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**Proposed Physician Leadership and Development Four Day Program**

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**Goal: To provide education and preparation for current and future physician leaders to enable them to lead effectively and collaboratively**

**DAY ONE: DEFINING PHYSICIAN LEADERSHIP GOALS AND OBJECTIVES**

**8:00-8:15 AM: Welcome, Introduction, and Orientation (CEO or CMO)**

**8:15-9:30 AM: The Imperative for Physician Leadership in Healthcare Transformation**

Objective: Understand why healthcare transformation is a quality, safety, service, and cost-effectiveness problem in the guise of a political conflict

Objective: Understand why healthcare transformation cannot be accomplished without physician leadership

**9:30-10:30 AM: Understanding the Roles and Responsibilities of Physician Leaders, Medical Staff, Management, and Board**

Objective: Understand the roles and responsibilities for physician leaders both on and in coordination with the organized medical staff

Objective: Understand the roles and responsibilities that physicians will assume at all levels of the organization

**10:30-10:45 AM: Break**

**10:45-11:30 AM: Moving from an Effective Clinician to an Effective Leader**

Objective: Understand the transition that must be made from clinical problem solving to systems thinking and management

Objective: Learn how clinical practice and management differ in both style and substance

**11:30-12:00 PM: Lunch Break**

**12:00-12:45 PM: How to Manage an Effective Meeting**

Objective: Understand why meeting management is a fundamental and essential leadership skill

Objective: Learn how to manage: routine business, complex/controversial issues, and strategic issues that warrant face to face discussion and debate

**12:45-1:45 PM: How to Manage Leadership Conflicts and Conflicts of Interest**

Objective: Understand why managing conflicts and conflicts of interest may be the most important leadership skill you can learn

Objective: Learn how to perform interest and principle based negotiation and to enable others to do this through the mediation process

**1:45-2:00 PM: Break**

**2:00-3:00 PM: How to Manage Physician Performance Issues-Case Studies and Lessons Learned**

Objective: Learn how to manage performance issues in a more proactive way through the use of case studies

Objective: Understand why it is important to treat performance expectations as a negotiation with highly educated professionals

**3:00 PM: Questions, Discussion, and Wrap Up**

Objective: Opportunity to reflect on the day’s content and key learning

**DAY TWO: CREDENTIALING AND PRIVILEGING-DEFINING YOUR CULTURE**

**8:00-9:00 AM: Strategic Medical Staff Development Planning-Defining your Criteria before you Begin**

Objective: Understand why organizations increasingly plan their medical staffs in a more strategic way

Objective: Learn the key role of physicians in recommending eligibility criteria to the governing board

**9:00-11:00 AM: What Physician Leaders need to know about Credentialing and Privileging (Case Studies and Lessons Learned)**

Objective: Learn the essential principles of credentialing and privileging through the utilization of case studies

Objective: Understand the difference between credentialing and privileging and why they should be separated

**11:00-11:15 AM: Break**

**11:15- 12:15 PM: Privileging Challenges-Low Volume/No Volume Practitioners and Introducing New Technology and New Privileges**

Objective: Learn how to safely and strategically privilege low/no volume practitioners

Objective: Learn how to introduce new technology and privileges in a systematic and responsible way

**12:15-12:45 PM: Lunch Break**

**12:45-1:45 PM: Privileging Challenges-Aging and other Potential Impairments**

Objective: Understand why it is essential to identify potential impairments before they have an impact on patients and physicians

Objective: Learn how to create a fair and balanced approach to the aging physician that balances physician and patient needs

**1:45-3:00 PM: Privileging Challenges-Managing Behavioral Issues**

Objective: Understand why it is important to manage behavioral issues in an even handed and assertive way

Objective: Learn how to deal with behavioral issues when preventative measures fail

**1:45-2:00 PM: Privileging Challenges-Tiered Privileging-Raising the Bar for Accountable Care**

Objective: Understand why privileging for exceptional quality, safety, service, and cost is an essential part of healthcare transformation

