



**Mountain States Health Alliance**  
Physician Leadership Academy  
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# Who Is Mountain States Health Alliance?



- 1) Largest Regional Integrated Health Care Delivery System (29 County, Four State Region)
- 2) 14 Hospitals (UCMH Pending)
- 3) Approximately 9,000 Team Members, as well as 1,220 physician medical staff, 3,500 volunteers, and 3,290 students





# Why the Physician Leadership Academy?



- 1) To develop future physician executives and physician bench strength for Mountain States Health Alliance
  - a) Collaborative physician team leaders
  - b) Help provide the vision and engage others to be part of the solution
- 2) To drive evidence-base practice
- 3) To educate physicians about the current issues in healthcare
- 4) Better understanding of our accountable care organization/population health management strategy and communicate to other physicians across the system
- 5) Help to deploy information technology

# Structure



- 1) 7-8 courses over 21-24 month period
- 2) In-person presentations with online make-up options available from ACPE
- 3) Nomination of physician attendees identified by hospital CEOs and CMOs
- 4) Signed physician commitment letter
- 5) Physician Leadership Academy physicians are either employed, independent, or faculty from the East Tennessee State University Medical School
- 6) Health system executives attend the Physician Leadership Academy sessions

## Structure (cont.)



- 7). Involvement of previous cohort members
- 8). SharePoint site
- 9). Graduation with formal diploma
- 10). System board members involvement at graduation



# Partners



- 1) American College of Physician Executives
- 2) Great support staff at Mountain States Health Alliance
- 3) System board endorsement of the Physician Leadership Academy

# Outcomes



- 1) Five of the graduates have become physician executives at Mountain States Health Alliance
  - a). Four of the graduates have become VP/CMOs
  - b). One of the graduates has become our AVP/Medical Director for Quality and Patient Safety
- 2) Greater physician leadership engagement
- 3) Better understanding of the healthcare challenges
- 4) Large group of physician champions to draw upon for various health system initiatives



# Uniqueness to the Program

- 1) Social/networking events
- 2) Board involvement/support
- 3) SharePoint site
- 4) Formal diploma



# Replication



- 1) The Physician Leadership Academy Program is not unique to Mountain States Health Alliance
- 2) The program could be replicated at any hospital or health system
  - a). Takes commitment
  - b). Financial resources

# Lessons Learned



- 1) Course work better received when presentations include Physician Leadership Academy participants in the presentations (i.e., more interactive)
- 2) Inviting all past and present cohorts to the social events
- 3) Inviting all cohorts to new presentations
- 4) More executive involvement improves physician commitment and interest

# Maintaining/Evaluating



## Maintaining

- 1) Organizational commitment (Senior Management, Board of Directors)
- 2) Dedicated physician leaders to drive the program
- 3) Need great support/commitment
- 4) Financial resources
- 5) Physicians willing to participate

## Evaluating

- 1) Continued interest of the physicians
- 2) Several physicians have become full-time physician executives
- 3) Increased participation in each cohort
- 4) Decision on multiple cohorts was decided early in cohort one
- 5) Physician participants evaluations have been very good to excellent
- 6) Physician willing to spend the time
- 7) Physicians keep asking for more education

# Future Changes



- 1) Curriculum changes/forming a curriculum committee
- 2) Further work and evaluation of emotional intelligence of the Physician Leadership Academy participants
- 3) Adding more online options
- 4) Shortening the length of the program
- 5) Get more background information on our Physician Leadership Academy participants
- 6) Develop project work around our LEAN activities

# Questions?