

Applied Physician Leadership Academy®

May - November 2015

THE CONFERENCE CENTER AT
NEW JERSEY HOSPITAL ASSOCIATION

An offering from
The Leadership Development Group &
the New Jersey Hospital Association
Enhancing physician leadership to
strengthen individual, team and
organization performance



**THE LEADERSHIP
DEVELOPMENT GROUP**
INNOVATIVE SOLUTIONS - IMPACTFUL RESULTS

NEW JERSEY HOSPITAL ASSOCIATION
NJHA



Applied Physician Leadership Academy®

*An offering from The Leadership Development Group & The New Jersey Hospital Association
Enhancing physician leadership to strengthen individual, team and organization performance*

Introducing NJHA's Applied Physician Leadership Academy®

OVERVIEW

The U.S. healthcare system has reached a tipping point and is in the midst of a significant transformation. New healthcare delivery models are driving a shift from an environment where payment and rewards are focused on the individual and determined based upon volume of services, to one where organizations are compensated based on health outcomes achieved for a given population of patients, including incentives for improving quality and the patient experience. This paradigm shift will require team-based, coordinated effort; the ability to drive and adapt to change; and a strong focus on communication, education and implementation.

As a result of these reforms, healthcare delivery will require a fundamentally different approach - and a new breed of physician leader that can rally around these new requirements. Physician leaders will be measured by the results they achieve; the value, or efficiency, with which they achieve good outcomes; and, improvements in performance resulting from a focus on teamwork through superior coordination, information sharing and teaming across disciplines. Chief medical officers, chairmen of departments, vice presidents of medical affairs and other physician leaders must rally around these new requirements and bring teams of clinical and administrative leaders together. Hospitals of the future must have a new level of physician leaders who are able to lead themselves, lead others, lead for results and lead change.

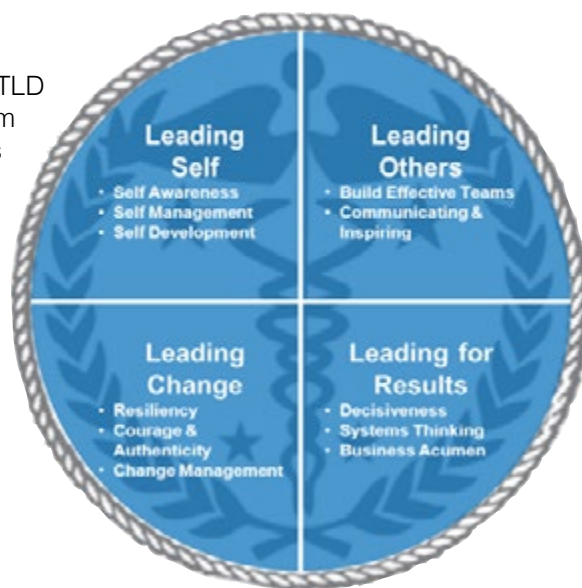
Created in response to requests from both physician and administrative leaders for assistance in addressing these emerging needs, the New Jersey Hospital Association, in partnership with The Leadership Development Group (TLD Group), has customized a learning experience for New Jersey's physician leaders. The offering is a customized TLD Group Applied Physician Leadership Academy® (APLA®). Participation in APLA® will help physician leaders develop new skills to prepare them for growth in existing roles and development in new roles within their evolving healthcare organizations.

Partnership with TLD Group

This program is made possible through a statewide partnership with TLD Group, a nationally recognized physician leadership development firm with a proven track record of developing successful physician leaders in four proven transformative areas based on their trademarked leadership success model:

TLD's nationally renowned physician faculty bring with them a wealth of experience in leadership development. This partnership, while using the expertise of the TLD Group faculty, has been customized to the needs of the physician leaders in New Jersey. By bringing nationally recognized faculty to the state, the TLD Group can minimize your out-of-state travel costs and time away from the hospital, patients and family.

Physician Leadership Effectiveness





DESCRIPTION OF PROGRAM

APLA®, a multifaceted physician leadership development program, will help prepare physician leaders for their evolving roles within their healthcare organizations. The program utilizes multiple learning modalities including interactive learning modules with application tools and 1:1 assessment and coaching. All aspects of the program will be designed and delivered by TLD Group's cadre of physician leaders, academicians, consultants, executive and physician coaches and trained facilitators with deep expertise in identified content areas.



**A full, detailed agenda will be sent electronically prior to each session.*

LEARNING MODULES SCHEDULE AT A GLANCE

APLA® includes four interactive learning modules to enhance leadership competency in TLD Group's Physician Leadership Effectiveness Model. Each learning module includes application tools enabling participants to apply their learning to their specific role in their workplace.

