

Collaboratively leading toward an optimistic future - in any role, at every moment.

Physicians Lead!



LEADERSHIP
KNOWLEDGE



LEADERSHIP
DEVELOPMENT

ACTION
LEARNING



Physicians Lead!

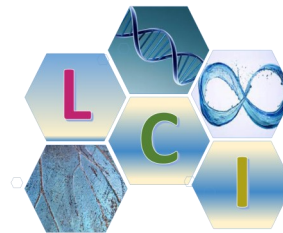
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Physicians Lead!

Under the direction of executive sponsor, Dr. Andrew Masica, SVP & CMO of Reliable Health, Physicians Lead! is offered to strengthen the leadership capability of physicians.

Physicians Lead! is a 10-month program that incorporates leadership education and real-life problem solving to help physicians enhance their leadership effectiveness, increase their understanding of health care and improve their capabilities to lead.

For education and exposure to leadership knowledge and development, Texas Health has partnered with three external standout partners – American Association for Physician Leadership, Epidemic Leadership/LCI Group and The Chartis Group. For the team-based experiential Action Learning program work, leadership coaches from Texas Health Resources University offer a unique opportunity to practice and hone newly acquired leadership skills.



Program Objectives:

- 1) Enhance physicians effectiveness as a leaders — in any role, at every moment, including:
 - Understanding the nature and dimensions of leadership and how it differs from management
 - Understanding the importance of context as an essential element for leaders
 - Growing the ability to influence colleagues and contribute to organizations, from practice offices, to hospitals and the larger health care stage
- 2) Increase knowledge and understanding of health care at the micro and macro level to positively influence change, including:
 - Increased understanding of Texas Health as an organization. Generalize these features to a broader organizational literacy to enable leadership in any role, at any moment
 - Improved literacy of the external health care environment
- 3) Improve capability as a member of a team, including:
 - Understanding the powerful nature of teams, including the impact leadership has on processes, people and outcomes
 - Through the Action Learning Projects, learn, practice and improve the capabilities of leading and participating in a collaborative group, solving complex problems, navigating conflict, and giving and receiving feedback

Instructor-Led Sessions - Class once a month for 9 consecutive months

Leadership Knowledge

Finding Common Ground & Designing Interactions for Results: August 21, 2021

- Examine context as an essential element for leaders followers engage, learn, and commit
- Explore how thoughts, actions and consciousness become the basis for effectiveness
- Practice designing interactions that motivate to both teach and attract others
- Apply network science and positive epidemics as an approach to motivating others

Building Emotional Intelligence: September 25, 2021

Motivating and encouraging other physicians requires understanding when it is time to have an important discussion and when to recognize the inherent talents of others.

- Gaining emotional self-awareness
- Heightening the awareness of others
- Increasing listening skills
- Developing skills to elicit cooperation

Thinking Strategically: October 23, 2021

Physician leaders must be able to distinguish the elements of strategy, operations, processes and tactics. Thinking strategically as well as organizationally leads to stronger analytic skills.

- Aligning long-term plans with organizational focus
- Inspiring others to employ strategic thinking and planning tools
- Aligning functions and devising appropriate reward structures
- Developing skills to elicit cooperation

Utilizing MBTI Preference to Improve Communication: November 13, 2021

Becoming an excellent communicator is perhaps the most important skill –set a person can do to contribute to individual and organizational success.

- Identify personal communication preference, recognizing the preference of others and the ability to adapt accordingly
- Develop listening skills and tools for influencing others

Empowering Physicians through Professional Accountability: December 11, 2021

Strong physician leaders understand the importance of embracing change opportunities and the need to instill such an orientation within others. They align vision with action and meet goals.

- Understanding methods to model professionalism
- Developing cultures of accountability
- Creating plans to change behavior
- Identifying beliefs that impede change and innovation

Optimizing Conflict: January 8, 2022

Experts say some conflict is healthy, and they're right. When not managed well, however, conflict can become disruptive and lead to medical errors, poor patient satisfaction, increased cost and higher turnover.

