

# Physicians Lead!

Collaboratively leading toward an optimistic future –  
in any role, at every moment



The Leadership Institute  
May 17, 2017

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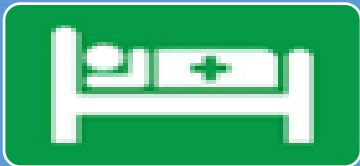


# Who is Texas Health Resources?



5,500 Physicians

- Clinically Integrated Network



3,800 Beds

- 23 Hospitals in 3 Sub-Regional Zones



Numerous Access Points

- 18 Outpatient Facilities
- 2,500 Community Access Points



> 22,000 Employees

- One of the largest employers in North Texas
- Ranked #1 health care company to work for, Fortune magazine in April 2016



# Overview

- 12 month program – One Saturday/month
- Blended learning – instructor- led, group exercises for application
- Psychometric instruments enhancing self awareness – emotional intelligence, conflict, change, leadership competencies
- Action Learning – applying leadership to real problems in a team based experiential learning project



# Background

- Oversight by a physician-led Steering Committee
- Based on a Texas Health Dallas project in 2011-2012
- Begins with leadership education, later incorporates action learning projects to build upon these new skills.
- Texas Health has partnered with two external standout partners
  - American Association for Physician Leadership
  - LCI Group – Larry McEvoy, MD
- Nearly 100 CMEs with 30 hours applicable toward AAPL pre-requisites for certification or master's degree
- Concierge level coordination and support
- Continuously evaluated and improved for success





**Classic Physician  
Clinical Comfort Zone**



# **Health Care As A Complex System**





**EDUCATION  
& TRAINING**



**CULTURE  
& VALUES**



**CHARACTER  
TRAITS**



**STRENGTHS  
& WEAKNESS**



**PATIENT CARE  
EXPERIENCE**

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EDUCATION  
& TRAINING



CULTURE  
& VALUES



CHARACTER  
TRAITS



STRENGTHS  
& WEAKNESS



PATIENT CARE  
EXPERIENCE

Problem Solving

Communication

Finance/  
Economics

Effective Meetings

Group Dynamics

Negotiation

Coaching

Collaboration

Conflict Management

Strategic Thinking

Change

High Reliability

Critical Thinking

Emotional Intelligence

Innovation

Action

Quality

Population Health



# Curriculum

## Awareness of Self

- Emotional Intelligence
- Leadership Presence & Authenticity
- Insights from diverse Psychometric Instruments

## Influence on Others

- Negotiation
- Optimizing Conflict
- Leading Change
- Aligning Action & Vision

## Impact on System

- Strategic Thinking
- Quality Improvement
- Population Health
- Joint Commission
- Finance & Economics
- High Reliability
- Action Learning



# Action Learning

Physicians work together with system executives to tackle complex and challenging issues

- Past projects, some already impacting operations:
  - Reliable Care Blueprinting – 2017 Peer Educator pilot
  - System wide Palliative Care Program – 2018
  - Physician Communication
  - Community Health Involvement
- Current projects focus on:
  - Electronic Medical Records
  - Bridging the gap between hospital and primary care
  - System wide patient transfers
  - Patient experience
  - Medical Director Boot Camp





# Cohort 1 – 2015-16

- 32 physicians began in April, 2015
- 30 physicians completed in June, 2016

Physicians Lead!						
Date	Leadership Knowledge (Instructor led)	Leadership Knowledge (Web-based)	Assessments for Insight	Leadership Development	Action Learning	Total Hours
April 11, 2015	Kick-off and Fundamentals of Leadership					7
May 1 - 31, 2015		Joint Commission	CPI Leadership Assessment			3.5
May 2, 2015	Fundamentals of Population Health					6
June 13, 2015	Building Emotional Intelligence		CPI Briefing			6
July 1-31, 2015		Quality	Development Report			7.5
Aug. 1-Sept. 30, 2015		Finance				7
August 1, 2015				Introduction to Leadership Development Planning		5
October 1-31, 2015		Conflict Management				7
October 17, 2015	Strategic Thinking					6
Nov. 1 - Dec. 31, 2015		Negotiation	Change Style Indicator			7.5
November 7, 2015	Science of High Reliability					6
December 5, 2015				Ongoing Leadership Development Planning		5
January 9, 2016			Change Style Briefing		Action Learning Orientation	6
February 6, 2016	Critical Thinking & Decision Making				Project Meeting 1	7
Feb. 7 - March 11, 2016					Project Conference Call 1	1
February 27, 2016	Driving Innovation, Change and Accountability				Project Meeting 2	7
Feb. 28- April 8, 2016					Project Conference Call 2	1
April 9, 2016				Sustainable Leadership Development Planning	Project Meeting 3	6
April 10 - May 20, 2016					Project Conference Call 3	1
May 21, 2016	Aligning Action, Vision & Behavior				Project Final Meeting	7
May 22 - June 17, 2016					Project Conference Call 4	1
June 18, 2016			Development Report		Action Learning Final Presentation	3.5
December 1, 2016			Development Report			0.5
(Total CME Hours)						(104)
Total Hours Spent						115



