

Beaumont

Beaumont Physician Leadership Academy Mentoring Guide

Meeting Our Vision through Exceptional Administrative-Medical Staff Collaboration

April 2018

Beaumont Physician Leadership Academy

Better Care. Improved Partnerships. Enhanced Organizational and Individual Vitality.

Overview:

- To secure Beaumont Health's future in delivering dependable, better and more cost effective health care, competent and mature physician leaders are essential
- The BPLA provides practical learning opportunities for clinically excellent physicians to enhance their effectiveness as leaders throughout Beaumont in multiple projects, process improvement initiatives, service lines and organizational leadership positions
- The BPLA is a resource for physicians associated with Beaumont Health, whether in independent practice or among those employed within Beaumont Health
- This learning experience will enhance the physician's time and talents to serve more people beyond their practice and cultivates the mentoring skills of Beaumont Health's leaders.
- The involvement of senior leadership in the BPLA—particularly as mentors affords opportunities for strengthened administrative-medical staff partnerships, ultimately benefiting patients and communities across Beaumont's service areas

BPLA

Mission:

- Consistent with the vision and goals for Beaumont Healthcare, our Academy will teach physician leaders the discipline, skills, and critical thinking needed to initiate collaborative, patient-centered solutions that will transform our health care delivery system.
- Our Academy will accelerate physician engagement at Beaumont by cultivating and enhancing leadership skills and business acumen.

Vision:

The Beaumont Health Physician Leadership Academy (BPLA) will develop a substantial number of physician leaders throughout the practices and programs of the System and will be respected by physicians and managers throughout the region as an essential resource to support physician engagement and leadership for superior patient care quality and for the enhanced economic vitality of clinicians affiliated with the Beaumont Healthcare.

