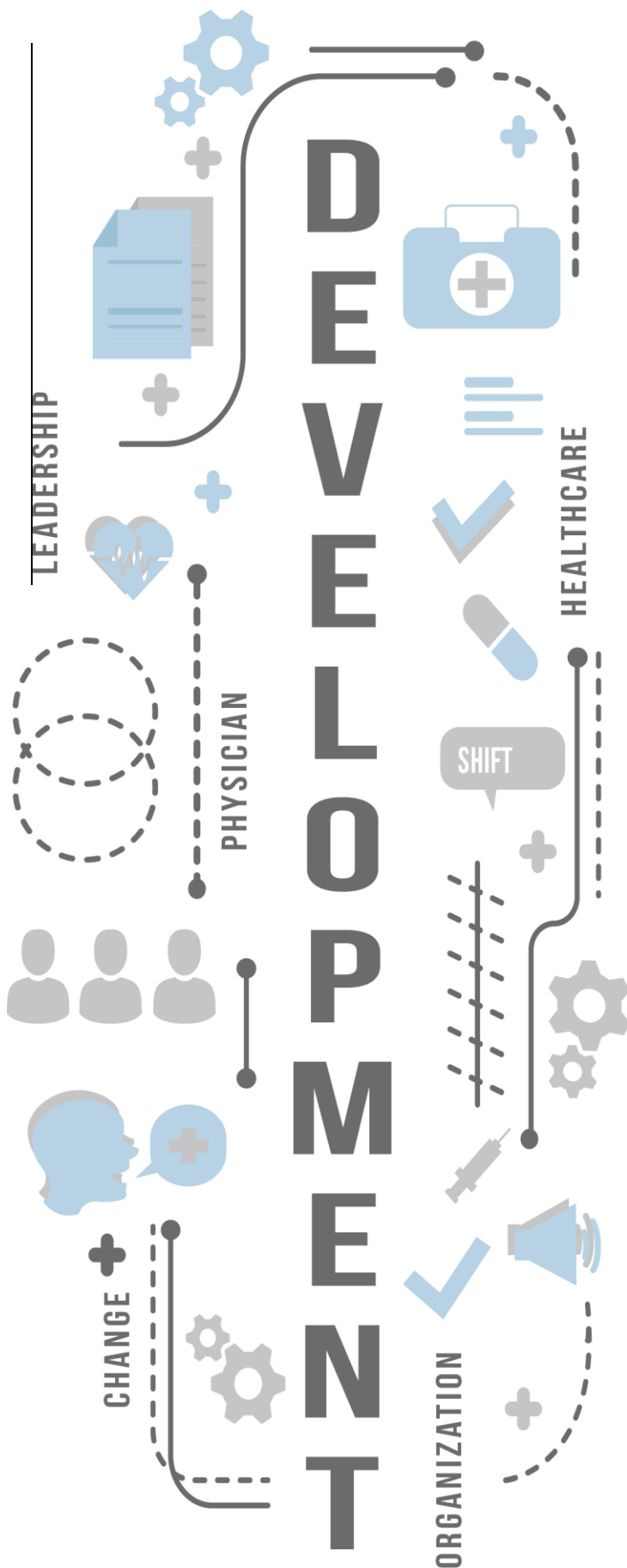


A photograph of three healthcare professionals in white lab coats sitting around a table, looking at a document. The woman in the center is pointing at the document. The man on the left is looking at her, and the man on the right is looking at the document with his hand on his chin. The background is a bright, out-of-focus window.

The Case for Physician Leadership Development



Physician Leadership Development The Case for Physician Leadership Development

The Burning Platform

The healthcare industry is undergoing a seismic shift toward value-based care delivery. Furthermore, policymakers and patients are demanding transparency, better quality, lower costs and greater accountability. To lead today, healthcare organizations require a fundamentally different approach to caregiving, one that is patient centric with a strong focus on the patient experience, quality and safety, clinical integration and process improvement. In essence, healthcare must be more patient and outcomes focused to demonstrate value. This requires strong physician leadership to drive organizations toward a sustainable future in this new era of value-based healthcare.^{1,2}

