INVESTING IN THE NEXT GENERATION OF ADMINISTRATIVE AND PHYSICIAN LEADERSHIP

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2015 ANNUAL CONFERENCE
INVESTING IN THE NEXT GENERATION OF ADMINISTRATIVE AND PHYSICIAN LEADERSHIP

1. Learning Objectives
2. Our Organization
3. Our Journey
4. Our Framework
5. Our Programs
6. Questions & Discussion
Upon completion of this presentation, participants should be able to apply leadership development principles that utilize intentional design and structure to build and grow their respective leadership development efforts.
OUR ORGANIZATION

THE LARGEST, MOST COMPREHENSIVE HEALTH SYSTEM IN GEORGIA

EMORY UNIVERSITY

Woodruff Health Science Center

EMORY HEALTHCARE

EMORY SCHOOL OF MEDICINE

EMORY SCHOOL OF PUBLIC HEALTH

EMORY SCHOOL OF NURSING

EMORY WINSHP CANCER INSTITUTE

YERKES NATIONAL PRIMATE RESEARCH CENTER

EMORY CLINIC

EMORY SPECIALTY ASSOCIATES

EMORY HOSPITALS

EMORY HEALTHCARE NETWORK

✓ 1,700 Clinical Providers
✓ 90+ Locations
✓ 2,670,000 Annual Visits

✓ 280 Clinical Providers
✓ 50+ Locations
✓ 480,000 Annual Visits

✓ 6 Hospitals
✓ 1,800 Beds
✓ 70,000 Admissions

✓ 7 Hospitals
✓ 1,400 employed MDs
✓ 400 private practice MDs

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Accelerated Organizational Growth
2001 – 2004
**OUR JOURNEY**

- Expanded organizational scope
- Changing needs and expectations of administrative leaders
- Complexities of a broader clinical geographical footprint

**OUR CHALLENGE**

- New financial, managerial, and leadership demands
- Advanced critical thinking, problem solving, and decision making requirements
- A shallow pool of candidates to fill open leadership positions
1. Identify the talent sources consistently capable of producing administrative talent with high potential for leadership in the ambulatory world

2. Place talent into roles that would support their learning and development

3. Provide mentorship and guidance as they progress
Create the Talent Development Foundation
2004 – 2008
OUR JOURNEY

Accelerated Organizational Growth

Create the Talent Development Foundation


FOUNDATIONAL ELEMENTS

ATTRACT
• Internal candidates
• Top tier University Programs
• Professional organizations

POSITION
• A budgeted management position
• Direct operational, budget, and people management exposure

DEVELOP
• Traditional administrative fellowship departmental exposure opportunities
• Additional, practical, hands-on experience
• Leadership commitment to continued professional growth

A new, focused development framework for a cohort of high potential participants.
OUR JOURNEY

Accelerated Organizational Growth

Create the Talent Development Foundation


EXAMPLE EXPERIENCE

ATTRACTION
- Selected from University of Alabama at Birmingham’s Master of Science in Healthcare Administration program

POSITION
- Placed in a Manager of Financial Counseling
  - 20 FTEs
  - $2M budget
  - Dotted line relationship to the Chief Operating Officer

DEVELOPMENT
- Development opportunities beyond the typical job scope:
  - Reduce cost in Cardiothoracic Surgery
  - Analyze clinic vs. hospital based hemapheresis
  - Breast imaging scheduling optimization
  - Joint Commission accreditation preparation

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Feed the Talent Pipeline 2008 – 2009
Talent Progression Program Established

✓ Successful progression of the cohort demonstrated the effectiveness of the focused development framework
✓ The proof of concept compelled us to establish structure, replicate, and scale the framework in order to grow the talent pipeline
✓ The Talent Progression Program organized talent development activities into an intentionally designed framework for developing future leaders

Ideal Candidate Profile:
- Graduate level student
- Healthcare experience not required
- Interested in gaining ambulatory healthcare experience
By introducing exploratory and early career programs, a pipeline of administrative talent was established to feed the Talent Progression Program.

- Recruited candidates interested in attaining leadership positions in a healthcare organization.
- Candidates required demonstration of excellent project management, organizational, communication, prioritization, financial and business management skills.

