



# Healthcare Transformation Starts with Changing the DNA of Physician Leadership

## Physician Transformational Leadership:

*"We have failed in medical schools to teach our physicians the skills they need to lead healthcare transformation. Physician leaders are not created overnight but developed through creative experiences, reflection, and systematic learning in a fellowship structure like the Leadership Institute".*

*- Stephen Klasko, M.D., M.B.A., Chief Executive Officer, USF Health and Dean, College of Medicine*

## Local Customized Physician Leadership Institute

The latest healthcare challenges and post reform have brought forth the need for serious change: true organizational and physician leadership transformation. There is a need for more versatile, transformational physician leaders who:

- Lead with Strategy - by working with their teams and hospital partners to identify and implement unconventional strategies.
- Lead People - by leading their peers and organizations to navigate through periods of uncertainty.
- Lead for Results - by maximizing performance, optimizing safety, and enabling their groups and organizations to thrive in the new world of healthcare.

However, in today's environment, we can no longer afford to send physicians to generalized leadership development workshops, hoping for substantial outcomes. Lasting success requires leadership development that is well-targeted, high quality, delivered on-site, and customized to the needs of physicians and the organization.

Built on the success of its Leadership Institute, in operation since 2005, the USF College of Medicine has created an organization-specific Physician Leadership Institute (PLI) in Iowa. Its goal is to transform physician leadership at all levels and build the next generation of physicians who can successfully lead healthcare transformation.

*“The Leadership Institute provides a road map for professional and personal growth. It provides the skill set that is expected of leaders but never taught.” – Graduating Physician Fellow, The Leadership Institute*

## What’s Different about Us?

- Built by physicians for physicians
- A credible, academic, and practical program
- On-site program maintains physician productivity
- A high-impact, comprehensive development format
- A customized curriculum for each cohort
- Organization-based projects with a tangible return on investment
- Personalized physician development plans
- A sustainable transformation in leadership behavior
- Practical, simulation-based active learning
- Measured results with pre- and post- 360° Assessment process
- Built on years of experience in developing physician leaders
- A sustainable leadership network
- Graduates take on bigger roles with confidence
- Continuing Medical Education (CME) available
- Cost effective
- Money back guarantee

## What is The Physician Leadership Institute?

The Physician Leadership Institute (PLI) is a multifaceted leadership development program designed for a cohort of physician leaders, from one or multiple organizations, delivered on-site.

The PLI aggregates many of the leadership resources needed for a physician leader to be successful into a rigorous, twelve-month leadership development program. It encompasses a range of teaching modalities, including in-depth case analyses, individual and small group learning, teamwork, interactive lectures and discussions, application-based reading and related assignments, action learning projects, group simulation activities, personal reflection activities, mentoring, and coaching.

### Local

The Physician Leadership Institute is delivered on-site, where renowned global faculty travel to the cohort location monthly, maintaining physician productivity. Current locations include: Fairfield, Des Moines, Mason City, Waterloo, Iowa City, Cherokee, and Atlantic.

### National Experts and Faculty

More than fifty national faculty and industry experts contribute to the program, including faculty from the University of South Florida, Duke University, Emory University, Harvard University, Stanford University, the US Military Academy at West Point, Washington University in St. Louis, General Electric, Lehigh Valley Hospital, and Florida Hospital, to name a few.

### Data Driven Results

Every institute starts with a baseline of measured physician strengths and development areas based on a confidential, online 360° Assessment of leadership skills and competencies. These skills and competencies are re-measured six months after graduation to demonstrate sustainable learned behavioral change. We have documented a range of 60% to 200% improvement.

### Customized Curriculum

The Physician Leadership Institute curriculum is customized for each cohort’s strengths and development needs, as identified through the 360° Assessment process.

*“As a result of my experience in The Leadership Institute, I have recognized a vast improvement in the cohesiveness of physicians, cooperation between physicians and administrators, and attention to the culture and strategy of The Iowa Clinic” – Graduating Physician Fellow, The Leadership Institute at The Iowa Clinic*

## Target Audience

We work with physician leaders (CMO's, VPMA's, Chairs, Chiefs of Staff, Medical Directors, etc.) and physicians who have leadership potential and are:

- Motivated to grow and learn
- Passionate and committed to the organization
- People-oriented
- Persistent, tenacious, and energetic

## About The USF Center for Transformation and Innovation (CTI)

The USF Center for Transformation and Innovation (CTI) is an entrepreneurial, not-for-profit center founded in 2005 by the University of South Florida College of Medicine in Tampa, Florida. CTI's mission is to accelerate healthcare transformation through leadership and innovation. CTI has successfully established numerous Leadership Institutes, locally and nationally, focused on developing leaders by increasing and transforming their abilities to lead their teams and organizations. The Leadership Institute is an innovative program that utilizes customized, experiential, adult learning models. Since its inception, The Leadership Institute is currently working with and has graduated over 100 leaders. For more information, visit [www.cti-usf.com](http://www.cti-usf.com).