# Cohort 2 – 2016-17

- 49 physicians began in April, 2016
- 44 physicians completing in June, 2017

## Program Schedule

### Physicians Lead!

Physicians Lead! combines the best of our internal resources with prestigious national experts to deliver a transformative educational program. For the health care leadership knowledge and executive coaching components, Texas Health has partnered with two external standout partners – American Association for Physician Leadership and Morgan Executive Development Institute (MED). And for the team-based experiential learning work, coaches from Texas Health Resources University offer a unique opportunity to practice and hone newly acquired leadership skills.

In-Person Session Dates	Leadership Knowledge	Leadership Development	Action Learning	Total Hours	Total CME
April 9, 2016	Kick-off with Angood and Aligning Action, Vision & Behavior (McEvoy)			7	7
		Development Report (online: April 18 - May 20)		7.5	7
May 21, 2016	Quality (Web, Self-directed)	Coordinating Movement - Introduction to Leadership		6.5	6
June 18, 2016	Building Emotional Intelligence	CPI Leadership Assessment (online: May 22 - June 30)		7.5	7
	Negotiation (Web, Self-directed)			7	7
August 6, 2016		Communicating for Results - Leadership II		6	6
	Joint Commission Webinar			1	1
October 15, 2016	Strategic Thinking			7	7
	Finance & Economics (Web, Self-directed)			4	3.5
November 5, 2016	High Reliability 2.0	Change Styles Indicator (online Nov 15 - Dec 15)		7	7
December 3, 2016		Motivating & Influencing Others - Leadership III		6	6
January 7, 2017		Leading Change - Leadership IV	Leading People & Projects Action Learning Kick-Off	6	6
February 4, 2017	Fundamentals of Population Health		Project Meeting 1	7	7
			Project Meeting Conference Call	1	1
March 4, 2017	Managing Conflict & Building Accountability to Lead Change		Project Meeting 2	7	7
			Project Meeting Conference Call	1	1
April 8, 2017		Establishing Presence - Leadership V	Project Meeting 3	7	7
			Project Meeting Conference Call	1	1
May 20, 2017	Putting it all Together		Project Final Meeting	7	7
			Project Meeting Conference Call	1	1
June 17, 2017		Development Report (online June 15 - June 30)	Action Learning Presentation & Certificate Ceremony	3.5	3
Total Hours Spent				108	105.5

All in-person sessions are held from 8am - 4pm at 600 E. Lamar Blvd, Arlington, TX



