

Transformation through Physician Leadership: The Physician Leadership Institute for Hospital Medicine at CHI



Catholic Health Initiatives is a non-profit, faith-based health system formed in 1996. CHI operates in 18 states and comprises 96 hospitals, including 4 academic health centers and teaching hospitals and 26 critical-access facilities, community health-services organizations, accredited nursing colleges, home health agencies, and other facilities that span the inpatient and outpatient continuum of care.

The Challenge

Catholic Health Initiatives recognizes that hospitalists are essential to population health management, that physician leaders must be on board with shared clinical protocols, and that sharing data and evidence-based best practices leads to vastly better outcomes.

But leading these essential efforts and aligning staff around shared goals requires a set of skills that differ from those essential for clinical excellence. Physicians need targeted instruction in leadership, strategy, and innovation to succeed. Yet, sending physicians to training without a long-term strategy or a collaborative support structure within their health system wastes precious time and resources. Intentional culture-building and alignment are simply critical to actually transfer these skills back to the workplace.

CHI sought to continue an agile but lasting solution that has been proven to yield results, one that would create deep transformation in the participants to serve as strategists in the ever-changing terrain of healthcare.

The Solution

CHI recognizes the Hospitalist as a bridge between patients, providers, administrators, and insurers, while caring for the patients with the highest level of need.

The CHI Leadership Institute for Hospital Medicine was created as a deep investment and belief in the leadership capability of the top physicians and administrators of the Catholic Health Initiatives system.

As Hospitalists are integrated into both patient care and the creation of policy and cultural change, CHI created an on-site, innovative Leadership Institute that included comprehensive assessment, customized curriculum, personalized development, coaching, strategic projects, and experiential, simulation-based learning.

The driving goal of **The Physician Leadership Institute for Hospital Medicine at CHI** was to transform the leadership DNA of the participants and create a strong pool of leaders with deep business acumen and collaborative skills who could standardize practices, lower costs, and provide the very best in high-acuity patient-centered care.

The Approach

Customization and Alignment

Considering CHI's mission and vision, current and future challenges, and the organization's strategic imperatives, a personalized Leadership Success Profile (LSP) consisting of competencies and behaviors organized around core skills in **Leading with Purpose, Leading with Strategy, Leading Others, Leading Self, and Leading for Results** was developed.

Nomination and Selection

Candidates were invited from across the network, with 15 hospitalists selected as healthcare leaders to participate in the year-long program.

360 Assessment and Baseline

A confidential, online 360° Assessment was performed to provide feedback on the participants' leadership competencies and behaviors from multiple perspectives that include ratings by a manager, peers, key stakeholders, direct reports, and a self-rating. The group's top strengths were loyalty to the organization, willingness to serve in a leadership capacity, and building relationships with others.

Top areas in need of development included strategic and systems thinking, emotional intelligence including courageous/difficult conversations, managing teams effectively, and accepting self as a leader.

Customized Curriculum

CHI PLI curriculum was customized to address the group's development needs identified in the 360° Assessment. Sessions covered **Terrain-Based Strategy, The Art of Sustainability, Leading Change and Transformation, Lead Self First, Crucial Conversations, Leadership is Influence, Collaborative Leadership and Leading Effective Teams and Meetings.**

Coaching

Participants were matched with coaches based on their 360° Assessment results. Coaches helped them construct personalized development plans. Throughout the engagement, they had meetings and phone calls every other week to work on specific development actions.

Strategic Action Projects

CHI and CTI initiated strategic action projects across multiple teams. Each included a sponsor to serve as a project champion and a project coach. The projects were designed to strategically operationalize CHI's mission. Essential elements such as project scope, stakeholder and gap analysis, assessment of available tools and resources, cultural considerations and desired outcomes were applied using PLI strategy mapping techniques. Teams reported back to the entire cohort on their deliverables, including a distinct problem statement, detailed plan of action, assigned roles to play, progress to date, lessons learned, and a sustainability plan for achieving and monitoring long-term project outcomes.

"Hospitalists are an important component to the system's long-term population health strategies and believes they will take on an even bigger role over time. To get to the process improvements and population health strategies, we have to have the right leaders in place and they have to be connected with other leaders. Having a high level of cooperation and collaboration among physician leaders is the only way to achieve these results."

Amanda Trask, National Vice President
CHI's Hospital Medicine Service Line



The Outcomes

Strategic Project Effectiveness

Using what was learned in CHI PLI, teams strategically planned and communicated project intent to key stakeholders before launching, built trust and used influence with stakeholders to achieve buy-in and consensus, continually assessed and adapted project strategy as project terrain changed and effectively led team meetings to optimize project results in a short amount of time.

CHI Hospitalist Projects included:

- **Physician OnBoarding**, with goals to decrease clinical variation, increase engagement, and lower costs due to turnover through a consistent and intentional onboarding toolkit for physicians new to CHI.
- **Physician Talent Management**, which designed and implemented a hiring approach to assure new physicians match the core values of CHI, are a cultural and clinical fit for its member hospitals, and will deliver unprecedented care.
- **Telehospitalist Services Design**, focusing on the development of a plan for a well-functioning telehospitalist service, enabling CHI to provide exceptional care when and where consumers need it, closing a gap in hospitalist coverage across the enterprise and increasing timeliness and reach.

