

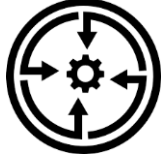


OhioHealth Physician Leadership Academy: Embedding Development at Every Level

Julie Adams, MSE, ACC
Program Director, Physician Leadership Development

Physician
LEADERSHIP ACADEMY

I am employed by OhioHealth and I have no other items to disclose.



OUTLINE

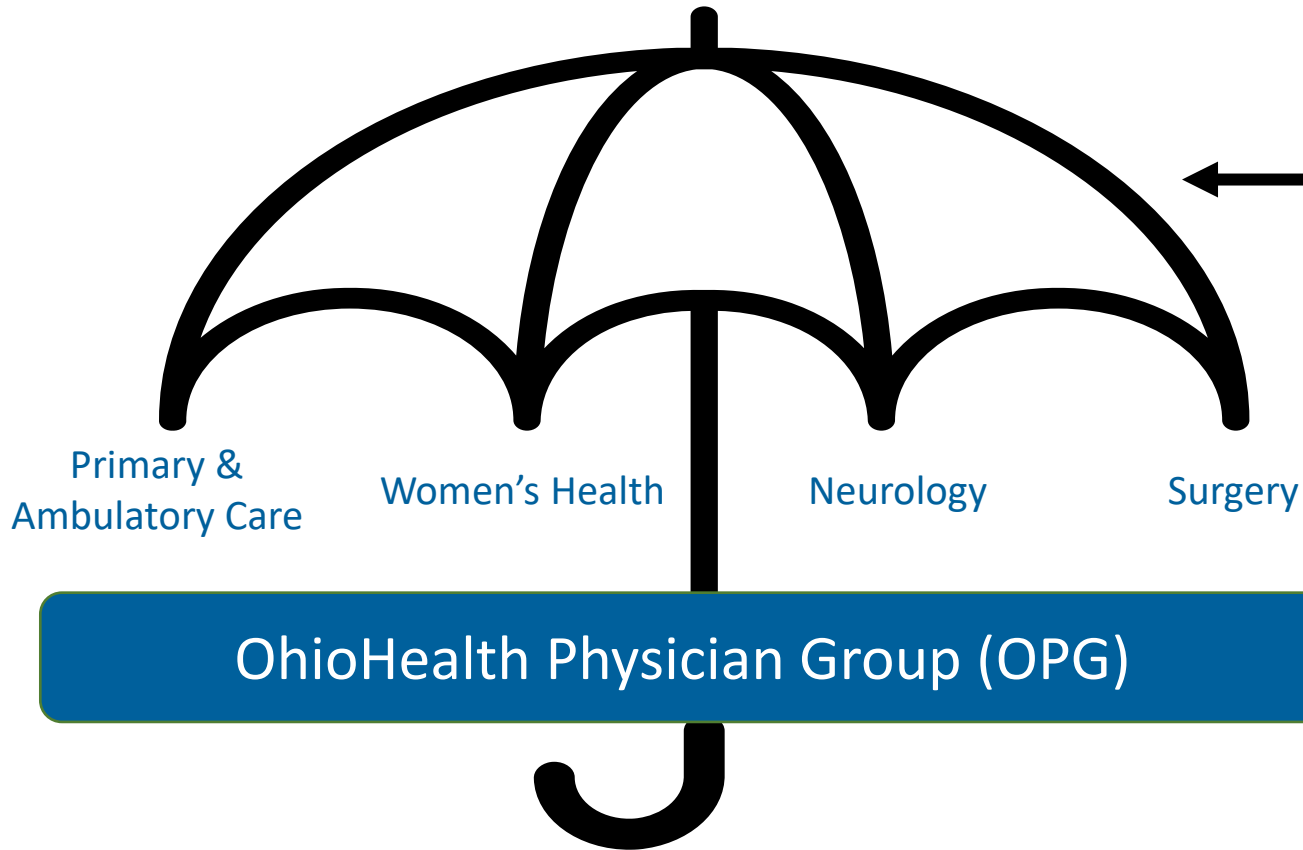
- OhioHealth overview
- Problem Statement, Background & Best Practices
- PLA Vision Statement, Scope of Work and Goals
- PLA Revamped Programming
- Physician Career Framework & Leadership Development
Planning Resources
- Defining Success



OhioHealth Physician Leadership Academy: Embedding Development at Every Level

**What motivated you
to come today?**

OhioHealth Physician Group



← **Clinical Enterprise:** The physician-led portion of the organization that drives decisions around the strategy, quality and operations of our 7 major service lines of care. There are more than **8,000** providers across the Clinical Enterprise , both employed and independent.

← **OPG:** The employed physician practices, primary and specialty care, including all our employed providers that support and drive the care of our communities of patients

Where OhioHealth Physician Group is

- More than **300** OPG practice locations in the **50** counties OhioHealth covers.
- OPG provides healthcare to more than **half the state** of Ohio by area.
- OPG is an **entry point** for many of our patients to care at our hospital and ambulatory care centers.



A little about me...



ersi
yto



Phys
LEADERSH





Problem Statement, Background & Best Practices

Once Upon a Time...



