

From Practice to Leadership: A Journey Worth Taking

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Never Forget the Basics from Practice -SOAP

- S-subjective information about the situation
- O-objective analysis of the current situation
- A- assessment of opportunities and outcomes
- P-plan for implementation with specific targeted goals

On the Job Training: The Early Years- Private Practice

■ Learnings:

- Staff: Recruiting, retaining, managing
- Clinical Care: integrating best practices, work flows, roles and responsibilities, handoffs
- Operations: Developing practice policies, communication modalities for patients; staff; and colleagues
- Fiscal expertise and strategic planning
- Marketing

On the Job Training: Transition-taking on a leadership role

- Time allocation
- Personal financial concerns
- Establishing common grounds with a larger segment of practitioners and organizations
- Creating consensus and agreement
- Getting innovative!

On the job training: Health Plan senior management

Learnings:

- Understanding the environment: regulation, legislation and accreditation
- Macroeconomics: cost efficient health care in the eyes of the employers
- Service and Quality- meeting multiple and competing expectations
- Building aligned incentives and extending your sphere of influence
- Leadership on a larger scale

On the job Training: Senior Management in Physician Group Practices

Learnings

- Herding Cats- creating a sense of urgency and a common purpose
- Practice financial accounting and capital budget process
- Developing clinical standards, feedback mechanisms and consequences
- Understanding and influencing the drivers of risk and medical liability
- Engaging physicians in problem identification and solution development

Formal Education-resources

- American College of Physician Executives (ACPE)
- Graduate Education: Masters in Medical Management and other Programs
- Levinson Institute
- Other

Final thoughts

1. Seek first to understand
2. Question conventional wisdom (politely!)
3. Learn from your experiences- mistakes are ok
4. Don't get caught up in detail
5. Stay open to differing views- no idea is so good it can't be improved
6. Speak multiple languages and create win-win partnerships

Final Thoughts (cont'd)

7. Establish who's part of your "team"
8. Keep your eye on the goal-
"providing excellent patient care in a
cost efficient manner"
9. Know when to "fold them"
10. Don't compromise on your core
values and principles

