

# Engaging Physician Leaders to Transform Health Systems from Volume to Value



AHA/Health Forum Leadership Summit

July 26<sup>th</sup>, 11am-12:15pm

*Please note that the views expressed by the conference speakers do not necessarily reflect the views of the American Hospital Association and Health Forum*

# Learning Objectives

- Understand how reform is impacting the need for physician executives to become change agents
- Learn about the critical physician leadership competencies required to transform organizations
- Examine sustainable approaches to accelerate physician engagement and development

# Agenda

- Introductions
- Setting the Stage
- Strategies to Engage Physician Leaders
- Sprint Method Exercise
- Q&A

# Your Speakers



*Dr. Stephen Beeson is a board-certified family medicine physician, nationally recognized speaker, author, and physician leadership tool developer. Dr. Beeson has provided tools and tactics for engaging and training physicians for hundreds of medical groups and hospitals throughout the country. He recently founded PracticingExcellence.com, a premier online physician training destination due for launch in the Fall of 2013.*

*In September 2006, Dr. Beeson released his book, Practicing Excellence. A Physician's Manual to Exceptional Health Care which became a national best seller. In 2009, Dr. Beeson released his second book, Engaging Physicians: A Manual to Physician Partnership. This critically acclaimed book takes system leaders on a staged journey to physician enrollment in organizational change efforts.*

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*Tracy Duberman, Ph.D. is an executive coach, organizational development consultant, business owner, frequent keynote speaker, Board member of the Physician Coaching Institute, and a Fellow of the American College of Healthcare Executives.*

*With a background combining business experience with innovative research on healthcare/physician leadership effectiveness, Tracy founded The Leadership Development Group, Inc. a firm devoted to developing healthcare leaders and physician executives. TLD Group works with leaders to improve performance through educational workshops, tailored on-site leadership development programs, and tailored individual coaching for physician and healthcare leaders.*

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# Setting the Stage

# The Changing Healthcare Landscape

## Macro Changes

- The fee for service model is dying a slow death → value-based delivery
- A growing portion of revenue is placed “at risk” based on performance
- Payers are beginning to “triage” patients to systems that deliver on performance measures
- There is a movement toward patient empowerment using hospital, medical group and physician performance transparency

## Physician-Specific Changes

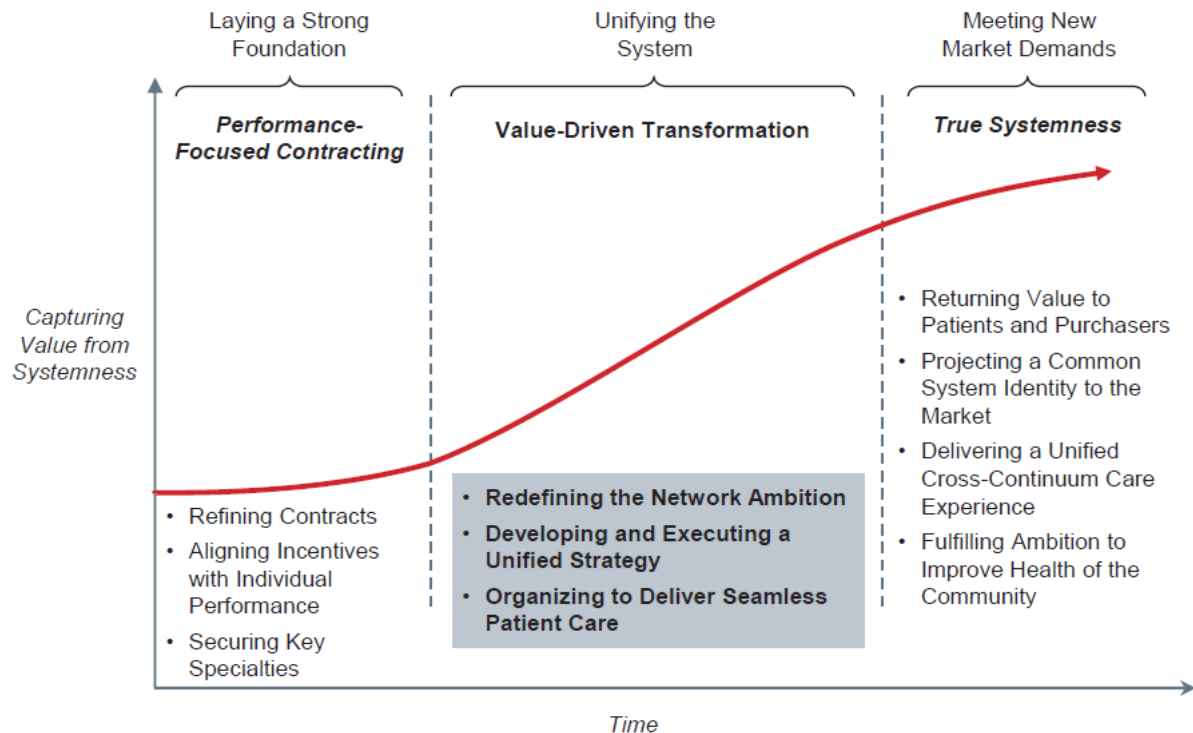
- Physicians are becoming a highly integrated part of the health care delivery system
- Physician influence on others is more than we realized
- Physician engagement, alignment, willingness and participation are a necessity for organizational performance and agility