1

Career Framework

2



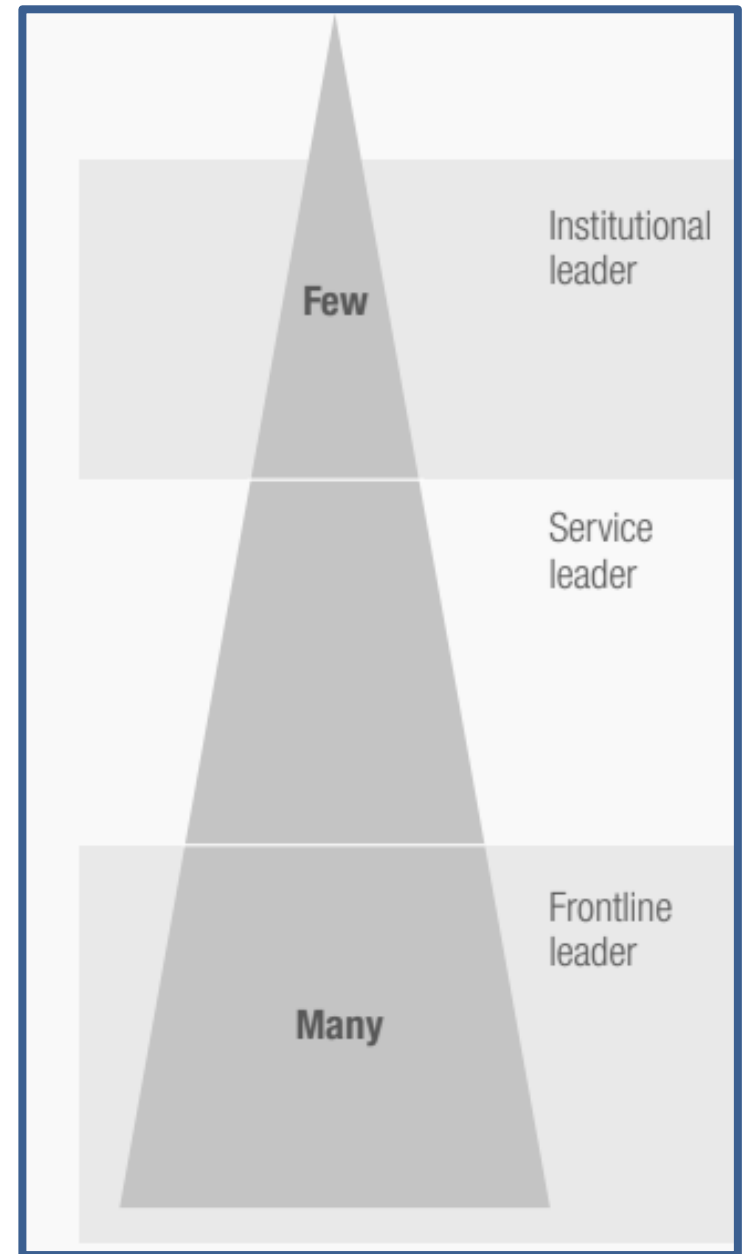
Problem Statement

There are hundreds of provider (physician and APP) leadership positions across the organization. These leaders are vital to OhioHealth's success and the organization needs to ensure all providers have access to and engage in development opportunities that will provide a framework for success as their careers progress. **OhioHealth does not currently have a robust and inclusive leadership development system for providers at all levels of the physician career framework.**



Background

- All physicians assume leadership responsibilities throughout their career.
- Physician leaders are crucial to the success of healthcare organizations.
- Physician-led organizations outperform nonphysician-led peers in objective measures of quality, patient experience, and cost of care.





Successful Physician Leadership Development Programming includes:





PLA Vision Statement, Scope of Work & Goals

Where to start?



1

Build a career framework with resources

2

Internal vision, competencies, values, etc.

3

Define vision, scope of work/goals, skills needed

Barriers to Physician Leadership Development

- Lack of formal leadership education/development
- Time constraints and competing priorities
- Organizational support/ infrastructure
- Perceived divide between clinicians and administrators
- Individual motivation and/or incentive (including salary for leadership positions)
- Cost



Successful Physician Leadership Development Programming include:

Structure:

- Tailored/personalized learning
- Relevant context/learning
- Progressive

Curriculum:

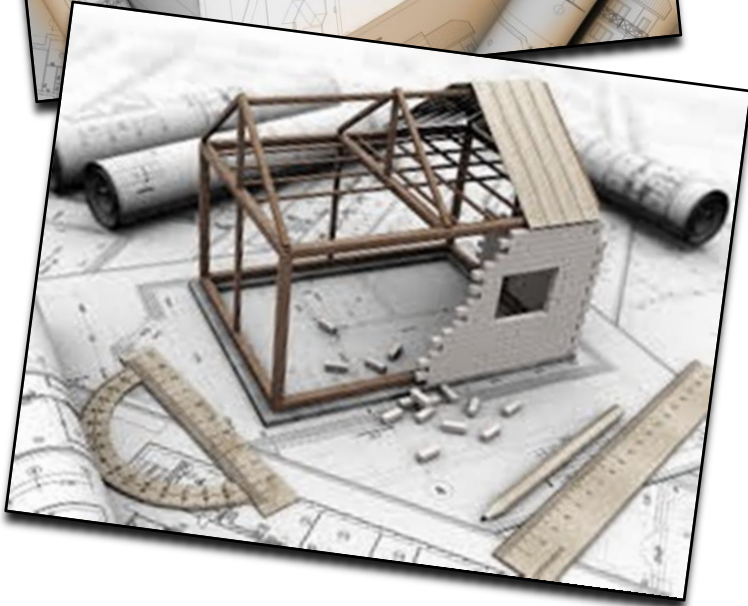
- Leading self
- Relationship management
- The business of healthcare
 - Business acumen
 - Organizational excellence
 - Financial management
 - Quality & Risk
 - Operations/policy

Self assessments

Mentoring

Executive/professional coaching

Succession planning



Vision

To cultivate empowered, adaptable, and effective physicians and advanced practice providers.

