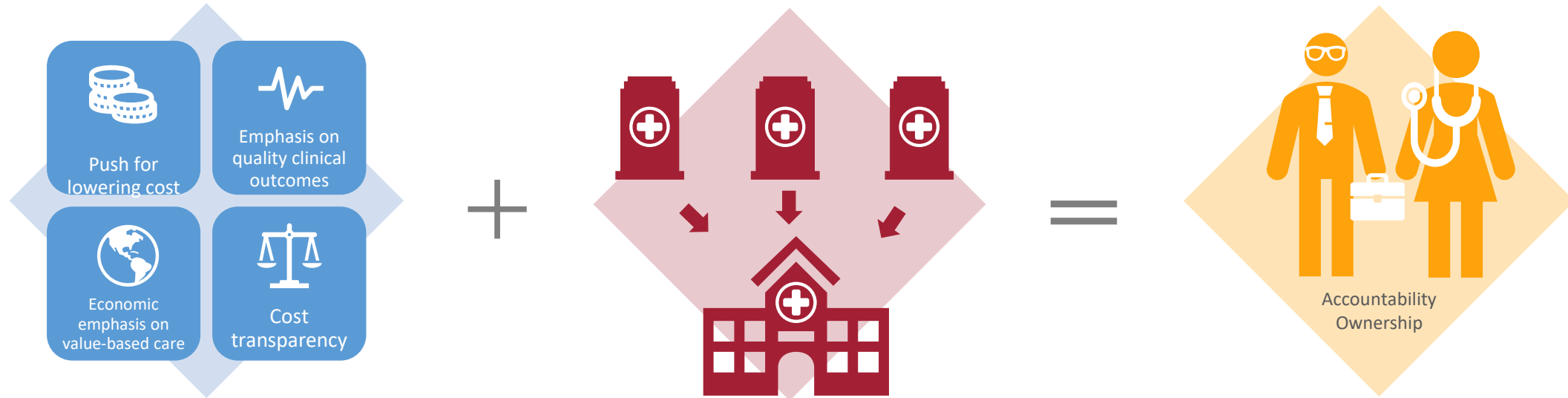


About Tower Health

- In 2017, Reading Health System acquired five community hospitals to create Tower Health
- Located across Berks County in Eastern Pennsylvania, Tower Health is a strong, regional, integrated healthcare provider/payer system that offers leading-edge, compassionate healthcare and wellness services
- Serves a population of more than 2.5 million people
- Includes 6 hospitals and other entities which provide a full range of medical care
- Nationally recognized for advanced care in areas such as neurosurgery and stroke, cardiac and vascular surgery, trauma, hematology and oncology
- Includes more than 11,000 team members



The Burning Platform



Market Forces

Market forces prompt organizations to figure out how they can deliver care across a care continuum and manage the health of the communities/populations they serve

Clinical Integration

To accommodate an increasingly demanding market, hospitals seek to integrate with each other, and develop leaders who can enhance system performance.

Skill Gap

New skills are needed to grow the network, enhance system performance, and position organizations for the future of value-based care delivery through leadership development.

The Case for Leadership Development



Alignment on Roles

Support Culture
Shaping

Enhance
Effectiveness

Promote
Collaboration

Align Vision

Create Psychological
Safety

Define Mission, Vision, Values

Defining Needs

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Applied Physician Leadership Academy© (APLA™)

- APLA™ is a multifaceted physician leadership development program designed to build physician engagement and strengthen physician leadership capability to execute organizational strategies
- Leaders develop skills through multiple learning strategies:
 - Learning and application modules
 - 1:1 assessment and coaching
 - Action learning project work
 - Networking and collaboration



Program Structure

Learning Modules (10%)