Health Systems must engage and activate physician leaders to drive change required to improve the patient experience, quality of care, and cost of care

# Health System-Physician Collaboration is Required to Meet Market Demands

New Compact Must Be Built on Strong Contractual, Operational Foundation

## Evolution of Hospital-Physician Partnerships





# Why is Engaging Physician Leaders Important?

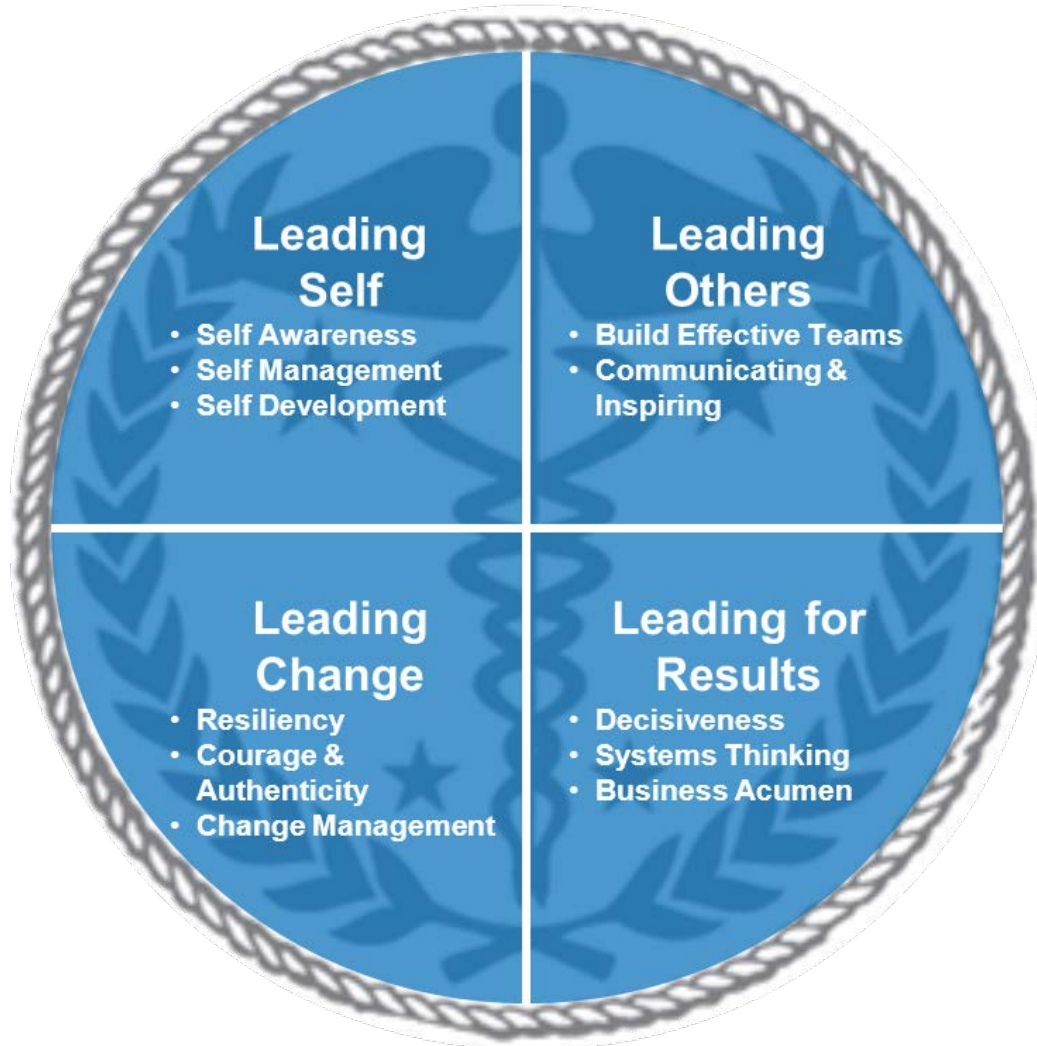
- The Patient Experience
- Quality of Care
- Cost of Care

