Physician Leadership Development for the New Healthcare Environment

North Shore-LIJ Health System

November 13, 2012 | Chicago, IL

Michael J. Dowling  
President & CEO

Joseph Cabral  
Senior Vice President & Chief Human Resources Officer

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Change Requires Us to Think Differently

Cat Herding
Ain't a feelin' like it in the world.
The Healthcare Environment

External Pressures

Outcomes

Since 2000, 20 New York Metropolitan hospitals (4,712 beds) have closed

Health Care Reform Crisis

St. Vincent’s Votes to Shut Hospital in Manhattan

North General Hospital in Harlem to close July 2, file for bankruptcy, shocking patients and workers

The New York Times
2 Hospitals in Queens May Face Bankruptcy

Two Queens hospitals are facing bankruptcy and may close by February, the Queens borough president said Tuesday. It’s one of the first indications that New York State’s budget shortfall is hurting the hospital industry.
North Shore-LIJ Health System

Our Mission: To be a national health care leader, committed to excellence, compassion and improving the health of the community while educating the current and future generations of health care professionals.

- $6.7 Billion Operating Budget
- Third largest non-profit, secular health system in the nation
- Opened the Hofstra North Shore-LIJ School of Medicine in 2011

*Does not include affiliates
Past, Present, Future

- Our world is changing
- We need to use information to improve efficiency and outcomes
- We need to change some of our measures of success
- We need to think differently!

...From

- Value Blind Reimbursement
- Episodic Fragmented Care
- Inpatient- Focused
- Individuals
- Disease and Treatment

...To

- Value-based Reimbursement & Accountability
- Continuous & Coordinated
- Ambulatory /Office / Home Focused
- Population Based
- Health/Wellness & Prevention
Crossing the Chasm

Being accountable for total cost and quality of care for an individual or a defined population.
If you misjudge...get badly hurt, or
You could die...
Strategic Focus

Success Measures

- Patient Experience
- Quality
- Financial Performance

Recognition

- J.D. Power Award
- CMS Health Quality Demonstration Project Award
- Positive operating margin
- A3 bond rating

NQF National Quality Healthcare Award
To achieve operational goals, healthcare leaders must be able to successfully navigate through turbulence and transform health care delivery.

Criticality of Effective Leadership

- Consumerism & Transparency
- National & Regional Physician Shortages
- Increasing Costs
- Health Reform
- Growing Diversity
- Questionable Quality & Satisfaction
- Medical Technology Advancements
- Increasing Government Oversight
- Fragmented Care
- Aging Population
- Declining Reimbursement
- Increased Need for Skilled Workforce
- Declining Reimbursement
- Increasing Life Expectancy
- Uncertainty

North Shore LIJ
Our Talent Management Strategy

Effective Talent Management → Engaged Employees → Satisfied Customer/Patient → Strategy Execution → Business Results
In 2008, North Shore-LIJ launched its **High Potential Program** to identify, develop and create a robust pipeline for future leaders.

The program has trained close to 500 individuals to-date; **85%** which have been promoted or changed roles at least once.

The program earned a prestigious **Gold Award** for **Best Leadership Training Program** in the nation from Brandon Hall Group in 2011.
Leadership Development Roadmap

### Emerging Leader
- First-time leaders
- Lead teams or special projects
- May not be in leadership positions
- Coach, train, and develop small groups/individuals
- Focus on day-to-day issues
- Vehicle for communication

### Team Leader
- Manage managers
- Optimize processes and performance
- Balance short-term with long-term view
- May drive competitive advantage
- Vehicle for communication

### Operational Leader
- Drive execution
- Connect strategy, capabilities and culture
- Formulate strategy
- Focus on core strengths
- Inspire and energize
- Increase operational performance
- System thinkers

### Strategic Leader
- May drive competitive advantage

*Each level requires different competencies*

Adapted from DDI’s Leadership Blueprint
Shifting the Focus: Physician Development

Yesterday’s Physician Leader Model

- Treating illness through episodic care
- Clinical Education
- Focus on throughput
- Medical Experience
- Transactional Leadership Skills

Today’s Physician Leader Model

- Transform hospital care through collaboration
- Transformational Leader (Change Agent)
- Focus on care coordination
- Medical & Administrative Experience
- Clinical & Business Education

Value Driven

Volume Driven

North Shore LIJ
Physician Selection Process

Each candidate must exhibit exceptional career potential through **effective contributions** to your organization or facility while **implementing substantial improvements** in their sphere of responsibility. Please provide a rationale for selecting the leadership level type using the criteria listed on page one. Please additionally describe any **internal or external activities** that the physician is involved in (i.e., board positions, volunteer activities, etc.)

While referring to the North Shore-LIJ core values, please list specific **tasks, projects or teams** that this individual has contributed to, led or managed within the past 12 months. Include specific **functional assignments and outcomes**, innovative or unique contributions to the business, Press-Ganey scores, financial data, patient feedback, verification statements, HCAHPS, physician surveys, etc.
Curriculum Overview

- Physician High Potential Participant
- Program Opening Event
- Individual Assessments -180° -MBTI -EQ
- Individual Profile Submissions
- Executive Coaching
- Internal Business Courses Level 1
- Executive Forums
- Executive Forums
- Inter-professional Project Teams
- Internal Business Courses Level 2
- External Electives
- Knowledge Exchange Sessions
- External Rotations
- Mentorship/Sponsorship
- Commencement
# The Participant Experience

<table>
<thead>
<tr>
<th>Core</th>
<th>Unique</th>
<th>Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>– Internal &amp; External Learning Opportunities</td>
<td>– Combination of physicians &amp; administrators</td>
<td>– External Rotations</td>
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<tr>
<td>– Individual Assessments</td>
<td>– Individual Based Learning to accelerate development</td>
<td>– Partnering with organizations that are:</td>
</tr>
<tr>
<td>– Inter-Professional Teams</td>
<td>– Executive Coaching</td>
<td>• Transformative in nature</td>
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<tr>
<td>– Networking</td>
<td>– Customized portal for program updates, resources, blogs, etc.</td>
<td>• Driving quality initiatives</td>
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<tr>
<td></td>
<td></td>
<td>• Leadership oriented</td>
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<tr>
<td></td>
<td></td>
<td>• Best in class</td>
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<tr>
<td></td>
<td></td>
<td>– Executive shadowing opportunities</td>
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</tbody>
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Program Landscape

Current State

- Launched June 2011
- Currently 48 participants
- 15% promoted or moved laterally since program inception
- 91% of inaugural class remain in the program
- 96% remain employed by North Shore-LIJ

Expected Outcomes

- High quality, integrated physician network
- Increased physician engagement & retention
- Enhanced productivity of physician-led teams
- Expanded leadership talent pool
- Enhanced coordination of care, safety & quality
- Increased patient satisfaction
- Increased system agility & growth
Meet Some of Our Participants...