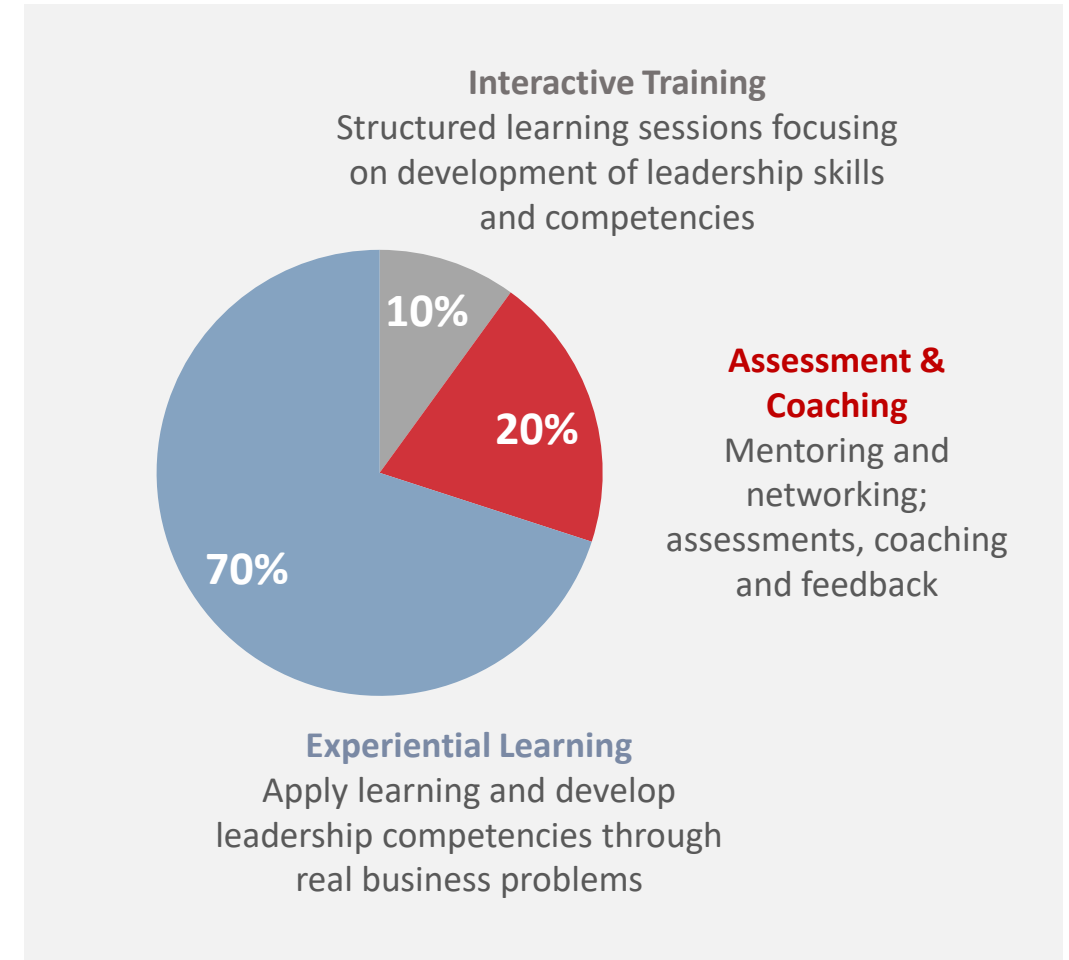
- Eight learning sessions designed and delivered over ½ day sessions in person
- Aligned to TH's leadership development needs
- Determined through TLD Group's Organizational Priorities Assessment (OPA)
- Designed to support physician leadership competency clusters

Assessment and Coaching (20%)

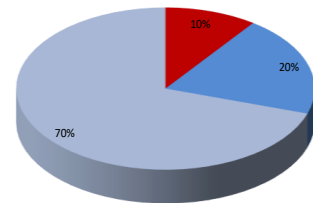
- Pre-post survey to measure competencies
- EI assessment and feedback
- Individual coaching sessions with certified executive coach

Action Learning (70%)

- Enables teams of physician participants to identify solutions to problems that provide measurable impact and organizational results



