

## Transformation through Dyad Leadership: The Clinical Leadership Institute at TriHealth



*Bethesda North and Good Samaritan Hospital joined together to form TriHealth in 1995, bringing together two of Cincinnati's finest health care organizations. Through these two acute care hospitals and more than 130 sites of care, TriHealth provides a wide range of clinical, educational, preventive and social programs. TriHealth's non-hospital services include physician practice management, fitness centers and fitness center management, occupational health centers, home health and hospice care.*

### The Challenge

TriHealth's stated mission of "physicians, hospitals and communities working together to help you live better" has always been at the core of the organization's daily work and long-term strategy. Still, the latest healthcare challenges and reform brought forth the need for serious change, requiring both organizational and leadership transformation.

Physician alignment and engagement with administrators was critical to sustaining TriHealth's mission through a new model of dyad leadership, but remained elusive. Leading effectively through dyads requires a set of skills and abilities that differ from those essential for standard clinical or administrative excellence, and yet leadership training programs do not address the strategic intricacies and implementation required for success.

TriHealth sought a customized, lasting solution that would explicitly address the needs of dyad leaders, and create deep transformation in both the participants and the organization.

### The Solution

TriHealth recognized the talents and skills of both administrators and physicians, working together, was necessary for continued organizational success.

With this in mind, TriHealth engaged the Center for Transformation and Innovation as the best partner to deliver a comprehensive leadership transformation program for those in the dyad leadership roles.

Recognizing that both administrators and physicians are essential for achieving consistent excellence in patient care, CTI created an on-site innovative Leadership Institute that included comprehensive individual assessments, personalized leadership development through coaching, customized curriculum, strategic projects, and practical experiential learning.

**The driving goal of The Clinical Leadership Institute at TriHealth (CLI TriHealth) was to transform the leadership DNA of the participants to create an elite pool of dyad leaders who could deliver results through deep business acumen, strategic action, and clinical expertise.**



## The Approach

### Customization and Alignment

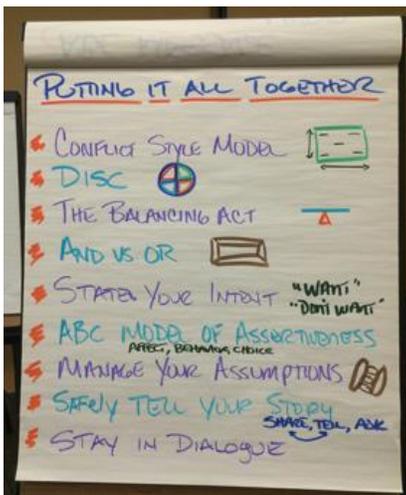
Considering TriHealth's mission and vision, current and future challenges, and the organization's strategic imperatives, a personalized Leadership Success Profile (LSP) was developed, consisting of competencies and behaviors organized around core skills in **Leading with Purpose, Leading with Strategy,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

### Nomination and Selection

Candidates were invited from across the network, with a mix of 22 administrators and physicians selected to participate in the program.

### 360 Assessment and Baseline

A confidential, online 360° Assessment was performed. The group's top strengths were level of their morale and work satisfaction, willingness to be engaged in the organization and willingness to serve in a leadership capacity. Top areas in need of development included strategic and systems thinking, emotional intelligence including dealing with difficult conversations, and communicating with and influencing others.



### Customized Curriculum

TriHealth's CLI curriculum was customized to address the group's development needs identified in the 360° Assessment. Sessions delivered included **Leading with Strategy, Resilient Leadership, Collaborative Leadership, Leading Self First, Leading Change, Leadership is Influence, Courageous Conversations, and Leading 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 regular contact to work on specific leadership skill development actions.

### Strategic Action Projects

TriHealth 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 operationalize TriHealth's mission by improving the TriHealth patient experience, developing evidence-based medicine protocols and optimizing the outpatient patient referral process. 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 and TriHealth executives 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.

# The Outcomes

## Strategic Project Effectiveness

Using what was learned in CLI TriHealth, 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.

### CLI TriHealth Projects included:

- **Referral Process for Unassigned Patients to Local PCPs** to solve for unassigned patients with multiple co-morbidities presenting to the ED, often having difficulty establishing care with a primary care physician.
- **Value-Based Analysis of Intraoperative Cholangiogram** focused on reducing variation in patient care that results in wasted resources, decreased efficiencies for the system, and potential harm to patients.
- **New Kenwood Integrated Services and Care** aimed to create an integrated experience for the patients and clinical partners within a new multispecialty center. Outcomes included identifying a strategy for communication and integration across the soon-to-be-opened organization.
- **Optimizing the Orthopedic Referral Process** optimized the referral process to benefit the patient, the physician, and the system. The team developed a workable process to increase internal referrals.