MODULE 1: Leading Self - Saturday, May 30, 2015, 9 a.m.-4 p.m.

What Does it Mean to be a Physician Leader?

OBJECTIVES:

- Define the work of the individual physician leader in the setting of current healthcare challenges
- Frame the leadership skills necessary to create "leadership leverage"
- Learn practical techniques for converting individual leadership presence into organizational impact.

FACULTY

Stephen Beeson, MD

Dr. Stephen Beeson is a nationally recognized author, physician and speaker who has provided tools and tactics for engaging, coaching and training physicians for hundreds of medical groups and hospitals throughout the country. A board-certified family medicine physician, Dr. Beeson practiced with the Sharp Rees-Stealy Medical Group in San Diego County for 18 years. Dr. Beeson has firsthand experience on what it takes to be a physician leader. During his tenure with the medical group, Dr. Beeson was selected by Sharp HealthCare leadership to serve as the physician director for the "Sharp Experience," an organizational commitment to service and operational excellence. Dr. Beeson graduated magna cum laude from the University of California, where he also completed his medical school and residency training. Dr. Beeson is a certified communication trainer for the Institute for Health Care Communication.



Larry McEvoy, MD, FACEP

Dr. Larry McEvoy's demonstrated track record in turnaround capability, physician leadership and integrated health systems, along with his experience as both a CEO and a clinician, provide solid grounding for his skill in facilitating dynamic shifts in mindset, culture and performance. He brings a clinician's diagnostic acumen to analytics and patterns; a stewardship ethic that combines purpose and performance; and a transformational leader's capacity to shift systems from static current states to dynamic future ones. Dr. McEvoy is an executive-in-residence at the Center for Creative Leadership, providing him with wide exposure to leadership practices inside and outside healthcare. Dr. McEvoy received his medical degree from Stanford Medical School and completed his residency and internship at Hennepin County Medical Center. Dr. McEvoy is a board-certified fellow, of the American College of Emergency Physicians and a faculty member of the American College of Physician Executives.





MODULE 2: Leading Others - Saturday, June 27, 2015, 9 a.m.-4 p.m.

Introduction to Group Leadership, Collaboration and Team Management

OBJECTIVES:

- Explore the important differences between the practice of medicine and the practice of leadership
- Examine what skills constitute effective leadership in healthcare organizations and medical groups
- Practice creating collaborative work groups and teams
- Explore and practice the necessary skills for managing well in teams and groups.

FACULTY

Mike Guthrie, MD, MBA

Mike Guthrie, MD, is executive-in-residence at the University of Colorado-Denver campus in the School of Business, Program in Health Administration. He is also an executive coach, focused exclusively on supporting physician executive performance improvement. Prior to these roles, Dr. Guthrie



was a practicing physician, medical director, chief operating officer, health system CEO and a senior executive for a large national healthcare alliance. He also leads learning collaboratives on healthcare issues for healthcare executive teams, boards of trustees and physician leader groups in organizations of various types. Dr. Guthrie has special experience in the area of physician leadership development, helping physicians, hospitals and health systems work effectively together to improve quality, safety and cost. Dr. Guthrie received his medical degree from the University of Pennsylvania, did his internship in medicine at Denver General Hospital and his residency in consultation psychiatry and neurology at the Hospital of the University of Pennsylvania. He received his master's degree in business administration from the School of Business at the University of Colorado.

MODULE 3: Leading for Results - Saturday, Sept. 26, 2015, 9 a.m.-4 p.m.

How to Lead and Drive Business Results

OBJECTIVES:

- Understand healthcare economics and the new disruptive innovative business models that will drive high-quality/low-cost care
- Learn how to utilize financial and operating data to inform clinical and operating decision-making
- Learn how to utilize clinical and business analytics to manage physician performance
- Learn collaborative strategies to drive down operating costs and build new sources of revenue.

FACULTY

Jon Burroughs, MD, MBA, FACHE, FACPE

Jonathan H. Burroughs, MD, is president and CEO of The Burroughs Healthcare Consulting Network Inc. and works with some of the nation's top healthcare consulting organizations to provide "best practice" solutions and training to healthcare organizations throughout the country. He is author or co-au-



thor of six medical management books and has 30 years of clinical experience in emergency medicine, 16 years of management and leadership experience and 10 years of healthcare governance experience. He is a popular speaker with the Healthcare Financial Management Association and speaks, consults and writes on a wide range of ways in which physicians and management can work together in innovative ways to drive down operating costs and build new sources of revenue. Dr. Burroughs received his medical degree from Case Western Reserve University, and a healthcare MBA with honors at the Isenberg School of Management. He is a certified healthcare and physician executive and is a fellow of the American College of Healthcare Executives and the American College of Physician Executives.