While the importance of strong physician leadership has been in the spotlight in recent days, its impact has been studied for over a decade with evidence demonstrating physician leadership leads to better outcomes (both clinical and financial).² The research and experience to date demonstrate physician leadership

development is contingent upon physician engagement and physician / hospital alignment. Data from Press Ganey suggests that when physician engagement and physician satisfaction are both high, physicians act as “dedicated partners” in the delivery of high-quality, efficient care and improvements in the patient experience.³

The development of physician leaders is a transformative endeavor. Physicians must first trust that they are being supported by administration/management and seen as valued partners with their non-clinical counterparts. Creating dedicated partnerships between physicians and their administrative counterparts requires that health systems shift their mindset to treat physicians as collaborators on the journey rather than customers of the system.² Physician engagement combined with physician leadership development is a powerful force that leads to a number of benefits for the organization and staff, physicians, and patients:

Physician leadership results in many benefits to the organization at large:

- Leads to sustainable growth and profitability.³
 - Higher revenue and earnings per admission and per patient day.³
- Positively correlates with quality.⁴
 - Physician collaboration improves patient satisfaction, reduces length of stay, and leads to better integration of clinical care across service lines.⁴
- Positively influences patient outcomes, quality and error reduction.

- Improves ability to influence the behavior of other clinicians as well as physician satisfaction, an essential element for recruiting and retaining the best physicians.⁴
 - Enhances the organization’s ability to promote internally and reduces turnover – which translates into significant savings.³
 - Increases referrals from engaged physicians.³
 - Reduces physician recruiting costs.³
- Leads to increased employee engagement.³
 - Leads to more effective teamwork and communication which will often drive better results.⁴

Physician leaders foster positive relationships within the practice, creating and facilitating a collaborative organizational culture.

Physician participants of structured leadership development efforts benefit both professionally and personally in that these efforts:

- Activate physicians to take a proactive role in healthcare delivery strategy and implementing change.^{5,8}
- Enable physicians to learn critical skills such as negotiation, communication, conflict resolution, and change management skills – elements which are pertinent to successful patient care.^{2,7}
- Improve relationships with patients and colleagues.^{2,5,6}

Physician leadership also provides many benefits to patients including:

- More positive interpersonal interactions and stronger relationships with the physician.²
- Increased patient involvement in health care decisions
 - Patients become active participants in their care when led by an involved and engaged physician, leading to higher patient satisfaction at reduced costs.
- Better care
 - Better alignment of the physician's capabilities with the needs of the patient resulting in better treatment.⁶
 - Physician leaders develop a caring, compassionate and collaborative staff which leads to better service from the entire medical team.⁶

The evidence suggests that physician leadership development efforts are well worth the investment of time and resources. However, physician leadership development has historically focused on clinical accomplishments rather than leadership competencies.⁴ Current physician leadership learning programs also tend to rely too heavily on formal learning, with limited opportunity for on-the-job development options, coaching and mentoring. In addition, physicians have been trained to act as competitive, independent thinkers which often hinders the ability to communicate effectively with other clinicians and to work collaboratively.⁴

Physician Leadership Development Solution:

The Leadership Development Group (TLD Group), an executive and physician leadership development firm specializing in the healthcare industry, has identified Critical Success Factors to optimize the impact of physician leadership development efforts. These include:

Trust – Effective communication, transparency and perception of power lead to physician trust in management/hospitals.³

Collaborative Culture – A precursor to physician engagement.

Common Purpose and Vision - Establish jointly and articulate an agreed upon purpose/vision.

Physician Champions - Identify highly respected physicians and appoint them as ambassadors to serve as change agents.

Communication Plan - Develop a strategy and implement the plan to ensure communications and engagement are delivered to the right audience at the right time through the right vehicle.

CEO Support - Ensure CEO and other executive leader participation in physician induction programs.

Accountability - Develop meaningful roles for physician leaders and instill a process that holds them accountable.

Engagement Strategy - Employ engagement strategies such as compact and dyad structures for all clinical, administrative and support leaders.

Multiple Learning Methods - Provide opportunities for physicians to lead and grow in multiple ways and areas of interest.