# Cohort 3 – 2017-18

- 45 physicians begin May 20, 2017
- Will complete June 17, 2018

## Physicians Lead! 2017-18

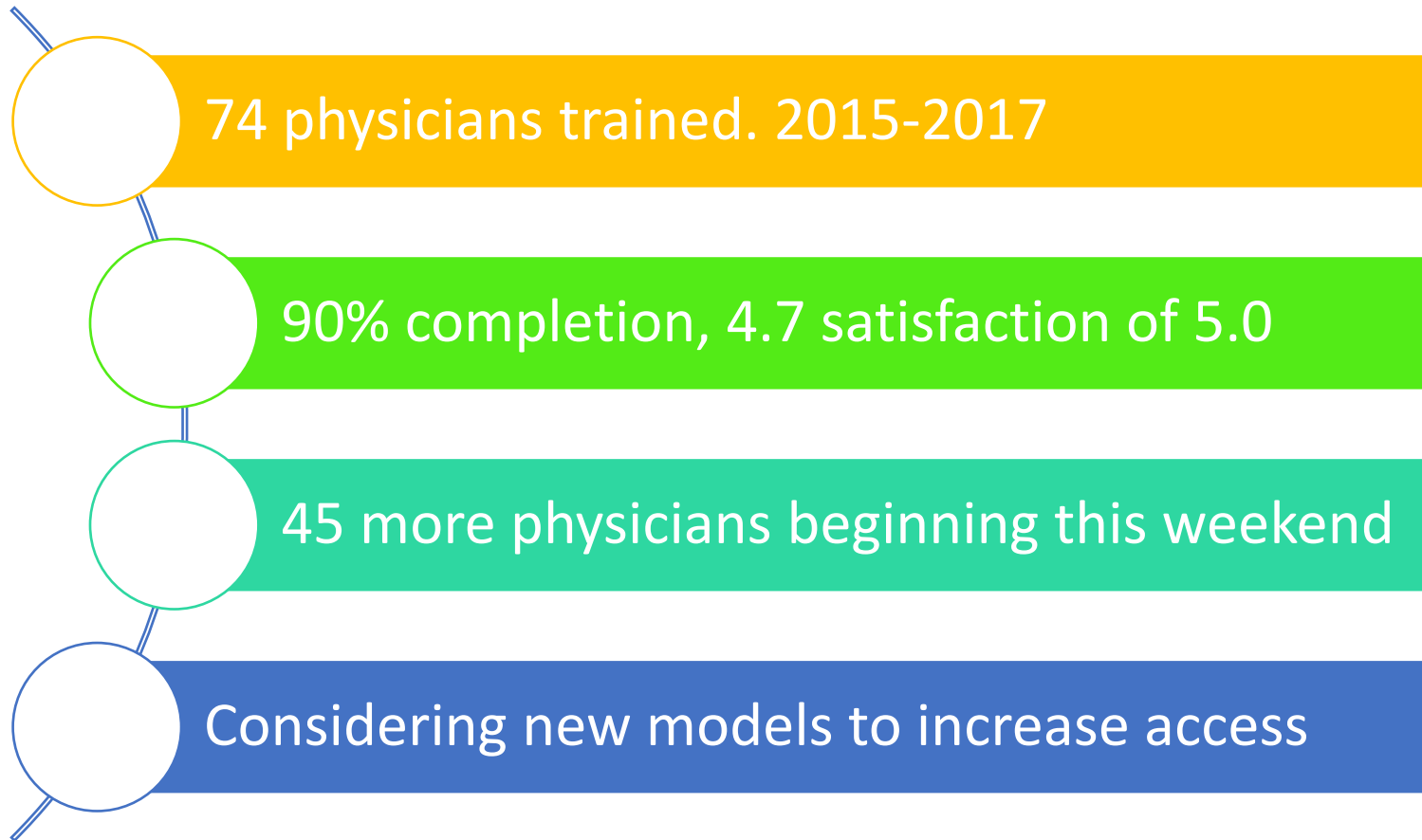
The 12-month, physician-led program incorporates leadership education and real-life problem solving to help physicians enhance their leadership effectiveness, increase their understanding of health care and improve their capabilities to lead. For education and exposure to leadership knowledge and development, Texas Health has partnered with two external standout partners – American Association for Physician Leadership and LCI Group. And for the team-based experiential Action Learning program work, coaches from Texas Health Resources University offer a unique opportunity to practice and hone newly acquired leadership skills.

