

2019

Beaumont Physician Leadership Academy Syllabus

# Beaumont

**[ BEAUMONT PHYSICIAN LEADERSHIP ACADEMY ]**

Engagement. Entrepreneurialism. Effectiveness.

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

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## Beaumont

### Beaumont Physician Leadership Academy

Engagement. Entrepreneurialism. Effectiveness.

Purpose of the Beaumont Physician Leadership Academy:

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

A resource for physicians associated with Beaumont, whether in independent practice and those employed within Beaumont.

The Beaumont Physician Leadership Academy (BPLA) is designed to identify and develop physicians who will provide effective leadership for enhanced clinical outcomes, process/program design, and cost-effective service delivery innovations needed for Beaumont to better serve its patients, its communities and its physician colleagues—thereby thriving in an era of increased requirements for transparency and accountability from government and private purchasers of care, as well as the public and the media. Alignment matters for enhanced healthcare quality outcomes.

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## 1. Mission and Vision of Academy

### **Mission of the BPLA:**

Consistent with Beaumont's Mission and Strategies, 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.

To secure Beaumont's future in delivering dependable, better and more cost effective health care, competent and mature physician leaders are essential. The physician leadership academy exists to provide practical learning opportunities for physicians with excellent clinical competencies to enhance their effectiveness as leaders throughout Beaumont in multiple projects, process improvement initiatives, service lines and organizational leadership positions. The learning experience will enhance the physician's time and talents to serve more people beyond their practice.

**Vision** (the desired future state of how our academy will look and behave in the summer of 2020):

The Beaumont Physician Leadership Academy (BPLA) will develop a substantial number of physician leaders throughout the practices and programs of Beaumont 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 Beaumont.

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## 2. Strategic Fit of Academy With Beaumont Strategic Imperatives:

The new strategic and financial plans for Beaumont anticipate significant challenges to our community service and financial vitality. To master these challenges, the leadership of Beaumont believes it imperative to *earn* enhanced physician respect, alignment, rapport, collaboration and engagement.

The pressures for enhanced performance in an era of accountable care include such varied issues as:

- Federal and state health sector reforms and expanding regulations,
- Increasingly sophisticated and demanding consumer expectations for superior medical care and a world class service experience,
- Meeting Beaumont's 'Moonshot' – becoming the premier Patient and Family Centered Care institution in the United States
- Exploding demands for capital and new technologies and facilities,
- Erosion in physician take home pay and medical care prerogatives,
- More assertive government and commercial payers demands for cost effective care management, especially for chronic diseases, and
- Expanding competitive pressure on Beaumont and its many physician colleagues.

The likelihood of meeting these challenges successfully is directly related to the quality and depth of physician leadership throughout Beaumont and its affiliated clinics and practices. Therefore, it is incumbent on this organization to invest time and other resources in teaching and developing physicians as individual leaders and as leaders of groups. It is our belief that leadership skills can be learned and that developing these skills is a long-term strategy. The primary responsibility for individual development rests with the individual physician and the respective medical staff specialty section or service line. Beaumont, through the BPLA, endeavors to provide physician leadership development and support through:

1. A structured orientation program, acculturating new physicians to the Beaumont system of healthcare professionals, and clarifying the roles and responsibilities of Beaumont affiliated physicians as effective leaders.
2. Structured, targeted, and dynamic development initiatives to impart practical job-related leadership skills to leadership teams and individuals.
3. Individually tailored leadership assessment and development opportunities at each Beaumont hospital or clinic campus.
4. Supplemental resources including key leadership books and articles, and other developmental resources to meet the customized needs of physician leaders.
5. Programs that will be planned by a Physician Leadership Academy Advisory Committee. Membership of the committee includes clinical and administrative staff from a variety of experience and competency perspectives.

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### 3. Competency Model:

The Beaumont Physician Leadership Academy Curriculum is driven by a clear set of physician leadership competencies—that is, the knowledge, skills and attitudes physicians need to lead projects, task forces, service lines, practices, care management initiatives and a variety of outpatient and inpatient services. These competencies enable and support both “situational leadership” and “transformational leadership.”

These competencies are shaped by the leadership context within three factors:

1. Beaumont;
2. competencies shown in other physician leadership programs to be important for physician leadership effectiveness; and
3. competencies that yield practical value to practicing physicians in their own practice settings as well as to Beaumont.

Consideration of these guidelines suggests the following competencies to the Beaumont Physician Leadership Academy Advisory Committee. These competencies borrow insights from Carillion Clinic, Geisinger Clinic, Advocate Health, the Mayo Clinic and the Cleveland Clinic.