**Summar Internship Program**
- Undergraduate or Graduate level student interested in ambulatory healthcare experience
- 10 – 12 weeks during summer semester

**Directed Studies Program**
- Undergraduate or Graduate level student interested in ambulatory healthcare experience
- 10 – 12 weeks during fall/spring semester

**Process Improvement Analyst Program**
- Undergraduate level student interested in ambulatory healthcare experience
- Full time, entry level, operational position aimed to groom future managers
Establish Structure
2009 – 2011
**OUR JOURNEY**

- **Accelerated Organizational Growth**
- **Create the Talent Development Foundation**
- **Feed the Talent Pipeline**
- **Establish Structure**

**Office of Development Programs**

- **Exploratory Administrative Development Programs**
  - Directed Studies Program (DSP)
  - Summer Internship Program (SIP)

- **Full Time Administrative Development Programs**
  - Operations Development Program (ODP)
  - Management Development Program (MDP)

**OUR JOURNEY**

**Accelerated Organizational Growth**
- 2001
- 2002
- 2003
- 2004

**Create the Talent Development Foundation**
- 2005
- 2006
- 2007

**Feed the Talent Pipeline**
- 2008
- 2009

**Establish Structure**
- 2010
- 2011
- 2012
- 2013
- 2014

**OUR FRAMEWORK**

**ATTRACT**
- Target high caliber talent and attract a diverse candidate pool
- Recruit high potential candidates with an interest in ambulatory and academic health system leadership
- Screen, interview, and select candidates using broad organizational input

**POSITION**
- Deploy to areas that position participants for growth, immediate contribution, and connection with organizational strategy, culture, management style, and leadership approach
- Initiate competency-building experiences and career growth

**DEVELOP**
- Expose to experience-based learning opportunities
- Design and coordinate a performance-based curriculum
- Evaluate progression and provide consistent feedback

**ADVANCE**
- Requires mastery of program goals and competencies
- Accelerated career trajectory following program completion
- Elite graduates often advance into senior management positions

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**2015 Annual Conference**
Programmatic Enhancement
2011 - Present
Expand Scope to Physicians

- Opportunity to develop strong physician leaders
- Physicians expressed the desire to attain greater business knowledge and leadership skillsets
- Curriculum demonstrates the power of effective physician/administrator partnerships

Established Physician Leadership Development Program

- 25 early career clinically focused physicians nominated by their department chairs
- 9-month curriculum facilitated by business school faculty
- Focus on finance, operations, strategy, marketing, and leadership

Accelerated Organizational Growth

Create the Talent Development Foundation

Feed the Talent Pipeline

Establish Structure

Enhance Programs

Our Journey

Accelerated Organizational Growth

Create the Talent Development Foundation

Feed the Talent Pipeline

Establish Structure

Enhance Programs


Integration with School of Medicine

- Financial challenges of academic healthcare systems
- Integration of platforms and programs across the clinical and academic enterprises
- Changing needs and expectations of administrative and physician leaders

- Combine multiple physician leadership development efforts
- Position Management Development Program participants in School of Medicine operations roles
- Enhance curriculum and exposure of Operations Development Program, Summer Internship Program, and Directed Studies Program participants
OUR JOURNEY

Create the Talent Development Foundation

2004 2005 2006 2007

One Cohort

8 participants

Feed the Talent Pipeline

2008 2009

Four Programs

- Management Development Program
- Operations Development Program
- Summer Internship Program
- Directed Studies Program

50 participants

Establish Structure

2010

One Office

Five Programs

- Emory Medicine Professional Leadership Enrichment and Development Program
- Management Development Program
- Operations Development Program
- Summer Internship Program
- Directed Studies Program

450+ participants

Enhance Programs

2011 2012 2013 2014

Feed the Talent Pipeline

2008 2009

Four Programs

- Management Development Program
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50 participants

Establish Structure

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One Office

Five Programs

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Enhance Programs

2011 2012 2013 2014

Create the Talent Development Foundation

2004

One Cohort

8 participants
OUR PROGRAMS

THE OFFICE OF DEVELOPMENT PROGRAMS

Exploratory Administrative Development Programs

- Directed Studies Program (DSP)
- Summer Internship Program (SIP)

Full Time Administrative Development Programs

- Operations Development Program (ODP)
- Management Development Program (MDP)

Clinician Development Program

- Emory Medicine Professional Leadership Enrichment and Development Program (EM-ProLEAD)
OUR FRAMEWORK

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**OUR FRAMEWORK**

**ATTRACT**
- Foster relationships with top feeder programs
- Identify internal talent

**TARGET**

**RECRUIT**
- Source candidates internally and onsite at top tier programs for academic health system leadership potential

**INTERVIEW**
- Comprehensive onsite interviews consisting of broad leadership input
- Require written interview feedback from candidates

Average # of HOURS spent in the interview process by program:
- DSP, SIP: 2 hours
- ODP: 7 hours
- MDP: 14 hours

35+ SCHOOLS REPRESENTED NATIONALLY

Applications annually: 360
- Screening interviews: 180
- Onsite interviews: 70
**OUR FRAMEWORK**

**POSITION**
- Assign positions and leaders based on past experience, current skills, and development potential
- Match with Executive Sponsors to provide opportunity for relationship building and career management