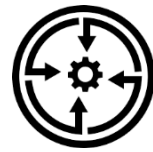
Program Scope of Work



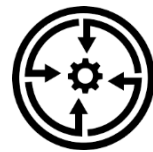
To **support** and **develop providers** in *current* leadership roles and *potential* leadership roles



To support and develop **newly hired** or **newly appointed** provider leaders



To support providers and their teams in **building relationships** and **optimizing results**



To create educational programs and workshops based on **identified provider leadership needs**



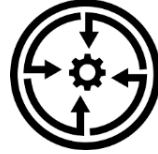
- Establish a development system that supports providers **from training through the end of their career**
- Create an **internal pipeline** of physician and APP leaders
- Demonstrate **measurable growth** in provider leader effectiveness
- Provide assessment of **leader skills and practice efficiencies**
- Provide **individual coaching** to support achievement in developmental goals
- **Improve alignment** in physician and non-physician leader goals and strategies
- **Identify leadership themes** to respond with effective workshops and programs



PHASE 1

OFFER:

- Programs at all levels of Career Framework
- Executive, situational, and career coaching
- Networking and professional development opportunities
- Leadership development planning



PHASE 2

BUILD:

- A robust performance review process and feedback system
- A standard process for physician leader succession planning and talent management
- A physician leader mentor program



PHASE 3

DEVELOP:

- Provider leadership/development programming for external customers





Physician Career Framework & Leadership Development Planning Resources

PH1

PH2

PH3

PH4

PH5

PH6

Exec

Physician Career Framework

	PH1	PH2	PH3	PH4	PH5	PH6	Exec
MEDICAL AFFAIRS	Physician	Committee Member	Committee Chair	Medical Director	Senior Medical Director	Associate Vice President, Clinical Affairs	<div style="background-color: black; color: white; padding: 5px; text-align: center;">Senior Vice President, Chief Clinical Officer (E3)</div> <div style="background-color: black; color: white; padding: 5px; text-align: center;">Vice President (E1)</div>
CE SERVICE LINES	Physician	Practice Lead & Liaison	Service Line Lead Physician	System Lead Physician	Service Line Chief		
QUALITY & SAFETY	Physician	Committee Member	Committee Chair & Fellow	Medical Director			
RESEARCH INSTITUTE	Physician	Committee Member	Committee Chair	Medical Director	Senior Medical Director		
POPULATION HEALTH	Physician	Committee Member	Committee Chair	Medical Director	Senior Medical Director		
MEDICAL INFORMATICS	Physician	CareConnect Physician Champion	Envoy & Advanced Envoy	Medical Director			
MEDICAL EDUCATION	Physician/Faculty	Site Coordinator	Associate Program Director & Assistant Program Director	Program Director	Director, Medical Education (M3)		
ELECTED MEDICAL STAFF	Physician			Elected Medical Staff Member	Medical Staff President		
ADVANCED PRACTICE PROVIDER (APP)	Advanced Practice Provider	Committee/Council Chair, Med Ed Coordinator	Lead APP	Manager of APPs	Director of APPs	Senior Director of APPs	

Associate Name and Title:	Date:	Click here to enter a date.
Supervisor Name and Title	Department:	
Business Partner Name		

Leadership Development Plan Template

CAREER ASPIRATIONS

-
-

TALENTS AND STRENGTHS (SELECT 2-3)

-
-
-

DEVELOPMENT OPPORTUNITIES (SELECT 2-3)

-
-
-

ACTION STEPS AND OBJECTIVES

Identify two goals that will help you meet your career aspirations. **When creating your goals, please make sure that they are SMART—Specific, Measurable, Achievable, Relevant, and Time Bound**

	DEVELOPMENT GOAL	DEVELOPMENT ACTIVITY (SEE ATTACHED SHEET)	TARGET END DATE	EXPECTED OUTCOMES (WHAT DOES SUCCESS LOOK LIKE?)
GOAL #1				
GOAL #2				

FOLLOW-UP: SCHEDULE THREE REVIEW DATES (QUARTERLY) WITH YOUR LEADER AND HR BUSINESS PARTNER

QUARTERLY REVIEW DATE 1:

QUARTERLY REVIEW DATE 2:

QUARTERLY REVIEW DATE 3:



Identify Aspirations

- What do you dream of becoming in the long-run?
- What contribution or impact would you like to be known for?
- If you had no limits or constraints, what would you be doing?
- What does success look like?



Draw from Talents & Strengths

- What are you already good at?
- What roles do you tend to thrive in?
- What do others admire in you?
- How can you further develop your strengths to help pull you closer to your aspirations?

Identify Development Opportunities



- Identify what gaps you need to address to reach your aspirations
- What feedback have you received from others that may point to a development opportunity?
- To help you get closer to your aspirations, do you need:
 - A behavior to change
 - A skill to enhance or
 - Knowledge to gain

Goal Setting

S

SPECIFIC

Plan effectively with specific targets in mind.

