"Why preparing physicians for leadership positions in medicine is a challenge?"

Bhagwan Satiani MD, MBA, FACHE, FACS
Professor of Clinical Surgery,
Division of Vascular Diseases & Surgery, Department of Surgery,
Associate Director FAME; Director Faculty Leadership Institute
Medical Director Vascular Labs
Conflicts of interest: None
Objectives

1. Discuss why physicians should lead health systems

2. Explore challenges in selection of physician leaders and the skills to teach future leaders

3. Examine challenges & some solutions for preparing future physicians to take on leadership positions.
Converging healthcare trends

Digital health venture funding exceeded $4 billion in 2014; telemedicine was the fastest-growing segment with 315 percent year-over-year growth from 2013-2014.¹²

28% of surveyed consumers used technologies to monitor and manage their fitness/health, compared with 17% in 2013.
Outline

- Need for physician leaders
- Are physicians best suited to lead health systems?
- Are we training the right people to lead?
- How do we select leaders?
- Which skills do we teach future leaders?
- Challenges & some possible solutions
1935: 6500 hospitals, 2300 directed by physicians

2008: 3% of < 5000 hospitals CEO’s physicians

Gunderman and Kanter
The 2014 *American Hospital Association Environmental Scan*, 66% of health system CEOs report that physicians constitute only about 10% of their senior leadership teams.

<table>
<thead>
<tr>
<th>CHOICE</th>
<th>PERCENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>3%</td>
</tr>
<tr>
<td>1-5%</td>
<td>41%</td>
</tr>
<tr>
<td>6-10%</td>
<td>29%</td>
</tr>
<tr>
<td>11-25%</td>
<td>20%</td>
</tr>
<tr>
<td>More than 25%</td>
<td>7%</td>
</tr>
</tbody>
</table>
Hospitals Not Leveraging the Resource

Percentage of Hospitals Reporting

- Have Difficulty Filling Vacant Leadership Positions: 56%
- Don't Clearly Define Roles and Responsibilities and Performance Objectives for Leadership Positions: 59%
- Don't Evaluate Physician Leaders' Performance Against Established Goals: 78%
WHAT ASPECT OF MANAGING PHYSICIANS HAS BEEN THE MOST DIFFICULT FOR YOUR HOSPITAL OR HEALTH SYSTEM?

- Physician compensation expectations: 27%
- Finding physicians with proper leadership skills: 23%
- Physician engagement: 20%
- Physician buy-in to care standardization: 19%
- Physician buy-in to quality, safety initiatives: 7%
- Other: 3%
Outline

- Need for physician leaders
- Are physicians best suited to lead health systems?
- Are we training the right people to lead?
- How do we select leaders?
- Which skills do we teach future leaders?
- Challenges & some possible solutions
Evidence

- Hospitals with the most clinician involvement in management affairs performed 50% higher on indicators of performance, such as effectiveness of overall management, performance management, and leadership contrasted with hospitals with little clinical leadership.

McKinsey study in the London School of Economics
Study of managers/department heads in UK
When Physicians lead
Good things happen
Outline

- Need for physician leaders
- Are physicians best suited to lead health systems?
- Are we training the right people to lead?
- How do we select leaders?
- Which skills do we teach future leaders?
- Challenges & some possible solutions
Is leadership in healthcare ‘different’?

- More complex: multiple missions
- Uncertainty, regulatory
- Rapid growth of non-traditional competitors
- Changing models of care
- Huge technologic revolution
- Transparency

NO
Changing Skill Requirements

- **High**
  - Personal leadership skills
  - Management skills
  - Technical skills

- **Low**
  - Professional/Individual
  - Manager
  - Leadership

Relative Skill Importance
Talent management and physician leadership training is essential for preparing tomorrow’s physician leaders