Session Dates (812 E. Lamar Blvd, Arlington)	Education (American Association for Physician Leadership)	Feedback (Psychometric Instruments for Insight)	Exposure (LCI Group)	Experience (THRU)	Total CME hours
May 20, 2017			Kick Off - Finding Common Ground		6
		Emotional Intelligence (Online)			
June 17, 2017	Building Emotional Intelligence				6
		CP1260 Leadership Assessment (Online)			
	Negotiation (Online, Self- directed)	THRI Development Report (Online)			7
	Quality (Online, Self-directed)				7
September 18, 2017	Optimizing Conflict				6
	Joint Commission Webinar				1
October 14, 2017			Establishing Leadership Presence & Authenticity (CP1)		6
	Finance & Economics (Online, Self-directed)				3.5
November 4, 2017	Making Population Health a Priority				6
December 2, 2017	Thinking Strategically	Change Styles Indicator (Online)			6
January 8, 2018			Shaping Interactions for Results	Action Learning Kick- Off	7
February 8, 2018	High Reliability 2.0			Project Meeting 1	7
				Project Meeting Conference Call	1
March 3, 2018	Leading Change & Empowering Physicians thru Professional Accountability			Project Meeting 2	7
				Project Meeting Conference Call	1
April 14, 2018			Leading for Exponential Impact	Project Meeting 3	7
				Project Meeting Conference Call	1
May 18, 2018	Aligning Action, Vision & Behavior			Project Final Meeting	7
				Project Meeting Conference Call	1
June 18, 2018				Action Learning Presentation & Certificate Ceremony	3
		Development Report (Online)			
Total Hours Spent					96.5

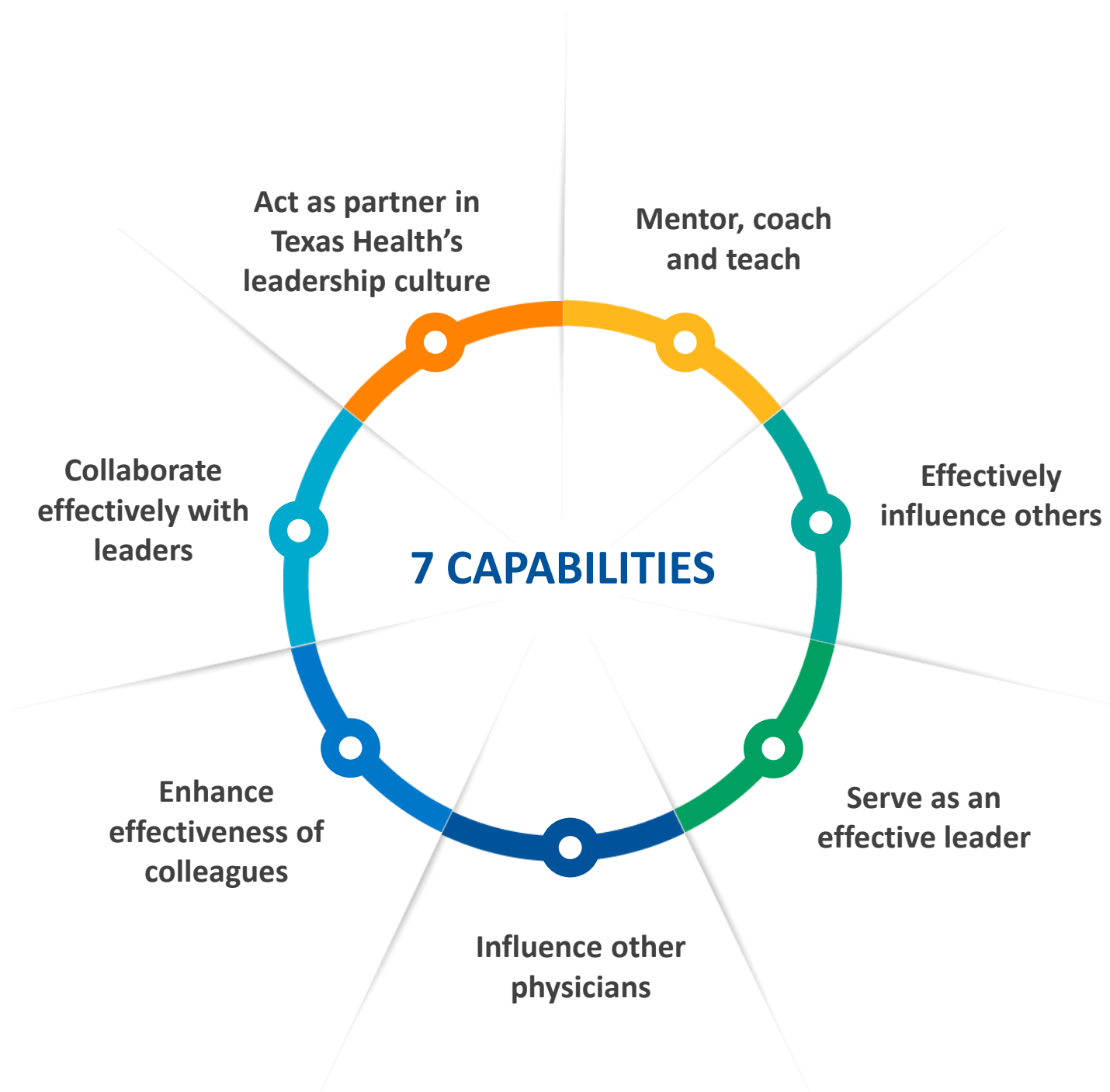
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# Progress to date