Data demonstrated impressive progress in the implementation of all of the above endeavors, with essential lessons learned for moving forward and monitoring ongoing success within a cycle of continuous improvement.

Outcomes
To some it up....

1. How much money could be saved by a robust on-boarding program that decreased turnover by 50%?
Physician Satisfaction
2. What if we delivered the same message to every new CHI Hospital Medicine provider?
Quality
3. How much could clinical variation decrease with a robust Hospital Medicine on-boarding program?
Physician Leadership
4. What if we tripled provider engagement with a new on-boarding program?
Market Advantage

Approx. \$60,000 - \$130,000 Savings per retained physician

Future Scope

Next steps

1. Continue collection of informal feedback on BBI tool
2. Modify tool based on feedback
3. Formal pilot testing & evaluation
4. Adapt BBI tool across CHI
5. Consider comprehensive & consolidated physician talent management approach
 - Sourcing, recruiting, screening, hiring, development, assignments, retention, and exit planning.

Measuring Success
Direct & Indirect Operational & Financial Improvements

Metric	How to Measure	Where to Obtain Data	The Why?
Quality	<ol style="list-style-type: none"> 1. Improved quality metrics (reduced complications (e.g., VTE, Medication Standard Report (MSR), unnecessary transfers)) 2. Decreased reliance on locums 3. Diagnostic accuracy 4. Unnecessary transfers or delay of care 	<ul style="list-style-type: none"> Complications: CHI Hospital (Medical Standard Report (MSR), unnecessary transfers) Human Resources: develop dashboard Compare admission and discharge diagnosis Transfer log or delay of care log 	<ul style="list-style-type: none"> Limited access to hospitalists: <ul style="list-style-type: none"> • Shortage of hospitalists to provide 24/7 coverage at our wholly owned assets • Reliance on locums • Not enough providers: night coverage, outlying hospitals Unnecessary transfer of consumers to CHI hospitals due to lack of onsite providers to assess the situation locally Lack of affinity to CHI health system by our consumers
Consumer Satisfaction	<ol style="list-style-type: none"> 1. Satisfaction of: <ul style="list-style-type: none"> • Patients admitted or transferred after hours • Referring providers • Referring hospitals • Receiving hospitalists (telehospitalists) 	<ul style="list-style-type: none"> Patients: HCAPRS Others: Markets developed survey 	
Financial	<ol style="list-style-type: none"> 1. Number of patients transferred due to lack of right time coverage 2. Manager costs to cover night shifts at small and critical access hospitals 3. Total cost of hospitalist services at critical access services 4. CHI & LOS 	<ul style="list-style-type: none"> Transfer rate: Local Decision Support Manager costs: Local hospitalist data Total costs: Local hospitalist data Evaluate before and after CHI & LOS 	

Program Effectiveness	
Individuals reported high-impact skill gains:	On average, the Class of 2015 also showed gains in:
<ul style="list-style-type: none"> • 200% improvement in the ability to think strategically • 200% improvement in the ability to communicate and influence • 200% improvement in the loyalty to the organization • 133% improvement in the ability to deal with difficult issues/conversations • 167% improvement in the ability to work collaboratively in teams • 150% improvement in the level of their work satisfaction • 133% improvement in the ability to work with the executive team 	<ul style="list-style-type: none"> • 58% improvement in the ability to think strategically • 56% improvement in the ability to deal with difficult issues/conversations • 48% improvement in the ability to accept their role as a leader • 45% improvement in the ability to communicate and influence • 42% improvement in the ability to manage their team • 41% improvement in the ability to work with the executive team • 35% improvement in the level of their work satisfaction

Conclusion

On March 24, fifteen participants became graduates of the Physician Leadership Institute for Hospital Medicine at CHI Class of 2015.

These graduates began their journey of transformational leadership and now have the skills and tools to *Lead with Purpose*, *Lead with Strategy*, *Lead Self*, *Lead People*, and *Lead for Results*.



100% the Class of 2015 stated they would recommend the Physician Leadership Institute to others.

The Class of 2015 was commended for joining together to have the courageous conversations that truly move the needle in healthcare. The participants are largely physicians from different organizations within their health system, so communicating regularly for their strategic action projects demonstrated their commitment to working collaboratively to solve problems across the system and connect to the overall strategic plan of the service line. This deep physician engagement is their definition of success!

The Physician Leadership Institute at Catholic Health Initiatives was a transformational journey that enriched the participants at a personal and professional level. It demonstrated CHI's ongoing commitment to excellence in healthcare through the investment and development of physician and healthcare leaders.

Notes from the Class of 2015:

"CMOs and Presidents of Medical Staffs would also benefit from this experience."

"The 360 provides great benefit ; it allows you to take a full view at oneself and where there is opportunity for growth."

"My teams have become more structured and are accomplishing more, resulting in positive impact to the organization's bottom line."

**The Physician Leadership Institute has launched additional programs at CHI,
with a new class beginning in autumn of 2015.**

The Physician Leadership Institute™ (PLI) is a division of the nationally renowned Center for Transformation and Innovation LLC, based in Tampa, Florida. PLI has graduated hundreds of physicians and healthcare administrative leaders throughout the country with customized solutions to each healthcare organization's leadership, strategy, and innovation challenges. From full 14-month long development programs, to weekend workshops, the Physician Leadership Institute exists to transform both the individual and the organization at all levels and angles of leadership.

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