Evolving Roles for Physician Leaders

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Evolving Roles for Physician Leaders

- CMO/VPMA vs. COS
- Physician Leaders in Quality and Patient Safety
- Physician Leaders in IT
- Physicians on the Board
- Medical Group Leadership
- New Knowledge/New Skills
Evolving Physician Leader Roles

- Vice President of Medical Affairs/
  Chief Medical Officer
- Chief Medical Information Officer
- Chief Quality Officer
- Chief Patient Safety Officer
- Service Line Medical Directors
- Employed Group Medical Director
- Performance Improvement Medical Director
- LEAN/Six Sigma Champions

“Outcomes data will drive the physician experience.”

(Andrew Robertson, MD
RMD Blue Shield of California)

- Quality, Service, and Cost
2005 HOSPITAL CEO LEADERSHIP SURVEY

Solucient 100 “Best of Breed” and “Median” hospitals:
- CMO part of top leadership team in 68% of Best of Breed & growing; 54% of Median & growing more rapidly
- CMO growth directly related to top priority both B of B and Median place on importance of quality and patient outcomes
- Rank quality and financial success equally

The Delivery Of Healthcare Is Becoming Overwhelmingly Complex!
Exponential Growth in Requirements and Expectations

- CMS Core Measures: Appropriate Care Measures
- in Inpatient Indicators (24-27 on Oct. 1, 2008) and Ambulatory Indicators (Oct. 1, 2008)
- Clinical Efficiency: LEAN
- Ever Increasing Transparency Audits
- RAC: Sign Every Page of Orders - 2009
- Disruptive Professional Behavior
- CMS: Reduced Reimbursement for Re-Hospitalizations – 2010
- Healthcare Payment Reform 2010 and Beyond
- ARRA and Meaningful Use – 2011 and Beyond

How does a Chief of Staff find the time to do everything that needs to be done?

He or she can no longer do it all alone!
PARTNERING
with the
CMO
(and others)

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<td><strong>Chief of Staff (COS)</strong></td>
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<td>□ President of the Medical Staff</td>
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<td>□ Chief of the Medical Staff</td>
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<td><strong>Chief Medical Officer (CMO)</strong></td>
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<td>□ Vice President of Medical Affairs (VPMA)</td>
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**ATTRIBUTES**

**COS**
- ELECTED by Medical Staff
- Answers to Governing Board
- NOT a Part of Hospital Leadership Team
- Stipend
- Predominately a Practitioner

**CMO**
- HIRED by Hospital
- Answers to CEO
- Advisory to Board and MEC
- INTEGRAL Part of Hospital Leadership Team
- FT oversees MSS, Quality, PI, RM, Infection Control, Physician Contracting, other
- Salary and Benefits
- Predominately a full-time employee

**COS**

#1 Priority of the Chief of Staff is Quality and Patient Safety
COS

Obtain Clear Direction from the Board and Input from the CEO

CMO

#1 Priority of the Chief Medical Officer is Quality and Patient Safety
**CMO**

Obtain **Clear Direction**
From Your CEO
(Partner with your Governing Board)

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**RESPONSIBILITIES**

**COS**
- Leads the Medical Staff
- Credentials and Privileges
  - Accountable for Process
  - Holds Credentials Committee accountable

**CMO**
- Supports the Medical Staff
- Credentials and Privileges
  - Facilitator of the Process:
    - Assists Credentials Committee with research and validation
### RESPONSIBILITIES (cont.)

#### COS
- **PEER Review**
  - Accountable for process
    - Assigns investigation team
    - Holds power to summarily suspend
  - Medical Staff action

#### CMO
- **PEER Review**
  - Facilitator of the process
    - Research
    - Sources external peers for review
    - Liaison to legal counsel (due process)
    - Neutral party; no power to suspend

### RESPONSIBILITIES (cont.)

#### COS
- **Hospital Goals**
  - Must know them
  - Requires discussion at MEC to follow progress
  - Provides clinical input to goals development
  - Approaches physicians out of compliance

#### CMO
- **Hospital Goals**
  - Must know them
  - Accountable for attainment
  - Accountable to MEC for inclusion of clinical goals
  - Approaches physicians out of compliance
  - Designs quality dashboard and physician scorecard
  - Facilitates alignment of clinical goals with other goals
RESPONSIBILITIES (cont.)