# Physician Leadership is Critical to Physician Engagement and Embracing Change

- Physician Engagement will predict Organization Culture and Performance
- Physician Leader skills are **CRITICAL** to executing engagement
- **SKILLS** to lead, enroll and engage can be learned



## ***Physician Leadership Effectiveness***



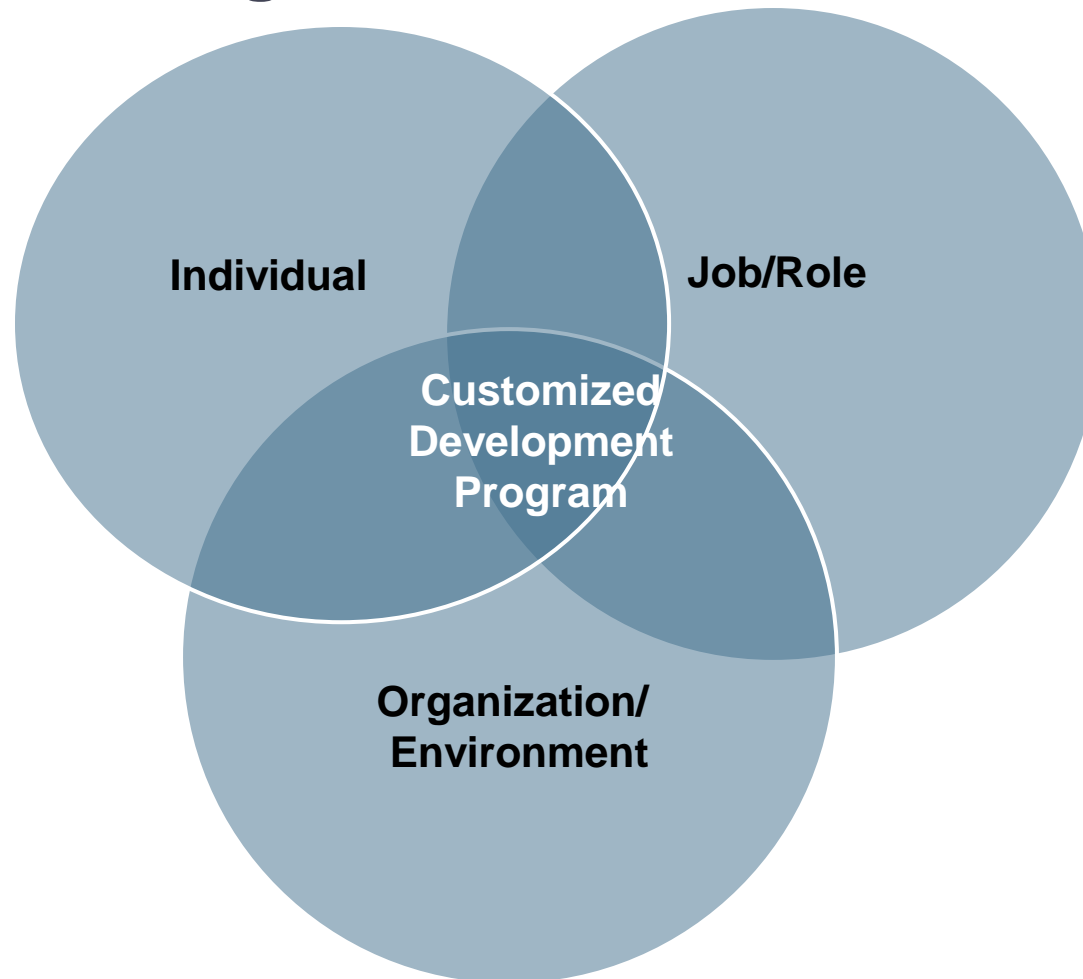