# 2015-16 Physicians Lead!



*Collaboratively leading toward an optimistic future – in any role, at every moment*



# Key Learning from Participants

1. Self-Awareness

2. Connection with Others - Interdependence

3. Influence

4. Knowledge of Health Care

5. Adaptability

*“Leadership isn’t about being the one who leads the meeting but rather seeing every participant at the table and supporting the process.” L. Myers*

*“It’s impossible to change if you’re not connected.” J. Willard*





# Benefits to Texas Health

- Catalyzes the full potential of leaders for our future
- Illuminates solutions to difficult problems (Action Learning)
  - RCB Peer to Peer program fully operational
- Clarifies commitment & capability of individuals



*“When you come to a seemingly intractable problem, we are tempted as leaders to approach it in a top-down way – inverting the path is better...look at the problem bottom up.” K. Schoppe*



# A look at the numbers

- Participation – 31 enrolled, 30 completed
- Cost – 2015, \$30,000 under budget
- Overall Evaluation – 4.85 (5 point)
- Attendance – 85% average (5 attended 100%)
- Significant Behavior Change (as evaluated pre-post):
  - Collaboratively solving problems (Action Learning - 1.22 degree change)
  - Role & Ownership, Negotiation, Motivation, Industry Knowledge (Development Report - .8 to 1.1 degree change)



*“Being taught by a physician made it more practical to me.”*  
*Participant*



# Risks as we Plan for the Future

*“Physicians at all levels need exposure to this kind of program – the earlier in our careers that we have this, the better.”*

*Participant*

- Participation - Holding program one weekend/month may limit participation among physicians with young children
- Connection - Losing touch with graduates because they don't plug into leadership opportunities
- Content – Developing compelling Action Learning projects with Executive Support will continue to be imperative for the program to offer a meaningful and motivating laboratory for leadership learning.



*“Your style must adapt continuously.” N. Govinda*



# Opportunities

## 1. Improve the “Development” Series

- Explore new partner
- Improve the curriculum design to reduce content repetition and provide meaningful opportunities to practice new skills



## 2. Reduce Time Commitment

- Eliminate one session
- Take Summer months off

*“Gain in THR specific knowledge was negligible and not a discernible focus of the course” Evaluator*

## 3. Expand nomination process to attract more candidates

- Clarify criteria to nominators and expectations to nominees

## 4. Increase attention on understanding THR’s Physician Enterprise



# Success Matrix

Overall Evaluation = 4.85

See results on Slide 6

## Customer

How satisfied are the physicians with the learning experience?

## Learning

How much behavior change actually occurred as a result of the program?

**Physicians  
Lead!**

## Business

Has physician involvement in clinical improvement become more effective?

## Financial

Did the program operate at or under budget? With 100% of physicians completing?

Steering Committee to provide input

% of 2015 Budget = 90%  
% of Completion = 97%



# Increasing Leadership Contributions

- Stephen Hurlbut starting emerging leaders effort at HEB
- Charles Owen elected as Chief of Staff, AMH
- Wilfredo Rivera promoted to Medical Director, ED @ THD
- Lynn Myers promoted to vice president, Quality, Coding and Education for THPG
- Melita Williams proposal for a joint venture clinic was approved - she is opening this year
- Walton Taylor, Don Fowler Board Members of Southwestern Health Resources

**Note: A request for updated contributions will go out annually, just before the graduation/reunion event with a networking list distributed to all current & past participants.**



# Physicians Lead!

*“Learning to lead is one of those personal capacities continuously improved by repeated application and accumulated experience.”* Michael Useem, [The Leader’s Checklist](#) (2011)

