LEADING NATIONAL
HEALTHCARE
ASSOCIATION

Physician & Interprofessional Leadership
Recommendations for

Regional Medical Group

Leading National
Healthcare
Enterprise Solutions

CONTENTS

EXECUTIVE SUMMARY

The American Association for Physician Leadership (AAPL) is the world's premier organization for physician leadership, in every sector of healthcare. It is the only professional organization solely devoted to leadership education, management training, and career development for physicians and clinicians, with more than 50 years of impact.

Regional Medical Group is committed to providing a comprehensive physician development program that addresses critical healthcare leadership, management, and business skills often absent from medical school curricula. In partnership with a leading national healthcare association, this scalable leadership program supports Medical Directors in establishing effective processes, fostering a culture of accountability and collaboration, strengthening financial stewardship, and building a sustainable leadership pipeline for succession planning and high-quality patient care.

Investing in Clinician Development is directly linked to job satisfaction, retention, and well-being. On average, physicians generate significant financial value for affiliated hospitals each year. Retaining just one physician over a five-year span can represent millions of dollars in organizational savings — before accounting for hiring and onboarding costs. More importantly, with physician well-being under increasing strain, ensuring that clinicians feel valued, heard, and prepared to lead is more critical than ever.

The Organization's Enterprise Solutions delivers a proven suite of organizationally focused programs and services designed to address individual and team-based leadership development needs. This investment in leadership development drives measurable outcomes and prepares participants to lead strategic business initiatives with a strong, patient-centered focus. leadership, in every sector of healthcare. We are the only professional organization in the world that has been solely devoted to leadership education, management training, & career development for the physician & clinician workforce for 50 years.

PROPOSED LEADERSHIP DEVELOPMENT PROGRAM

Regional Medical Group

Based on our most recent discussion, the fact that all physicians are leaders, and the understanding that leadership is learned, the Organization is pleased to recommend the following pilot and full comprehensive program for your Medical Directors.

Investment Breakdown

Medical Director Critical Competency Series

Blended: Live In-Person & Self-Study

➢ **Pilot**: 2 Courses Delivered Live On-Site at CMG Tailored for Your Audience and Organization - Or - 2 Live Courses Hosted at Organizational Fall Institute (Fundamentals: Communication & Resolving Conflict)

➢ **Remaining Program**: 6 Live On-Site Courses & 2 Self-Study for Flexibility of Completion

➢ Technical Skills, Behavioral Style Assessment, and Conflict Resolution Profile Assessments to Promote Self-Awareness on Individual Strengths and Opportunities for Improvement

➢ Pre and Post Self-Competency Surveys Identifying Growth Throughout the Program

➢ 1 Year Organization Membership to Sustain Additional Learning and Engagement, Including Unlimited Live 1:1 Sessions with Organization's Advisors.

Pilot Options

Live On-Site at CMG:

Custom Pricing
Regularly Priced at $xx,xxx

Live at Fall Institute*:

*Does not include lodging and travel

Custom Pricing
Regularly Priced at $16,819
$xx,xxx

Post-Pilot Plan

Remaining Program Investment:

80 Total Learning Hours with Professional Development Program Credits

Custom Pricing
Regularly Priced at $xxx,xxx

Medical Director Series Program Structure: *Pilot*

Proposed Curriculum	Format	Delivery Schedule	Participants	Prerequisite Credits
1-Year Organization Membership	Membership		7	-
Fundamentals: Communication with Behavioral Style Assessment	Live: In-Person	On-Site: TBD OR Fall Institute: TBD	Fall Institute: 7 **OR** On-Site: Up to 40	7 Professional Development Credits
Resolving Conflict with Conflict Resolution Profile Assessment	Live: In-Person	On-Site: TBD OR Fall Institute: TBD	Fall Institute: 7 **OR** On-Site: Up to 40	7 Professional Development Credits
			Program Total:	**14 Professional Development Credits**

Medical Director Series Program Structure: Post-Pilot

Proposed Curriculum	Format	Suggested Delivery Schedule	Participants	Professional Development Credits
Self-Competency Survey	Survey	Month 1	7	-
Technical Skills Assessment	Assessment	Month 1	7	-
Mastering Emotional Intelligence with EQ Assessment	Live: On-Site	Month 1	Up to 40	7 Professional Development Credits
Strengths-Based Leadership	Live: On-Site	Month 2	Up to 40	7 Professional Development Credits
Managing Physician Performance	Self-Study	Month 3	7	14 Professional Development Credits
Finance Budgeting and Forecasting	Live: On-Site	Month 4	Up to 40	7 Professional Development Credits
Medical Staff Leadership: Finance	Live: On-Site	Month 4	Up to 40	7 Professional Development Credits
Science of High Reliability	Live: On-Site	Month 5	Up to 40	10 Professional Development Credits
Transforming Culture in Healthcare Organizations	Self-Study	Month 6	7	7 Professional Development Credits
Leading and Managing Strategic Change	Live: On-Site	Month 6	Up to 40	7 Professional Development Credits
Post Program Self-Competency Survey	Survey	Month 7	7	-
Technical Skills Assessment Retake	Assessment	Month 7	7	-
			Program Total:	66 Professional Development Credits

Fundamentals of Physician Leadership: Communication

Delivery Method Onsite/Virtual (also available as Self-Study)	Core or Elective Core	Credits/Hours: 7 Professional Development Credits*	Additional Materials: Behavioral Style Assessment which includes Group Report

Competencies: Communication Strategies, Develop Relationships, Self-awareness

Course Description:

It takes solid communication skills to gain influence, promote cooperation and engage top performers. And you nee to know yourself before you can reach others. Here, you'll identify your own personal work behavioral tendencies and develop an understanding of how these styles may affect others. You'll learn how to identify style differences and understand and value individual differences. These skills will enhance your effectiveness by improving your relationships with others and you'll be able to develop strategies for collaboration to increase productivity in the workplace.