“BHPLA is an outstanding life, work and leadership experience.” 2016 Fellow

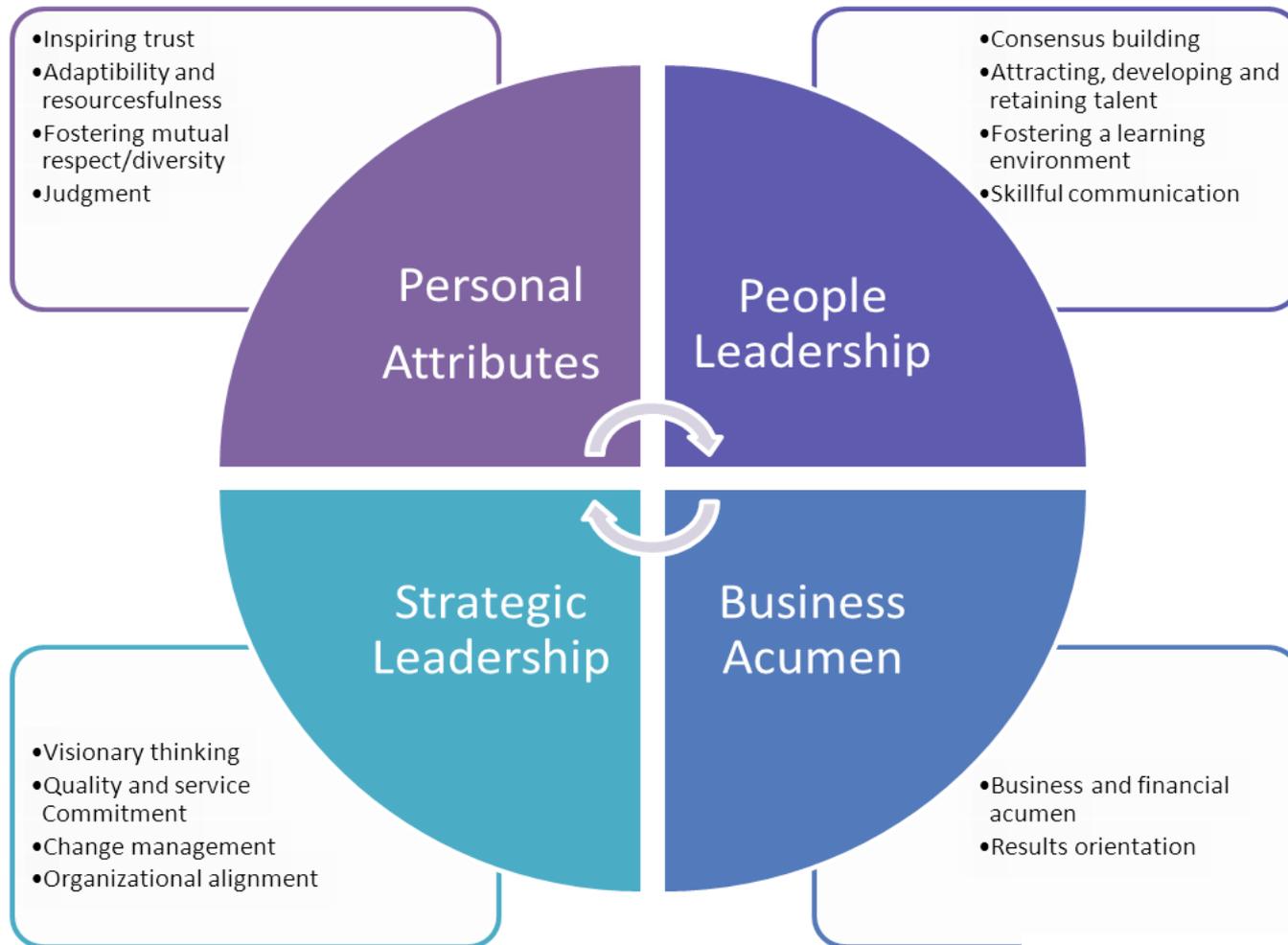
BPLA

Academy Highlights from 2011 – 2017

- 176 Beaumont physicians are now BPLA alumni. 25 fellows in 2018 class.
- Over 150 provide leadership to the System: Four chief medical officers, 31 chiefs and vice chiefs, 75 directors, 11 physician champions and 13 chairs (and 3 vice chairs) are BPLA alums.
- Completion of BPLA now considered when organization seeks physician input and identifies potential leaders
- Representation from all eight hospitals is the norm.

“BPLA provides a valuable opportunity for internal and personal growth. It is a valuable introduction to the corporate world of medicine which physicians generally have little experience with during training or practice. The relationships with other physicians going through the process I found to be liberating. We tend to spend our work lives in 10x10 rooms, isolated from other physicians. In that setting it is easy to envision we are along in our struggles and it is hard to see the bigger machine in which we serve as a small part. The BPLA is an eye opening experience which challenges your assumptions about yourself. The commitment of BH to its stated goals and ideals is palpable. The focus on diversity and inclusiveness was clearly evident.” 2017 Fellow

Leadership Competency Framework



Criteria for Selection of BPLA Fellows:

- Individuals with clinical skills respected by their peers across the subsidiary hospitals, and also the potential to assume important formal and informal leadership positions within several years after completing the Academy programs
- The cadre of physicians invited to participate in the Academy provide:
 - A mix of specialties
 - A mix of independent and employed physicians
 - A mix from all eight subsidiary hospitals
 - A mix of ages, gender and ethnic backgrounds
 - A demonstrated interest in leadership
 - Beaumont Health physicians apply and are then selected by the BPLA Advisory Group comprised of BPLA alumni and organizational leadership
- BPLA physician participants are expected to be committed to superior patient care, clinical quality, safety and service excellence. They need not be employees of Beaumont Health, but should understand and be supportive of the mission, vision and values of Beaumont Health

BPLA Curriculum Framework and Essential Elements

- Each session approximately three hours in length and meetings once monthly in the evening.
- All sessions very interactive and employ the most modern principles and practices of high performing health service organizations across the US.
- Topics supplemented by pre-reading materials, individualized leadership assessment, stretch experiences and small group projects
- Session faculty include local and national healthcare experts
- Program begins in February with graduation in October
- Structured, targeted, and dynamic development initiatives to impart practical job-related leadership skills to leadership teams and individuals
- Programming recommended and reviewed by the BPLA Advisory Group.
- Each fellow also works on a longitudinal 'small group' project recommended by Beaumont leadership outside of the classroom with 3-4 other fellows. Subject advisors provide guidance and resources. Presentations of these projects before leadership, peers and alums occurs in September.

An Additional, *Essential* Element:

Beaumont Health Leaders *willing* and *ready* to serve as mentors

Thus, the balance of this guide will cover these questions and more...

1. What is my role as a mentor to the BPLA participant(s)?
2. What are the top traits of a great mentor?
3. What is the expected time investment?
4. What is the competency framework for the physician leaders?
5. What are some specific suggestions regarding how to spend our time most productively during our mentoring sessions? How do we assure the most developmental value?
6. What are the short and longer-term benefits to the physician(s), to Beaumont, and to me?