**PLACEMENT**

**STRATEGY**
- Deploy to areas that connect to organizational strategy

**CULTURE**
- Expose participants to our culture, management style, and leadership approach

24 Leaders
16 Sponsors

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OUR FRAMEWORK

DEVELOP

COMPETENCIES
- Full time budgeted position
- Improvement projects

EXPOSURE
- Emerging Leader Networking Group
- Leadership Meeting Rotation
- Professional Development Stipend

FEEDBACK
- Twice-annual Rater Reliability sessions
- Quarterly Executive Sponsor meetings

INSTITUTIONAL & INDUSTRY KNOWLEDGE
REPORTING & DATA MANAGEMENT
TECHNICAL KNOWLEDGE
ANALYTICAL ABILITY
STAFF RESOURCES
PROFESSIONAL DEVELOPMENT
RELATIONSHIP MANAGEMENT
FINANCIAL/BUDGETING
COMMUNICATION
MANAGEMENT/SUPERVISION

CONSISTENT EVALUATION
CONSENSUS
PERFORMANCE
ANALYSIS
OPEN DISCUSSION
INDEPENDENT JUDGMENT
OBSERVATION
FEEDBACK
GROWTH
CAREER TRACK
COACHING
OUR FRAMEWORK

ADVANCE

MASTERY
• “What” – Exhibit mastery of program core competencies
• “How” – Consistently display the attributes of the Care Transformation Model

ALIGNMENT
• Identify roles consistent with participant career interest and strengths and organizational needs

IMPACT
• Assume impactful permanent management and leadership positions
## OUR FRAMEWORK

### Example Administrative Participant Profiles

<table>
<thead>
<tr>
<th>ATTRACT</th>
<th>POSITION</th>
<th>DEVELOP</th>
<th>ADVANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal hire</td>
<td>Practice Manager</td>
<td>Emerging Leader Network Luncheon series</td>
<td>Practice Administrator</td>
</tr>
<tr>
<td>Administrative Hospital Fellow</td>
<td>Business Manager</td>
<td>Leadership Meeting Rotations</td>
<td>Senior Business Manager</td>
</tr>
<tr>
<td></td>
<td>Operations Manager</td>
<td>Executive Sponsors</td>
<td>Administrator, Clinic Operations</td>
</tr>
<tr>
<td></td>
<td>Administration Chief of Staff</td>
<td>Rater Reliability</td>
<td>Vice President, Operations</td>
</tr>
<tr>
<td>Pipeline Participant</td>
<td>Patient Access Manager</td>
<td>Core Competency Development</td>
<td>Director, Patient Access</td>
</tr>
<tr>
<td></td>
<td>Accounts Receivable Manager</td>
<td></td>
<td>Director, Patient Financial</td>
</tr>
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<td></td>
<td></td>
<td></td>
<td>Services</td>
</tr>
<tr>
<td>External Graduate School</td>
<td>Business Manager, Cardiology</td>
<td>Improvement projects outside of primary area</td>
<td>Senior Administrator, Department</td>
</tr>
<tr>
<td></td>
<td>Business Manager, Pulmonology</td>
<td></td>
<td>of Medicine</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Executive Administrator, Transplant</td>
</tr>
</tbody>
</table>
## Our Programs

### The Benefits of a Highly Developed Pipeline

<table>
<thead>
<tr>
<th>Impactful Leadership Team</th>
<th>Bench Strength</th>
<th>Development Culture</th>
<th>Physician/Administrative Partnership</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 25+ administrative participants serve in manager and senior leader roles</td>
<td>• A broad talent pool prepared to assume leadership roles</td>
<td>• Engaging our education mission through development</td>
<td>• Creating the foundation to develop the ideal leadership team</td>
</tr>
<tr>
<td>• Directly connected to organizational priorities</td>
<td>• Highly developed and engaged administrators and physicians who hold a global understanding of Emory Healthcare</td>
<td>• A leadership team engaged and connected to fostering the next generation of leaders</td>
<td>• Harnessing the power of an effective physician/administrator partnership</td>
</tr>
<tr>
<td>• Lead with advanced critical thinking and decision making skills</td>
<td>• Cultural diplomats serving as change agents</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 115+ Participants Annually

- Patient Financial Services
- General Internal Medicine
- Pulmonology
- Patient Access
- Plastic & Reconstructive Surgery
- Service & Referral Management
- Cardiology
- Data Analytics
- Central Administration

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**Senior Manager**
- Executive Center Administrator

**Administrator**
- Assistant Director
- Vice President of Operations
- Senior Administrator
- Director

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OUR PROGRAMS

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ATTRACT  POSITION  DEVELOP  ADVANCE
THANK YOU

QUESTIONS & DISCUSSION