Journey to Patient Centered, Physician Driven

AHA Webinar
Emily Porter, Vice President of People Excellence
Long-Term Strategic Plan

Continue to reposition UnityPoint Health from a hospital-centric, episodic delivery model to a physician-led, patient-centered integrated care system

Improve the health of the people and the communities we serve

Best Outcome Every Patient Every Time

Care Coordination
A value based care delivery system, providing the highest quality care in a highly coordinated effort across the continuum

Physician Alignment
A physician-led organization that attracts physicians, strengthens alignment and improves patient centered care

Employee Engagement and Excellence
Build a sustainable culture of excellence that attracts, engages and develops high performing individuals focusing on delivering the vision

System Sustainability
Ensure financial viability through a culture of financial discipline and adoption of best practices in both critical patient care and business processes
UPH Physician Leadership

• Commitment to Patient-Centered, Physician-Driven requires:
  – Physician engagement in governance, leadership and management
  – A deep bench of physician talent that can lead teams at the clinic/service level to the enterprise level
  – Intentional focus on physician leadership development
UPH Physician Leadership

Clinical Ability + Affability = Leadership Ability
UPH Physician Leadership

• Identification of physician leaders
  – Not all physicians in leadership roles are our best leaders;
  – Best potential leaders are often not in our direct line of sight

• Desire for leadership or exiting of a clinical practice does not mean potential

• It’s expensive
UPH Physician Leadership Roles

- Multiple organizational entities and alignment vehicles
UPH Physician Leadership

• Physician leaders learn best in real roles doing meaningful work with strong administrative support and oversight
# UPH Physician Leadership Tracks

<table>
<thead>
<tr>
<th>Tracks</th>
<th>Clinical Level</th>
<th>Management</th>
<th>C-Suite</th>
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<tbody>
<tr>
<td>Clinics</td>
<td>Site Lead</td>
<td>Regional VP</td>
<td>CEO, COO</td>
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<tr>
<td>Hospitals</td>
<td>Committee Chair</td>
<td>Department Chair/ Medical Director</td>
<td>CEO, CMO, COO</td>
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<tr>
<td>Insurance/ACO</td>
<td>Project Lead</td>
<td>Medical Director</td>
<td>CEO, CMO</td>
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<td>Quality</td>
<td>Project Lead</td>
<td>Medical Director</td>
<td>CQO</td>
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<td>Service Lines</td>
<td>Specialty Lead</td>
<td>Service Line Leader</td>
<td>(Future service line “Chiefs”?)</td>
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<tr>
<td>IT &amp; Analytics</td>
<td>Project Leader</td>
<td>Medical Director</td>
<td>CMIO</td>
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**NOTE:** Not all titles accurately reflect “Level”. Must look at roles & responsibilities.
UPH Physician Leadership Development
UPH’s Physician Leadership Academy

- Physician Leadership Academy
  - Connected to system strategy
  - Great introductory content for physician
  - Ability to network and develop peer groups
  - Demonstrated commitment to being physician driven

- Benefits accelerated if..
  - Physicians know why they were chosen
  - Immediate opportunity to apply learnings
UPH’s Physician Leadership Academy

- Completion of Curriculum
- Leadership Action Plan – 360 feedback
- Project Work – Complete a project on regional and/or system wide initiatives with business leaders
UPH’s Physician Leadership Coaching Program

• Accelerate the orientation and performance of a physician transitioning into a new or broader leadership role.

• Structured meetings, outcomes and feedback
UPH’s Physician Leadership Development Plan

• **Planning**
  – Twice a year talent review

• **Progress**
  – Successfully advanced in several, increasingly complex roles
  – Consistent and positive feedback displaying UPH leadership behaviors from superior, peers and subordinates
  – Participate - Lead - Create
  – Developed relationships and reputation as a credible leader

UnityPoint Health - Confidential and Proprietary
UPH’s Physician Leadership Outcomes

• Graduated 3 Cohorts
  – Nearly 100 physicians

• Physician clinic leadership are all graduates of the PLA

• Internal talent pool
UPH’s Journey

- Physician executives difficult to find
- Development efforts need acceleration and sponsorship
- Balance of leadership and clinical practice
- Tension of revenue generation versus value of leadership
Questions?