# **Strategies to Create Extraordinary Physician Leaders**

# Call to Action: 3 Strategies to Create Extraordinary Physician Leaders

1. Customized Physician Leadership Development Programs
2. Physician Councils
3. Dyad Structure

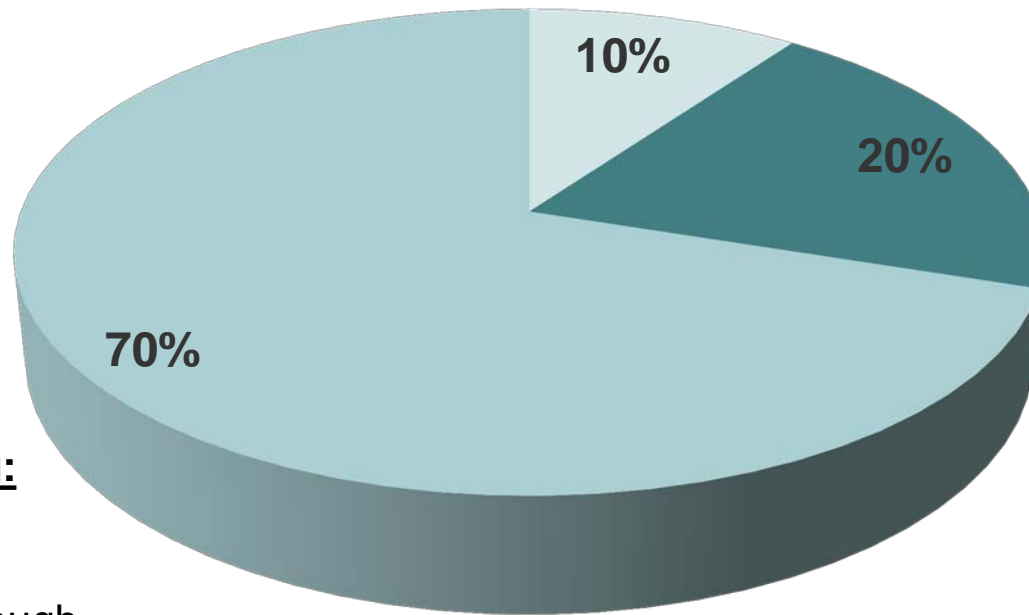
# Strategy #1: Customized Physician Leadership Development Programs