The competencies are organized into clusters:

- Personal attributes
- People Leadership
- Strategic Leadership
- Business Acumen

These competencies serve as the basis for selecting physicians who are likely to master such competencies, as well as the basis for annual performance planning and appraisals.

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### 3. Competency Model:

The following framework represents the “ideal state” of the Beaumont physician leader:



Pages 7-9 define the competencies in greater detail.

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### 3. Competency Model - definitions

<b>Personal Attributes</b> (Characteristics which determine how one perceives and relates to the world and work)
<p><b>INSPIRING TRUST</b> – <i>conducts self with integrity, professional ethics, and follows through on commitments</i></p> <ol style="list-style-type: none"> <li>1. Conducts self with honesty and integrity adhering to Beaumont’s policies and procedures</li> <li>2. Maintains high standards of confidentiality</li> <li>3. Accepts responsibility for own decisions and actions</li> <li>4. Demonstrates consistency in words and actions</li> </ol>
<p><b>ADAPTABILITY AND RESOURCEFULNESS</b> – <i>maintains a constructive attitude and approach in response to change, pressure, and adversity</i></p> <ol style="list-style-type: none"> <li>1. Maintains high levels of energy, work commitment, and balance</li> <li>2. Demonstrates flexibility with shifting demands and changing priorities</li> <li>3. Demonstrates confidence and self-control under pressure</li> <li>4. Adapts leadership style to fit the needs of different situations</li> <li>5. Able to use when appropriate a positive sense of humor</li> </ol>
<p><b>FOSTERING MUTUAL RESPECT/DIVERSITY</b> – <i>creates an atmosphere of respect, appreciates individual differences and addresses disrespectful behavior appropriately</i></p> <ol style="list-style-type: none"> <li>1. Acknowledges and respects differences among colleagues and patients</li> <li>2. Appreciates ideas, values, and talents of others; and leverages resources appropriately</li> <li>3. Confronts disrespectful/inappropriate behavior among all colleagues</li> <li>4. Seeks inputs and perspectives from diverse points of view</li> <li>5. Understands and embraces the Beaumont Code of Ethics (attached)</li> </ol>
<p><b>JUDGMENT</b> – <i>makes well-reasoned, timely decisions based on practical experience and sound logic</i></p> <ol style="list-style-type: none"> <li>1. Seeks relevant input and expertise as needed before making decisions</li> <li>2. Understands and fully leverages benchmarking data from a national perspective</li> <li>3. Remains objective and considers institutional impact when analyzing issues</li> <li>4. Provides sound rationale and compelling data to support recommendations and decisions</li> <li>5. Shows courage of strong conviction by making tough decisions and evaluating tradeoffs</li> </ol>
<b>People Leadership</b> (Demonstration of skill in relating to others in honest, genuine, and meaningful ways)
<p><b>CONSENSUS BUILDING</b> – <i>seeks appropriate input; presents ideas and proposals persuasively and gains support and commitment to collective action</i></p> <ol style="list-style-type: none"> <li>1. Presents ideas in an articulate and influential manner</li> <li>2. Successfully gains commitment for proposed changes and new initiatives</li> <li>3. Recognizes and overcomes barriers to success</li> <li>4. Skillfully manages conflict by creating an environment of collaboration</li> <li>5. Demonstrates openness to new ideas and opinions by asking for input</li> </ol>
<p><b>ATTRACTING, DEVELOPING, AND RECOGNIZING TALENT</b> – <i>identifies, attracts, develops, and recognizes the best talent</i></p> <ol style="list-style-type: none"> <li>1. Attracts and retains high caliber diverse talent</li> <li>2. Effectively assesses and manages performance using multiple sources of feedback and data</li> <li>3. Provides motivating and constructive feedback to inspire others to reach their potential</li> <li>4. Delegates accountability and challenging assignments to promote developmental opportunities</li> <li>5. Readily shares credit and visibility</li> </ol>
<p><b>DEVELOPING TEAMS</b> – <i>builds effective teams and contributes to and fosters teamwork across Beaumont</i></p> <ol style="list-style-type: none"> <li>1. Role models effective teamwork within and across the organization</li> <li>2. Encourages groups to move toward collaborative thinking</li> <li>3. Builds effective teams with diverse skills</li> <li>4. Facilitates open communication, collaborative problem solving, and sharing of resources</li> </ol>
<p><b>FOSTERING A LEARNING ENVIRONMENT</b> – <i>creates an environment that encourages open communication and continuous learning</i></p> <ol style="list-style-type: none"> <li>1. Creates a climate in which mistakes/lessons learned are viewed as opportunities</li> <li>2. Promotes a learning environment by sharing expertise and information across the organization</li> <li>3. Evaluates experiences, seeks input on effectiveness, and acts upon it</li> <li>4. Harmonizes in-class learning with real world application in the work setting</li> </ol>