Bhagwan Satiani, MD, MBA, FACS, a John Sena, PhD, b Robert Ruberg, MD, a and E. Christopher Ellison, MD, a Columbus, Ohio
<table>
<thead>
<tr>
<th>MBA core curriculum</th>
<th>TMALDA topics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Common topics</td>
<td></td>
</tr>
<tr>
<td>Accounting</td>
<td>Financial management</td>
</tr>
<tr>
<td>Leadership</td>
<td>Leadership competency</td>
</tr>
<tr>
<td>Strategy</td>
<td>Strategic planning and vision</td>
</tr>
<tr>
<td>Different topics</td>
<td></td>
</tr>
<tr>
<td>Marketing I</td>
<td>Business planning</td>
</tr>
<tr>
<td>Organizational behavior</td>
<td>Communication skills</td>
</tr>
<tr>
<td>Operations I</td>
<td>Change management</td>
</tr>
<tr>
<td>Finance I</td>
<td>Quality of care and patient satisfaction</td>
</tr>
<tr>
<td>Managerial economics</td>
<td></td>
</tr>
<tr>
<td>International business</td>
<td>Team building</td>
</tr>
<tr>
<td>Operations II</td>
<td>Negotiation and problem solving</td>
</tr>
<tr>
<td>Finance II</td>
<td>Stress/burnout and lifestyles issues</td>
</tr>
<tr>
<td>Marketing II</td>
<td>Human resources and talent management</td>
</tr>
<tr>
<td>Data Analysis</td>
<td></td>
</tr>
<tr>
<td>Flex core, major, and elective courses</td>
<td>Diversity for health care leaders</td>
</tr>
<tr>
<td></td>
<td>Health care law</td>
</tr>
<tr>
<td></td>
<td>Final case study</td>
</tr>
</tbody>
</table>

Talent management and physician leadership training is essential for preparing tomorrow’s physician leaders.

Bhagwan Satiani, MD, MBA, FACS, John Sena, PhD, Robert Ruberg, MD, and E. Christopher Ellison, MD, Columbus, Ohio

J Vasc Surg 2013
Why physician interest in leadership?

- Changes in healthcare: opportunity
- Greater emphasis on quality/safety
- Younger physicians want more input
- Personal growth/ Employment
- Move from IP to OP and home care
- Clinical ‘integration’
- Reimbursement mechanisms: volume to value
Outline

- Need for physician leaders
- Are physicians best suited to lead health systems?
- Are we training the right people to lead?
- How do we select leaders?
- Which skills do we teach future leaders?
- Challenges & some possible solutions
Traditional selection

- Successful
- Clinicians
- Self-nomination
- Reward for loyalty
- ‘She/He looks like a good leader’
- It is my/her/ his time now
- Grievance leaders

- Default Physician Leadership Style:
  - Give orders (boss, expert on everything)
  - Command & control

- No/little Physician Leadership Training or education about Business Models
Seek answers to questions

- Is person doing this to escape burdens of practice?
- Is person so frustrated, they want to change the world?
- Is this a pre-retirement strategy?

Only 29% of newly appointed leaders said being a manager was part of their long-term career goal. 20% promoted to a leadership role were moved up to reward technical skills 11% because there weren't any other competent individuals to fill the position.

Source: Richard Wellins, PhD, and Tacy Byham, PhD: Your First Leadership Job: How Catalyst Leaders Bring Out the Best in Others
Outline

- Need for physician leaders
- Are physicians best suited to lead health systems?
- Are we training the right people to lead?
- How do we select leaders?
- Which skills do we teach future leaders?
- Challenges & some possible solutions
Overview of the Five Dysfunctions of a Team Model

1. Absence of Trust
2. Fear of Conflict
3. Lack of Commitment
4. Avoidance of Accountability
5. Inattention to Results
Curriculum design

- Design to mesh with organizations desired competencies
- Curriculum must emphasize conceptual and interpersonal skills and knowledge
- Facilitators encouraged to teach through team based and interactive learning
- Content customized working with each facilitator
Expected Outcomes for Program

- Strengthened leadership skills to be applied in current and future work
- Better continuity of leadership; enhanced ability to identify faculty for committee work and leadership roles
- A greater sense of “One Medical Center”
- Strengthened engagement
- Higher retention of faculty
- And ultimately, enhanced quality of care
Respect but lack of trust

