

Physician Integration and Executive Development:

Helping clinicians become true leaders in healthcare organizations

Fourth in a four-part series



As providers continue to acquire medical groups, many physicians say they are beginning to feel like they have less of a voice in how healthcare will be delivered in the future.

Yet the truth is that the advent of accountable care means that leaders with clinical backgrounds are becoming absolutely essential for healthcare organizations.

Another equally valid truth is that there is much more to becoming a physician leader than getting some executive coaching or participating in an executive development course. The transition is complex and takes time. From the operating room to the clinic, doctors are accustomed to autonomy and having the final say.

In addition, they can find themselves in the unfamiliar situation of having to play catch-up – as they begin a transition to an executive role, they are interacting with fellow leaders who have had the benefit of a decade or more of administrative grooming and experience.

In addition, hospitals and health systems often do an inadequate job of integrating physician leaders into the executive team. Some physicians also say their clinical colleagues begin to view and treat them differently once they exchange a lab coat for office attire.

However, a well-grounded plan to assimilate and promote physician leaders can have a profound effect on financial and strategic goals. Among these are:

Leadership on incentives.

No one is more equipped to have a direct impact on costs, quality and safety than a physician leader.

Purchase of physician groups.

Clinicians can help streamline efficiencies while identifying service lines with growth potential.

Healthcare informatics and technology.

Clinicians who actually are using the technology to provide better patient care can be quite insightful in helping organizations improve communication and efficiencies.

Governmental relations.

The length and intensity of clinical training often makes physicians

the most respected voice in the room.

By the same token, physicians who take on executive leadership may need assistance in certain areas.

These include:

- *Business communication*
- *Change management*
- *Conflict management*
- *Team building, teaching and mentoring*
- *Interdepartmental cooperation*
- *Budget acumen*

Integration requires not only physician participation but opportunities for leadership and governance. When physicians are given these continued opportunities to contribute, they often are able to remove roadblocks that administrators thought were intractable.

Physicians also have experience on the front lines of the wave of consumerism sweeping healthcare, as many of their patients consult Google or medical websites before arriving for an appointment. Clinicians are well equipped for the era of transparency that has arrived, and

No one is more equipped to have a direct impact on costs, quality and safety than a physician leader.

tients that their health is the utmost priority.

At the same time, as healthcare moves upstream into the community and the focus sharpens on wellness and prevention, physicians have a head start on making decisions that will keep patients from unwarranted trips to the hospital.

Our services take into account the big picture of how physician integration and development affects the organization. As such, our focus is on:

- *Executive team performance*
- *Leadership assessment and coaching*
- *Interpersonal skills and emotional intelligence*
- *Building coalitions of support*
- *Conflict resolution*

For more information on our integrated talent management practice in these areas, please contact:



800.960.9245 | NuBrickPartners.com