



UCSF Institute for Physician Leadership

Cohort 7: September 2013 - November 2014

Executive Program Summary



100% of graduates reported:

- ✓ *“I believe I am a more effective leader as result of this program”*
- ✓ *“Participating in the IPL program led to greater professional fulfillment with my work.”*
- ✓ *“Participating in the IPL program led to greater impact on improvements within my organization or practice.”*

"I went into the program wondering if I had "the right stuff" to be a leader, and with absolutely no insight as to what leadership skills or qualities I might already have or be interested in developing. Like most physicians, I have spent so many years of my education figuring out what people wanted from me and giving it to them -- this program was the first time I felt I was exploring and growing not just in ways that would benefit others but myself as well. Through IPL I realized -- like Dorothy in "The Wizard of Oz" -- that I had the ability all along, and that I really enjoyed being the leader I am."



"The program has been life changing in that it has given me insight to the potential we have, given the right tools, to make a great impact in our lives, our organization, and our community. The relationships I have developed with physicians from different specialties allowed me to see the similar struggles we all have and learn from each other's achievements; these are relationships that will last forever."

"I see myself as a completely different leader all in a positive way; much more efficient & effective. I also welcome challenges and no longer shy away from them since I am now equipped with powerful tools to deal with a variety of situations."



"The UCSF IPL Program provided concrete strategies to improve my effectiveness as a change agent in my organization and community."

"Becoming a leader is not learned overnight or in a traditional classroom. It takes years of training, exposure, successes and of course mistakes. I equate it similarly to our individual learning and training in our medical specialties. Although I have a medical degree, once I graduate it does not mean that I am an effective physician - it takes time. Similarly, we all can become leaders by being appointed or selected, but those of us who truly lead understand relationships, influence, humility, and purpose."



Program Vision To inspire and develop physicians to lead transformation in healthcare.

Program Experience: What Makes IPL Unique?

- **Personal:** utilizes several psychometric instruments (e.g., 360° reviews, Myers-Briggs Type Indicator) to emphasize the importance of self-awareness as a tool for lifelong leadership development.
- **Diverse:** creates exposure to a network of colleagues from different organizations, care delivery models and practice settings, which promotes sharing of ideas and best practices.
- **Customized:** translates key leadership concepts into familiar frameworks for physicians. All topics, case studies, and role plays are designed to foster immediate application.
- **Practical:** combines four in-person seminars with significant distant learning to minimize time away from one's practice setting.
- **Reputable:** leverages UCSF's internationally recognized health science institution and draws specifically on the expertise of its Center for the Health Professions, which carries a reputation for excellence in leadership development programs.

Program Goals

1. Leadership Development:
Provide participants with tangible skills, tools and increased self-awareness to lead and manage change, work with and through others, and set a vision for guiding their practices and organizations into the future.
2. Project Implementation Skills:
Develop capacity and expertise to identify, organize, implement, and execute change initiatives within their organizations.
3. IPL Experience:
Foster a deeper sense of personal/professional fulfillment, a greater connection to their practice settings, and a network of fellow physician leaders that promote ongoing collaboration and sense of community across the healthcare system.

Participants accomplish the program goals through four immersive in-person seminars, executive coaching, small-group distance learning, intersession activities, and completion of an organizationally aligned leadership project. The curriculum requires participants to take program lessons and immediately apply the learning to their own leadership behaviors and practice settings.

Program Evaluation and Impact

Overall Impact

100% of graduates reported:

- ✓ "I believe I am a more effective leader as result of this program"
- ✓ "I would recommend this program to a peer"

Please rate the following overall aspects of the program:	(1-5 scale)
Overall impact on my knowledge and competence	4.7
Overall quality of speakers/faculty	4.7
Overall selection of topics	4.6
The likelihood that I will made changes in behavior/practice based on this training	4.7

Program Impact by Goals

1. Leadership Development

Percentage of participants reporting <i>improvement</i> on the following competencies after the IPL program:	
Developing creative and innovative strategies aligned with a vision	100%
Leveraging resources around you	100%
Ability to influence management and strategic changes at your facility	100%
Communicating clearly the purpose and scope of work activities	100%
Applying appropriate decision-making techniques	100%
Employing process improvement techniques	96%
Managing relationships at work	100%
Motivating and developing others	100%
Leading with integrity	96%
Using time and energy effectively	92%

2. Project Implementation Skills

100% of graduates reported that participating in the IPL program:

- ✓ *“Increased my confidence in executing improvement projects.”*
- ✓ *“Increased my confidence in guiding others to lead improvement projects.”*
- ✓ *“Led to greater impact on improvements within my organization or practice.”*

3. IPL Experience

Percentage of participants reporting <i>agreement</i> on each of the following statements:	
Being nominated for the IPL program made me feel valued by my organization for my leadership.	92%
Participating in the IPL program made me feel more invested into my organization or practice.	100%
Participating in the IPL program led to greater professional fulfillment with my work.	100%
Participating in the IPL program led to greater professional fulfillment in working for my organization or practice.	96%

Selected Participant Comments

➤ Describe **distinct ways in which *you* have benefited from this program**

Most common themes noted:

- Increased self-awareness of own leadership behaviors
- Greater confidence and connection to vision
- Improved communication skills and tools
- More successful in leading and organizing meetings
- Increased awareness of different strategies to lead and manage teams
- Greater capacity for handling conflict and difficult situations
- Deeper understanding of personality type and effect on relationships/interactions
- Connection to a network of peers with shared goals

Participant Comments:

