

Emerging Requirements for New Physician Leadership Skills

ACPE Annual Conference and Vanguard Program

April 30, 2012



Learning Objectives

- Understand how reform is impacting the need for physician executives to become change agents at varying levels in an organization
- Understand the critical success factors required for physician leaders to transform their organizations
- Learn tactical development strategies to enable physician leaders to drive transformational change from three perspectives (i.e. leaders of physicians, leaders of care teams, and health system leaders)

Our Panelists



Tracy Duberman is Founder, President & CEO of The Leadership Development Group, a firm devoted to developing healthcare leaders and physician executives.

We work with groups/teams of physicians to improve performance. Our leadership training programs are hands-on and practical, with concrete skills your leaders can immediately use.

We offer educational workshops, tailored on-site leadership development programs, and tailored individual coaching for physician leaders.

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As Executive Medical Director of the Group Practice Forum, Dr. Fromer leads a team engaged in national projects to help group practices achieve success in their clinical integration efforts. He is a member of the board and clinical integration consultant to TransforMED, LLC, whose focus is practice redesign with the aim of meeting the needs of both patients and practices.

Dr. Fromer is a past president of the California Academy of Family Physicians and has served over ten years as a member and Chairman of the American Academy of Family Physicians Commission on Health Care Services. He has also served on the Physicians Capital Source Project Steering Committee for the American Medical Association, the Advisory Board of Directors for the American Medical Informatics Association, and the Advisory Board for the World Foundation for Studies of Female Health.

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Our Panelists (cont'd)



Dr. Conard possesses over two decades of experience as a medical doctor, business executive, physician leader and medical researcher. He is driven by a strong commitment to the transformation of healthcare into a patient oriented, physician directed, accountable system with aligned incentives to insure that all stakeholders win.

Prior to becoming Chief Medical Officer of ACAP Health, Dr. Conard was Chief Medical and Strategic Officer of Medical Edge Healthcare Group, PA, a leading group of over 500 dedicated clinicians caring for over one million patients on their journey from volume based to value based medicine. During his time in this position he created regional and area physician leaders who transformed their practices and mentored over 100 providers each resulting in over 160 national recognitions in diabetes and cardiac care in an 18 month period.

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Our Moderator



Lisa Bloom is Managing Director, Leadership Development of the Group Practice Forum. She plays a pivotal role in The Group Practice Forum's health system leadership initiatives including priority and needs assessments, strategy development, training and solution design, and implementation. Her work includes, developing educational forums for healthcare leaders and creating solutions to improve care.

Lisa's experience in the healthcare industry spans 20 years. Prior to joining The Group Practice Forum she spent seven years as a managing consultant for the life sciences industry. In that role, her wide range of responsibilities included strategy and business planning, change management, customer engagement management, program and project management, and internal practice development.

