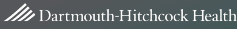


In the May 30, 2018 Catalyst article on Physician Leader Training, Nancy M. Kane and Linda A. Cyr did a great job nailing the importance of physicians as leaders and struggles our organizations face finding sufficient numbers to fill the increasing demand. There is plenty of evidence that clinical leadership is critical for improving our healthcare system. However, only 5% of hospitals are led by physicians, in part because of a shortage of qualified candidates. They describe many candidates for these roles as accidental leaders lacking formal training. Believe me, there are many barriers for physicians who generate significant clinical revenue to take an administrative role that might hurt the productivity of their sections and or require them to take a downward salary adjustment. Physicians themselves, refer to peers that move into management as becoming a suit or going to the dark side...perpetuating a "them versus us" mentality. This 20 min session with additional time for Q&A will review:

- What roles should anesthesia chairs consider as next steps in their careers
- What training, qualities and skills will make you successful in leadership roles
- When should you think about transitioning to a new role

Physician Leadership Opportunities for Anesthesiologists

Joanne M. Conroy M.D.



1

My journey....




2

My journey....




3

Mistakes I have seen physician leaders make

- Thinking the rules don't apply to you
- Micromanaging
- Needing to be the smartest person in the room
- Becoming complacent
- Lacking accountability
- Confusing nimbleness with competence
- Ignoring environmental clues
- Abandoning your core values




4



And if You are a New Leader...
 Show respect for accomplishments the organization made before your arrival. A good leader can change direction without dismissing prior leaders/decisions.



5

What are the Opportunities for Chairs

- Board leadership
- System Perioperative Services Leader
- Chief Clinical Officer
- CEO of subsidiary hospital
- Expand your portfolio (FTEs and budget)
- Become part of a system team
- Demonstrate that you can improve quality and operations
- Deliver measurable value



6

Opportunities outside of academic medicine

- Professional Societies and Stakeholder groups
- Insurance companies
- Public Service: Commissioner of Health/ Elected office
- Industry: Pharma/Device companies/ Tech



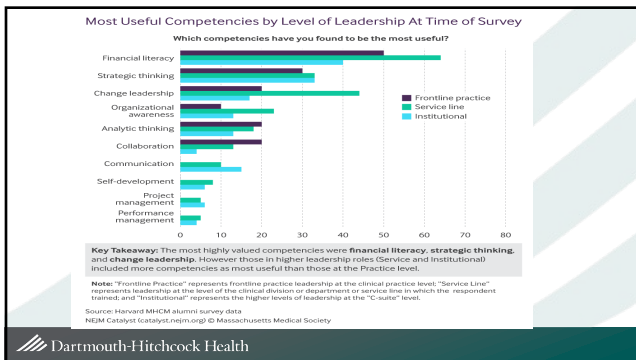
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What training do you need?

- Masters of Public Health
- MHA or MBA
- Master of Health Care Delivery Science
- Most physician leaders feel they need more training in finance, strategy and change management ...most **need** more background in developing people, creating an accountable culture, having difficult conversations and managing board governance.




8



9

When should you consider changing your role?

- How many jumps do you have left?
- Are you ready to reinvent yourself?
- Are you willing to move?
- Can you take the great job even if it is associated with a decrease in pay?



10

What Does it Take to Be Successful?

Executive Success Characteristics:

- Develop your distinct set of skills and talent that demonstrate you can get things done
- Work with and through staff
- Critically judge your own performance
- Adjust your behavior accordingly




11

What Does it Take to Be Successful?

- Employ decision-making rigor
- Seek opinions
- Reconcile the notion that failure can occur in an industry which isn't supposed to fail
- Know that innovations and risks are worth taking - that comes with wisdom
- Do not deflect responsibility
- Have an ear to the ground re: political cues
- Constantly live your core values... and be human




12



13