Pre-Work: Yes
Post-Work: No
*Optional Post work Action Plan to reduce live or virtual course to a 5-hour session.

Learning Objectives	• Interpret non-verbal cues and word use that can communicate intent • Determine personal communication style and personality type • Develop strategies for building relationships and working with others • Understand the four communication styles based on the psychometric assessment
Modules/ Topics	• Silent Messages • The "Message Model" and Listener Processing Conditions • How We Choose to Communicate to Others • The Four Basic Style Preferences
Learning Activities	• Learners will hear from senior leaders in organization regarding the organization's leadership development program. • Table exercise # 1: Role play for physician leader giving feedback to a physician colleague. • Table exercise # 2: Role play for physician leader giving feedback to a physician colleague. • Learners will engage in classroom discussion relating activity takeaways to organization-related problems of practice. • Table exercise # 3: Role play for physician leader giving feedback to a physician colleague. • Learners will learn about specific communication adaptation suggestions for each of the four styles.

Resolving Conflict			
Delivery Method Onsite/Virtual (also available as Self-Study)	**Core or Elective** Core	**Credits/Hours:** 7 Professional Development Credits*	**Additional Materials:** Conflict Resolution Profile
Competencies: Conflict Management, Develop Relationships, Communication Strategies			

Course Description:

As a physician leader, developing competence and confidence when navigating conflict can profoundly elevate your professional performance. This course will train you to communicate purposefully and strategically by developing your awareness of interpersonal dynamics, as well as offering tactics for conflict management. Through course activities, peer discussions, and case study analysis, you will learn to employ emotional objectivity and critical appraisal skills when perceiving, analyzing, and responding to professional conflict situations. After completing this course, physician leaders are empowered to transform conflict into collaboration, laying the foundation for enhanced professional performance and an enriched organizational culture.

Pre-Work: Yes
Post-Work: None
*Optional Post work Action Plan to reduce live or virtual course to a 5-hour session

Learning Objectives	- Define conflict and explore the prevalence of conflict resolution in healthcare contexts. - Recognize the potential for conflict within professional relationship dynamics. - Practice naming, defining, and clarifying a conflict. - Understand your current conflict capacity in effectively assessing, managing, resolving, and diffusing conflict situations. - Employ the BRAVING model of trust to effectively navigate conflict and build high-trust environments. - Demonstrate enhanced conflict competency through effective listening, establishing boundaries, and resetting expectations. - Practice delivering, reinforcing, and modifying feedback to others.
Modules/ Topics	- Conflict and the Pursuit of Resolution - Understanding Relationship Dynamics - Clarifying Conflict - Understanding Your Conflict Capacity - Employing a Model of Trust to Navigate Conflict - Strategies to Expand Your Conflict Competency
Learning Activities	- Take the Conflict Resolution Profile Assessment - Utilize the Clarity Checklist Tool - Situational Application of Conflict Styles - Practice the Subskills of Self Awareness - Paired Activity: Delivering and Receiving Feedback - Radical Listening Exercise - Case Study Analysis - Create a Conflict Resolution Blueprint

Mastering Emotional Intelligence

Delivery Method Onsite/Virtual	Core or Elective Elective	Credits/Hours: 7 Professional Development Credits	Additional Materials: EQ Assessment & Course Workbook (Printed)

Competencies: Self-Awareness, Performance, Healthcare Process

Course Description:

This course will equip you with the self-awareness, communicational skills, and interpersonal strategies to exhibit greater emotional intelligence in your role as a physician leader. Through your participation in group activities and the investigation of case-based scenarios, you will develop enhanced proficiency in demonstrating emotional intelligence. This will result in the heightened understanding and regulation of your own behaviors, as well as the ability to influence others more effectively. Emotionally intelligent leadership fosters measurable performance improvement by optimizing the behaviors and interpersonal dynamics that serve as the foundation for patient care. It involves a dynamic shift in the identity of the leader, broadening their perspectives, interpersonal insights, and capabilities as a leader. During this course, you will not only develop an actionable plan to integrate EI into your own professional role, but you will also create a plan to promote, reinforce, and evaluate emotionally intelligent behaviors among your team and staff. For a healthcare organization to reliably create favorable outcomes for patients, the patterns of interaction between leadership and staff must be infused with emotional intelligence. It is with that understanding that the Organization has designed the Mastering Emotional Intelligence course. The curriculum offers strategic insights, case-based activities, and self-reflective opportunities that will expand your knowledge base around emotionally intelligent leadership. It will also strengthen your ability to identify, evaluate, and respond to the manifestations of behavior within yourself and others. Enroll in Mastering Emotional Intelligence and expedite your development as a physician leader.