Competency Clusters

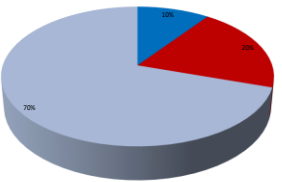
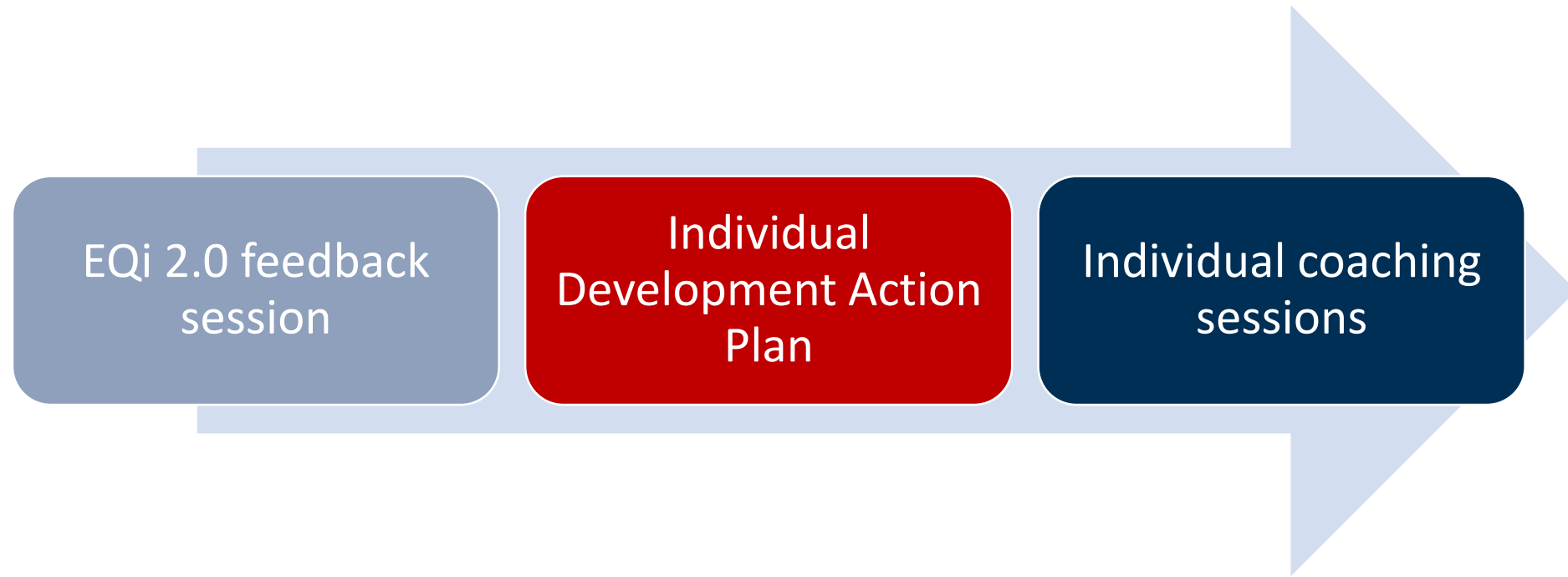


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Assessment & Coaching

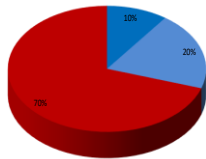
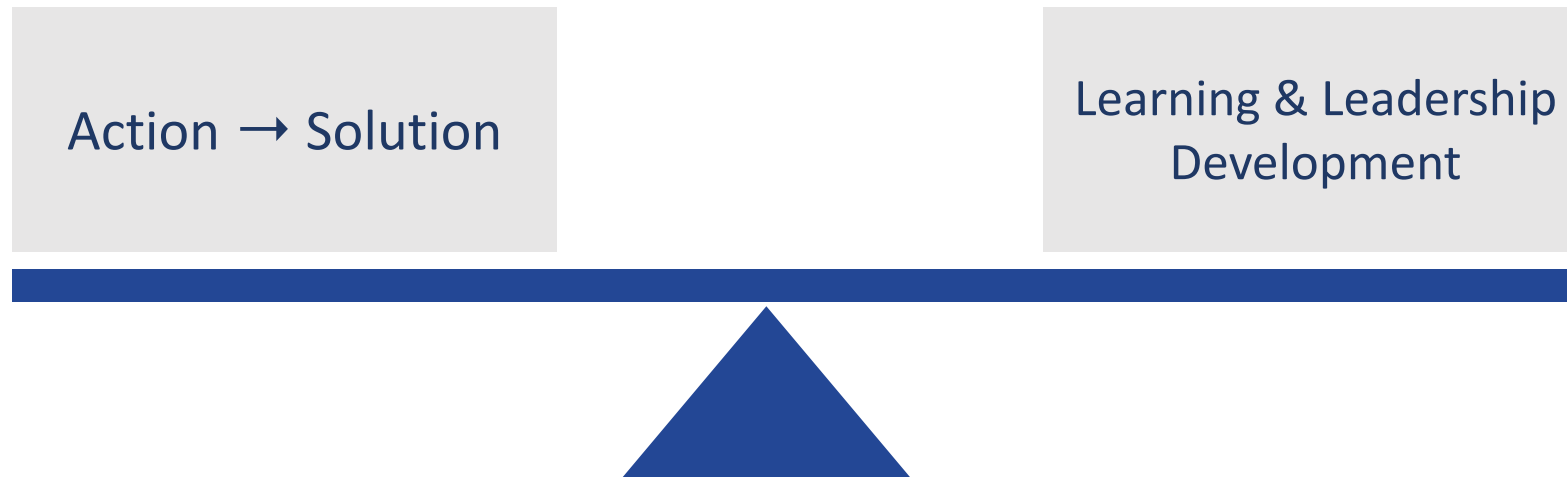


