

Physician Services & Development
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Physician Leadership Development: Successful Physician Profile

Successful Physician Profile

In support of the Providence Physician Leadership Development program, the proposed key characteristics and competencies have been identified to guide selection of physicians for participation.

Personal Attributes (Who they are)

- Natural learner; continuous learning through inquiry
- Relationship builder; interpersonal and political savvy
- Group orientation/system thinking
- Advocate with inquiry
- Mission/Values integration
- Strategy and group minded
- Spiritually grounded
- Team leader; ability to adapt style to inspire and build effective, high-performing teams
- Organizational/Strategic agility
- Business acumen
- Involved in long term projects
- Innovation management
- Integrity/ trust
- Self awareness (values, strengths, areas for growth)
- Ability to accept and utilize constructive criticism
- Passion to succeed and advance career
- Appreciates diversity; has cultural competence

Competency (What they can do)

- Assess, develop and strengthen their team/leaders
- Optimize the ability of diverse groups to work together
- Shape and inspire a vision leading to hiring performance and accountability
- Excellent clinician
- Foster an environment of collaboration, curiosity, innovation, and continuous improvement
- Seen as a leader by peers; leads by example
- Communicate effectively with multiple constituencies

- Work through conflicts with highly technical and skilled peers
- Inspire others to a common goal
- Focus on long term process and projects
- Enjoy learning
- Aptitude for budgeting/finance/healthcare economics

Knowledge (What they know)

- Broad clinical background and experience; patient-centered care
- Basic understanding of the business side of clinical areas such as hospital, provider, and payers
- Understanding of Catholic healthcare, Providence Mission and Core Values
- Basic understanding of accreditation standards and current quality metrics
- Basic understanding of hospital bylaws, policies, and procedures
- Understanding of competition and collaboration within the local community and among neighboring health systems
- Knowledge of self (values, strengths, and areas for growth)

Experience (What they have done)

- Support and maintain positive relationships with clinicians and leaders of all levels
- Previous strategic or stretch assignments outside of clinical area
- Champion for poor and vulnerable
- Promote affordable healthcare in our communities
- Demonstrated good stewardship of point-of-care resources
- Manage operational/financial performance for programs and areas of responsibility
- Apply medical knowledge to practice population and evidence-based medicine

Greatest challenges moving from clinical to leadership roles

- To be successful in leadership roles, physicians often require a different skill set in communications, organizational and matrix dynamics, business acumen, and self awareness.
- Important to understand the motivation to make the move (more money, less clinical/time pressures, working across organization, leadership calling, etc.)
- Working with others in a collaborative way, not being in charge; personal insight, self awareness of impact on others
- Learning to listen carefully, instill a vision, and motivate action. Then be able to “let go” and allow enough autonomy for those on the team to find success
- Maintaining clinical skills with diminished patient contact time. Balance between clinical and administrative time.