Post-Work Objectives	- Describe the primary functions of emotion, as well as the role it plays in driving behavior. - Define emotional intelligence and list the 5 components of EI. - Evaluate your leadership tendencies and devise a plan to enhance your leadership performance with emotional intelligence. - Explain the impact of emotionally intelligent leadership on the performance of teams and staff. - Formulate a plan to employ, promote, and reinforce emotionally intelligent communication among your team and staff. - Articulate one strategy to measurably enhance the work culture of your team and staff using EI.
Modules/ Topics	- What Does it Mean to be Emotionally Intelligent? - EI and the Physician Leader - Emotionally Intelligent Leadership: The Path to High-Performance Outcomes - Promoting Emotionally Intelligent Culture among Teams & Staff - Wrapping Up
Learning Activities	- EQ Assessment - Self-Reflection Questions - Video Vignette: Body Language Analysis - Role Plays - Leadership SWOT Analysis - Psychological Safety Plan - Team Leadership Improvement Plan

Strength-Based Leadership			
Delivery Method Onsite/Virtual	**Core or Elective** Elective	**Credits/Hours:** 7 Professional Development Credits*	**Additional Materials:** VIA Character Strengths Assessment (Free Tool) Course Workbook

Competencies: Self-Awareness, Develop Relationships, Team Building

Course Description:

Accepting the call to leadership in healthcare involves far more than an extension of responsibilities and the scope of one's organizational influence. Accepting that call is a conscious decision to lead by example, to be a marauder for improvement in performance outcomes, and to serve as a lynchpin in the evolution of organizational culture. Strength-based leadership, the focus of this course, provides physician leaders with a powerful, adaptable framework to assess, navigate, and strategize the scenarios a leader may encounter professionally. During the course, learners will complete the VIA Character Strengths Assessment, and utilize their results to develop personalized leadership strategies based on their strengths. Learners will also train their interpersonal skills by learning to identify and bring out the strengths of colleagues and staff in order to garner better performance outcomes.

Pre-Work: Yes
Post-Work: No
*Optional Post work Action Plan to reduce live or virtual course to a 5-hour session

Learning Objectives	- Define strength-based leadership and articulate how it differs from other leadership frameworks. - Elaborate on the 6 paradoxes of leadership and explain the importance of acknowledging duality within one's leadership role. - Devise strategies to further exemplify growth mindset within one's healthcare leadership role. - Apply knowledge of personal character strengths to audit and improve one's own leadership approach. - Develop a systemized approach to identify the character strengths of others.
Modules/ Topics	- Defining strength-based leadership - The 6 Paradoxes of Leadership - Utility and Leadership Implications of Growth Mindset - Strengths Exploration (Character Strengths Assessment Results) - Applying Your Strengths in the Context of Leadership - Identifying the Strengths of Others
Learning Activities	- Character Strengths Assessment - Leadership Job Description - Operationalize Strength-Based Leadership (group activity) - Applying Character Strengths to Your Leadership Role - Strength Spotting: Video Vignette Analysis

Managing Physician Performance			
Delivery Method Self-Study	**Core or Elective** Core	**Credits/Hours:** 14 Professional Development Credits	**Additional Materials:**
Competencies: Communication Strategies, People Management, Resource Allocation			

Course Description:

Enroll in Managing Physician Performance to learn how to find — and keep — the most talented physicians. This course provides a blueprint for the hiring and talent management process. Those registered will explore strategies for interviewing, hiring, coaching, performance evaluations, and more. By the end of the course, physician leaders will have covered many strategies and tactics required to leverage talent. These same strategies, when applied, can be used to significantly strengthen organizations.

Learning Objectives	• Understand the role of leaders in managing department personnel processes • Understand general concepts of change management for team buy-in • Develop and implement recruitment, selection and retention strategies for clinical staff • Develop, implement and evaluate performance management systems for clinical staff • Use corrective discipline to mitigate workplace behavior problems • Explore strategies for effectively coaching team members • Developing and training staff
Modules/ Topics	• The six dimensions of performance for recruiting, retaining and evaluating physicians • Asking meaningful interview questions • Aligning physician compensation to organizational objectives • Evaluating performance on the basis of behavior • Communicating feedback in one-on-one situations

Finance: Budgeting and Forecasting			
Delivery Method Onsite/Virtual (also available as Self-Study)	**Core or Elective** Core	**Credits/Hours:** 4 or 7 Professional Development Credits*	**Additional Materials:**
Competencies: Financial Management, Economics, Resource Allocation			

Course Description:

This course aims to give participants a comprehensive understanding of the budgeting process and its significance in financial planning and management within the healthcare industry. By utilizing budget planning worksheets and profit and loss statements tailored for medical groups, attendees will gain practical techniques for creating precise budgets and forecasts to manage their financial resources effectively. The course will focus on various budgeting and financial planning elements, including the use of ratios and benchmarks, considerations tied to provider compensation planning, and focusing on performance improvement in the provider enterprise. Equipped with these skills, participants will be able to develop robust budgets, analyze the financial performance of their practices, and make well-informed decisions that directly contribute to the financial stability and overall success of their independent or affiliated medical practices.