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Action Learning



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Evolution of APLA at Tower Health

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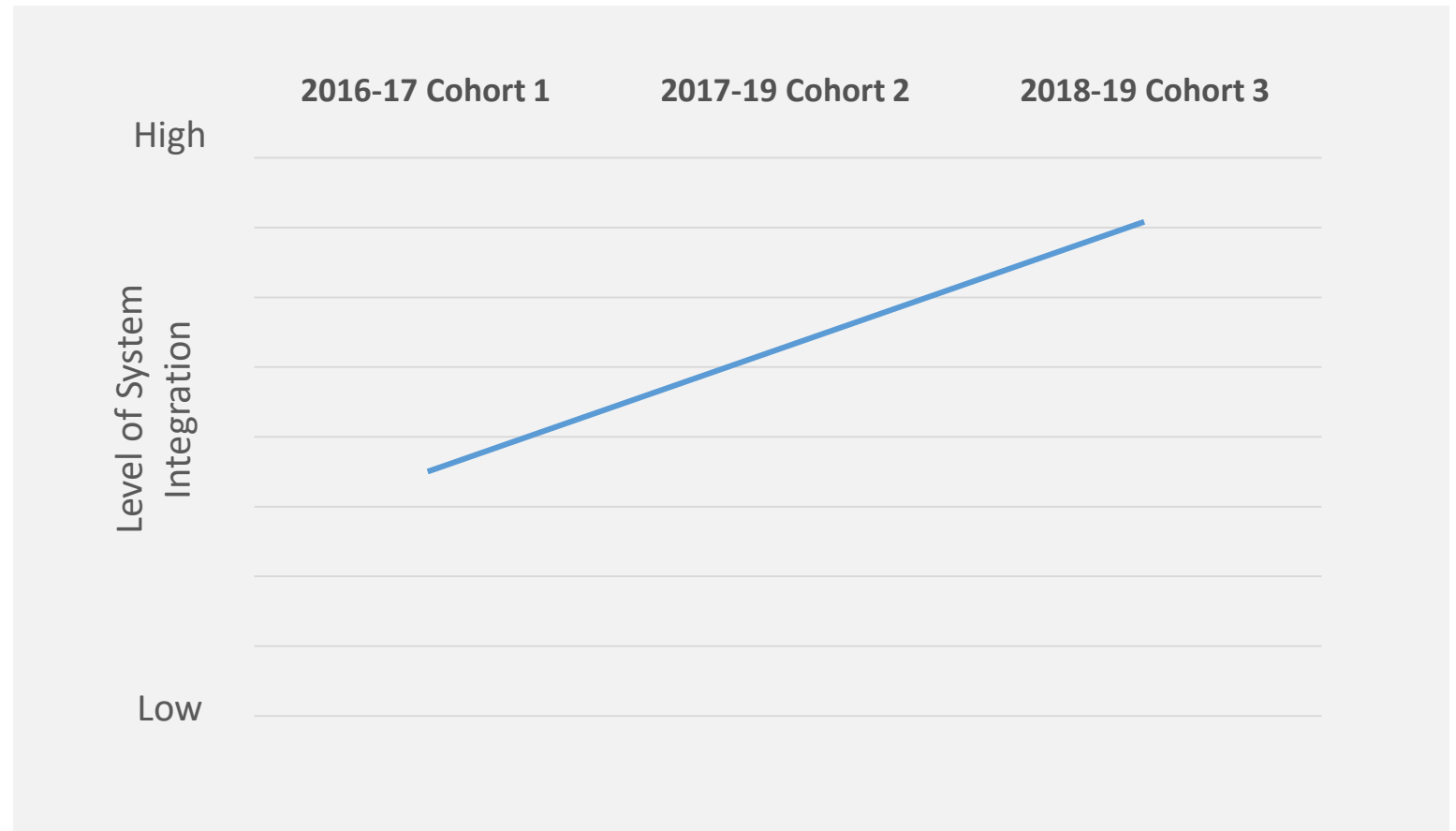