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<p><b>SKILLFUL COMMUNICATION</b> – <i>excels at expressing one’s self effectively; both verbally and in writing, attentive to nonverbal signals, invites feedback</i></p> <ol style="list-style-type: none"><li>1. Invites feedback and acknowledges own mistakes and limitations</li><li>2. Listens attentively and conveys accurate understanding of others’ views</li><li>3. Utilizes stories, examples and anecdotes to engage and inspire others</li><li>4. Communicates clearly and concisely; both verbally and in writing</li></ol>
<p><b>Strategic Leadership</b> (Ability to identify a future state for the organization including creating plans, resources, and motivation to achieve it)</p>
<p><b>VISIONARY THINKING</b> – <i>establishes a comprehensive clear vision and compelling goals; develops effective strategies and plans to achieve them</i></p> <ol style="list-style-type: none"><li>1. Creates and articulates clear strategic objectives and priorities</li><li>2. Understands Beaumont’s strengths and leverages appropriately when identifying new opportunities</li><li>3. Focuses on institutional priorities ensuring work is appropriately aligned and resources allocated</li><li>4. Anticipates challenges/barriers and develops contingency plans</li><li>5. Demonstrate innovative and entrepreneurial initiative to further Beaumont’s mission</li></ol>
<p><b>QUALITY AND SERVICE COMMITMENT</b> – <i>makes quality and service to others a priority and promotes the common good</i></p> <ol style="list-style-type: none"><li>1. Understands how value is created and sustained for our patients, customers, and stakeholders</li><li>2. Enhances quality and service through Voice of the Customer—creating better value to end consumers by seeking and understanding their evolving needs and expectations</li><li>3. Role models and recognizes service excellence; expects the best from self and others</li><li>4. Continually searches for innovative ways to serve others</li><li>5. Assists with removing institutional barriers to service</li><li>6. Contributes to Beaumont’s “Model of Care” (prepare appendix draft from Beaumont staff) by delivering high quality clinical/education/research, and administrative/operational services</li></ol>
<p><b>CHANGE MANAGEMENT</b> – <i>effectively drives, influences, and reinforces change efforts within and across the organization</i></p> <ol style="list-style-type: none"><li>1. Facilitates and influences change efforts within and across the organization</li><li>2. Effectively helps project teams/service lines/departments move forward in the midst of change and ambiguity</li><li>3. Recognizes and effectively manages resistance in the organization</li><li>4. Consistently drives organization to optimize opportunities and capabilities</li></ol>
<p><b>ORGANIZATIONAL ALIGNMENT</b>– <i>organizes resources and builds alliances to achieve Beaumont’s strategic goals and increase efficiency across the organization to strengthen “One Beaumont”</i></p> <ol style="list-style-type: none"><li>1. Considers the impact of decisions on all parts of the organization; seeks optimal solutions for Beaumont</li><li>2. Coordinates and leverages synergies across work groups and the organization</li><li>3. Promote sharing of information within and across the organization</li><li>4. Forms effective organizational relationships to reinforce seamless processes and teams</li><li>5. Is organizationally astute about our culture and relationships</li></ol>
<p><b>Business Acumen</b> (Formulating &amp; carrying out business strategies effectively using resources and generating optimal results)</p>
<p><b>BUSINESS &amp; FINANCIAL ACUMEN</b> –<i>manages the fundamentals of the business including financial management improving operational efficiency and effectiveness</i></p> <ol style="list-style-type: none"><li>1. Understands the basic financial principles behind Beaumont’s business model/strategy</li><li>2. Improves business processes and management systems to maximize quality patient care and improve organizational efficiencies</li><li>3. Uses financial analyses to evaluate strategic options and make sound business decisions; develops realistic financial targets and monitors budgets</li><li>4. Builds effective tools and metrics to track and measure organizational performance</li><li>5. Understands and is responsive to competitive forces shaping Beaumont’s market position and services</li><li>6. Stays current and shares knowledge of best practices in the industry</li></ol>
<p><b>RESULTS ORIENTED</b>– <i>assigns accountability, coordinates efforts, and oversees follow through to ensure results are achieved</i></p> <ol style="list-style-type: none"><li>1. Effectively communicates and tracks performance expectations and measurement</li><li>2. Executes on commitments and holds self and others accountable</li><li>3. Redirects efforts and makes necessary adjustments to project plans when goals are not met</li><li>4. Ensure awareness and compliance with regulatory and licensing requirements</li></ol>

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## 4. Criteria to Select Physician Participants

Physicians who are candidates for participation in the new Beaumont Physician Leadership Academy (BPLA) should be individuals with clinical skills respected by their peers across Beaumont, and also the potential to assume important leadership positions within projects, service lines, process improvement teams, hospital medical staffs, Beaumont affiliated clinics and hospital or health system executive positions within 1-3 years after completing the Academy programs.

