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 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

- Define Mission, Vision, Values
- Support Culture Shaping
- Enhance Effectiveness
- Promote Collaboration
- Alignment on Roles
- Create Psychological Safety
- Define Mission, Vision, Values
- Defining Needs
- Align Vision
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

- Leading Self
- Leading for Results
- Leading Others
- Leading Change
Assessment & Coaching

- EQi 2.0 feedback session
- Individual Development Action Plan
- Individual coaching sessions
Action Learning
Evolution of APLA at Tower Health
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
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

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
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

Participants provided the following feedback:

- “[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”
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.

**Participants**
Emerging Physician Leaders

**Sponsor**
APLA Cohort 1 graduates
Cohort 2 – Results

<table>
<thead>
<tr>
<th>Skill</th>
<th>Pre-APLA, n=26</th>
<th>Post-APLA, n=26</th>
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<tr>
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<td>Decisiveness</td>
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<td>Self Development</td>
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<td>Resiliency</td>
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<td>Self Awareness</td>
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<tr>
<td>Courage &amp; Authenticity</td>
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<td>Communicating &amp; Inspiring</td>
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<td>Change Management</td>
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<td>Systems Thinking</td>
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</tr>
<tr>
<td>Building Effective Business</td>
<td>3.24</td>
<td>3.93</td>
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<tr>
<td>Accumen</td>
<td>2.7</td>
<td>3.63</td>
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</table>
Sponsors reported the following of the participants:

- Greater confidence in public speaking
- Stepped up to lead informally within their team/dept
- 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

“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.”
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
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.

**Participants**
Mix of high potential and senior leaders from newly formed Tower Health as well as APLA graduates.

**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
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

<table>
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<tr>
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<th>Pre-APLA, n= 36</th>
<th>Post-APLA, n=</th>
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<tr>
<td>Business Accumen</td>
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Cohort 3 *Anecdotal Observations (so far...)*

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<tr>
<th>System Complexity</th>
<th>Culture Change</th>
<th>Engagement</th>
<th>System Priorities</th>
<th>Leadership Effectiveness</th>
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<td></td>
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</table>
Integration Results

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

Highmark

Designated BlueDistinction® Center Maternity Care

Blue Distinction® Center+ Endocrine Care

Blue Distinction® Center+ Bariatric Surgery

Gift of Life Donor Program

QOPI® The Quality Oncology Practice Initiative

Becker's Hospital Review

100 Great Hospitals In America

TOP 10 Pennsylvania Acute Care Hospitals

Healthcare's Most Wired

Reading Hospital Tower Health


Centers of Excellence

CMS

IBCLC Care Award

LANTHER AWARD

NICU & NICHD Recipient

5-Star Quality Rated

ASHHRA 55th ANNUAL CONFERENCE & EXPOSITION

CONNECT • INNOVATE • TRANSFORM

AHA Education
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?
References