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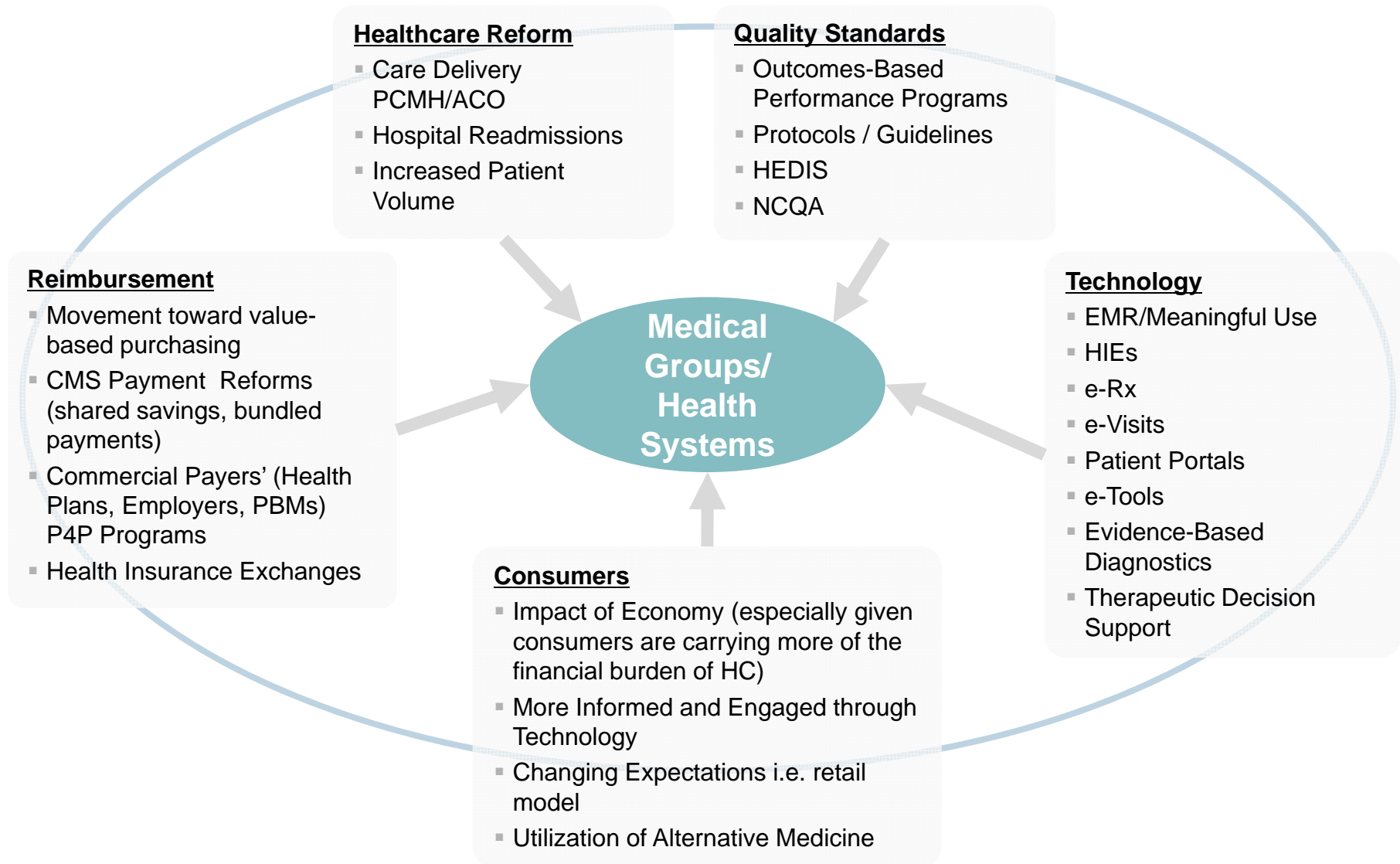
Agenda

- Introductions
- Current Physician Leadership Challenges & Opportunities
- Roadmap to High Performing Physician Leadership
- Tactical Strategies for Developing Physician Leaders
- Q&A

