

# AHS LEADERSHIP FELLOWSHIP FOR HOSPITAL MEDICINE

The goal of the AHS Leadership Fellowship for Hospital Medicine was to produce the next generation of transformational hospital medicine leaders. It was also intended to provide the leaders with the skills necessary to make a lasting impact on the organization and the community.

## THE CHALLENGE

With 45 busy hospitals, Adventist Health System (AHS) relies heavily on its hospital medicine department. Hospitalists take care of 70 percent of Adventist's patients. These physicians and their support teams are indispensable and provide the best opportunity for the consistent delivery of top-quality care.

Because Adventist's executive team believes that its hospital medicine program can only be as good as its leaders, they committed to investing in a leadership development program designed specifically for hospital medicine.

## OUR APPROACH

The AHS Leadership Fellowship for Hospital Medicine, Class of 2017 launched in January, 2017, in partnership with CTI's Physician Leadership Institute and hospital medicine consultants Nelson Flores. The cohort of 20 physicians and administrators from 18 hospitals were nominated by AHS executive sponsors based on their leadership potential.

Following a 360° leadership assessment of all participants, a customized curriculum was designed to meet Adventist's goal of building and sustaining a high-performing hospital medicine workforce that would continue to meet and exceed the organization's clinical and business goals.

### Program topics included:

- Effective Communication: Relating Across DiSC Styles
- Hospital Medicine Trends and Implications
- Building High Performing HM Groups
- Strategic Thinking and Terrain-Based Strategy Mapping
- Engaging and Influencing Others
- Leading Productive and Engaging Meetings
- Hospital Medicine Staffing, Resource Mgmt and Revenue Cycle
- Leading Process Excellence
- Lead Self First, Then Lead Others
- Speaking the Value of Hospital Medicine
- Recruiting and Onboarding Talented Clinicians
- Leading High Performing Hospital Medicine Teams
- Enhancing Executive Presence and Leadership Brand
- HM Operations: Assessing Data, Enhancing Productivity and the "How" of Clinical Care Transformation

Working in dyad teams, participants also applied their learnings to process and outcome improvement projects directly aligned with Adventist Health System's hospital service improvement plans.

## RESULTS & BENEFITS

Adventist Health System plans to evaluate long-term benefits and ROI by tracking future performance against their base-line metrics for process of care, outcomes, and some business measures to monitor how fellowship participants compare to others.



in the ability to deal with difficult issues & conversations



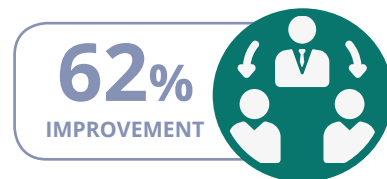
“The content developed with CTI and Nelson Flores has been spot-on target in terms of practical knowledge that our leaders can use to make their programs operate at a higher level.”

**-Dr. J. Brent Box**  
*Senior Medical Director/  
Chief of Hospital Medicine  
Adventist Health System*



**OVERALL EFFECTIVENESS**

of the Leadership Fellowship



in the ability to manage their team effectively

\*Statistics reflect overall average improvements after participating in AHS program as reported by the participants.