Integration through Leadership Development

Cohort 1: Senior physician leaders of Reading Health

Cohort 2: HiPo Physician Leaders of Reading Health

Cohort 3: Senior physician and HiPo leaders of Tower Health



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Cohort 1 – Purpose and People

Purpose

Develop current physician leaders, improve physician engagement, improve the relationship between physician and administrative leaders



Steering Committee
Comprised of senior administrative and physician leaders



Sponsor
Executive level administrators

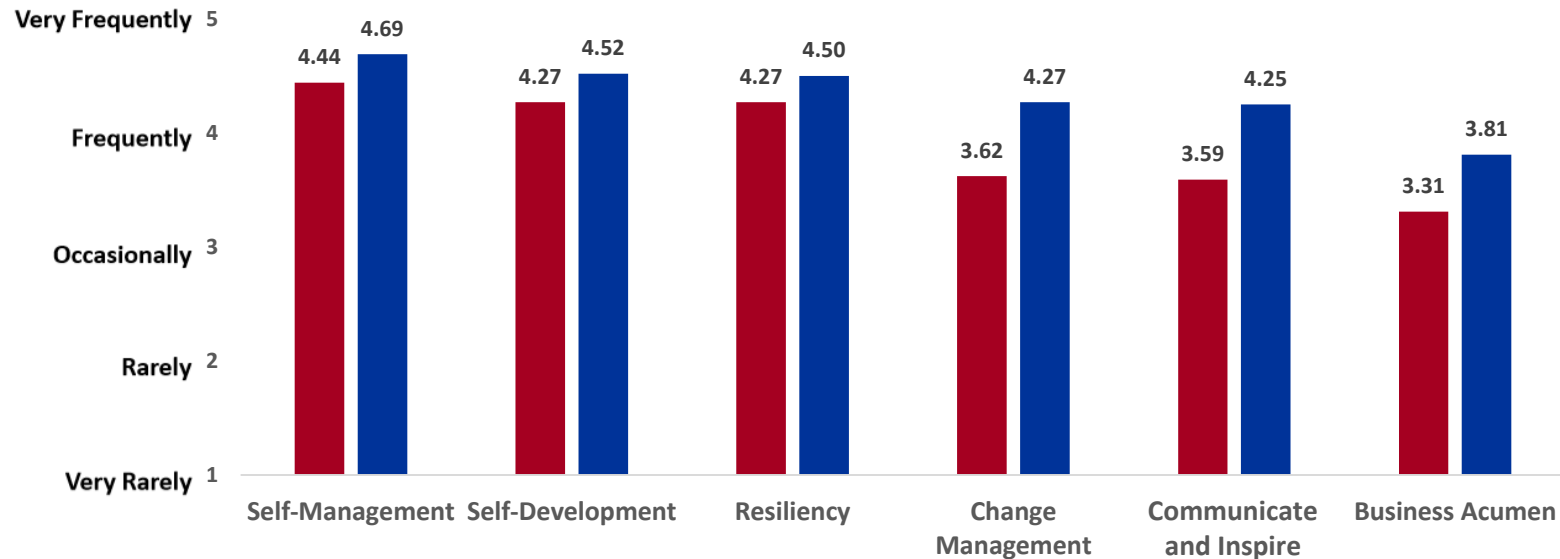


Participants
Senior physician leaders



Cohort 1 – Results

■ Pre-APLA, n=26
■ Post-APLA, n=26



COMPETENCIES MEASURED

- Self Awareness
- Self Management
- Self Development
- Building Effective Teams
- Communicating and Inspiring
- Resiliency
- Courage and Authenticity
- Change Management
- Decisiveness
- Systems Thinking
- Business Acumen



Reaction

Sponsors reported the following of the participants:

Participants increased in emotional intelligence

*Greater cohesion in the relationships between
physician and administrative leaders*

*Increased ability to skillfully speak up
and express contrary views*

Better at learning how to work effectively together



SPONSORS

*"[The program] enhanced [my] commitment to
organizational priorities"*

*"[The program provided] increased opportunities in