G

M

MEASUREABLE

Track your progress and reevaluate along the way.

O

A

ATTAINABLE

Set realistic goals that are challenging but achievable.

A

R

RELEVANT

Ensure the goal serves a relevant purpose.

L

T

TIMELY

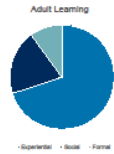
Specify a deadline, monitor progress and reevaluate.

S



Developing Others Using the 70-20-10 Model

The 70/20/10 Model provides a framework for identifying development opportunities with increased focus on experiential and social learning over a more traditional focus of formal training events/courses.



Potential Successor: _____

Select 1-2 development activities from the section below:

70%

EXPERIENTIAL LEARNING

On-the-job experience

- Take on new scope of work or additional responsibilities
- Take on a stretch assignment
- Participate in or lead a specific project
- Look for opportunity to try new tasks, challenges or problem solving in current role
- Approach current tasks in a different way, leaning into specific leadership skills where growth is desired
- Build in protected time to reflect on any new experiences and challenges
- Shadow one-up or serve as a proxy in leadership meetings

Select 1 development activity from the section below:

20%

SOCIAL LEARNING

Interacting with others, exposure to other roles/areas

- Shadow a peer in a role that looks interesting or requires different leadership skills
- Build relationships to better understand a different department or area of the business
- Work with system projects or initiatives run by leaders you want to learn from
- Give and solicit feedback
- Engage in spot coaching
- Find a mentor; become a mentor
- Participate on a committee or BRG

Select 1 development activity from the section below:

10%

FORMAL LEARNING

Online and classroom training

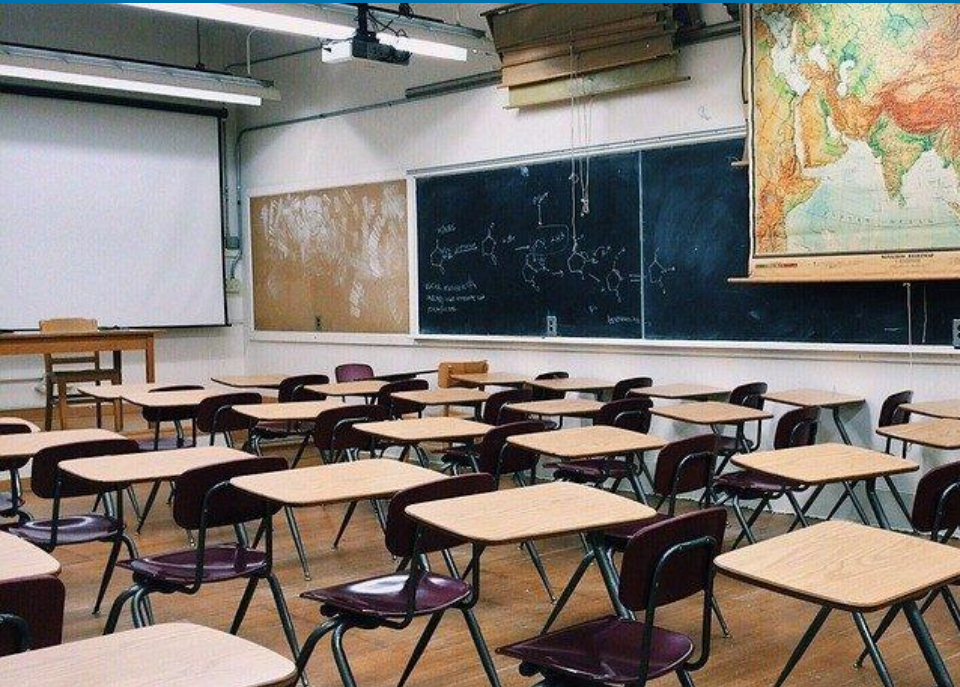
- Take courses offered through OhioHealth Leadership Academy, Physician Leadership Academy or OhioHealth Learning
 - Participate in LearningLife Associate Development Program
 - Identify and take online learnings outside of OhioHealth
 - Pursue formal courses, trainings, certifications outside of OhioHealth
 - Formally read and study specific content or curriculum
- *Remember to follow up on what is being learned and how it applies to their work*

70 – 20 – 10 Development Model

10%

FORMAL LEARNING

Online and classroom training



- Take courses offered through OhioHealth Leadership Academy, Physician Leadership Academy or OhioHealth Learning
- Participate in Learning4Life Conference
- Identify and take online learnings outside of OhioHealth
- Pursue formal courses, trainings, certifications outside of OhioHealth
- Formally read and study specific content or curriculum

20%

SOCIAL LEARNING

Interacting with others,
exposure to other roles/areas



- Shadow a peer in a role that looks interesting or requires different leadership skills
- Build relationships to better understand a different department or area of the business
- Work on system projects or initiatives run by leaders you want to learn from
- Give and solicit feedback
- Engage in spot coaching
- Find a mentor; become a mentor
- Participate on a committee or BRG