- Identifying conflict style and recognizing the style of others
- Assessing conflict situations and practicing using different conflict modes.
- Building more effective relationships that support organizational transformation

Making Population Health a Priority: February 5, 2022

Now is the time for physician leaders to grasp the definition of population health and why the approach is necessary. Components and attributes of this approach to health and health care are wide in scope.

- Understanding the impact of quality improvement on economic measures
- Defining the operational realities facing new payment structures
- Identifying the key players in population health management

Advancing High Reliability: March 26, 2022

Go beyond the basics of learning about high reliability organizations and begin experiencing the power of a culture of safety.

- Defining reliability and describing how reliability is a critical success factor
- Describing how culture shapes behavior and learning how to prevent human error
- Applying the three steps of culture change to support patient safety
- Improving the quality of thinking together as a learning organization

Aligning Action, Vision and Behavior: April 23, 2022

Physician and administrative leadership must be tightly coupled and move in a unified direction. In a time of rapid health care change, bringing together diverse cultures and philosophies to create a shared agenda is imperative.

- Understanding the care structure of collaborative organizations
- Encouraging physicians to participate in the process
- Developing alignment between physicians and administration
- Executing organizational vision

Feedback

Included in the Physicians Lead! curriculum are several assessments each participant will complete in order to gain insight into his or her leadership capability, behavior, styles and tendencies. Participants will receive a full report of each assessment and instructions on how to interpret and apply the results.

“I can't change the direction of the wind, but I can adjust my sails.”



Assessments

Several assessments have been chosen for the Physicians Lead! program to provide insight for leadership development. These include:

- 1) **AAPL Leadership Assessment:** This assessment provides a view of the participant's leadership strengths and opportunities. Participants complete the online survey on their own time before the program Kick-off. A briefing is held during the first class on August 21, 2021 to help you understand your results and how to use them .
- 2) **Emotional Intelligence:** The TTI Emotional Quotient report will empower physicians to understand their own emotional intelligence in order to avoid making leadership decisions without knowing how their emotions are influencing their choices. Participants complete the online survey on their own time, between the August and September class. A briefing with the results is held during the September 25, 2021 class.
- 3) **Myers Briggs Temperament Instrument:** This is a personality type assessment showing psychological preference in how participants perceive their world and make decisions. Participants complete the online assessment between the October and November class and receive their results at the November 13, 2021 class.
- 4) **The Thomas-Kilmann Conflict Mode Instrument (TKI):** This assessment is a tool which is used to measure an individuals response to conflict situations. Participants complete the online survey on their own time, between the October and November class, A briefing with the results is held during the January 8, 2022 class.

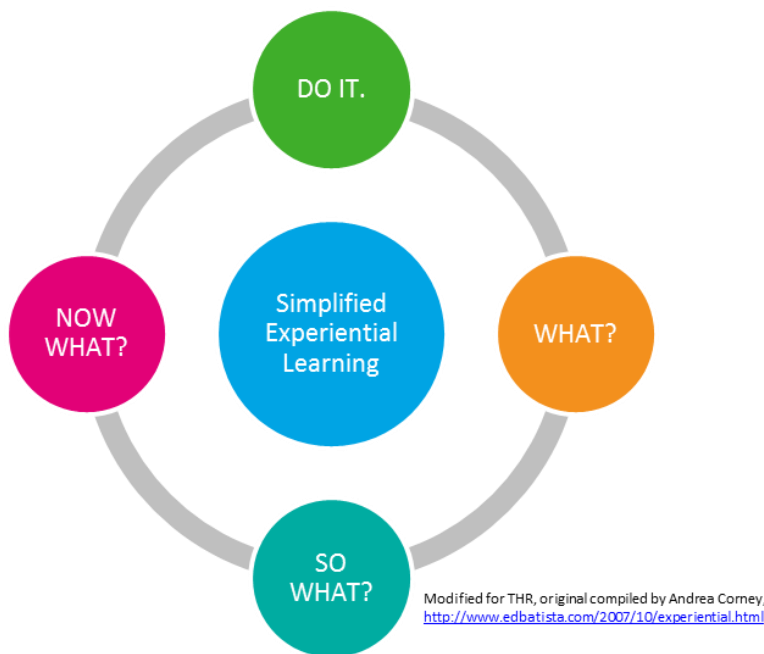
Use of Assessments

The data from each assessment will be shared only with:

- 1) Texas Health's Steering Committee in de-identified, aggregate form, in order to measure the effectiveness and impact of this learning program.
- 2) Texas Health's Physicians Lead! project team, again in de-identified form, in order to analyze outcomes and plan improvements for future iterations of the program.
- 3) Faculty associated with the Physicians Lead! program, in de-identified, order to help participants develop leadership capabilities.