The Train Has Left the Station



Key Drivers Are Influencing Medical Groups and Health Systems





Roadmap to High Performing Physician Leadership

Physician Leadership Challenges and Opportunities

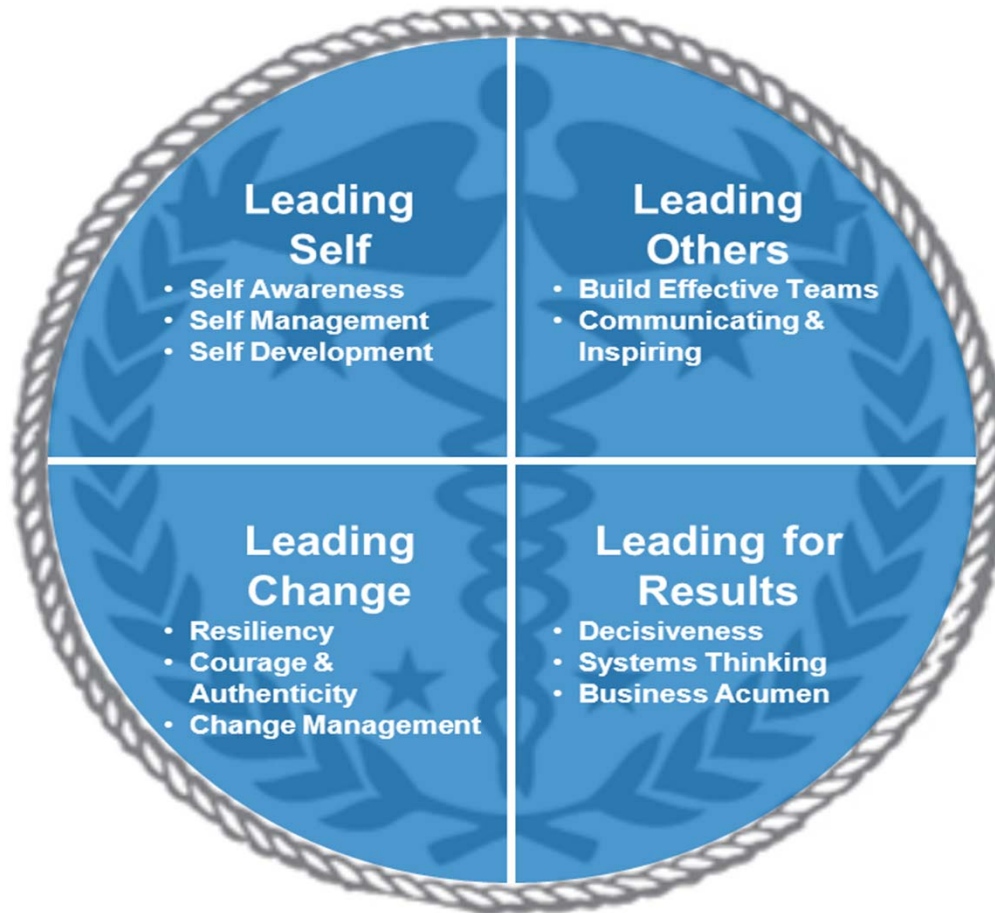
- Identifying and communicating metrics to define physician "value" to patients and health partners
- Understanding clinical systems thinking and applying the concepts to new models of care delivery
- Communicating effectively to engage physicians and other healthcare providers to work as a high performance team
- Implementing patient-centered clinical integration
- Leading culture change rooted in trust between physicians and the health systems they support

The Leadership Development Group (TLD Group) & Group Practice Forum (GPF) Exploratory Study

- Partnership based upon synergistic expertise in leadership assessment and development and organizational need identification
- Study designed to elicit success model for physician leaders given today's challenges (including leadership competencies, pivotal experiences, and derailers to avoid)
- Study results combined with GPF's research and knowledge on health systems' challenges/priorities can be used as a framework to position future and current leaders for success

The Physician Leadership Success Model

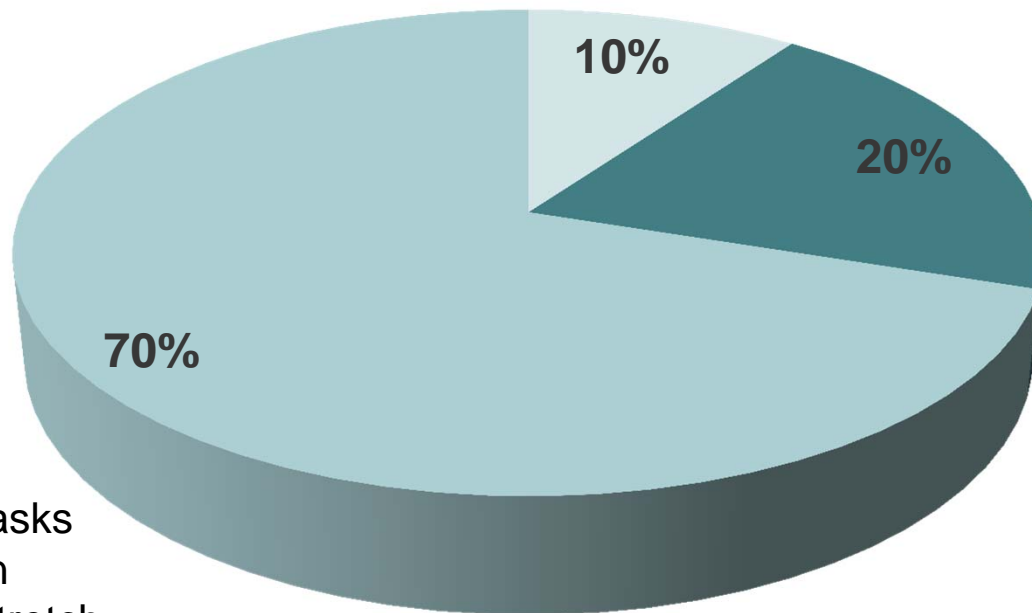
Physician Leadership Effectiveness



70:20:10 Development Model

Education:

Structured training courses, e-learning, speakers, reading, etc.