“Mentoring was the most useful part of the program for me. My mentor gave me tips I could put to use right away with great results. Everyone should make an effort to spend time with a mentor and gain from their life and professional experience.” 2016 Fellow

The Role of the BPLA Mentor

Many Potential Hats:

- Teacher: filling in gaps between classroom learning and the day-to-day practical know-how of running a complex healthcare operation. Providing a 'day in the life' experience of joining the mentor in meetings and programs can be enlightening.
- Developer: assisting fellows in understanding interpersonal leadership strengths and weaknesses based on guided self-reflection and behavioral feedback—learning to understand non-verbal behavior of others in order to increase emotional intelligence
- Networker: Helping fellows understand the functional layout of the organization, job titles and structures, and rationale for how the many moving parts connect
- Navigator: Helping fellows navigate politics and bureaucracy—not only informing as to who has authority, but who has influence. Learning to understand and manage political sensitivities is a part of effective leader development
- Promoter: An accomplished mentor can also help promote the participation of physicians on multidisciplinary teams or stretch work experiences within the organization to assure that work experiences shore up classroom learning
- Career Coach: For those physicians seeking to move into successively responsible leadership roles, the mentor supports the fellow in crafting a career road map that aligns with their longer-term career goals

What are the *Ideal Skills and Attributes Needed?*

A Beaumont administrative leader with:

- Solid practical experience and deep knowledge of the organization
- A leader with a world view of healthcare—understands the many external forces shaping delivery at the local level
- Self-aware and confident without being egocentric
- Enjoys and respects physicians—sees the major organizational benefit of improved physician engagement and alignment
- Sincerely cares about physicians being successful as leaders
- Some prior capabilities as a teacher, talent manager or mentor
- Accessible—available as a resource and sounding board
- A good listener and communicator
- Willing to share personal experiences and insights to help mentees avoid mistakes
- High integrity and a no BS style. Understands how to deliver constructive criticism—focusing on behavior—never his/her character
- A leader who is well respected in their organization and community

Expected Time Investment for Mentoring

What yield do you desire for the organization? The physician fellows? For your own leadership investment? The answers to these should guide your investment of time. Suggested baseline time investment:

- 1X/month to meet and debrief the learning sessions with your mentee(s) during the fellowship trajectory is ideal however it is **required that you will meet or talk with your mentee/mentor no less than THREE times and have at least one meeting in the next 30 days.**
- There may be significant benefit to varying time spent between one-on-one sessions AND a small group convening with multiple mentees. Small group meetings are an effective and efficient way to learn with and among each other
- At some point in the first 60-90 days, we suggest you establish a day of shadowing—part of the day in the executive's world, part of the day in the physician's world.
- There may be specific meetings of interest to both the mentor and fellow that you may invite each other to attend—learning more about the organization and issues facing Beaumont Health

Suggestions to Best Leverage Your Time Together:

As you establish your mentoring relationship, early stage discussions should focus on developmental planning:

1. In your first meeting we suggest you meet for breakfast, lunch or dinner—get to know each other’s backgrounds, future plans, specific goals for learning, potential career ambitions, strengths and weaknesses, an other professional discussion. Use the separate “Getting to Know You” questions as your Starter.
2. What are the strengths and development opportunities vis-à-vis the Beaumont Health Physician Leadership Competency Framework (slide 5)?
3. Each of the fellows has completed an assessment of their leadership style by TRACOM and provided written and oral feedback. Based on the Social Styles and Versatility Concepts report from Tracom: In the context of the competency framework, what are the mentee’s relationship and leadership strengths? What are some possible blind spots relative to interpersonal effectiveness? How can these be further developed? Are the strengths well-leveraged in the fellow’s current role? How might the fellow gather additional data to assess his or her effectiveness with others—whether with other medical staff, nursing, administrators, front-line staff or patients?
4. What reading do you suggest for your fellows? What are articles or other key sources of information that you feel the fellow will benefit from, while not inordinately impacting his or her time?

Leveraging Your Time Together (continued):

Additional Suggestions:

5. In considering the strategic direction of Beaumont, what does the fellow need to know about the overall plan of our organization? What is the process for strategic planning? Who are the key drivers of the plan? How is it communicated? How are results measured? What is Beaumont's competitive advantage? What are its biggest threats? What are the major challenges and change initiatives underway in your 'world' at Beaumont? How can the fellow incorporate this new knowledge in order to improve his or her contribution to Beaumont?
6. What specific business and financial skills does the fellow want and need to learn? Who provide the best resources internally to bridge these learning gaps?
7. How can the fellow learn to balance commitments to work, profession, organization, family and community?
8. Finally, what are some pending projects or initiatives that the fellow could become involved in so as to fully leverage the fellowship learning and development discussions?
9. What is your role in supporting our PFCC Moonshot?