Pre-Work: Bring a copy of a budget from your organization with you.
Post-Work: None
*Optional Post work Action Plan to reduce live or virtual course to a 5-hour session.

Learning Objectives	• Understand the importance of budgeting in financial management. • Identify the different components of a budget. • Identify common mistakes made during the budgeting process and how to avoid them. • Understand the importance of checks and balances in budgeting. • Learn how to calculate and interpret variances. • Develop strategies to improve forecasting accuracy. • Learn how to use budgets to make informed decisions. • Develop strategies to improve projection accuracy. • Learn how to prevent departmental "sandbagging".
Modules/ Topics	• Budgeting • Using The Budgeting and Planning Worksheet • Introduction to Forecasting • Forecasting Using Proforma Financial Projections
Learning Activities	• Walkthroughs of provided sample budgets. • Comparison of samples to your real budgets from your organization. • Ask the expert Q&A • Create draft budgets using scenarios. • Group work. • Brainstorming factors needed for proformas. • *Create an Action plan

Medical Staff Leadership: Finance

Delivery Method Onsite/Virtual	Core or Elective Elective	Credits/Hours: 7 Professional Development Credits	Additional Materials:

Competencies: Financial Management, Economics, Resource Allocation

Course Description:

As a leader on your organization's medical staff, you likely carry out peer review and make complex credentialing and privileging decisions. You fulfill other critical responsibilities that directly affect patient care, your organization's success and even your own and your colleagues' livelihoods.

Pre-Work: Faculty will request financial statements from organization. Read articles.
Post-Work: None

Learning Objectives	- Define and apply basic concepts of finance. - Understand the four types of accounting. - Analyze fiscal reports to evaluate organizational performance. - Apply financial principles to make informed decisions.
Modules/ Topics	- Landscape of Healthcare - Movement from Volume to Value-based Care - Corporate Accounting – Determining the Health of an Organization - Determine the Decision-Making Quality of Senior Leaders - Managerial Accounting - Day-to-Day Operations - Managerial Accounting – Expense Allocation
Learning Activities	- Discussion - Performance appraisal on case study responses - Worksheet accounting calculations

Science of High Reliability			
Delivery Method Onsite/Virtual (also available as Self-Study)	**Core or Elective** Core	**Credits/Hours:** 10 Professional Development Credits*	**Additional Materials:**
Competencies: Healthcare Processes, Risk Management, Performance			

Course Description:

Inefficient and poorly designed work processes create errors, delays, patient harm and waste. High reliability is the study of human performance in complex systems. Here, you'll learn systems thinking, analysis of serious safety events and techniques to minimize mistakes and waste. You'll gain tactics to move your people into a culture where patient safety is at the core of the business. You'll understand how to improve team performance and results from the bedside to the board room.

Pre-Work: Yes

Post-Work: None

***Optional Post work Action Plan to reduce live or virtual course to a 8-hour session**

Learning Objectives	• Define reliability and describe how reliability can be measured and expressed. • Describe how human errors and latent system weaknesses combine to cause events using Reason's Swiss Cheese Effect. • Describe how culture can shape behavior and prevent human error using Cook and Wood's Sharp End model. • Provide examples of the five (5) behavior-shaping factors and three (3) steps to culture change. • Explain both safety and leader behaviors, and their selection process, within a hospital, service line or single unit. • Examine leader behaviors and their use within high reliability organizations. • Recognize impactful culture change opportunities (e.g., incident reporting, stopping the line, visual control, data movement/presentation, pattern recognition)
Modules/ Topics	• Introduction • HRO: The Case for Change • HRO Philosophy and Theory • HRO: Stop the Line • HRO: Methodology • Tools to Fix and Communicate • People-Leader Behaviors
Learning Activities	• Learners will discuss problem to fix in the organization. • Learners will engage in standard work activity. • Learners will create their own HRO elevator speech. • Learners will engage in a discussion identifying real-world examples of the five HRO principles in their organization. • Learners will complete case-study practicing applying the performance management decision guide. • Learners will identify the cycle from "incident" to "solution" in their own organization. • Learners will engage in discussion practicing making the connection between process measures and outcome measures. • Practice completing process-flow diagrams • Learners will practice applying the racetrack visual management tool to their own organizational context.

Transforming Culture in Healthcare Organizations			
Delivery Method Self-Study	**Core or Elective** Elective	**Credits/Hours:** 7 Professional Development Credits	**Additional Materials:**

Competencies: People Management, Systems Awareness, Governance

Course Description:

This course is designed to help physicians cultivate and lead thriving organizational cultures within healthcare. This course delves into the five distinct stages of cultural transformation. Physicians who take this course will gain a nuanced understanding of each stage, from the foundational elements of Stage 1, where organizations are characterized by low morale and disconnection, to the pinnacle of Stage 5, where the culture is driven by a sense of shared purpose and collaborative excellence.

Throughout the course, learners will be equipped with practical tools and strategies to diagnose their organization's current cultural stage, as well as detailed explanations of the characteristics, challenges, and opportunities associated with each stage of cultural development. Physicians will learn how to identify the cultural dynamics at play within their teams and organizations. This understanding is crucial for leaders seeking to implement targeted interventions that can elevate their organization's culture to the next level.