Data demonstrated impressive progress in all of the above endeavors, with essential lessons learned for moving forward and monitoring ongoing success.

**Progress to Date: Lessons Learned**

- Meeting in person creates more accountability and engagement
- Make no assumptions about the project or stakeholders
- Uncovered issues need to be addressed in order to take this pilot mainstream
  - Several processes need to be implemented
  - Insurance coverage limitations exist at the practices, but not at ED's
  - Need EPIC process flow to identify and inform patients of the PCP warm hand-off process
- Engaging ED physicians to identify patients with chronic conditions

**Progress to Date: Lessons Learned**

- Spend time to properly define the problem through review of the current process. This helped us move forward quickly.
- Take time to gather and study the data available.
- Need to have key leadership in the area impacted by the proposed change.
- It is monumentally difficult to get six physicians together for regular meeting.

**But we did it!**

**Progress to Date: Lessons Learned**

**Lessons Learned:**

- We are a complicated system with traditional beliefs and hold on to our identities. Getting everyone to focus and change to benefit the patient is difficult.
- Logistic communications between department managers and staff will be the first and easier step.
- Integrating care and performing as a unit will be a slow learning curve.

**Progress to Date: Lessons Learned**

- Make sure ALL stakeholders are involved. Failure to do so can easily jeopardize the project.
- Make sure IT has the capabilities and resources needed.
- It's one thing to create a timeline, and another to stick to it.
- There are certain times when there is no substitute for face-to-face communication.
- Old habits are hard to break, even in the face of better alternatives.

CLI TriHealth Program Effectiveness	
Individuals reported high-impact skill gains:	Other impressive gains:
<ul style="list-style-type: none"> <li>• 250% improvement in the ability to deal with difficult issues/conversations</li> <li>• 200% improvement in the ability to think strategically</li> <li>• 167% improvement in the ability to accept their role as a leader</li> <li>• 167% improvement in the ability to work with the executive team</li> <li>• 133% improvement in the ability to work with their clinical teams</li> <li>• 133% improvement in their staff's level of engagement</li> <li>• 133% improvement in the ability to impact patient satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• 60% improvement in the ability to deal with difficult issues/conversations.</li> <li>• 45% improvement in the ability to think strategically.</li> <li>• 44% improvement in the ability to communicate and influence.</li> <li>• 30% improvement in the ability to solve problems innovatively.</li> <li>• 26% improvement in the ability to build relationships</li> <li>• 34% improvement in the ability to accept their role as a leader.</li> <li>• 32% improvement in the ability to manage their team.</li> <li>• 26% improvement in the ability to work with the executive team.</li> </ul>

## Conclusion

On April 7, twenty-two participants became graduates of the Clinical Leadership Institute at TriHealth's 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.*

The Class of 2015 was commended for addressing common struggles seen among Dyad Leadership Teams. Together, they discovered the need to set shared expectations for their teams and that everyone involved must be an equal contributor. They found that even those with leadership experience had not necessarily served as mentors before, and those new to leadership discovered they had hidden strengths. Everyone gained skills to support culture, strategy, and innovation at TriHealth.

Top leadership lessons learned at TriHealth included creating a shared definition of success, strategic project scoping and execution, collaboration to achieve long-term goals, dealing with difficult situations as they arise, having courageous conversations, and holding each other accountable.



*95% the Class of 2015 stated they would recommend the Clinical Leadership Institute to others at TriHealth.*

### *Notes from the Class of 2015:*

*"Great opportunity to reflect on your personal strengths and weaknesses with outstanding coaching and education on specific tools to improve these skills."*

*"I feel a strong bond with the other program attendees that will help me function more effectively in my job."*

*"Increased efficiency, reduced cost and patient satisfaction improve as projects are implemented with tools and techniques learned."*

The Clinical Leadership Institute at TriHealth was a transformational journey that enriched the participants at a personal and professional level. It demonstrated TriHealth's ongoing commitment to excellence in healthcare through the investment in and development of current and future leaders.

**The Physician Leadership Institute™ looks forward to planning additional programs at TriHealth.**

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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