Objective: Learn how to deal with physicians who cannot meet your performance expectations

**3:00 PM: Questions, Discussion, and Wrap Up**

Objective: Opportunity to reflect on the day’s content and key learning

**DAY THREE: DRIVING PHYSICIAN PERFORMANCE IMPROVEMENT-QUALITY, SAFETY, SERVICE, AND PEER REVIEW**

**8:00-9:00 AM: Case Studies in OPPE and FPPE: How to Manage Ongoing Performance**

Objective: Understand what it means to make privileging ‘objective and evidence based’

Objective: Learn how to perform effective OPPE and FPPE without wasting resources or time

**9:00-10:00 AM: How to Move Peer Review from Quality Assurance to Performance Improvement**

Objective: Understand how to focus on ‘opportunities for improvement’ instead of the identification of ‘negative outliers’ through the peer review process

Objective: Learn how to make peer review impact quality throughout your organization

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

**10:15-11:30 AM: Peer Review Case Study-How it should Work**

Objective: Understand how to focus on performance improvement when performing an actual peer review case study

Objective: Learn how peer review can inform physician, nursing, and systemic performance improvement

**12:00-12:30 PM: Lunch Break**

**12:30-1:15 AM: Quality Improvement-Tools and “Best Practices”**

Objective: Understand why quality improvement is continuous and never-ending

Objective: Learn the fundamental tools of lean, six sigma and how they can help you to eliminate ‘waste’ and to ‘standardize to excellence’

**1:15-2:15 PM: How to Create a Culture of Safety**

Objective: Understand why we have to build a culture that supports reliability and safety

Objective: Learn the tools that will enable you to support a culture of safety

**2:15-3:00 PM: How to Create a Culture of Service and why it Matters**

Objective: Understand why a culture of service has the greatest impact on quality outcomes, safety, cost, and market share

Objective: Learn the tools that will enable you to build a culture of service for your practice and your organization

**3:00 PM: Questions, Discussion, and Wrap Up**

**DAY FOUR: BUILDING A LEADERSHIP “TOOL BOX” FOR YOUR FUTURE**

**8:00-9:00 AM: What every Physician Leader needs to know about CMS and the Joint Commission**

Objective: Understand why legal, regulatory, and accreditation standards should be interpreted by physicians and management

Objective: Learn how to interpret laws and standards so that they make clinical and operational sense

**9:00-10:00 AM: The Biggest Legal Mistakes that Physician Leaders Make and How to Avoid Them (Case Studies and Lessons Learned)**

Objective: Learn the most common legal errors that physician leaders inadvertently make and how to avoid them

Objective: Learn what to do when you begin to skate on ‘thin ice’

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

**10:15-11:30 AM: What every Physician Leader Needs to Know about Healthcare Finance**

Objective: Understand how healthcare is financed in the United States and why it matters

Objective: Learn how physicians and management can collaborate to achieve cost-effective care

**11:30-12:00 PM: Lunch Break**

**12:00-1:30 PM: How to Manage Poor/Marginal Performance: Case Studies and Role Play**

Objective: Understand why managing poor performance is the most difficult thing you will be asked to do as a leader

Objective: Through case studies and role play, work through the likely scenarios that you will encounter as a leader

**1:30-1:45 PM: Break**

**1:45-2:15 PM: How to avoid and take Corrective Action when absolutely necessary**

Objective: Learn how corrective action can be almost always avoided

Objective: Understand what the law requires of organizations when taking corrective action

**2:15-3:00 PM: How Physicians can Lead Accountable Care**

Objective: Understand why it is essential that physicians raise the bar for one another

Objective: Understand why only ‘world class’ care will win

**3:00 PM: Course Questions, Discussion and Wrap Up**

Objective: Discuss learning from the course and how you can continue to develop as a leader going forward