Action Learning

During the Action Learning component of Physicians Lead!, teams will work together to solve actual problems. These teams will provide a real-time learning experience with the expectation that each member will begin to apply what has been learned in class with specific attention to the skills of leading/participating in a collaborative group, solving complex problems, navigating conflict, and giving and receiving feedback.



*“Learning is experience.
Everything else is just
information.”*

Albert Einstein

Action Learning Schedule:

- Dec. 11, 2021 **Leading People & Projects - Action Learning Kick-Off:** Texas Health Resources University leaders will provide a full orientation to the Action Learning Project process. Teams will then meet individually to discuss the content with the subject matter expert and Action Learning Coaches will guide the teams through the process for completing the work.
- Jan. - April 2021 Each month, two **Action Learning Virtual Project Team Meetings** will be held via the Microsoft Teams platform. There will be a total of nine meetings including the presentation dress rehearsal for the final presentation at graduation. The goal of each project team is to develop a solution to address their team’s problem for implementation across Texas Health. An Action Learning Leadership Coach and an Executive Sponsor will provide feedback, accountability and support throughout the experience, with the goal of encouraging the effectiveness of each individual and the teams project outcomes.
- May 14, 2022 **Action Learning Presentations:** Each project team will present their project solution to Texas Health executives, board members, hospital presidents & CMOs and Physicians Lead! alumni and the incoming class.

Completion Requirements

Your commitment to participate and complete the Physicians Lead! Program is substantial — with several layers of classroom, independent and experiential learning woven together over the course of 10 months. We understand that the demands on your time are heavy and there will be times when, even with sincere commitment and the best intentions, attendance may be impossible and completion of the requirements may be delayed.

With this in mind, we have designed a make-up strategy that ensures your eligibility for the Physicians Lead! Completion Certificate and graduation even when your in-person attendance is impossible:

1. **Leadership Knowledge Sessions** – Up to two of the nine education sessions can be missed and still satisfy completion, if the course materials provided electronically are fully read prior to the subsequent session. In this case, CME is not available, but participants will satisfy program completion.
2. **Assessments** – Completion of all assessments is mandatory. They are delivered to you electronically in advance and completed independently. The results will be given to you at the next class you attend.
3. **Action Learning** – Up to two of the eight Action Learning Project meetings can be missed and still satisfy completion, if the work on the project is made up to the satisfaction of the Project Team and Project Sponsor.
4. The **Final Presentation** of the Action Learning Project is mandatory. In the event that live participation is absolutely unavoidable, advance arrangement must be made to the satisfaction of the Project Team.

Please contact Mandalynn Tidland-Heep at 817-291-0968 or at MandalynnTidland@texashealth.org as soon as you know of your absence so that arrangements to make up the work can be made.

CME Transcript

In support of improving patient care, Texas Health Resources is jointly accredited by the Accreditation Council for Continuing Medical Education (ACCME), the Accreditation Council for Pharmacy Education (ACPE), and the American Nursing Credentialing Center (ANCC).

Physicians wishing to claim credit for the live classes must do so individually following each class each session.

To access your CME transcript follow these instructions through Texas Health's Office of Accreditation.

1. At texashealth.org/cme click on CME Transcripts button, located on the right column.
2. Click on CME Transcripts Online Request (2006 to present) in the center of the page.
3. Enter the begin date, end date, your e-mail address and password. Then click on the Display Transcript button.
4. View transcript or click on the Printer Friendly Version to print the transcript.
5. For help with your account, click the "?" icon or call 1-866-295-3269



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