Moreover, "Transforming Culture in Healthcare Organizations" offers actionable insights on how to foster a positive and productive cultural environment. By the end of this course, participants will not only have a deeper appreciation for the impact of organizational culture on healthcare delivery, but also be empowered with the knowledge and skills to lead meaningful cultural transformation.

Learning Objectives	• List and describe the 5 stages of cultural transformation. • Identify an organization's current stage of cultural transformation based on the defining traits of its culture. • Identify and describe the cultural dynamics at play in your organization.
Modules/ Topics	• An Introduction to Culture • Influencing Culture • Stage 1: Survival • Stage 2: Stability • Stage 3: Specialization • Stage 4: Collaboration • Stage 5: Transformation • Wrapping Up
Learning Activities	• Energy Audit • Daily Resiliency Boxes • Reputation Audit • Create Change Activities

Leading and Managing Strategic Change			
Delivery Method Onsite/Virtual (also available as Self-Study)	**Core or Elective** Elective	**Credits/Hours:** 7 Professional Development Credits	**Additional Materials:**
Competencies: Strategic Perspective, Adaptability, Performance			

Course Description:

    The key to surviving and thriving as a physician leader is your ability to lead and manage strategic innovation and change. You'll understand the difference between a compelling vision and a "burning platform" and be able to make the case for change. You'll gain the tools, techniques and skills to lead change, not just manage it, and guide your organization to the forefront of health care innovation.

Pre-Work: Yes
Post-Work: Yes

Learning Objectives	• Define the role of the physician executive in leading and managing strategic innovation and change. • Distinguish between a compelling vision and a "burning platform." • Master the steps to make the case for strategic innovation and change. • Identify the top reasons why organization change efforts fail and how to prevent them. • Describe the six steps of the Blueprint of Successful Change Model. • Embrace resistance rather than fear or fight resistance. • Differentiate between leading and managing innovation and change from transition. • Develop a 30 day, 60 day, and 90 day action plan.
Modules/ Topics	• Fundamentals of Change • The C's of Change • Leading Change • Managing Change • Manage the Transition
Learning Activities	• Group Discussion • The Future Perfect Activity • Vision Gap Analysis • Force Field Analysis Activity • Sensing versus Intuiting • Communication Styles • Recognition Quiz: True/False • Self-Assessment Quiz: True/False • Applied Behavioral Economics Activity

MAXIMIZE YOUR POTENTIAL
as an Organization Member

Gain a competitive edge through leadership education, career guidance, a peer-based network, and unmatched resources.

Why become a *Member*?

TAKE ADVANTAGE OF A LIFELONG PARTNERSHIP FOR PHYSICIANS IN EVERY PHASE OF THEIR CAREER

- Organization's personalized Leadership Assessment
- Our education programs feature a variety of formats, top-rated faculty, and industry-leading credentials
- Network with other physicians in person at live institutes, and via the Organization Leadership Development Platform
- Explore leadership opportunities with medical journal authorship, mentor programs, teaching, and volunteering
- Access an array of articles and resources—including journals, newsletters, books, webinars, and podcasts

Members-Only *Benefits*

- A 15% discount applied to ALL courses and publications
- Attain the Professional Development credentials
- Peer-to-peer connection via:
  - The Organization Member Directory
  - Access to thousands of your peers via the Organization's community
  - Members-only networking events
- Curated e-delivery of industry news with the Daily Digest
- Access to weekly articles from the Organization's Physician Leadership and Healthcare Administration Leadership & Management Journals.
- Participation in the Organization Mentorship & Awards programs
- The ability to become an Organization board member

Introducing

THE ORGANIZATIONAL TECHNICAL SKILLS ASSESSMENT

An innovative simulation-based behavioral assessment tool that objectively measures your interpersonal and decision-making skills as a physician leader.

What is the *Technical Skills Assessment*?

A RELIABLE AND VALID TOOL FOR PRE- AND POST-ASSESSMENTS TO MEASURE CHANGES IN LEARNED SKILLS

➲ Immerses learners in authentic, day-on-the-job situations and assess critical business, leadership, and operations skills for physician leaders

➲ Utilizes and online interface that simulates a typical communication platform, complete with emails, instant messages, and shared files to assess essential business and leadership skills relevant to the workplace

➲ Includes four assessments based on the Organization Physician Leadership Technical Skills Domains — Operations & Policy, Quality & Risk, Finance, and Strategy & Innovation

➲ Objectively measures interpersonal and decision-making skills using evidence-based research literature and conventional test construction procedures