networking and relationship building"*

*"[I] improved relationships with clinical
colleagues"*

*"[I] understand the impact of teams and
group think"*



PARTICIPANTS

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Integration results

- Create Independent Practice Alignment with Health System Physicians
- Reduce Outmigration
- Enhance Innovation and Clinical Excellence
- Create a Physician Communication Strategy to Enhance Clinical Care



Cohort 2 – Purpose and People

Purpose

Assist emerging physician leaders in their role clarity and leadership development journey



Steering Committee

Now comprised of executive leaders, physician leaders, and graduates of Cohort 1.



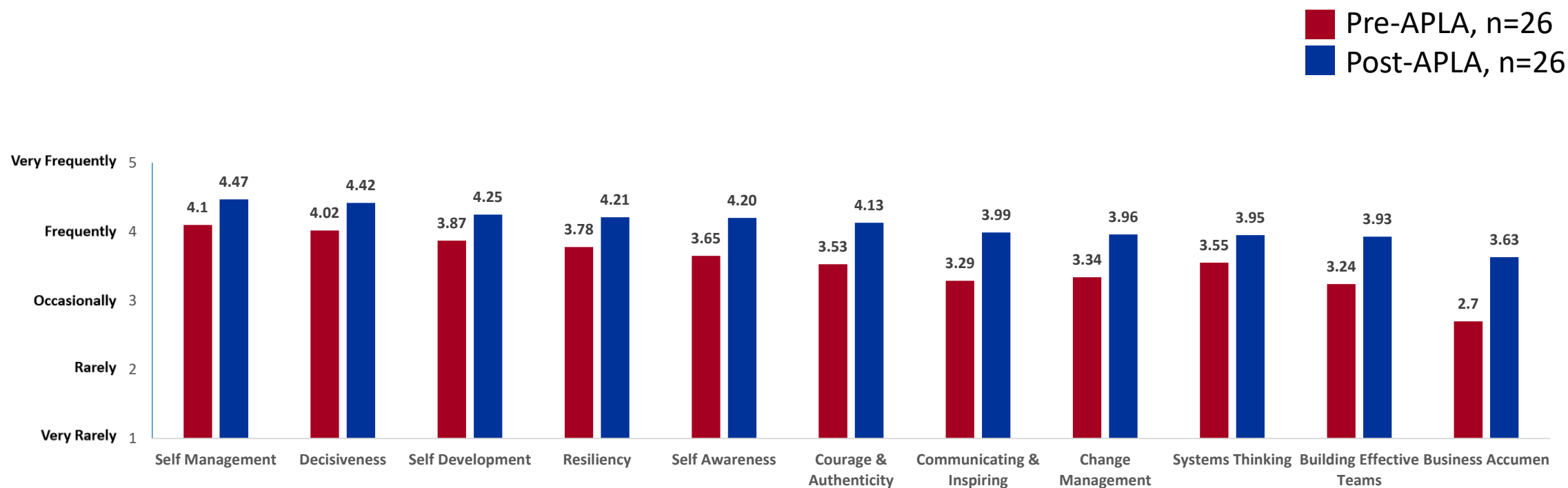
Sponsor
APLA Cohort 1
graduates



Participants
Emerging
Physician
Leaders



Cohort 2 – Results



Reaction

Sponsors reported the following of the participants:

*Stepped up to lead
informally within their
team/dept*

*Greater confidence in
public speaking*

*Participants became more proactive to enact change
and to influence their areas more positively*

*Participants took more
active roles in the AL
process than typical*

*Increased
assertiveness*



SPONSORS

"One of my favorite experiences with APLA has been the ability to work with a phenomenal team that I may not have otherwise had the opportunity to collaborate with."