MODULE 4:
Leading Change - Saturday, Nov. 14, 2015, 9 a.m.-4 p.m.

*Leading Change in a Rapidly Evolving
Healthcare Marketplace*

OBJECTIVES:

- Understand your impact on creating successful change within your organizations
- Learn strategies to align your medical staff on goals to conquer physician resistance to change
- Understand how to utilize various change management tools in real-life situations
- Learn how to implement population health management tools to co-create healthier communities and support the triple aim.

FACULTY

Kent Bottles, MD

An accomplished author, speaker and physician executive, Dr. Kent Bottles is known as a pioneer in population health management tools, change management for physicians, digital medicine, social media and big data predictive analytics. Currently on the faculty of The Thomas Jefferson



University School of Population Health, Dr. Bottles is a sought-after keynote speaker and hospital board retreat facilitator on the topics of the future of healthcare delivery, digital medicine, predictive analytics, the Affordable Care Act, disruptive technologies and engaging physicians in quality and transformation of payment programs. Dr. Bottles received his medical degree from Case Western Reserve University School of Medicine, completed his residency in anatomic pathology, University of California, San Francisco, and is board certified in anatomic pathology and cytopathology.



1:1 ASSESSMENT AND COACHING PROCESS

Working one-on-one with your assigned TLD Group seasoned physician coach, APLA® participants will explore their leadership style and develop an action plan to achieve specific leadership development goals. Participants will be invited to partake in a confidential leadership assessment to reveal their preferred style and how their perception and judgment impacts leadership behavior. Each participant will meet with their coach three times over the course of APLA® via Skype or telephonically. The first session will focus on feedback and leadership development planning. The following sessions will focus on “how to” achieve the goals in the development plan. Following the initial coaching process, participants may extend their coaching for an additional fee.

MEET THE APLA® PHYSICIAN COACHES

David Brendel, MD, PhD

David Brendel, MD, PhD is an experienced hospital executive, group facilitator, executive coach and mentor. As a coach, he empowers clients to assess their strengths and shortcomings, formulate actions plans for success and achieve peak performance. Dr. Brendel uses Active Inquiry and other powerful coaching conversations to assess his client's situation and recommend practical strategies for change. His approach is caring and firm – he validates his client's experience of challenges, while pushing them to think and act more effectively in the service of professional growth. Dr. Brendel was trained as a psychiatrist at Harvard Medical School.



Jayne Douglas, MD

Jayne Douglas, MD, has held a number of diverse and challenging assignments throughout her professional career, including 22 years at Pfizer. Her coaching style blends professional executive coaching with business consulting solutions to address the issues faced by physician leaders and healthcare executives in today's rapidly changing environment. Dr. Douglas has an intense focus on positive attitude and instills the “Power of Choice” in her coaching. Dr. Douglas obtained her medical degree from Duke's School of Medicine.



Drew Lawson, MD

Drew Lawson, MD, is a professionally trained, boarded and certified executive coach, educator, consultant, quality assurance and risk management director and recognized speaker. Dr. Lawson is a 15-year veteran, partner and full-time practicing emergency physician at



the high-volume Mission Hospital Regional Trauma & Medical Center. As a coach, Dr. Lawson works with clients to clarify direction, strategize actions, enhance productivity and efficiency, master leadership skills and optimize work/life environment. Dr. Lawson is a Stanford-trained board-certified emergency physician.

Sally Ourieff, MD

Sally Ourieff, MD, brings over 20 years of experience as a clinical physician, corporate leader and international non-profit founder to her work as an executive consultant and coach in the healthcare industry. She has deep knowledge of the economic, policy and delivery challenges in the current healthcare landscape. Her style is a combination of focus, structure, warmth, humor and creativity to create a process that is both results-oriented and engaging. Dr. Ourieff is a Harvard-trained physician with a focus on psychology.



Richard Winters, MD, MBA

Richard Winters, MD, is a senior associate consultant at Mayo Clinic and a seasoned professional and executive coach for physician leaders. During his career, he has served as medical staff president of a tertiary medical center with 800 physicians, managing partner for a Democratic Emergency Physician Group, department chair, CEO of an Independent Practice Association and president of a Physician Hospital Organization. His coaching practice focuses on self-motivated and highly effective physician leaders. Dr. Winters is a Mayo Medical School-trained emergency medicine physician.



REGISTRATION

Tuition & Fees

There are two ways to participate in APLA®.

■ PLATINUM I \$9,000 per person

The cost of \$9,000 per person includes faculty instruction and materials for all four live sessions, participant leadership assessment, development planning and individual executive coaching, tools for application and group activities to foster networking, collaboration and learning.