70%

EXPERIENTIAL LEARNING

On-the-job experience

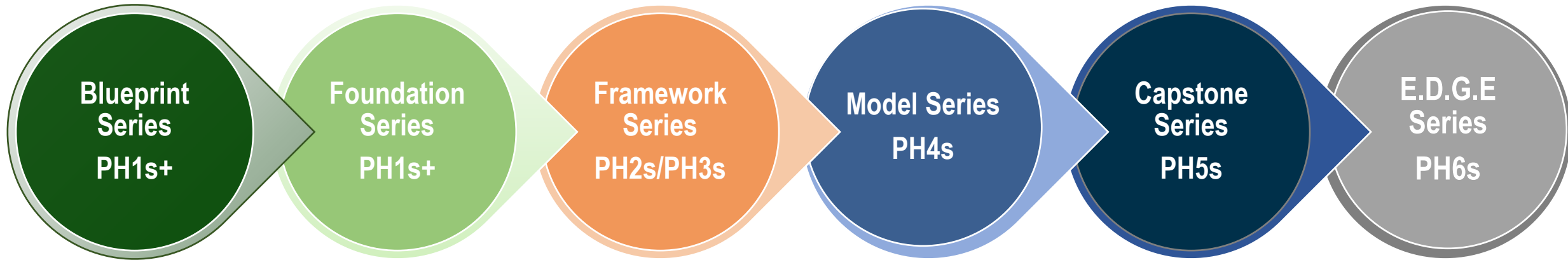
- Take on new scope of work or additional responsibilities
- Take on a stretch assignment
- Participate in or lead a specific project
- Look for opportunity to try new tasks, challenges or problem solving in current role
- Approach current tasks in a different way, leaning into specific leadership skills where growth is desired
- Build in protected time to reflect on any new experiences and challenges
- Shadow one-up or serve as a proxy in leadership meetings



Physician
LEADERSHIP ACADEMY

PLA Revamped Programming

Programs to Support the Provider Leadership Development Journey



AUDIENCE:

Physicians, PowerUsers,
Faculty, APPs

MODALITY:

Virtual Learning via WebEx
2nd Wednesday of the month
12:15 – 1:00 PM

LEADING SELF

Emotional Intelligence: Self Awareness
Updates in Professional Well-Being
Continuous Learning: Personal Development Intro
Time Management

LEADING OTHERS

Accountability to Teams
Courageous Conversations

OHIOHEALTH PHYSICIAN AS LEADER

The Future of Healthcare
Physician's Role as Leader
Patient Experience
Quality of Care
Understanding Healthcare Finance
Presentation Skills

AUDIENCE:

PH2 – Physician Lead, Physician Liaison, Committee Member, Peer Supporter, Care Connect Champion, Site Coordinator

PH3 – Service Line Lead Physician, Committee Chair, Envoy, Advanced Envoy, Quality & Safety Fellow, Associate/Assistant Program Director, Lead APP

MODALITY:

Quarterly in-person sessions
5:00 – 7:00 PM (*dinner provided*)

LEADING SELF

Emotional Intelligence: Self-Management & Relationship Management

Leading in the Gray: Adaptability & Perseverance

Continuous Learning: Design a Personal Development Plan
Your Role in Peer Crises

LEADING OTHERS

Accountability to Teams

Facilitation Skills (How to Run a Meeting)

Project Management & Responsiveness to Timelines
Change Management

OHIOHEALTH PHYSICIAN AS LEADER

How Physicians Think

DiSC Overview

Quality & the HRO journey

AUDIENCE:

System Lead Physician, Medical Director,
Program Director, Elected Medical Staff
Member, Manager of APPs

MODALITY:

Six – month series

Time: 4:00-6:00 PM

(light appetizers & refreshments provided)

First & Last sessions are in-person

Other sessions are virtual

After completion of series, learners can
participate in group coaching for PH4s

LEADING SELF

Emotional Intelligence: Social Awareness
Continuous Learning: Personal Development Plan Check-ins
High Risk/Low Frequency Leadership

LEADING OTHERS

Servant Leadership: Empathy & Active Listening
Mentor & Coach: Intro to Spot Coaching
Team Development: Embracing Diversity & Managing Conflict

RESULTS DRIVER

Operational Excellence/Lean Innovation/
Goal Deployment: Part 1

OHIOHEALTH PHYSICIAN AS LEADER

How to Engage Physicians
How to Give & Receive Feedback
Legal Foundations

AUDIENCE:

Senior Medical Director, Service Line Chief, Director Medical Education, Medical Staff President, Director of APPs

MODALITY:

Nine – month series

Time: 4:00 – 6:00 PM

(light appetizers & refreshments provided)

Every other month in-person, alternate months are virtual.

After completion of series, learners can participate in group coaching for PH5s

LEADING SELF

Leading in the Gray: Leading & Managing Change
Emotional Intelligence

Continuous Learning: Personal Development Plan Check-ins
The Well Leader: Your Impact and Responsibility

LEADING OTHERS

Servant Leadership: Building Trust
Mentor & Coach (*Hudson Spot Coaching Provider Cohort*)
Team Development: Managing Conflict

RESULTS DRIVER

Operational Excellence/Lean Innovation: Problem Solving Part 2

OHIOHEALTH PHYSICIAN AS LEADER

Role Clarity
Quality: CMS, Leapfrog Measures, Regulatory Readiness
Population Health

AUDIENCE:

Senior Directors, Associate Vice Presidents, Vice Presidents, DMEs

MODALITY:

Nine-month series

One-hour session

In-person/Virtual (*during existing meeting*)

After completion of series, learners can participate in group coaching for PH6+.