"As leaders, we are often asked to handle situations that are challenging and have difficult conversations with our colleagues, and this experience allows me to do that with a better skillset and a higher level of confidence."

"To work side-by-side with my colleagues and hear their thoughts while I'm processing my own, it was a really incredible experience."



PARTICIPANTS

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Integration results

- Design Physician Onboarding and Orientation Program
- Create Citizenship program for the medical staff
- Identify and manage incidental findings during any patient visits
- Improve referral process of PCPs to specialists





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Cohort 3 – Purpose and People

Purpose

Integrate new leaders into a culture that values physician leadership development, provide cross-system networking opportunities, and forward strategic initiatives through action learning projects.



Steering Committee
Comprised of a mix of Executive and Physician leaders system-wide (from all five newly acquired hospitals) as well as APLA graduates



Sponsors
Cohort 1 and 2 graduates

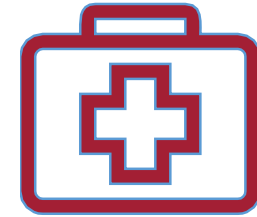


Participants
Mix of high potential and senior leaders from newly formed Tower Health

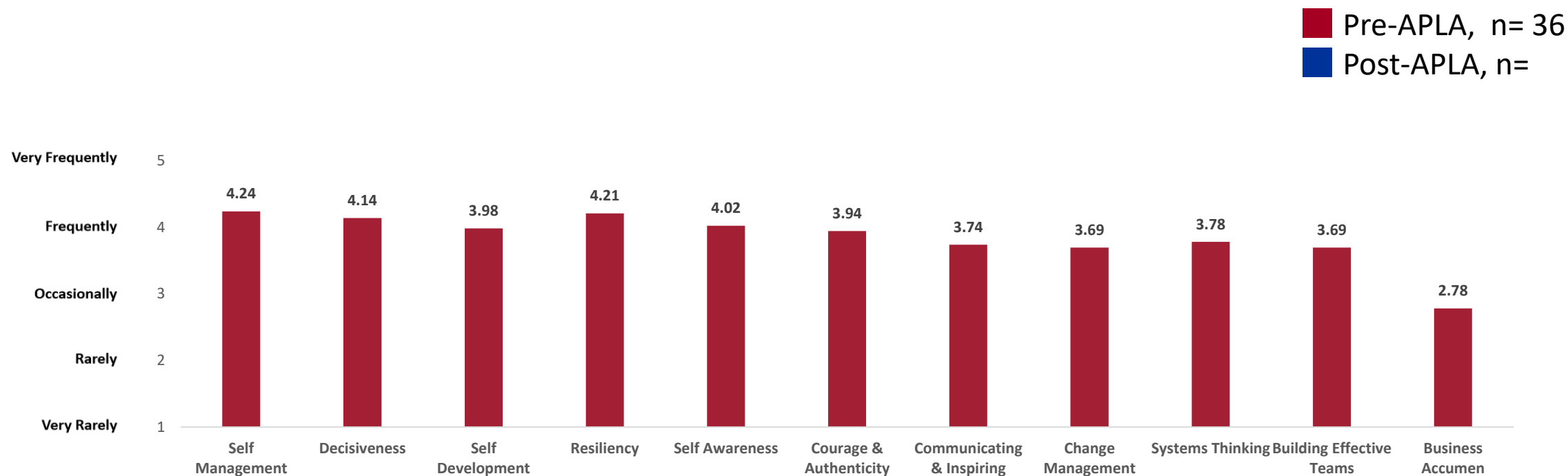


Organizational Projects

- Create a “Physician Compact”
- Leverage Telemedicine opportunities
- Promote community outreach and response to population health needs
- Measure and mitigate the systemic causes of physician burnout
- Standardize the sharing of information across Tower Health
- Develop/deploy a strategy for optimizing physician/patient communication to both patient and physician engagement



