



NCHD LEAD WORKSHOP 2/9/17

DEIRDRE KELLY

THE VALUE OF PHYSICIAN LEADERSHIP¹

- 5% hospital leaders are physicians
- expected to increase rapidly as the health system moves toward value-based care.²
- need the perspective of physicians
- American College of Physician Executives includes physician leadership as an essential elements required to provide optimal patient centered care



A lot of the strategy and integration that has to occur is on the front load between the physicians. It takes an orthopedic surgeon leading the way to say 'let's get together and choose the two [knee implants] that give the best cost and value.'

Bradley Lembcke, MD
Baylor University Medical Center



Physicians as Hospital Leaders

Rank	Organization	State	Name of CEO/President	Physician?
1	Johns Hopkins Hospital	MD	Paul B. Rothman	Yes
2	Massachusetts General Hospital	MA	Peter Slavin	Yes
3	Mayo Clinic	MN	John H. Noseworthy	Yes
4	Cleveland Clinic	OH	Delos M. Cosgrove	Yes
5	UCLA Medical Center	CA	David T. Feinberg	Yes
6	Northwestern Memorial Hospital	IL	Dean M. Harrison	No
7	New York-Presbyterian University Hospital of Columbia and Cornell	NY	Steven J. Corwin	Yes
8	UCSF Medical Center	CA	Mark R. Laret	No
9	Brigham and Women's Hospital	MA	Elizabeth G. Nabel	Yes
10	UPMC-University of Pittsburgh Medical Center	PA	Jeffrey A. Romoff	No
11	Hospital of the University of Pennsylvania	PA	Ralph W. Muller	No
12	Duke University Medical Center	NC	Victor J. Dzau	Yes
13	Cedars-Sinai Medical Center	CA	Thomas M. Priselac	No
14	NYU Langone Medical Center	NY	Robert I. Grossman	Yes
15	Barnes-Jewish Hospital/Washington University	MO	Richard Liekweg	No
16	IU Health Academic Center	IN	Dan Evans	No
17	Thomas Jefferson University Hospital	PA	Stephen K. Klasko	Yes
18	University Hospitals Case Medical Center	OH	Thomas F. Zenty III	No

CORE COMPETENCIES FOR LEADERSHIP EXCELLENCE

- Knowledge of the health care environment
- Professionalism
- Communication and relationship management
- Business skills and knowledge
- Leadership

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When you get someone who knows what quality looks like, and pair that with a curiosity about new ways to think about leading, you end up with people who are able to produce dramatic innovations in the field.

Maureen Bisognano

Institute for Healthcare Improvement

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IN THEIR OWN WORDS: DESCRIBING CANADIAN PHYSICIAN LEADERSHIP ²

689 physician leaders;

- Canadian physician leaders work in a broad variety of settings
- take on multiple leadership roles -50% had more than one leadership role
- put in time beyond what they are compensated for - 42 respondents reported receiving no financial support for their formal leadership role
- Physicians working in a medical specialties spent the most amount of time on leadership activities
- least amount of time was provided by physicians in surgical specialties

“I think medical leadership is important because when physicians, in particular, are not engaged in making leadership roles or political advocacy, then others take our place. If we leave this vacuum, essentially other things will fall into it”.

CAPACITY TO CREATE CHANGE

- central to the satisfaction for some physician leaders.
- “In a senior leadership role, you really can think long term, be very strategic, and make big things happen”
- “Being in the right place at the right table to discuss these things and bring them forward is what keeps me here”
- “I’ll make my voice heard, because my voice is the one for those who cannot speak. That is worth it. That is worth the evenings and the weekends”.

CLINICAL LEADERSHIP PROGRAMME IN MMUH

- NCHD body in MMUH highlighted a need for additional leadership and managerial training
- skills of being a great leader are an integral part of clinical profession
- Aim to provide a teaching schedule dedicated to the professional development of NCHDs
- to meet their needs as clinical leaders NCHD Committee devised an educational lecture series with several leaders in healthcare, business and management
- five week period
- certified 100% attendance.



TOPICS

- Strategic Engagement
- Innovation in Healthcare
- Global Healthcare Systems
- Resilience
- Career Development
- Self-Branding
- Consultant Contracts
- Quality Improvement
- Change Management
- Communication
- Conflict Resolution
- Negotiation
- Business Planning



Clinical Leadership Program 2016

Mater Misericordiae University Hospital

Lisa Manselli

19th January

Lisa Manselli has over 20 years of experience in people and organisation development. She previously led Accenture's Management Consulting and Strategy practices. She consults widely in both the public and private sectors. Her expertise is change management and people aspects of those programs and she has worked with AIB, Ulster Bank, Irish Water, the Revenue Commissioners, An Garda Síochána, Microsoft and RBS.

