Preparing Physicians for Emerging Leadership Roles

After a successful first year of the Physician Leadership Effectiveness Program in 2013-2014, the Montana Medical Association presents the second year of the program beginning in September 2014. The program continues with a total of seven sessions ending in May 2015. It is designed to build and enhance leadership skills of physicians to prepare them to fill emerging leadership roles in their practices and hospitals, and to influence healthcare policy in Montana.

The Need

- Physicians are facing the most challenging of times. With the goals of increasing quality of healthcare and decreasing delivery cost, it is essential that physicians, administrators, and others work together as teams to achieve the best results for patients.

- Physicians must continue to grow into executive roles and lead healthcare systems as well as manage other doctors and clinical staff. Montana physicians are now expected to step beyond the care of patients to solution building and policy development.

- Physicians must understand health care issues in Montana to develop solutions that will work in a frontier state. Montana physicians need to comprehend these issues from different perspectives to be effective in the legislative process and in the boardroom.

- Medical education can fall short in formal leadership training. However, focused leadership training has a great impact on team-building and quality improvements in all physician-employment settings.

The Solution

The MMA has partnered with FutureSync, International (specialists in leadership development and strategic planning) to create a leadership training for Montana physicians that addresses changes in healthcare in Montana. The curriculum content was built by an advisory council of physicians ensuring the relevancy to Montana physicians.

The Montana Physician Leadership Effectiveness Program provides physicians with leadership development training, conversations with colleagues and experts on the challenges and opportunities of practicing medicine in an environment of change, and openings to design change that leads to better patient care in Montana.

“This is a highly impactful training for me personally and professionally. I wish I had this training at the start of my practice. Now I have new tools to guide my patients to make decisions for their own health.”

Shaun J. Gillis, M.D., 2013/14 class participant.
Leadership Intelligence...  
Results, Influences, and Credibility

The Program
The program consists of seven sessions that focus on developing core leadership skills in a powerful and personal way. The sessions are designed to engage and unite participants. Physicians will learn practical and action-oriented skills to effectively lead in their practice or healthcare organization.

The Curriculum Sessions
The seven sessions, held from September 2014 to May 2015, cover the following topics:

- **Strategic Thinking**: Calibrate strategic thinking based on your mission, vision, and values.
- **Financial Stewardship**: Learn how the dollars flow within the healthcare organizations and how physician’s decisions impact organizational operations.
- **Relationship Management**: Engineer trust through a sequence of intentional interactions and utilize engagement strategies to retain quality healthcare workers.
- **Emotional Intelligence**: Examine the physiological factors that drive engagement and diagnose the various “levels of engagement”.
- **The Influence of Outcomes**: Examine the unconscious and conscious aspects of persuasion and utilize multi-tiered levels of listening in order to gain endorsement.
- **Team Engagement Strategies**: Diagnose the various “levels of engagement” and foster teamwork through strong interpersonal skills.
- **Effective Transition and Change Management**: Examine strategic agility and why it’s critical for today’s healthcare organization and link change management to mission, vision, and values.
- **Advanced Critical Thinking Skills—The Leadership Perspective**: Examine why critical thinking skills are essential to effective physician leadership and apply critical thinking skills to mindfully manage key relationships.
- **Personal Accountability & Generations Working Together**: Leverage generational work habits, priorities, life goals, and attitudes and apply generational strategies and expectations to recruit and retain healthcare professionals who are accountable to the organization.

The Application Process
The 2014-2015 Montana Physician Leadership Effectiveness Program is limited to accepting 25 physicians. Applications are on the MMA website at [www.mmaoffice.org](http://www.mmaoffice.org), and are due June 15, 2014. Contact Jean Branscum, MMA Executive Vice President, at (406) 443-4000 or jean@mmaoffice.org if you are interested in having one of your physicians attend this course and be ready to effectively lead in your organization.

Participants in the first cohort have this to say

“[I will] continue my quest to improve the strategic thinking culture within the organization.”

“Invigorating. A unique opportunity to discuss issues with colleagues from around the state.”

“I will continue to practice my communication skills and begin to use the strategies taught to influence those I lead and work with.”