- *"The IPL experience helped me focus my efforts, run better meetings, and clearly set priorities for my department."*
- *"I believe I am better equipped to handle challenges from the hospital and physicians. I also have a better perspective and understanding in dealing with failures. I have learned the importance of running effective meetings, and obtained the skills/information to do so."*
- *"I am much clearer and focused about my vision as a leader and feel more equipped with tools that will allow me to reach that goal."*
- *"I understand my own style of leadership and obtained resources to help me deal with problems and opportunities."*
- *"I am so much more conscious of my strengths and weaknesses and how to manage them."*
- *"Improved focus, delegation skills, and presentation skills."*
- *"I've started to think more about who I am as leader and how others may view me as a leader. I've created my personal vision, mission, and core value statement."*
- *"Networking and building a better understanding of myself as well as those around me."*
- *"Realization that many other doctors share an interest to expand their role beyond the one-to-one interactions of clinical medicine."*
- *"Building of a community of "fellow travelers" on the leadership journey."*

➤ Describe **distinct ways in which your organization, facility, and/or practice pod has benefited (or will benefit) from your participation in this program**

- *"The structure the IPL program set up for developing my project really motivated and propelled me to success. The resulting project is a new clinical program that will benefit patients and my group for years to come."*
- *"Work within my team has become more effective through specific team building activities. Insight/advice to mentees has been informed by the program."*
- *"The tools I have learned in the program directly impact other members in the organization as I challenge other leaders to be better and fellow physicians to develop as leaders themselves. Better direction and focus on projects that have greatest impact."*
- *"I am more effective at strategic planning, prioritizing, and working with my staff. As I oversee an increasingly important chunk of my group's operations, this will continue to pay dividends."*
- *"I am a more effective leader because I have learned new skills that have already paid off a hundred-fold. I ask more questions, listen more, and incorporate what I hear into decisions."*
- *"Understanding personalities and knowing their weaknesses and strengths. How to organize a team to get the best out of the team members."*
- *"More confident. Better at handling difficult conversations and decisions."*
- *"Managing relationships in the primary care department in order to facilitate operational improvements."*
- *"Through doing the project, I was able to use SMART to set up the MPS improvement project and by using influence and relationship skills, I was able to improve our department overall MPs score through last three quarters. I was able to motivate others to be leaders and leverage others to participate."*
- *"Learned structured processes for recruiting/working with an effective team and developing a project from start to finish."*
- *"With the extra push from this program, we managed to get our Pediatric Observation Unit up and running!"*
- *"More effective leader in envisioning and executing new projects."*
- *"Adult and family medicine is going through tough time due to access demands and work load issues with new health care reform patients and IPL program helped me in leading the team towards our goal of providing high quality care."*
- *"They have a leader who is better able to navigate them through the waters of the current healthcare environment."*
- *"It has improved the working relationship with my direct reports."*

Program Summary

The 7th Cohort of the **UCSF Institute for Physician Leadership** provided participants an overwhelmingly positive experience that achieved our goals of 1) *fostering leadership development*, 2) *building capacity to execute implementation projects*, and 3) *creating a meaningful IPL experience*. Collaborating closely with IPL participants, alumni, and nominators continues to play a key role in ensuring the program responds to the needs of physician leaders and their organizations. The vision and goals of the program remains a guide for future cohorts while the curriculum and related learning strategies will continue to be shaped by changes in the healthcare environment so learnings are relevant, tailored, innovative, and directly applicable.

Cohort 7 Participant Projects Presented November 21, 2014

Oral Presentations:

Mindfulness at Work
Reducing Surgical Morbidity
HCC Score Improvement via Note Prepopulation and Data Mining
Preventing Perioperative Mortality in High Risk Seniors

Lin
Nanigian
Kim
Sather

Posters:

Hill Physicians Medical Group San Joaquin ACO
Sports Medicine Center at Kaiser Permanente East Bay
UM in the Era of ACA
OB Patient Care and Safety
Reducing Member Complaints
Highlighting the Value of an Academic Hospitalist Procedure Service
Rebranding Radiology Medical Group of Santa Cruz
Provider of Choice: Patient Centered Medical Home
Maternal Focus
Rheumatology Redesign
Improved Cardiovascular Care Through Service Line Integration
Family Planning Clinic
HCC Improvement in R5
Best Practices for Specialty Departments
Road to Purpose
Implementation and Evaluation of a Complex Care Intervention to Support High-Risk Patients
Improve Survival of Acute MI patients
Improving Physician Satisfaction by Improving Feedback
Pediatric Observation Unit
Improving Medication Reconciliation Process on Admission
The Nonadherence Epidemic of the American Man: Survey on How Men Access Healthcare Resources
Patient Centered Care

Grewal
Grimsrud
Hong
Jackson
Jasti
Lai
Martinez
Mayorga
Mba
Mehta
Minasyan
Moreno
Naghdechi
Phung
Regala
Ritchie
Sandhu
Talebian
Yamout
Yoon
Yun

Zhu





"I have benefitted a great deal from this program both at a professional and personal level. Professionally, I have become a much better leader in terms of emotional intelligence and leadership skills. Personally, I have a much more balanced life. Through this training program, I have become a better leader and a better person."



"Besides the leadership skills I've learned, I will have a more broad view of the definition of the "practice of medicine."

"Terrific, practical and effective leadership course; fantastic opportunity to network with peers in other leadership roles throughout California."



"I would describe myself before starting the IPL program as a bird with a huge desire to fly but disabled because of small and non-functional wings. As the program progressed, I felt like a bird who was growing strong wings and by the end of the program, my wings had grown strong enough to take me on an adventurous journey that could last for many years to come."

"I thank the faculty and staff at UCSF IPL for your commitment, genuine interest, and dedication to creating a learning environment, putting together stimulating topics, and guiding all the participants in the path of becoming more effective leaders."



"This is the best personal leadership program I have ever attended. It perfected my leadership skills and added to my personal life."