



Welcome!

Leveraging Physician Leadership in Your Organization

Monthly Webinar Series

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2pm Eastern



STAR² Center

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We are Recording
Handouts available now in Control Panel

Ask Questions
The speakers await you in the Questions Box!

Have fun
Get in touch with us if you have any problems





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Leveraging Physician Leadership in Your Organization



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ZurickDavis: Who We Are

- An executive search firm exclusively serving the health care sector
- 30 years of experience
- Executive and physician leadership searches
- Interim management services
- Recent searches include CMOs for community health centers, group practices, health plans, hospitals

- Our priority: the right fit for your organization

Definition

Leadership is the art of getting someone to do something you want done because s/he wants to do it.

-Dwight Eisenhower

Leaders for the Future

- Where are you today
- Where do you want to be tomorrow
- Assess your organization and leadership structure
- How will a physician leader fit into your team and your strategic direction



Then & Now

Historically, physician leaders were well respected clinicians who were promoted into leadership roles without any formal training

Physician leadership is now a career choice. Physicians make decisions, often early in their career to gain additional qualifications and/or training to prepare for a leadership role:

- Chief Medical Officer (CMO)
- Chief Quality Officer (CQO)
- Chief Medical Information Officer (CMIO)
- Vice President of Medical Affairs (VPMA)
- Medical Directors and
- Chairs and Chiefs of Departments

Physician

- Autonomy
- Independence
- Peer respect
- Scientist
- Captain of the ship



Physician Leader

- Shared history
- Common language
- Clinical activity
- Communication
- Collaboration



Recruiting a Physician Leader

Finding and hiring the right leader requires asking the right questions

- Who is the right leader to take you into tomorrow
- Finding the right leader who is culturally and strategically aligned with your organization

Community Health Centers

Essential for a Physician Leader at a CHC

- Mission driven
- Alignment of values

Barriers

- Small candidate pool - especially if searching for prior CHC leadership experience
- High levels of competition - applicable to both urban and rural areas
- Compensation

Compensation

Know the market you are recruiting into and understand the dynamics at play among premier organizations who are also seeking talent.

What are they doing well? What can you do better?

Don't limit your organization. Do your best to be competitive. Think strategically and be creative

- Compensation should go beyond a base salary.
- Consider bonus payments attached to revenues, patient satisfaction and quality indicators
- Consider sign on and retention bonus payments

Physician Leadership

Characteristics of physician leaders

- Hard skills
- Soft skills



Vision

- Vision - ability to define landscape and a preferred future
- Ambitious but attainable
- Directs, aligns, inspires, focuses
- Simplifies decision making

Operationalizing vision

- Communicating the vision
- Earning loyalty and trust
- Building consensus
- Making decisions
- Driving results & accountability
- Being consistent

Functional skills

- Respected clinician
- Uses information technology and understands how to leverage technology to deliver enhanced patient care
- Familiar with EHRs and organizational use
- Experience in working with & leading multidisciplinary teams
- Experience leading physicians effectively

Subject matter expertise

- Population health management
- Clinical Informatics
- Palliative care/end-of-life
- Resource management
- Medical economics/finance
- Health policy and regulation

Interpersonal

- Teamwork
- Empathy/customer service
- Conflict management/performance feedback
- Understanding cultural and economic diversity
- Understanding and respecting the skills of other practitioners

Emotional intelligence

The capacity to be aware of, control, and express one's emotions, and to handle interpersonal relationships well

- Self-awareness
- Self regulation
- Internal motivation
- Empathy
- Social skills

Physician Leaders

Develop from within your organization?

Recruit?

Do both?

Develop from within

Requires an organizational assessment

- Who is in position to step up?
- What is their readiness to successfully move into a leadership position?
- Do they have natural leadership abilities ?
- What type of training/opportunities do they need to further develop their leadership skills?



Bringing in a candidate

Assess your organization strengths and weaknesses and be honest with candidates

Does your organization have a good reputation?

Is your leadership team aligned?

What are the values and culture of your organization?

Is your organization known for being ethical?

Do you treat employees fairly?

Bringing in a candidate

Candidates will want to know

Are the goals of the position attainable?

How will this position strengthen his/her professional value?

How much will s/he learn?

Will this move be perceived by the outside world as *upward*? Is the title one that will be perceived as a growth step?

What is the visibility of this position, both internally and, to the outside marketplace?

Bringing in a candidate

Candidates will want to know

How cohesive and stable is the physician team?

How well do the physicians work with other clinical staff and administrative leadership?

What quality/performance programs are active?

What is the historic performance? What areas need improvement?

Is this an area s/he can make a difference or not ?

Bringing in a candidate

RED FLAGS: 

High turnover at the executive level

Difficulty recruiting top tier talent

Poor staff morale

Poor quality indicators

Candidate Evaluation

Use a structured guide for your interviews with candidates

Asking different candidates the same question provides comparative data and ensures an optimal interviewing experience for both interviewers and interviewees



Candidate Evaluation

Learn about the candidate's accomplishments

Can you describe a difficult leadership challenge you faced and how you addressed it?

Can you describe your interdisciplinary work or initiatives?

Could you provide an example of a difficult situation involving a physician and how you handled it?

Can you describe how you successfully worked with a team of clinicians to drive an organizational change?

Candidate Evaluation

Learn about the candidate's leadership style from references

How does s/he bring people together towards a common goal?

What is his/her reputation as a clinician? Does X garner the respect of peer clinicians?

This new position is substantial. Can you comment on X's ability to "scale up" to such a role?

Candidate Evaluation

Nobody is perfect. You also want to know what this person does less well.

Additional questions for a reference:

What would a fair minded critic say about X ?

Have you seen X in a situation where s/he didn't get along with someone?

How did s/he deal with it?

Is there anything that you are aware of in X's personal or professional life that could cause embarrassment, be considered an impropriety or have material impact on their candidacy should it be made public?

Candidate Evaluation

RED FLAGS:



Repetitive short tenures at multiple organizations

Poor judgement / Blaming mentality

“S/he is good enough.” DO NOT SETTLE!

Summary

Recruitment is part “art” and part “science”

Hard skills versus Soft skills

What is their philosophy of leadership?

What do they think their role as a leader is?

Does this fit with your organizational culture?

Can you envision this individual successfully working alongside other key leaders?

How Our Clients Describe Us



ZurickDavis: Our Values

- *Partnership*: we build collaborative relationships
- *Leadership*: strategic hands on guidance throughout the process
- *Results*: the right cultural fit for your organization

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Thank you

Stay in touch!

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