We anticipate that the cadre of physicians invited to participate in The Academy will provide:

- A mix of specialties
- A mix of Independent and employed physicians
- A mix from all Beaumont Hospitals
- A mix of ages, gender and ethnic backgrounds

These physicians are expected to be committed to superior patient care clinical quality, safety and service excellence experiences. While physicians invited to participate in The Academy need not be employees of Beaumont, they should understand and be supportive of the mission, vision and values of Beaumont, as shown below:

### Mission

To provide high quality, efficient, and accessible services in a caring environment to advance clinical capabilities through education and research, to fulfill its commitment to charity care and community service, and to be an essential contributor to the health and well-being of individuals and families in Michigan and the region.

### Vision

A new integrated operating company viewed regionally and nationally as the leading non-profit healthcare system in Southeastern Michigan, clinically and economically aligned with preferred members of its medical community, and differentiated by its value, clinical capabilities, and industry leading performance with respect to population health.

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These physician leaders should also be ready, willing and able to mentor other physicians, nurses, allied health professionals and managers throughout the Beaumont system of care providers in South East Michigan regarding innovations in cost effective, accountable, transparent and respected initiatives for excellent health care and health gain.

All accepted physician participants will be asked to complete a small set of profile surveys regarding their leadership style and personality as a step to building self-awareness and enhance versatility in their future interpersonal, group, project and team work activities.

Each physician accepted into The Academy will be assigned a Mentor from within Beaumont. These Mentors are to support the physician throughout their learning experiences to explore practical insights and applications of the curriculum of The Academy.

Each physician participant will be provided a collection of reference materials and selected other learning opportunities throughout the nine month experience.

A “Physician Leadership Fellowship” will be provided by Beaumont to cover the costs of the Academy’s learning experiences, but each physician must invest their time at no fee, and be prepared to use a best faith effort to participate fully in, and complete all of the learning events, sessions and project work of The Academy. Beaumont and each physician participant will enter into a “Memorandum of Mutual Commitment” that defines their respective roles and responsibilities throughout the Academy.

Each physician accepted into the BPLA will be referred to as a “Beaumont Physician Leadership Fellow.”

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## 6. Criteria to Select Faculty

The faculty invited to participate in the Beaumont Physician Leadership Academy must have demonstrated superior knowledge in their curriculum area, but also meet these criteria:

- Wise and practical with a drive to share insights that help physicians excel in their leadership roles;
- Able to rely on case study education and learning opportunities;
- Use a very interactive and engaging style of teaching
- Knowledgeable about the Beaumont market and Beaumont strategic challenges and plans; and
- Supportive of Beaumont’s Mission, Vision, Values and Code of Ethics

It is anticipated that the faculty and guest lecturers will be a mix of accomplished Beaumont executives, board members, medical staff leaders, area business and public health academic faculty, or nationally known and respected consultants. Physician participants will also be expected to help enrich the learning experience of their colleagues by being co-faculty in several of the learning modules.

## 7. Case Study Projects, Topics and Fellow Presentations

The BPLA is very much focused on practical learning opportunities and operational problems that physician leaders are likely to face within their practices and Beaumont’s hospitals: implementation of MACRA, Patient Family Centered Care, Population Health, Quality and Improvement Processes, and arrangements within Michigan’s public and private purchasers of healthcare services including Direct to Employer Contracts and Certified Integrated Networks such as Beaumont Care Providers.

In the course of the BPLA, each monthly session will address either a case study defined by the BPLA Faculty or a topic chosen by the BPLA Physician Advisory Group.

As an additional component to BPLA, fellows will come together in small groups of 4-5 to take up a Beaumont related clinical/business new project. A fifteen minute executive level proposal will be created and presented before an audience of Beaumont administrators. A Beaumont administrator will serve as Coach to each group.

## 8. CME Arrangements

Full CME credits are expected to be provided for all physicians engaged in the BPLA.