# 70/20/10 Development Model

## Formal Training:

Interactive Learning Modules



## Assessment & Coaching:

Assessment, Coaching and Feedback

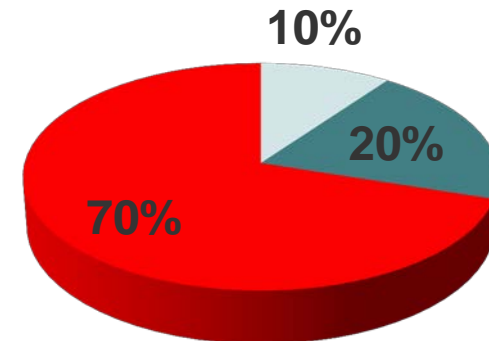
## Action Learning:

Process to apply learning and development through work on real individual and/or organizational projects

# 70%: On-the-Job Training Through Action Learning

Small groups work collaboratively with cross-functional teams to derive solutions to strategic / management issues while developing leadership skills

- Results-driven learning process
- Identifies solutions to problems that provide immediate, measurable impact and organizational results
- Develops leadership capabilities
- Aligns to business goals

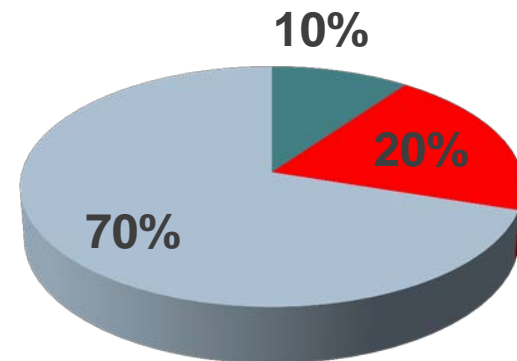




# 20%: Leadership Assessment, Feedback and Coaching

Through formal coaching and/or mentoring, develop specific leadership behaviors for enhanced leadership effectiveness

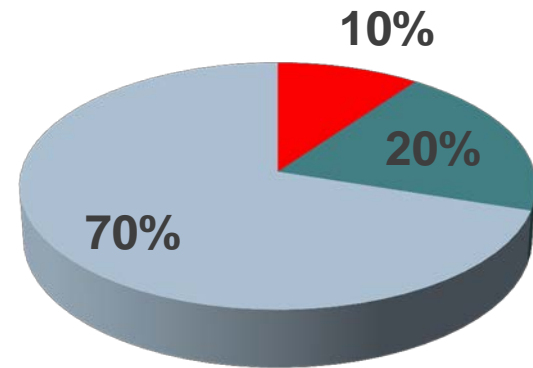
- Leading Self
- Leading Others
- Leading Change
- Leading Results



# 10%: In-Classroom Formal Training

Customized learning modules delivered by internal and external experts focused on priorities for change incorporating:

- Customized case analyses
- Small group learning exercises
- Interactive lectures and discussions
- Application-based readings



# Strategy 2: Physician Council

- Effective physician leaders and emerging leaders with formal access to the executive team
- Meet monthly to “listen, respond and create results together”
- Not a secret meeting, but a highly visible operation to collaborate



# Strategy 3: Dyad Structure

Business leaders can get frustrated at what appears to be a simple business and financial decisions when clinicians stress the clinical challenges and pitfalls of any innovation and refuse to buy into the operational decision.

...Sound familiar?

# Dyad Structure Definition

An administrative leader and a clinician leader are closely partnered in a shared and complementary decision-making relationship.

# Dyad Structure Benefits

- Experience and studies demonstrate significant success
- Enhances clinician engagement, trust, and participation
- Ensures optimal melding of clinical perspective with operational expertise
- Broadens perspectives of leaders

# Success Predictors

- The right people – Leaders must ‘fit’
- Clarity of roles – Outline a solid, shared understanding
- Organizational and Leader commitment – Trust the model
- Effective communication – Between dyad and to the team
- Building skills and capacity – Support and training to co-lead
- Manage conflict – Commit to work through differences

# Exercise Instructions

- Break into groups of 2-3
- What are the best physician/executive collaboration strategies you have done or read about?
- What didn't work?
- How would you approach it differently given the learnings from today?



# Q&A