Dr Dermot Power

26th January

Consultant in geriatric medicine at the Mater Misericordiae University Hospital in Dublin and Medical Director of St Mary's Hospital, Phoenix Park, Dublin. In addition, he is UCD Intern Network Coordinator and Director of Postgraduate Medical Education for the DAMC. He has a specific interest in healthcare management and developed the MMUH and Smurfit Certificate in Healthcare Management Program for NCHDs.

Professor Brendan Drumm

2nd February

In 2005 Professor Drumm was appointed as the first CEO of the HSE for a 5 year term, during which time he led the largest public service transformation programme ever undertaken in Ireland. In 2010 he completed his term of office and returned to his academic position at University College Dublin where his work now focuses on two related areas. The first of these is promoting caring as the central and most important component of clinical practice and secondly the development of clinicians as leaders of transformational change in healthcare services.

Professor Karan Sonpar

9th February

Professor Sonpar joined University College Dublin in 2009. He earned a PhD from the University of Alberta, Canada. His work has been published in academic journals such as the Journal of International Business Studies, MIT Sloan Management Review, Journal of Management, Human Relations, and Organizational Research Methods. He is a winner of an Early Career Research Award at UCD, a Professor of the Year Teaching Award at University of Manitoba, Canada and a Teaching Award at University of Alberta, Canada. He has previously held academic appointments at Instituto de Empresa Business School, Spain and University of Manitoba, Canada. Karan served as a Captain in the Indian Military prior to his PhD.

Dr Rhona Mahony

16th February

Dr. Mahony is a Consultant Obstetrician/Gynaecologist and Specialist in Foetal and Maternal Medicine. She is Master of the National Maternity Hospital, where she oversees over 9,000 deliveries a year, a busy gynaecological unit and approximately 800 staff. She has published in international academic journals and was awarded an Eisenhower Fellowship 2014.

Venue: Fintan Gunne Lecture Theatre, Catherine McAuley Education Centre

Time: 17:00 – 18:00

In conjunction with: MMUH NCHD Committee & The Department of Postgraduate Medical Education

RESULTS

- 25 NCHDs attended
 - Survey End of course
 - Feedback improve maintain course
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- 25/25 100% course positive initiative
 - 24/25 96% leadership tools immediately applicable
 - 22/25 84% interested in further study
 - 19/25 76% now consider taking on formal leadership positions
 - 24/25 96% better understanding quality improvement processes
 - 23/25 92% course improved hospital wide morale
 - 24/25 96% increased understanding of change management and business planning
 - 23/25 92% career development tools helpful
 - 4/25 16% consider leading a similar program at another institution

CONCLUSION

- replicated in other hospitals throughout the HSE
- incorporated into formalised training
- one solution to deliver clinical leadership and management training to NCHDs
- which is a recommendation of the MacCraith Report. (Section 5.3)

Mater Misericordiae University Hospital
Clinical Leadership Programme for NCHD 2016
Certificate of Completion