➲ Unlike most self-rating instruments, the TSA provides external feedback critical for personal development
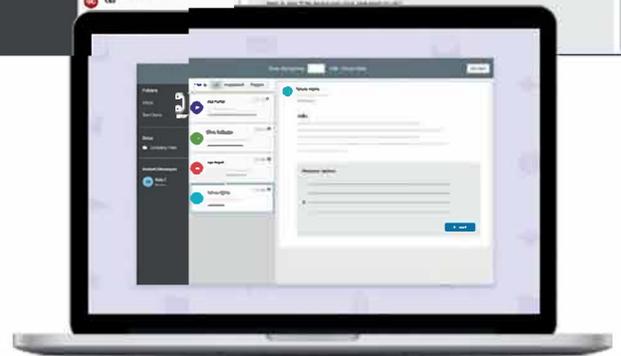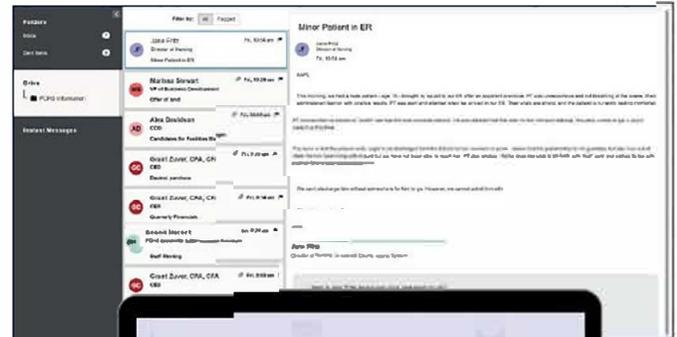
Why Physician Leaders?

Having medical colleagues in leadership positions helps to ensure that a practice stays focused on what is best for patients, rather than just on the financial bottom line.

Interface Professionals

Care-Focused

More Trusted

Change Agents

With the right physician, or physicians, on the C-suite leadership team shaping decisions around what's best for patients and the organization as a whole, the organization will be able to relate to non-physician managers as well as clinicians of many disciplines.

> **If you have physician leaders, you are more likely to have the medical staff follow the organization's direction. They're much more likely to follow other physicians than they are administrators."**
>
> John J. Smith, MD, Pediatrician and VP of Medical Affairs at RRMC

How Can Physicians Prepare for Leadership Excellence?

CORE COMPETENCIES

Leadership traits are the backbone for physician leaders: *Self- Management, Professional Capabilities, Team Building & Teamwork, Problem Solving, Motivations & Thinking Style, Operations & Policy, Quality & Risk, Finance, Strategy & Innovation*

THE PROFESSIONAL DEVELOPMENT CREDENTIAL

Since 1997, the Professional Development credential has helped **over 4,200 physicians** achieve excellence in leadership with the education, expertise, and demonstrated skills to effectively lead healthcare organizations.

A CHANGED MINDSET

Physicians will need to shift focus from hard skills, such as technical competence & clinical expertise, to soft skills, like relationship-building & emotional intelligence. The Org has psychometric tools—like the **online Leadership Assessment**—to get you started.

Trust 50 Years of Experience

For that long, the Organization has been the only association centered on providing professional development, leadership education, and management training for physicians with the overall goal of improving patient outcomes, workforce wellness and healthcare delivery. We focus on the personal transformation of all physicians, and through them, the organizations they serve.

> **Doctors must recognize the unique skills required to be effective physician leaders . . . The Association is an essential ingredient in the journey to becoming a successful physician executive.**
>
> Harold D. Washington, DO, MBA, MPH, FACOG, FACHE, CPE, FACPE

Physicians Educated **250,000+**

Members in 45 Countries **10,000**

Certified Program Executives **4,200+**

Expert Faculty Across Dozens of Disciplines **100+**

Courses in Physician Leadership **100+**

Development Testimonials

> "The Certified Physician Executive program is excellent, and the self-assessments and educational resources are very informative for physicians learning to connect the bedside with the boardroom."

Karen L. Whitmore,
DO, MBA, CPE

> "We all have letters after our names — MD, MMM, MBA, others. The program might seem like another set of letters, but I learned how to identify my leadership strengths, and [the exercises] stick with me today. It is a founding pillar for me to further my career in the administration medicine, especially as a trustworthy, as a compliant, as a skillful leader."

Steven R. Hale,
MD, MBA, CPE, FACPE, FACP

> "I learned a lot of good information from our educational sessions that we actually took and applied.... That was I think the magic that I saw I could take home; it came in handy and [I] applied it and this was before I had my program completed or credential formalized."

Anthony K. Daniels,
MD, CPE, FAAPL

> "I've been a physician leader for the last seven years, and the program gives that level of credibility when I'm approaching issues, not only to my colleagues but also with the administrative leadership in any field that I work across.

Laura M. Chen,
MD, CPE

> "... on top of the MMM, which I had gotten previously... the class gave me a little bit more credibility in trying to move up the ladder. It's a validation that you've put in the time and you've acquired those skills.

Jane M. Doe,
MD, MMM, CPE, FAAFP, FAAPL

> "The program helped me to become a better physician. It helped me to manage my own private practice, as well as become a better leader, physician leader, and director in [the] hospital.

Why It Matters

Physician leaders are crucial in today's challenging healthcare environment. Their expertise and perspective are needed more than ever to enhance healthcare delivery and improve patient outcomes.

The Big Picture

Leadership and Management

Every physician, regardless of their formal or informal role, needs leadership and management skills to motivate others and oversee specific goals.

Training Needs

Physicians need training, education, coaching, and mentoring to fulfill their potential as leaders.

Research shows that physician-led organizations achieve better outcomes in quality, efficiency, and patient satisfaction. Physician leadership also contributes to better physician well-being.