■ GOLD I \$5,500 per person

The cost of \$5,500 per person includes faculty instruction and materials for two live sessions, participant leadership assessment, development planning and individual executive coaching, tools for application and group activities to foster networking, collaboration and learning. Participants must complete the first live session as a required course.

Benefits

The physician leader attending this program will benefit from the following:

- CME credit
- Certificate of Completion
- Longstanding and supportive networks of physicians across the state
- A higher level of personal and professional development

Important dates

Registration Deadline: May 15, 2015 • First Session: Saturday, May 30, 2015

For more information

Please contact Aline Holmes, DNP, RN, SVP Clinical Affairs, Director, Institute for Quality & Patient Safety, 609-275-4157 or at aholmes@njha.com.

Visit:
<http://www.njha.com/education/brochure/?id=603>

Registration Form

PARTICIPANT NAME	TITLE	
HOSPITAL	E-MAIL	
ADDRESS		
CITY	STATE	ZIP CODE
PHONE	FAX	
SPONSOR NAME	TITLE	
HOSPITAL	E-MAIL	
ADDRESS		
CITY	STATE	ZIP CODE
PHONE	FAX	

Please indicate how you would like to participate:

- ☐ **PLATINUM:** \$9,000 | All sessions
- ☐ **GOLD:** \$5,500 | Select ONLY 1 additional live session
- ☐ **REQUIRED** Module 1 | May 30, 2015 | Leading Self:
Stephen Beeson, MD & Larry McEvoy, MD
- ☐ Module 2 | June 27, 2015 | Leading Others:
Michael Guthrie, MD
- ☐ Module 3 | Sept. 26, 2015 | Leading Results:
Jon Burroughs, MD
- ☐ Module 4 | Nov. 14, 2015 | Leading Change:
Kent Bottles, MD

HOSPITAL AFFILIATION
<input type="checkbox"/> DESCRIBE YOUR RELATIONSHIP WITH THE HOSPITAL LISTED ABOVE (CHECK ALL THAT APPLY).
<input type="checkbox"/> EMPLOYED PHYSICIAN
<input type="checkbox"/> MEMBER OF MEDICAL STAFF
<input type="checkbox"/> COMMUNITY PHYSICIAN
<input type="checkbox"/> CONTRACTED PHYSICIAN FOR MEDICAL DIRECTORSHIP
<input type="checkbox"/> CONTRACTED PHYSICIAN FOR OTHER ADMINISTRATIVE SERVICES
<input type="checkbox"/> EMPLOYED PHYSICIAN WORKING IN ADMINISTRATION
<input type="checkbox"/> OTHER, PLEASE DESCRIBE: _____

Registration Guidelines for 2015

PAYING BY CREDIT CARD

Guarantee your seat now by paying for your registration online with a credit card.

It's secure and easy.

Click on the following link:

<http://www.njha.com/education/brochure/?id=603>

Note: For security purposes, please DO NOT mail credit card information with your security code to the P.O. Box. Save time and register online through our secure Web site.

PAYING BY CHECK

Please fax your registration prior to mailing with payment. Your registration will not be confirmed until your payment is received by HRET. A copy of the registration must accompany your check in order to allocate your payment properly.

FAX: 609-275-4271

Make check payable to: HRET of NJ Mail to: HRET of NJ – P.O. Box 828691 – Philadelphia, PA 19182-8691
Payments by mail must be postmarked no later than Wednesday, May 15, 2015

HRET / NJHA staff reserve the right to refuse entrance if payment is not received in full at the time of registration.

CANCELLATION POLICY

- Cancellations received by May 15 will receive a refund minus a \$100 administrative fee.
- No refunds will be issued after the deadline or for no-shows.
- Registrants unable to attend may send an alternate.

GENERAL INFORMATION

- For program inquiries, please contact Nancy Winter at nwinter@njha.com
- For registration and payment inquiries, please contact 609-275-4180 or HRETEducation@njha.com
- In the event of inclement weather, call 609-275-4140 before coming to the conference.
- For directions visit NJHA at: <http://www.njha.com/directions.aspx>
- Ample parking is available behind the conference center building.
- If you have a disability and need special accommodation, please call 609-275-4180.

APPLIED PHYSICIAN LEADERSHIP ACADEMY® QUESTIONNAIRE FOR PARTICIPANTS

As a prerequisite to this program a link will be sent to an on-line survey with these questions, once you have registered.

How do you define leadership?

What are your strengths as a current or potential leader?

What are the areas where you could improve or enhance your current skill level?

What is your greatest frustration with the health delivery system today?

What excites you about the future of the health delivery system?

Why would you like to participate in APLA®?