Exposure and Exchange:

Mentoring and networking; assessments, coaching and feedback

Experience:

Developmental tasks and challenges in current job and stretch assignments including the use of innovative tools and techniques



Implications for Developing Future Physician Leaders

Development at 3 Leadership Levels

- Physicians leading physicians
- Physicians leading teams
- Physicians leading systems

Vignette One: Leading Physicians

Situation:

- Primary Care practice with 300 primary care providers starting the journey from volume to value

Challenge:

- 50% not on electronic records
- Operating in the traditional model of provider-centric office functioning
- Reimbursement still strongly fee-for-service

The Pathway to Success

All Patients	Existing Patients	New Patients
All Active Patients with cardiovascular disease (Past 12 Mos)		79*
Active Existing Patients with cardiovascular disease (Past 12 Mos)		49*
% of Patients w/ cardiovascular disease who are Existing patients		62%

* Patient counts and graphs are based on BTE criteria of patients between 18 and 75 yrs in age

Percentage of your Patients with cardiovascular disease meeting BTE criteria (Past 12 Months)

BP < 140/90	57
BP < 145/95	73
LDL < 100	43
LDL < 130	65
Lipid Profile	90
Aspirin/Antithrombotic Use	66
Smoking & Cessation Status	92

Patient Details

Criteria Analysis

Scoring Details

Bridges to Excellence (BTE) - Cardiac Care Link

Level 1 Scoring Criteria and Totals Trend

- Existing Patients

Month Ending - 3/31/2010

Your Score Towards BTE Recognition

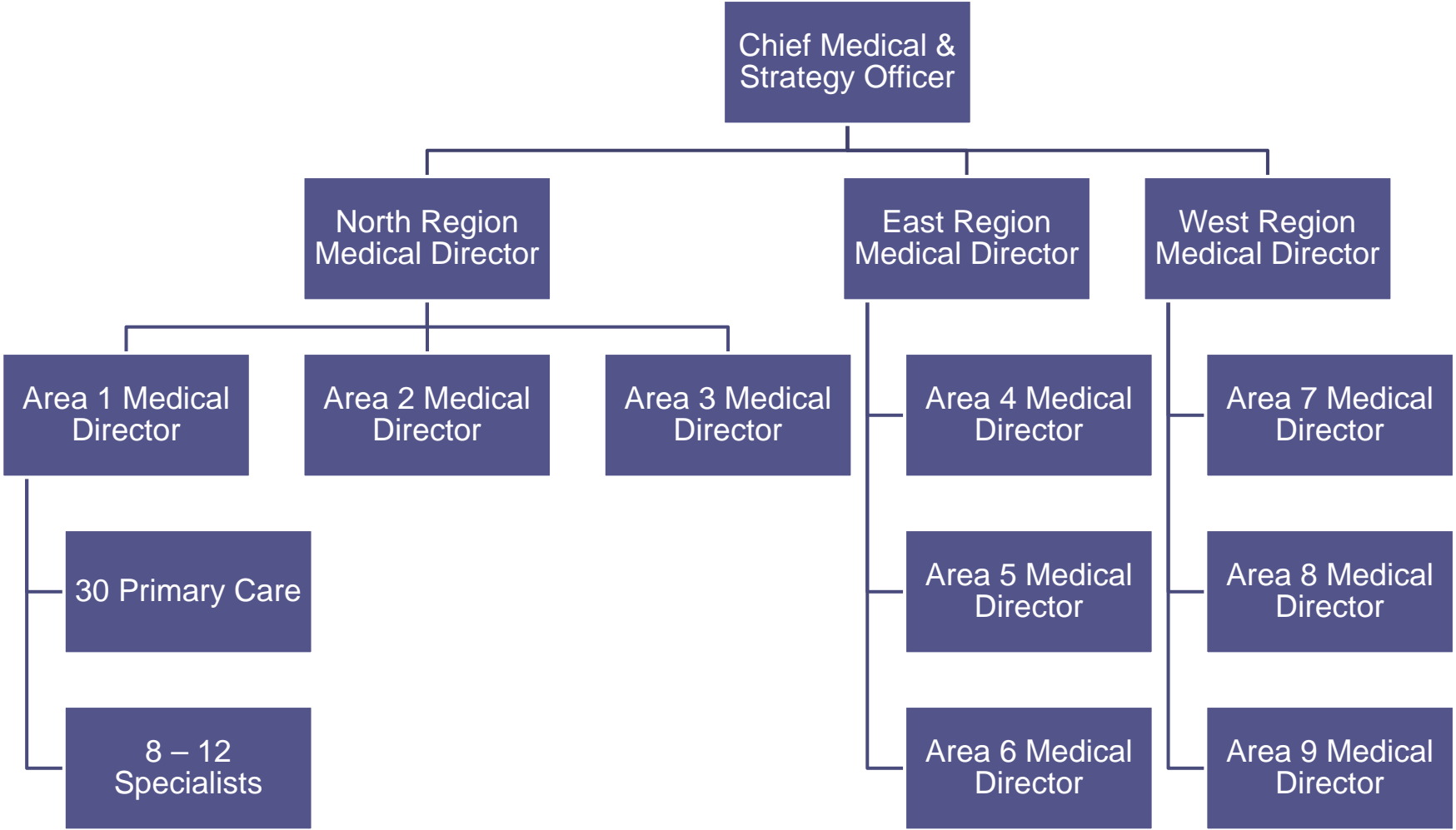
[13 Month Rolling]