The Current Landscape

PROVEN BENEFITS
Physician CEOs who lead top-performing health systems, achieve better quality metrics and patient experiences.

CURRENT CHALLENGES
The healthcare industry faces numerous challenges, including navigating the transition to value-based care, addressing social determinants of health, and reducing disparities.

BURNOUT REDUCTION
Effective physician leadership is associated with higher job satisfaction and lower burnout rates among peers.

INDIVIDUAL WELL-BEING
Being an effective leader is linked to better physician well-being.

The Skills Gap

ESSENTIAL LEADERSHIP SKILLS

Effective leadership requires skills not typically included in medical training, such as financial acumen, team building, and communication.

MANAGEMENT AND LEADERSHIP

Leadership involves motivating others to contribute to an organization's success; management focuses on overseeing others to achieve specific goals. Both are crucial for physician leaders.

TRAINING NEEDS

Physicians need formal education, training, coaching, and mentoring to develop leadership skills. This includes an understanding of the business side of healthcare, effective communication, and emotional intelligence.

PROGRAM INITIATIVES

Organizations, recognizing the need for skills development, are offering specialized leadership training programs for physicians. These programs aim to equip physicians with the necessary skills to lead effectively.

Attributes and Skills for Future Leaders

Vision & Implementation
Leaders must articulate a vision and inspire others to achieve it.

Inspiring Followers
Respect and knowledge are key to bringing together and inspiring followers.

Big Picture Perspective
Leaders must understand the organization's role within the wider healthcare ecosystem.

Collaboration
Effective team building and participation are essential.

Patient-Centered Care
Leaders must be committed to improving patient experiences, safety, and outcomes.

Communication
Excellent communication skills, including empathy and active listening, are vital to leading effectively.

Emotional Intelligence
Leaders must have self-awareness and be able to manage their emotions.

Ongoing Development
Continuous leadership training is necessary to grow and adapt to new responsibilities.

More Testimonials

"When I sought the credential 17 years ago, I was recently out of my masters of administration from the University of Wisconsin, and it proved to be the stepping stone in the world of physician administration and executive physician positions.

Daniel R. Cooper,
DO, MS, CPE, FAAPL

"The program brings that credibility. It's something that the CEOs, the COOs in hospitals or health systems understand. It's made a huge difference in my life. The program credential tells everyone you are prepared.

Anthony L. Parker,
MD, MBA, CPE, FAAPL

"As a long-time member of the Organization — starting from the time when it was known as ACPE (American College of Physician Executives) — I have found the Organization to be instrumental in helping me increase my knowledge in a well-rounded manner on the path to leadership growth.

Anya Romani,
MD, FAAFP, MMM, CPE

"I've been a hiring manager for physician executives and the program is a credential I really value. Because this shows me that not only is somebody interested in being a physician leader, but they've actually taken action.

Gregory H. Lawson,
MD, MBA, CPE

"It's allowed me to transition from a career that was previously focused in on taking care of one patient by one clinician... to having an impact on almost 2,000 clinicians and all of their patients.

Randy M. Knight,
MD, CPE, FAAPL

"My only regret about attaining the program is that I didn't do it sooner. I became chief of cardiology at our healthcare facility. In medical school, you learn to treat patients, but you don't learn how to run a healthcare system. I was 60 by the time I got the degree. It helped me to become a better chief of cardiology.

Jane L. Cheng,
MD, CPE, FACC

"The Organization has contributed immensely to my professional journey and personal growth as an executive leader. I was inspired by the community of medical leaders from different organizations who are making significant strides in advancing healthcare delivery.

Helen Peterson,
MD, MPH, MBA

Sidebar 1. *In Their Own Words…* How Physician Leaders Put Their Skills To Use

- Building an integrated population health services team for a $3 billion health system.
- Creation and implementation of a hospitalist and intensivist program in my hospital.
- Developed and founded an internal medicine residency program with a fully integrated and collaborative continuous improvement curriculum and several innovative features to modernize medical education.
- Launching the hospital's Center for Health Equity, bringing together programs, data analytics and research.
- Redesign of the Department of Defense/Veterans Affairs disability evaluation system.
- Successful implementation of a clinical decision unit run by mid-level providers with physician oversight.

Sidebar 2. *In Their Own Words…* How the Program Influenced Organizational Performance

- As a physician leader for my organization, I helped navigate a new (and sometimes hostile) market to develop a new regional rural family practice hub — hospital service lines, OB service lines, surgery/endoscopy lines, and two clinics — all from literal scratch.
- Creation and successful execution and launch of value-based contracts and strategy (for our) 1-million-member health system-owned health plan, leading to $65 million in savings to plan as well as multi-million-dollar payouts to four clinically integrated networks comprising over 4,000 physicians.
- My hospital achieved Top 100 Designation (now Fortune/ Meritive — was Truven Top 100 at the time) six times.
- Savings of $3-5 million in length-of-stay reductions.
- Cash on hand went from 51 days to >120 days in less than 1 year. Leapfrog C to A in two cycles. #76 to #6 on Vizient list of AMCs in the area of Efficiency while #26 to #16 in Safety.
- Moved the organization from CMS 1 to 3 stars, Leapfrog D to A, and mortality from 300% of predicted to 60% of predicted over a four-year period while also rewriting the medical staff bylaws/rules and regulations to strengthen medical staff oversight and leadership.