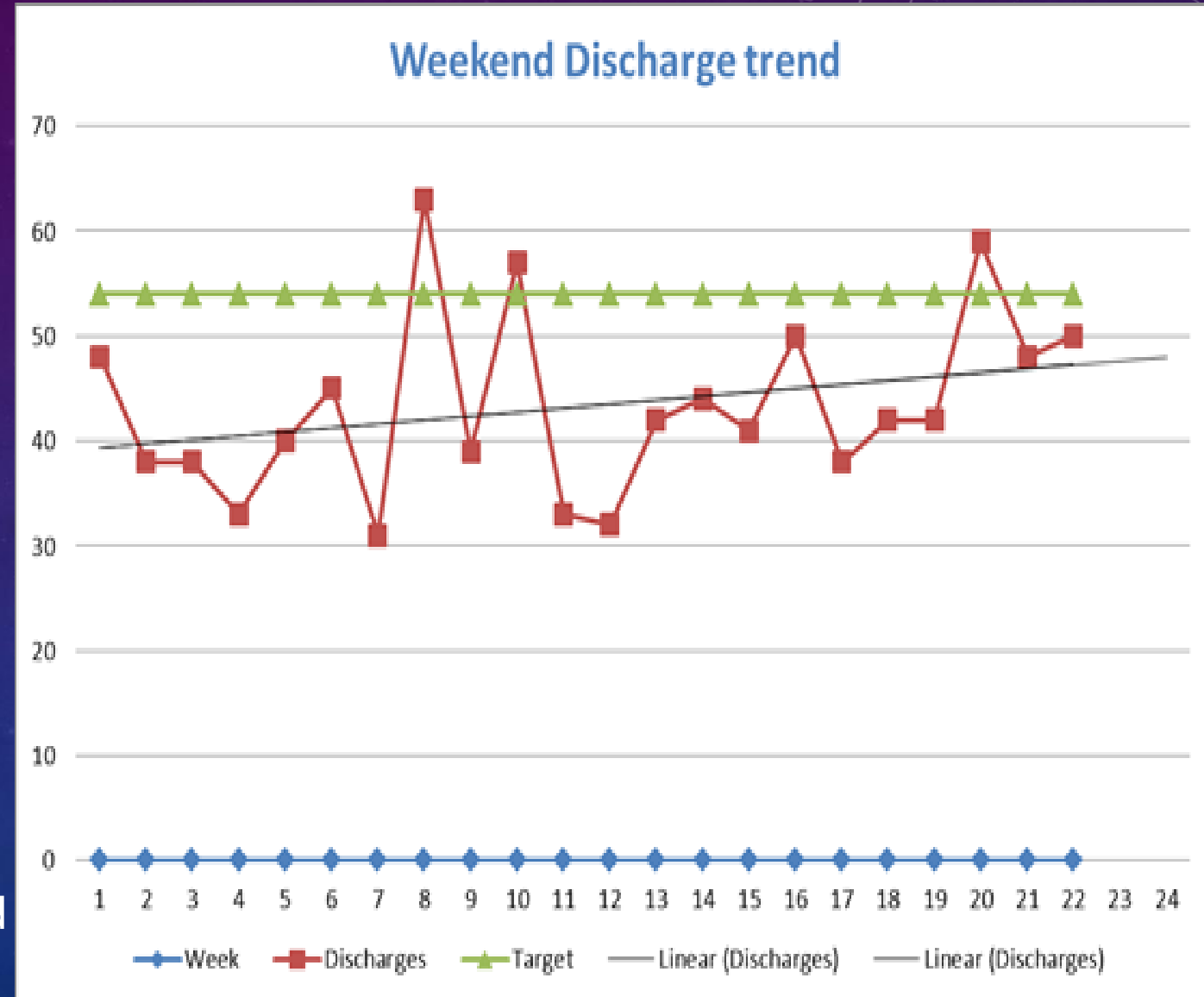
This is to certify that Dr _____ completed the MMUH
Clinical Leadership Program 2016

Department of Postgraduate/Clinical Lead

Date:

Lead NCHDs and Hospital Management: Improving Weekend Discharges

- **Aim:** Patient Flow-improve patient experience
- Criteria Based Discharge Protocol
- Weekend Discharge
- Medical Hub
- Awareness
- Diagnostics
- **Result:** Enhanced discharges
- Effective collaboration between consultants, NCHDs, and hospital management can deliver real change
- Cultural/ Organisational change slow and incremental
- Maintain..



COMMITTEE SUCCESSES

Quality Improvement Projects

- Town Hall
 - Access to UpToDate
 - NCHD workspace
 - Mentorship Program
 - Training
- surgical pre-assessment process
 - pleural aspiration pathway to minimise errors in sample acquisition a
 - NCHD/radiology interface
 - Streamlines Pet results and reporting pathway



These are clinical issues, so you need clinical leadership to help guide the programs and implement the practices that will get you improved outcomes.

John R. Combes, MD
American Hospital Association



- Incredible Learning Opportunity
- Selective
- Represent voice of NCHDs
- Measure

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What aligns people is that sense of commitment to shared purpose, and what binds them together is the covenant that says this is how we will behave and hold each other accountable.

Joseph S. Bujak, MD

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REFERENCES

- 1 Angood P, Birk S. **The value of physician leadership.** Physician Exec. 2014 May-Jun;40(3):6-20
- 2 Snell et al. Leadership in Health Services, Vol. 29 Iss: 3, pp.264 – 281
- 3 Physician Leadership Education, American Hospital Association's Physician Leadership Forum, 2014
- 4 U.S. News and World Report, July 16, 2013, <http://health.usnews.com/health-news/best-hospitals/articles/2013/07/16/besthospitals-2013-14-overview-and-honor-roll>