## Comprehensive Assessments

In addition to a 360° Assessment process, we use a variety of tools to evaluate individual leadership competencies and behaviors such as: communication styles, transformation and change, business and financial acumen, stress, time management, trust, accountability, teamwork, performance management, and conflict resolution. The information gathered from these assessments is used to create individual and team development plans.

## Personal Development Plans

To aid the physicians in their personal growth and development, the PLI uses a proprietary tool – the Personal Strategy Map (PSM) – which connects individual strengths and development opportunities with the feedback and data collected from a variety of sources, including the 360° Assessment.

## Mentorship and Coaching

Participants are matched with a network of accomplished healthcare and business coaches to create and implement personal development plans. This partnership accelerates the learning process and reinforces ownership of personal development.

## Strategic Action Learning Projects

Working in cross functional teams, participants have the opportunity to improve upon strategic, organization-wide issues, and then drive tangible results for a return on investment. In addition, physicians learn the skills of collaboration and coordination toward a common goal. Each project team is assigned a project champion (sponsor) and a project mentor (coach).

## Interacting, Networking, and Working with Peer Physicians and Leaders

Given the active, participatory nature of the institute environment, learning with and from your classmates is one of the most important aspects of the program. Participants learn as much from each other as they learn from the faculty, thereby creating a strong support system and a network of colleagues and friends that will be sustained well beyond the Institute experience.

## Simulation-Based, Experiential Learning

The PLI utilizes active, adult learning models along with simulation-based and experiential learning techniques. Participants are placed in real-life scenarios and are directly responsible for the changes that occur as a result of their decisions. Examples of such activities include an equine-assisted learning experience, an executive challenge (ropes) course, and financial and business simulations.





## What's in it for the Physician Leader?

The Physician Leadership Institute provides participants with the tools and insight to maximize their potential. They will develop a deeper understanding of organizational and healthcare market dynamics, conventional and unconventional strategies, and key levers for leading people effectively.

Participants transform into outstanding physician leaders, master new skills, and develop innovative leadership styles that enable them to lead with confidence in all healthcare and business environments. They will explore diverse perspectives by networking and learning with other physicians, administrators, and leaders.

## What's in it for Healthcare Organizations?

By investing in their physicians, organizations will realize a competitive advantage through a changing healthcare environment and achieving physician engagement over the long term. Their graduating leaders will impact the bottom line and quality of patient care by developing a greater capacity to accept ambiguity, lead people effectively, and execute unorthodox strategies. Ultimately, organizations will create a pool of the next generation of physicians destined to lead healthcare transformation.

*"The lessons I have taken away from The Leadership Institute, have driven cultural change and the ability of physicians to think beyond themselves, breaking down walls, forming integral skills and human understanding."*  
– Graduating Physician Fellow, The Leadership Institute at The Iowa Clinic

## 12-Month Monthly Sessions and Conferences Onsite

The Physician Leadership Institute curriculum is a fully customized program that is based on the needs of the incoming cohort. Programs and topics include but are not limited to:

### Leading with Strategy

- The Art of Transformation and Change: Ancient Perspectives
- Healthcare Business Acumen
- Healthcare Financial Acumen
- Physician and Organizational Alignment
- Strategic Planning

### Leading People

- The Art of Collaboration
- The Art of Negotiation
- Becoming a Conflict Competent Leader
- Communication and Influence
- Emotional Intelligence
- Leaders as Coaches: Effective Coaching and Performance Feedback
- Leading Effective and Productive Meetings
- Trust, Accountability, and Teamwork

### Leading for Results

- Healthcare Governance
- Healthcare Systems Thinking
- Planning and Resource Management
- Productivity and Capacity Optimization
- Quality Improvement and Safety Processes (Lean Six Sigma)

### Formal Graduation

A *Fellow of the Physician Leadership Institute* certificate is awarded by the University of South Florida at a formal graduation ceremony.

To join the next Physician Leadership Institute, or to customize your own institute, contact Becky Anthony, Senior Vice President, Education, Iowa Hospital Association (IHA), (515)-288-1955 or [anthonyb@ihaonline.org](mailto:anthonyb@ihaonline.org), or Cynthia Mullen, Practice Leader, The Leadership Institute, Center for transformation and Innovation (CTI), University of South Florida, (813) 263-3767 or [cmullen@health.usf.edu](mailto:cmullen@health.usf.edu). [www.cti-usf.com](http://www.cti-usf.com)