Other topics of interest for discussion:

During the needs assessment, fellows also indicated interest in learning more about the following topics:

- Medical economics and costs of health care
 - Measuring and enhancing clinical care quality, especially in outpatient settings and in chronic diseases
 - Physician-physician collaboration (especially primary care to specialist)
 - Conflict resolution
 - How to share savings from physician-hospital coordination and collaboration
- While many of these topics will be covered in the fellowship curriculum, the mentor and fellow will benefit from identifying topics of interest early in your relationship, as well as across the fellowship intensives. Note: mentors need not be content experts—your role often is to connect fellows to content experts within the organization for specific learning
 - We can predict that the physicians attending BPLA may want to leverage this learning in a variety of ways: a) use the learning to improve his or her clinical practice, b) become more engaged in broader organizational initiatives as a physician voice or advocate, c) seek a part-time medical leadership role but maintain clinical practice or even, d) become a full-time leader. The mentor plays a valuable role in exploring these potential career tracks, and developing realistic plans to achieve them

Past Fellows Program Assessment:

As a result of this mentoring relationship	Exceeded Expectations	Met Expectations	Did Not Meet
1. Accessibility of my mentor	83	41	10
2. My mentor's ability to provide helpful insights and counsel to me	81	53	7
3. My desire to continue this relationship	95	26	4
Should we continue this program as part of BPLA?		YES - 114	NO - 4

Quotes from past fellows regarding the mentor program:

- *This is the BEST PART, SO HELPFUL!! I have learned more from my mentors than most of the speakers. She is a true inspiration. Keep this going after the graduation.*
- *My experience was great*
- *Is too difficult for some including myself to find additional time.*
- *The mentor portion of BPLA was a highlight for me!!*
- *He was great! Encouraged and fostered my inclusion into high level Troy meetings.*
- *Continue...This is a valuable tool for the program.*
- *Great mentor – she lives in a different world than I – business, politics and administrations. She offered unique insights.*
- *I did not take advantage of the opportunities as I should have.*

Past Mentor Observations & Practices:

- ❖ Most mentors and fellows met at least 3-4 times; however a few mentors met less. Several reported meeting 6 or more times. Types of meetings including formal sessions, lunch or coffee, impromptu hall or 'open door' sessions.
- ❖ Some mentors extended invitations to shadow or attend administrative meetings.
- ❖ Made a point of making or providing introductions of their fellows to others that might be helpful to the fellow's personal /professional growth or BPLA project work.
- ❖ A majority of mentors as well as additional Beaumont leadership attended the September BPLA small group project presentations.
- ❖ As a result of this experience, the vast majority of mentors overwhelmingly agreed that:
 - My mentee is better equipped to be a physician leader
 - I would recommend my mentee for an Beaumont committee, taskforce, etc.
 - This program added to my personal career satisfaction
 - This program should be included again in BPLA

"This was my first experience with the BHPLA. I was very impressed with the leadership and organization of the course." Past Mentor

Benefits of BPLA to the *Organization*:

- Better operational and financial decisions affecting short and long term strategies based on physicians as a key stakeholder group providing reasoned input to organizational direction
- Optimized process and project outcomes due to improved engagement and knowledge of trained physician leaders serving in multidisciplinary capacities
- Enhanced financial, safety, quality and patient satisfaction due to better aligned physician practice and engagement. More able to leverage physician engagement due to embedded physician leadership at the front line
- Better ability to collaborate with physicians to create models and solutions for accountable care—thereby assuring sustainability long term
- Optimized talent management – assuring a well-equipped cadre of physician leaders to hold positions of strategic import in the long-term. Avoiding a “sink or swim” mentality of leadership development that is pervasive in many healthcare organizations
- Contributing to a culture of learning and development, a critical sustainment strategy for healthcare organizations

Benefits of BPLA to the *Fellow*:

- Better equipped to participate in strategic organizational conversations while recognizing the complex business and financial drivers impacting decisions
- More adept at lifting up the medical/clinical perspective so that administrators make better decisions impacting medical staff practice delivery of quality care to patients
- Improved understanding of the forces in play shaping the future of healthcare—not just at Beaumont Health.
- Ability to improve the business aspect of the physician’s practice—assuring longer term stability and sustainment
- A greater understanding and skill level in accomplishing work with a value for emotional intelligence and interpersonal effectiveness with stakeholders
- Potential to prepare for and pursue a longer term pathway into system leadership

Final Thoughts:

- Please contact Jeanne Sarnacki with any questions, recommendations or concerns.

Email: jeanne.sarnacki@beaumont.org

Cell: 248-376-7133

Assistant: Tina Pajak at 248-551-9945

Email: Christina.pajak@beaumont.org

Fax: 248-551-8446

Thank You!