**COS**
- Disruptive Professional Behavior
  - Process Integrity
  - Medical Staff Action

**CMO**
- Disruptive Professional Behavior
  - *Facilitates* due process (in partnership with legal)
  - Documentation oversight
  - *Facilitates* treatment and rehabilitation

**APPROACH TO DISRUPTIVE BEHAVIOR AND/OR IMPAIRED PROFESSIONAL**
- Process Integrity – COS/CMO/LEGAL
- Documentation – COS/CMO
- Medical Staff Action - COS
- Due Process – COS/CMO/LEGAL
- Treatment and Rehabilitation – CMO
“IN MY OPINION, THE COS AND CMO ARE NOT INTERCHANGEABLE. THE CMO IS A CRITICAL MEMBER OF THE HOSPITAL ADMINISTRATIVE TEAM WHO HAS INHERENT ADMINISTRATIVE AUTHORITY TO ENACT OR ADJUST POLICIES WITHIN THE HOSPITAL THAT CAN ENHANCE OVERALL DELIVERY OF CARE.”

- Robert Hiltz, M.D., Past Chief of Staff, Mercy Hospital Anderson

“THE CMO THUS HAS THE ABILITY TO CLEAR OBSTACLES FROM THE PATH OF THE COS AND THE MEDICAL STAFF.”

- Robert Hiltz, M.D., Past Chief of Staff, Mercy Hospital Anderson
ADDED VALUE FROM YOUR CMO

- Wingman for Chief of Staff
- Conduit to “the outside world”
- Bearer of information – Reports
- Teacher/Coach/Mentor
- Researcher
- Standard agenda item at MEC
- Organizer

Physician Leaders in Quality and Patient Safety
Quality and Patient Safety Roles

- Chief Quality Officer
- Chief Patient Safety Officer
- Service Line Medical Directors
- Performance Improvement Medical Director
- LEAN/Six Sigma Champions

Physician Leaders in IT
IT Physician Leader Roles

- Vice President of Medical Affairs/Chief Medical Officer
- Chief Medical Information Officer
- Chief Quality Officer

Physicians on the Board
Fiduciary Duties of the Board of Trustees

Fiduciary Duty of Care

• Requires Board members to carry out their obligations in good faith and with that degree of diligence, care, attention and skill that a person in a like position would reasonably believe appropriate under the circumstances
What is Care and Diligence?

- Reading and considering all Board materials
- Attending and actively participating in meetings
- Understanding the finances and operations of the Corporation
- Asking questions and seeking professional advice
- Developing the ability to make well informed decisions
- Ensuring that the Corporation complies with its many specific legal obligations

Fiduciary Duty of Loyalty

- Obligates Board members to act solely in the interests of the Corporation and to place the Corporation’s interest above their own personal gain
- Addresses self-dealing and Conflict of Interest issues
What is a Conflict of Interest?

- Arises when there is a “duality of interest” impairing a Board member’s duty of loyalty to act in good faith in the best interest of the company
- “Dual interests” can be financial or personal (and include interests of Board members and their families)
- Affiliations with competitors can create “competitive conflict of interests”
- A Board Member’s “dual interest” must be fully disclosed
- Only disinterested Members may discuss or vote on the matter
- Document all actions taken in Board minutes to address it

Fiduciary Duty of Obedience

- Obligates Board to act in a manner the preserves the mission of the organization
- Applies to nonprofit corporations
- Prohibits transactions or diversion of resources outside the scope of the organization’s mission
Physicians on the Board

- Boards benefit from members with clinical competence
- Physician board members have the same fiduciary duty as every other trustee
- Voting physician board members must make decisions based on the best interests of the hospital (not based on the interests of the medical staff)
- Chief of Staff’s role on a hospital Board
- “Duality of interest”: Whom do you represent?

Employed Medical Group Physician Leaders
Medical Group Physician Leaders

Dyad Leadership with Clinic Managers

- Quality and Patient Safety
- Goal Setting: Quarterly and Annual Reviews
- Budgeting
- Resource Management
- Manpower and Recruiting
- Physician Coaching to Improve Performance

Evolving Physician Leaders

- New Knowledge
- New Skills
Physicians as Successful Leaders

- **New Knowledge:**
  What is Effective Physician Leadership?

- Healthcare Trends 2012 and Beyond
- Outcomes Driven Healthcare Reimbursement
- Medical Staff Leadership Responsibilities
  - Credentialing and Privileging
  - Peer Review
  - TJC

- **New Knowledge (continued):**
  Quality and Patient Safety Initiatives
  - Healthcare Legal Issues
  - Generational Change
  - Hospital Finance: The Physician’s Impact on the Bottom Line
Physicians as Successful Leaders

- **New Skills:**
  - Effective Teambuilding: Motivating Others
  - Building Trust
  - Conflict Resolution
  - Dealing with Disruptive Behavior
  - Advanced Communication Techniques

Physicians as Successful Leaders

- **New Skills (continued):**
  - Improving Physician/Hospital Relation
  - Physician Coaching
  - Creative Problem Solving
  - Meeting Management
Physicians as Successful Leaders

With Change Comes Opportunity!

Physician Leaders are needed now more than ever!

Thank you!

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