- Emotional intelligence/self awareness
- Listening skills
- Teamwork & collaboration
- Financial knowledge
- Problem solving/decision making skills
The Faculty Leadership Institute
Faculty Advancement Mentoring & Engagement (FAME)

Improving People's Lives through innovations in personalized health care

MANAGING CHANGE
Center for FAME
Faculty Leadership Institute (FLI)

- Selected 30, high performing faculty
  - 13 departments represented
- 12-month program featuring:
  - Monthly, didactic and interactive, 3-hour classes
  - Pre-reading, homework, in-class brief quizzes
  - Internal & external facilitators
  - Emotional Intelligence 360-feedback assessment
  - Final team project
  - CME credits
  - Certificate awarded upon successful completion
The Seven Skills You Need to Thrive in the C-Suite
by Boris Groysberg  |  12:00 PM March 18, 2014

1. Leadership.
2. Strategic thinking and execution.
3. Technical and technology skills.
5. Communication and presentation.
6. Change-management.
7. Integrity.
Unique Features of FLI

- Local - No need to travel to distant site
- Evenings - No need to disrupt normal daily schedule, take time out from practice
- Opportunity to get to know, work with and develop lasting relationships with colleagues in your own institution
- Team projects give participants a taste of having to work with varied specialties/non-physicians
Unique Features of FLI

- Direct input of course leader(s) into preparation for each session
- Emphasis on practical knowledge, using case examples wherever possible
- “We want each participant to come away from each session with something practical that can be immediately implemented”
2013-2014 Capstone Projects

- A Comprehensive Model for Transitioning to Value Based Reimbursement in the Era of Healthcare Reform
- Improving referring provider and specialist communication in the outpatient surgical settings
- Community Information Resource Center
- Improve sleep to improve patient outcomes, patient satisfaction and the bottom line
- Exploring the Application of Google Glass in Medicine as a Technology to Improve Patient Care
- Research lab with a related clinical service
120 participants in a new assistant professor faculty retention program funded through a National Centers of Leadership in Academic Medicine award were 67% more likely to remain at the University of California, San Diego compared to non-participants.
When educated Physicians lead.................................................
Good things will happen
Outline

- Need for physician leaders
- Are physicians best suited to lead health systems?
- Are we training the right people to lead?
- How do we select leaders?
- Which skills do we teach future leaders?
- Challenges & some possible solutions
What do I do?

- Make the choice: self-awareness, to determine if you are well-suited, ask others?
- Accumulate the education, knowledge & skills
- Volunteer: elected positions, entry level committees/directorships,
- Demonstrate ability
Promotion and tenure criteria in AMCs must include leadership accomplishments as a track in addition to clinical, teaching and research tracks.

Establish a leadership track in addition to clinical, research, teaching or in combination

Allow WRVUs for training or work related to leadership track ( = 99201, 99202, 99203, 99204)
“Successful organizations don’t wait for leaders to come along. They actively seek out people with leadership potential and expose them to career experiences designed to develop that potential. Indeed, with careful selection, nurturing, and encouragement, dozens of people can play important leadership roles....”

John Kotter
Challenges (based upon our experiences)

- Senior leadership buy-in and active participation
- Physician leaders with time and experience to teach and mentor
- Hospital administration on board to support & value program
- Demonstration of ROI
- Available paths for trainees
Final Thoughts

- No time for ‘accidental’ leaders
- Not for everyone
- Invest in training/ mentorship = pipeline
- Create a talent pool, aid in recruitment/retention of high potentials
- Predict significant increase in physician leaders taking charge of health systems
- Health System Leadership: Respect skills, maybe not trust yet
"They may take our lives, but they'll never take our freedom!"

Braveheart, 1995
"GAIUS: Quintus And The Praetorians Would Simply Seize Control For Themselves." *Gladiator (2000)*
"Fasten your seatbelts. It's going to be a bumpy night."
All About Eve, 1950

https://youtu.be/yKHUGvde7KU?t=2