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.

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.

Tracy Duberman, Ph.D.  
President & CEO  
The Leadership Development Group, Inc.  
Office: 1-800-455-2049, ext. 101  
Direct: 973.722.4480  
tduberman@tldgroupinc.com  
www.tldgroupinc.com

Len Fromer, MD  
Executive Medical Director  
Group Practice Forum (GPF)  
Direct: 310.383.8168  
lenfromer@gpf.md  
www.grouppracticeforum.com
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.
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.
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

**Healthcare Reform**
- Care Delivery
- PCMH/ACO
- Hospital Readmissions
- Increased Patient Volume

**Quality Standards**
- Outcomes-Based Performance Programs
- Protocols / Guidelines
- HEDIS
- NCQA

**Reimbursement**
- Movement toward value-based purchasing
- CMS Payment Reforms (shared savings, bundled payments)
- Commercial Payers’ (Health Plans, Employers, PBMs) P4P Programs
- Health Insurance Exchanges

**Technology**
- EMR/meaningful Use
- HIEs
- e-Rx
- e-Visits
- Patient Portals
- e-Tools
- Evidence-Based Diagnostics
- Therapeutic Decision Support

**Consumers**
- Impact of Economy (especially given consumers are carrying more of the financial burden of HC)
- More Informed and Engaged through Technology
- Changing Expectations i.e. retail model
- Utilization of Alternative Medicine
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**

- **Leading Self**
  - Self Awareness
  - Self Management
  - Self Development

- **Leading Others**
  - Build Effective Teams
  - Communicating & Inspiring

- **Leading Change**
  - Resiliency
  - Courage & Authenticity
  - Change Management

- **Leading for Results**
  - Decisiveness
  - Systems Thinking
  - Business Acumen
70:20:10 Development Model

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

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

Exposure and Exchange:
Mentoring and networking; assessments, coaching and feedback
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

<table>
<thead>
<tr>
<th>All Patients</th>
<th>Existing Patients</th>
<th>New Patients</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Active Patients with cardiovascular disease (Past 12 Mos)</td>
<td>79%</td>
<td></td>
</tr>
<tr>
<td>Active Existing Patients with cardiovascular disease (Past 12 Mos)</td>
<td>49%</td>
<td></td>
</tr>
<tr>
<td>% of Patients with cardiovascular disease who are Existing patients</td>
<td>62%</td>
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</tbody>
</table>

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

Bridges to Excellence (BTE) - Cardiac Care Link
Level 1 Scoring Criteria and Totals Trend
- Existing Patients

Month Ending: 3/31/2010

- BP < 140/90
- BP < 145/95
- LDL < 100
- LDL < 120
- Lipid Profile
- Aspirin/Antithrombotic Use
- Smoking & Cessation Status

Year Score Towards BTE Recognition

(12 Month Rolling)
Creating Physician Accountability

Chief Medical & Strategy Officer

North Region Medical Director
- Area 1 Medical Director
  - 30 Primary Care
  - 8 – 12 Specialists

North Region Medical Director
- Area 2 Medical Director

North Region Medical Director
- Area 3 Medical Director

East Region Medical Director
- Area 4 Medical Director

East Region Medical Director
- Area 5 Medical Director

East Region Medical Director
- Area 6 Medical Director

West Region Medical Director
- Area 7 Medical Director

West Region Medical Director
- Area 8 Medical Director

West Region Medical Director
- Area 9 Medical Director
## Bridges to Excellence Recognition

<table>
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<tr>
<th></th>
<th>Diabetes</th>
<th>Cardiac</th>
<th>POL</th>
<th>Medical Home</th>
<th>Total Recognitions</th>
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</thead>
<tbody>
<tr>
<td><strong>Level I</strong></td>
<td>51</td>
<td>6</td>
<td></td>
<td></td>
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<tr>
<td><strong>Level II</strong></td>
<td>13</td>
<td>5</td>
<td>42</td>
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<td>42</td>
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<tr>
<td><strong>Level III</strong></td>
<td>1</td>
<td>29</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>65</td>
<td>40</td>
<td>42</td>
<td>2</td>
<td>149</td>
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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
The Patient Journey

Patient Journey Map:
A team-based strategic model assessing chronic disease patient care

Impact of chronic care on workflow
Coordinated care team
Patient empowerment
Health literacy
Patient population management
Electronic health records
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

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