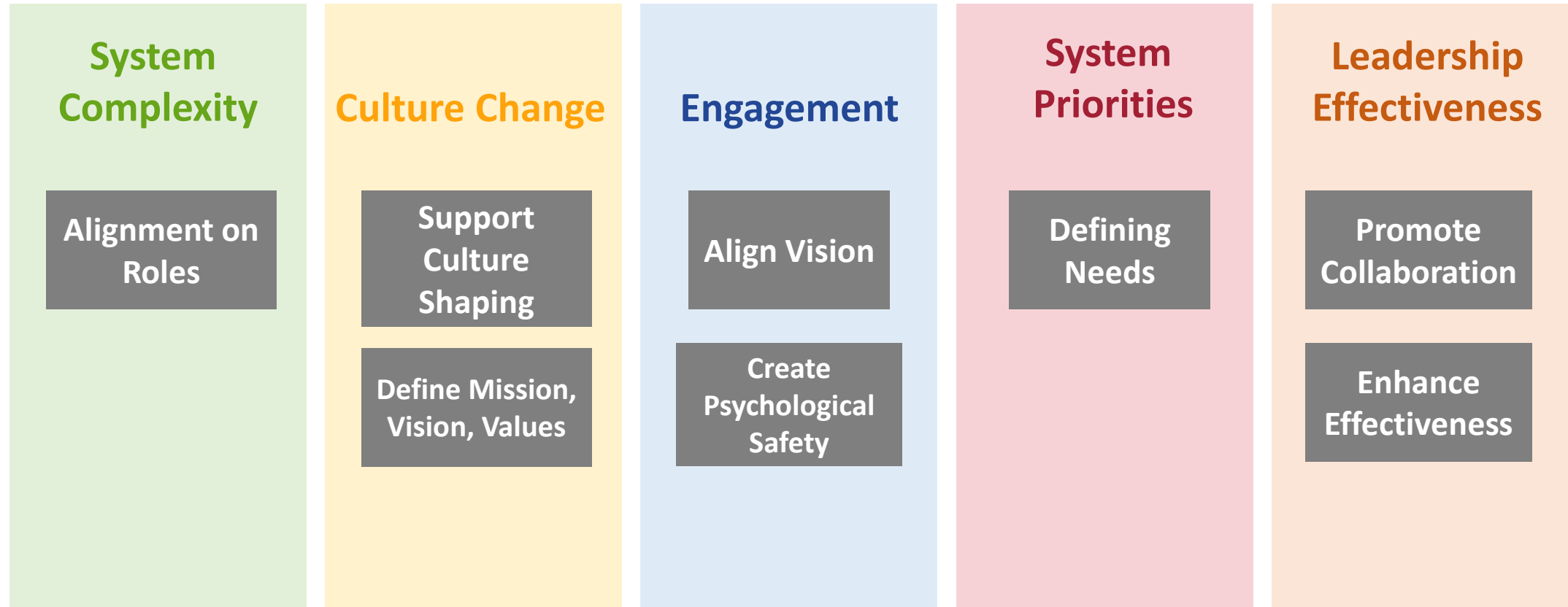
Cohort 3 – Results



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Cohort 3 *Anecdotal Observations (so far...)*



Integration Results



America's 100 Best Specialty Care: Stroke Care
Recipient of Excellence Award™: Stroke Care,
Neurosciences, Pulmonary Care,
and Critical Care



TOP 10
Pennsylvania
Acute Care
Hospitals



Reading Hospital
TOWER HEALTH
Advancing Health. Transforming Lives.



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Call To Action

- Determine how well-prepared your leaders are - both executive and clinical – to meet your organization's / the industry's future challenges?
- How can the tools and techniques we described today support your organization's integration efforts?
- How can you and your human resources team innovate your current leadership development efforts to empower leaders to execute your organization's strategy?



Questions?

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