Sustainability - Develop ways to instill a sustainable physician leadership pipeline (i.e., mentorship programs, formal succession planning) based on future-based competencies.

Applied Physician Leadership Academy© (APLA™)

Given the critical need to engage and develop physician leaders, TLD Group designed the Applied Physician Leadership Academy© (APLA™). APLA™ is grounded in the 70/20/10 rule, an adult learning model based on research by Michael M. Lombardo and Robert W. Eichinger of the Center for Creative Leadership. This model has been tested and proven best practice in corporate America. APLA's™ multi-faceted customized program includes:

1. Assessment:

APLA™ begins with assessments to identify each physician's leadership needs as well as the organization's strategic leadership priorities. The organizational priorities are identified through structured 1:1 interviews with Senior Management. Physician Leadership competencies (see success model to the right) are assessed through interviews with each physician leader and their respective manager(s), the administration of psychometric assessments, as well as review meetings with key stakeholders. The outcome of these assessments is integral to the development and customization of the program to enable a differential and high impact investment.

TLD Group's Physician Leadership Success Model:



2. Structure for Success:

TLD Group works with clients to implement critical elements to position APLA™ for success. These elements include:

- Establishing an APLA™ Steering Committee comprised of administration, senior physicians, and other clinical leaders
- Identifying physician champions
- Establishing a common vision
- Assessing engagement strategies in addition to leadership development (i.e. dyad structure, compact, and physician on-boarding)

3. Physician Engagement Plan

Given that successful physician leadership programs require physician engagement, TLD Group works with clients to

establish an engagement and communication plan aligned to the vision and objectives of the program while demonstrating transparency and fostering trust. The engagement plan proactively outlines key communications targeting the right audiences with the right messages through the right channels including meetings (both formal and informal). Another key aspect of the engagement plan is to identify ways to solicit and capture physician feedback on a regular basis.

4. Program Design

APLA™ learning components are customized based on the results of the organizational priorities and leadership competency assessments and grounded in the 70/20/10 which includes:

70% Experiential Component:

Action Learning Projects: Action learning provides the real-world practice and accountability, skill development and insights that help to ensure that the skills learned in the larger leadership development program are transferred to the workplace. Physician leader participants are required to draw upon their leadership skills while driving toward tangible results through the action learning process.

20% Informal Learning, Feedback and Support:

Coaching and Mentoring: Each physician leader receives feedback on their leadership competence, emotional intelligence and demonstrated effectiveness. Coaching by an external certified executive coach, enhances

leadership competency development and performance.

10% Formal Learning:

Interactive Learning Modules: Driven by the system's unique needs, the participants are exposed to group learning through customized case analyses, small group learning exercises, interactive lectures and discussions, and application-based readings delivered in a workshop setting by physician faculty and academics. In some cases, the learning exercises are co-led by system senior executives. Topics include creating high performing clinical care teams, business fundamentals for physician leaders, enhancing physician performance, as well as emotionally intelligent leadership.

5. Sustainability Plan

Physician leadership development is a continuous process. APLA™ incorporates the establishment of strategies for sustainability including mentorship programs, strategic succession planning, and planning for sustaining APLA™ for future years and additional cohorts.

Conclusion:

We are in the midst of a seismic shift toward value-based healthcare delivery. Physician leadership must be developed to drive change and position healthcare organizations for success. TLD Group's approach to physician leadership development is a high value and high impact approach for physician leaders and their organizations. APLA™ creates transformation through the development of physicians as change agents and leaders

driven by the promotion of key leadership competencies, resulting in significant benefits to the organization and staff, the physicians themselves, and their patients.

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ABOUT TLD GROUP

The Leadership Development Group (TLD Group) is a global health industry talent development consultancy. We develop leaders to take on the myriad challenges facing the industry to position their organizations and the industry as a whole for success. Our targeted solutions are designed to engage and empower leaders from within, between, and across the health ecosystem – and include coaching, consulting, leadership academies, and our speaker's bureau. Our worldwide faculty of over 500 organizational development practitioners, academicians, coaches, and consultants with deep expertise across the health industry, enables us to offer targeted insights and deliver highly impactful results.

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