LEADING SELF

Leading in the Gray: Leading & Managing Change
Continuous Learning: Personal Development Plan Check-ins
Well-Being
Book Club: Radical Candor

LEADING OTHERS

Sponsorship
Mentor & Coach (Hudson Spot Coaching 8-hour Training)
Team Development: Managing Conflict

RESULTS DRIVER

Operational Leadership in a Matrix Environment
Communication: Leadership Presence, Storytelling & Connecting to your Audience

OHIOHEALTH PHYSICIAN AS LEADER

Role Clarity
Legal & Physician Contracting
Accreditation
Differences & Commonalities of Generations in the Physician Workforce



Physician
LEADERSHIP ACADEMY



**Coaching
Opportunities**
For all providers

Situational Coaching

Situational coaching can be used for tackling a specific issue you are challenged with - professional or personal, big or small. If you find you could benefit from the support of a coach for a specific issue or situation, we offer 30-minute sessions with one of our Internal Executive Coaches.

Career Coaching

Includes an overview of the Physician Career Framework and an introduction to leadership development planning by utilizing the 70-20-10 development model.

To schedule a situational coaching or career coaching session email:

physicianleadershipacademy@ohiohealth.com



Physician
LEADERSHIP ACADEMY

Provider Leadership Annual Symposium

Tuesday, March 18, 2025 | 7AM – 1PM
BAC Ballrooms | For all providers

*Save
the
Date*



Physician
LEADERSHIP ACADEMY

For all female providers

WE L.E.A.D.

Provider Development Series

2025 Quarterly Series

January 30 | April 24 | August 27 | October 8

BAC | Backyard Homestead | 5 – 7 PM



Women Empowering Leaders, Educators,
Administrators and Doctors

- Discover the Provider Career Framework
- Develop your Leadership Development Plan
- Explore the 70/ 20/ 10 Development Model
- Listen to the leadership journeys of female leaders at OhioHealth
- How Women Rise Series
- Small group discussion



Physician
LEADERSHIP ACADEMY

**Blueprint Communication
Quarterly Series**
In person at the BAC
For all providers

Courageous Conversations

How to Give &
Receive Feedback

DiSC Management Profile

TKI Conflict Mode Instrument

Kolb Experiential Learning
Profile (KELP)

Enneagram

Defining Success



LEADING Indicators

- PLA Offerings
 - Educational Series
 - Coaching Engagements
 - Special Events
- PLA Participation
- Participant Demographics
 - Provider Type
 - Specialty
 - Primary Practice Location
 - Years of Experience
- High Potential Provider Leaders
- Provider Development Plans
- eSource Access

LAGGING Indicators

- PLA Programming Evaluations
- Provider Retention
- Provider Promotions
- Provider Culture
 - Behavior Change
 - Provider Satisfaction



WHAT'S
NEXT?

- Continue to collect baseline data through 2025
- Modify 2025/2026 content based on participant feedback
- Partner with Recruiting and Medical Staff Offices to increase provider awareness of PLA offerings
- Engage leadership in supporting the development of providers in their area(s)
- Collaborate with various key stakeholders to develop a best in practice onboarding program



Questions?

Physician Leadership Development

Julie R. Adams, MSE, ACC

Program Director, Physician Leadership Development

ICF Credentialed Executive Coach

3430 OhioHealth Parkway, Columbus, Ohio 43202

937.537.1971 mobile

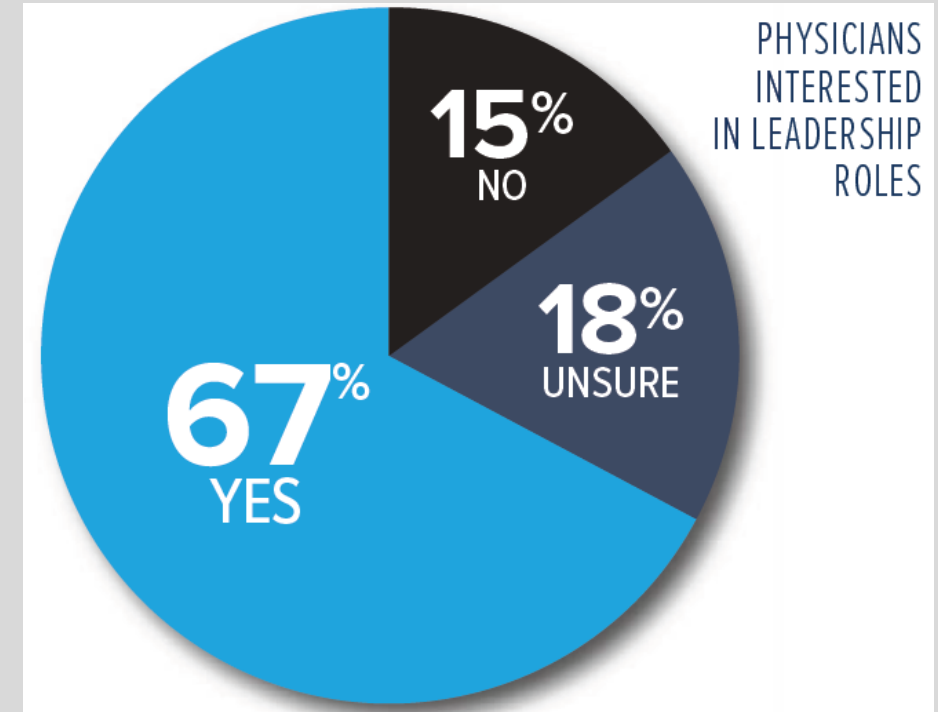
Julie.Adams2@ohiohealth.com

Addendum

Background & Research

Background

- Physician leaders are crucial to the success of healthcare organizations.
- Physician-led organizations outperform nonphysician-led peers in objective measures of quality, patient experience, and cost of care.
- All physicians assume leadership responsibilities throughout their career.