<small>*At least 25 cardiac patients required for recognition to be awarded</small>			
— BTE RECOGNITION*	— APPROACHING GOAL	— EXCEEDS GOAL	— BELOW GOAL

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Creating Physician Accountability



Bridges to Excellence Recognition

Bridges to Excellence Recognitions					
	Diabetes	Cardiac	POL	Medical Home	Total Recognitions
Level I	51	6			
Level II	13	5	42		
Level III	1	29			
Total	65	40	42	2	149

Vignette Two: Leading Teams

Situation:

- Primary Care practice with 25 providers successfully on 3rd generation of PCMH level 3 recognition
- Founders of a successful regional health plan, enjoying above average clinical outcome metrics and shared savings financial success

Challenge:

- Struggling to implement team based collaborative care across chronic disease management
- Desire to move from above average to best in class clinical and financial outcomes

Vignette Three: Leading Systems

Situation:

- Non-profit, multi-hospital system with both staff physicians and voluntary physicians
- More than 2,750 affiliated physicians
- CMS Shared Savings ACO

Challenge:

- Strong need for integration and alignment across the system
- Need to focus on growth and innovation
- Desire to develop physician leaders to drive the necessary changes through the system and be positioned for success



APLA Components & Benefits

Components	Benefits
Organizational Priorities Assessment	<i>Identify projects based on strategic objectives and organizational priorities of the organization</i>
Leadership Assessment, Feedback and Individual Development Planning	<i>Identify specific behaviors to develop for enhanced leadership effectiveness</i>
In-Classroom Didactic Training	<i>Learn from national experts and faculty</i>
Action Learning	<i>Work with colleagues to derive solutions to strategic / management issues while developing leadership skills</i>
Network with Peer Physicians and Leaders	<i>Foster relationships</i>

Key Takeaways

- ❑ The train has left the station!
- ❑ Physician Leadership Success Model
 1. Leading self
 2. Leading others
 3. Leading change
 4. Leading for results
- ❑ Development occurs at various leadership levels
- ❑ Innovative tools, technology, and processes are necessary to drive required change
- ❑ Need to understand your organization to develop the most effective leadership development process and tactics



Transformation requires strong physician leadership



Q&A