Sidebar 3. *In Their Own Words…* Quality Improvement After Earning the Program

- Multiple coordinated quality improvement initiatives resulting in improved Hospital Compare ratings from 2 to 4 stars, and value-based purchasing (VBP) bonuses instead of penalties.
- (Our hospital was) named among Leapfrog's Top Hospitals For Patient Safety and Quality and ranked among "Best Hospitals" by U.S. News and World Report and Ranked as No. 1 Hospital in (our area.)
- Leading multi-functional team to improve quality and safety, e.g. achieving top decile performance on Vizient quality scorecard and A grade on Leapfrog.
- I took our hospital from number 126 ranked in quality to 16 in quality. (Progress was) driven by using quality metrics to engage doctors and staff to improve performance.
- $5 million turnaround in quality incentives from $4 million penalty to a $1 million reward within one year.
- Through building a culture of sustainable quality we were able to achieve many recognitions and over $1.5 million in quality (incentives.) A first for this org.

Sidebar 4. *In Their Own Words…* Crisis Leadership After Earning the Program

- I was the clinical lead for our COVID-19 response, writing coverage policies for tests and medications as they came on the market, redrafting the health plan's disaster response policies and transitioning the team to full-time remote work. To complete these responsibilities, I had to call upon much of what I learned in the program: strategy, execution, timeliness, communication, and managing up.
- Led the hospital response to COVID-19 as the incident commander in a manner that reflected my style as remaining "calm in the face of chaos."
- Leading through the COVID pandemic. Transforming an ambulatory clinic to a 24-hour alternative care site for patients in April 2020 for COVID patients wanting palliative care.
- Led the national COVID response. Designed and implemented the national, regional, state, and local operations and clinical response to COVID. Skills I acquired during my training helped me lead clinical teams through the crisis of the pandemic.

To access and download the full white paper, please scan the QR code.

"Profiles in Success": Certified Physician Executives Share the Value and ROI of their Education

By Marcus D. Allen, MD, FRCS(C), FACS, MCCM,

EXECUTIVE SUMMARY

The value of physician leadership is self-evident. Physician-led hospitals and health systems outperform their non-physician-led peers in objective measures of quality of care, patient experience, and cost of care. Health system and hospital leaders recognize that more physician leaders are needed and are investing in physician leadership development programs (PLDPs) to address that need.

PHYSICIAN LEADERSHIP DEVELOPMENT PROGRAMS: ARE THEY WORTH IT?

The Organization believes physician leaders who are pursuing leadership education and training — and the organizations that are supporting their effort — should be able to clearly see the value of their time, money, and effort. One way to determine the impact of a physician leadership development program on organizations is to track and measure outcomes from program graduates. Organization surveyed the alumni of its Professional Development credential program about how their program experience affected their organizations. See Sidebars 1-4 for verbatim survey responses that reveal the value of the program from the perspective of those who have earned it.

IMPORTANCE OF PHYSICIAN LEADERSHIP

Physician leaders are our best hope for a high-quality, equitable, and sustainable health system. The healthcare sector is increasingly looking to physicians to meet its urgent challenges, including the need to move to value-based care, to reduce health and healthcare disparities, and to address the confounding social determinants of health.[1]

Physician-led organizations outperform their non-physician-led peers on measures of quality of care, patient experience, and cost of care.[2] As far back as 2009, a research team at McKinsey & Co. conducted a study that found higher organizational scores on several management dimensions are associated with reduced rates of hospital-acquired infection and hospital readmissions, greater patient satisfaction and better financial margins. Importantly, the study revealed that hospitals with more physician leadership scored higher, on average, in performance management and Lean management, and had higher average overall management scores.[3]

Quality of care

- Physician-led hospital systems had better *U.S. News and World Report* quality ratings and more inpatient days per bed than non-physician-led hospitals did, according to a 2019 study.[4]

Patient experience

- A review of Healthgrades hospital data for 2022 revealed that 55 of the 399 hospitals recognized for outstanding patient experience were physician-led. This is particularly noteworthy because although physician-led hospitals account for fewer than 5% of

hospitals with patient experience ratings, they received nearly 14% of the outstanding-performance awards.[5]

- In the most recent Centers for Medicare and Medicaid Services (CMS) Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) report, physician-led hospitals had an average patient experience rating of 3.9, compared to 3.2 for all hospitals. Just 6% of hospitals overall received the highest rating in this category, yet 41% of physician-led hospitals did.[5]

Cost of care

- CMS reported that nearly 60% of physician-led hospitals had lower Medicare costs per beneficiary than did the national median hospital in 2022. This compares to 51% of all hospitals.[5]

CONCLUSION

All healthcare organizations share two imperatives: to improve patient outcomes and ensure the sustainability of the nation's healthcare delivery system. Meeting these challenges requires every physician, regardless of job title, to be a highly effective leader. Physicians do not typically acquire leadership and management skills during their medical training; however, a wide range of PLDPs offering a variety of content, format, duration, and purpose has emerged to meet the demand.

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