Angood, 2024 - [AAPL believes physician leaders who are pursuing leadership education and training — and the organizations that are supporting their effort — should be able to clearly see the value of their time, money, and effort.](#)

Jackson Physician Search & Medical Group Management Association, 2024 - [JPS-MGMA-Physician-Leadership-Whitepaper-FINAL-10.2024.pdf](#)

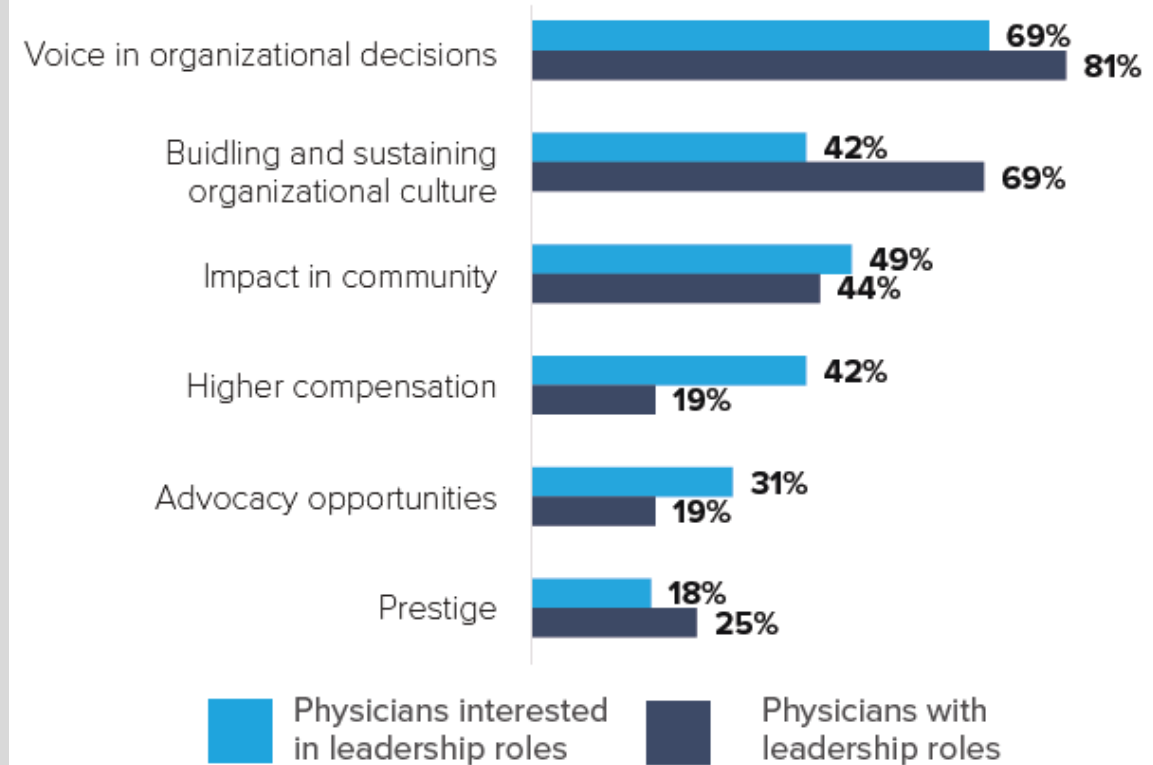
Mountford & Webb, 2009b - [When clinicians lead | McKinsey](#)

Background

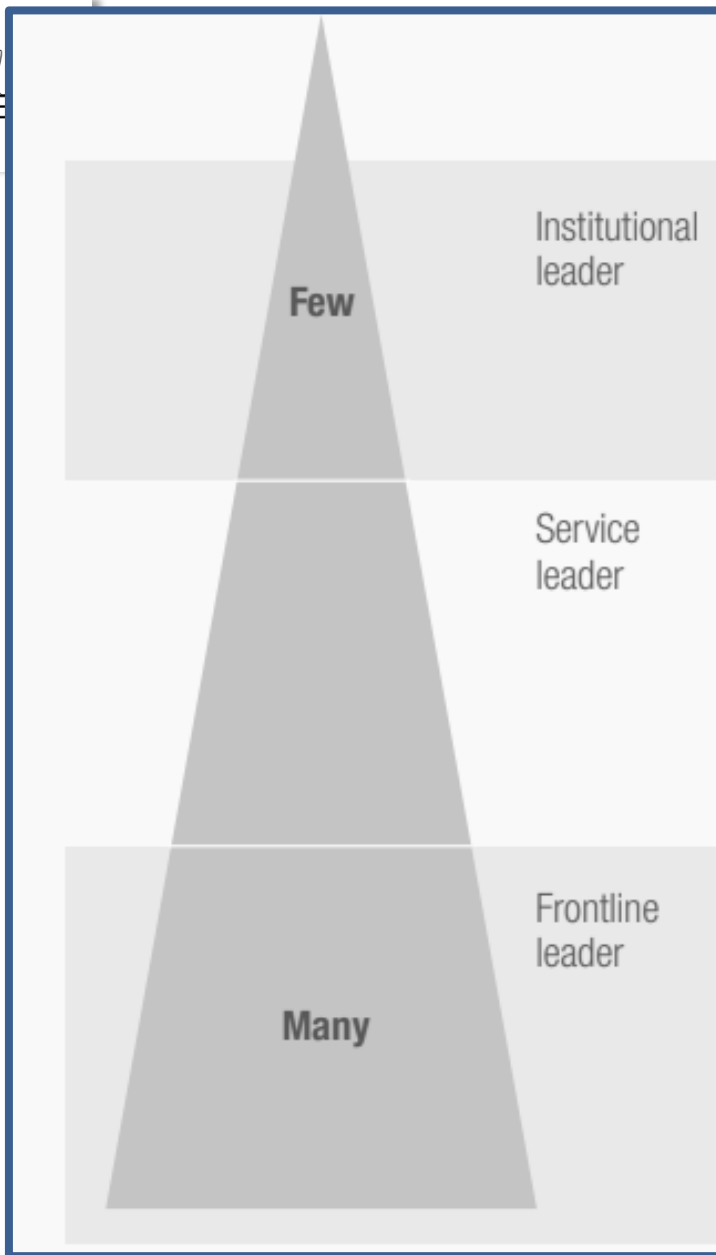
Physicians' training and experience uniquely positions them to:

- Identify and address barriers in complex healthcare systems
- Ensure clinical expertise guides their organization through operational changes and strategic shifts
- Bridge care standards and administrative priorities

MOTIVATIONS TO PURSUE LEADERSHIP AMONG PROSPECTIVE AND CURRENT PHYSICIAN LEADERS



Three Ways to Lead



- Executive level positions w/limited patient contact
- Stewards of the organization
- Credible as a clinician and a leader
- Skills/knowledge: Organizational-level strategy, political savvy, negotiation and influence, etc.

- Advocate for own service w/moderate patient contact
- Feels responsibility for clinical/financial performance
- Credible clinician w/organizational-level connections
- Skills/knowledge: Innovative, strategy/people development, detailed knowledge of evidence-based medicine in specialty, etc.

- Frontline clinician w/high-level of direct patient contact
- Passionate about clinical work and patient experience
- Credible clinician w/line of sight to frontline realities/opportunities
- Skills/knowledge: Understanding of systems and quality improvement techniques, self starter, ability to work w/teams, etc.

Success Stories



Kaiser Permanente Colorado

- Declining clinical and financial performance
- Loss of top physicians to competitors
- Dr. Jack Cochran focuses on leadership development
- Staff turnover decreases, patient satisfaction increases, net income increases

The Veterans Health Administration

- Facing closure
- Dr. Ken Kizer sponsors improvement program w/clinical leadership at the forefront
- Quality increases, patient satisfaction increases, patient volumes increase

What changed?

- Clinicians played an essential role in shaping the future of these organizations, collaborating with administrators
- All parties focused on patients

OhioHealth Leadership Competencies

Culture Builder <i>Leading Yourself</i>	People Developer <i>Leading Others</i>	Results Driver <i>Leading the Business</i>
Emotional Intelligence <i>(Self Awareness, Relationship Management)</i>	Servant Leadership <i>(Mission oriented)</i>	System Agility <i>(Energetic & Energizing, Systemness)</i>
Leading in the Gray <i>(Can toggle between details and strategy)</i>	Team Development <i>(Teambuilding and Teamwork, Development)</i>	Lean Innovation/ Operational Excellence <i>(Bias towards informed action, Actively pursues excellence, Innovation, Planning, Decision-making, and Execution)</i>
Continuous Learning	Mentor & Coach	Communication <i>(Leans into healthy conflict, Executive Presence, Vision)</i>
Founded on Living our Values		

Resources

References

Angood, P. (2022). *Physician Leadership: More Valuable Than Ever — A White Paper from the American Association for Physician Leadership®*. <https://doi.org/10.55834/wp.9897031832>

Angood, P. (2024). “*Profiles in Success*”: *Certified Physician Executives Share the Value and ROI of their CPE Education*. <https://doi.org/10.55834/wp.8139640919>

Building a framework to develop a new generation of physician leaders. (2024, June 5). <https://www.mgma.com/mgma-stat/building-a-framework-to-develop-a-new-generation-of-physician-leaders>

Jackson Physician Search & Medical Group Management Association. (2024). DEVELOPING THE NEXT GENERATION OF PHYSICIAN EXECUTIVES. In <https://www.jacksonphysiciansearch.com/white-papers/white-paper-developing-the-next-generation-of-physician-executives/>.

Mireles, N. (2024, April 4). *What does an M.B.A. cost, and is it worth it?* Forbes Advisor. <https://www.forbes.com/advisor/education/business-and-marketing/mba-cost/#:~:text=In%20many%20cases%2C%20M.B.A.,of%20an%20M.B.A.%20is%20%2456%2C850>.

Mountford, J., & Webb, C. (2009b, February 1). *When clinicians lead*. McKinsey & Company. <https://www.mckinsey.com/industries/healthcare/our-insights/when-clinicians-lead>

The importance of physician leadership education. (2022, September 26). <https://www.mgma.com/articles/the-importance-of-physician-leadership-education>

Why doctors need leadership training. (2018, October 17). Harvard Business Review. <https://hbr.org/2018/10/why-doctors-need-leadership-training>