**“Advanced Medical Staff Leadership-How to Build a Top Performing Medical Staff for the 21st Century”**

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**Goal: To provide physician leaders and executives the knowledge and tools they will need to transform their medical staffs for the 21st century**

**Course Description:** With the transformation of the healthcare industry from an emphasis on ‘sickness’ to ‘health’ and the rapid change of both the business and care models from fee for service to risk based capitation, it is necessary for the organized medical staff to make rapid adaptive changes so it can continue to be necessary and relevant. The traditional model of self-governance and autonomy will need to be replaced by: integration, unification, and alignment so that physicians can lead with management and governing bodies with the ultimate goal to improve the health of defined populations through the use of cost-effective evidence based practices. This model requires a different kind of leadership, organizational structure and processes in order to achieve the desired outcomes. Thus, this course was created to address the necessity for rapid change and the ability of physicians to successfully lead this transition. Areas that will be covered include:

* The external economic and quality mandate for rapid change
* “Best Practice” organizational and medical staff redesign components
* Strategic Medical Staff Development as a key organizational imperative
* How organizations are raising the bar and avoiding potential negligence with credentialing and privileging
* Linking the organization’s strategic plan to the organized medical staff
* Working with physicians in an integrated and aligned way as a foundation for performance management
* Moving peer review from quality assurance to strategic performance improvement
* Managing the problematic few
* What top performing medical staffs do and don’t do

**Target audience:** Experienced physician leaders and members of the executive and management team. This course assumes an understanding of the fundamentals of physician and medical staff leadership.

**Day 1:**

**8:00-9:00 AM: The Economic and Quality Mandate for a New Kind of Medical Staff**

Objective: Understand how the transformation of the healthcare care and business model will forever alter the organized medical staff

Objective: Understand why the gap between high and low performing medical staffs will determine the fate of their healthcare organizations in the 21st century

**9:00-9:45 AM: The Redesign of the Organized Medical Staff (part 1)**

Objective: Understand the key operational changes that must be made to the organized medical staff so that it can succeed in the 21st century

Objective: Understand why the role of the physician in the organized medical staff and the healthcare delivery system must change

**9:45-10:00 AM: Break**

**10:00-11:30 AM: The Redesign of the Organized Medical Staff (part 2)**

Objective: Understand why physician leadership must be professionalized, standing committees modified, clinical departments transitioned to service lines/clinical institutes, advanced practice professionals promoted to optimize physician performance, and all eligible physicians aligned with the organization

**11:30-1:00 PM: Lunch Break**

**1:00-1:45 PM: Strategic Medical Staff Development Planning-Getting More Selective**

Objective: Understand why minimum clinical competence and commitment is no longer enough

Objective: Learn how the medical staff and management can collaborate with the governing body to create the medical staff it needs to succeed

**1:45-2:45 PM: Common Legal Pitfalls in Credentialing and Privileging-How to Avoid Corporate Negligence and Stop Potential Risks at the Door**

Objective: Learn the common credentialing and privileging errors that physician leaders and executives make and how they can force their organizations into court

Objective: Learn how to manage ‘high risk’ credentialing/privileging situations that will inevitably occur to mitigate both legal risk and patient safety

**2:45-3:00 PM: Break**

**3:00-4:00: How to Link your Organization’s Strategic Plan to Physician Performance Management**

Objective: Understand the common ‘disconnect’ between the healthcare organization’s strategic plan and physician performance and compensation models

Objective: Learn how to link the organization’s strategic goals/objectives with the organized medical staff and physician performance management

**4:00-4:30 PM: Why Setting Physician Performance Expectations is a Negotiation**

Objective: Understand why physicians cannot be treated or behave like employees and must be seen as strategic partners and not subordinates

**Day 2:**

**8:00-9:00 AM: How to Move Peer Review from Quality Assurance to Performance Improvement**

Objective: Understand why the traditional exercise of peer review does not improve performance

Objective: Learn how to transition peer review from quality assurance (the identification of negative outliers) to performance improvement for individuals, departments, staffs, nursing, and the system at large

**9:00-10:00 AM Peer Review Case Study-How to Improve the System and not Just Physician Performance**

Objective: Through an actual case study, learn how to guide and lead the medical staff to perform peer review in a new and constructive way

**10:00-10:15 AM: Break**

**10:15-11:00 AM: Dealing with the Problematic Few-Case Studies and Lessons Learned**

Objective: Learn what ‘works’ and what ‘doesn’t work’ when dealing with the problematic few and why this work is so important

Objective: Learn how to out finesse the problematic few in order to protect the organization, the patients, and the physician from him or herself

**11:00-11:30 AM: What Top Performing Medical Staffs Do and Don’t Do**

Objective: Learn what top performing medical staffs do and don’t do and why they are different from everyone else

Objective: Learn what it takes to become a ‘positive outlier’ and raise the bar for the healthcare industry