



# Reinventing Physician Leadership in a Value- Based Environment

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**HealthTeamWorks®**

# HealthTeamWorks Team



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# Today's Panel

## TRACY HOFEDITZ, MD, FAAFP



Dr. Hofeditz was born in Seattle, WA, received his Medical Degree from the University of Washington in 1983 then went on to complete residency in Family Medicine at the University of Colorado in 1990. He owned and was the clinical leader at Belmar Family Medicine from 1995 until he left practice in 2015. Belmar Family Medicine had been recognized by NCQA as a Level 3 Patient Centered Medical Home since May of 2009.

Dr. Hofeditz currently chairs the Tobacco Review Committee at CDPHE and remains very interested in practice transformation and the critical role for advanced clinician leadership. Dr. Hofeditz is married to Joyce and enjoys hiking, camping, greenhouse gardening, woodworking, drumming, motorcycling and baking.



# Today's Panel

## Jack Cochran, MD, FACP



Dr. Cochran is the former Executive Director of the Permanente Federation. Prior to that he served the Colorado Region of Kaiser Permanente as a practicing surgeon, board member, Chairman and President and Executive Medical Director of the medical group.

Dr. Cochran helped to implement and optimize the largest successful private clinical information system deployment in the world, and the progress of Kaiser Permanente to become a nationally recognized system for excellent clinical quality. He has served as a strong advocate for integrated care and physician leadership focused on the needs of patients. He was recognized by Modern Healthcare as one of the Top 50 Physician Leaders in the U.S. in 2009, 2010, and 2012. He has a new book, "Healer, Leader, Partner: Optimizing Physician Leadership to Transform Healthcare," where he invites physicians to embrace these roles in catalyzing health care improvement.

# Today's Panel

## John L. Bender MD, MBA, FAAFP



Dr. Bender is a board-certified family medicine physician, and the Chief Executive Officer at Miramont Family Medicine based in Fort Collins Colorado. He was named Family Physician of the Year for 2014 by the Colorado Academy of Family Physicians and in 2016 he chaired the Board for Physicians Accountable Care Solutions, LLC, one of the nation's largest Accountable Care Organizations (ACO's). Dr. Bender and Miramont were featured as the cover story in the January 2014 edition of Medical Economics magazine.

Dr. Bender completed three years of service on the Board of the American Academy of Family Physicians and is a past President of the Colorado Medical Society, past President and past Chair of the Colorado Academy of Family Physicians, and a past President of the Northern Colorado Independent Practice Association (IPA). He has worked on various pieces of legislation that are now law in his home state dealing with telehealth, immunization registries, the corporate practice of medicine, and direct primary care.

His past military service includes eleven years as a commissioned officer in the United States Naval Reserve as a Flight Surgeon, and two years as a commissioned Major in the United States Army Reserve. In July 2000, President Clinton ordered Major Bender's unit to Kosovo where he served as the Medical Director for an Acute Care Center in the surgical hospital at Camp Bondsteel after the Serbian offensive.



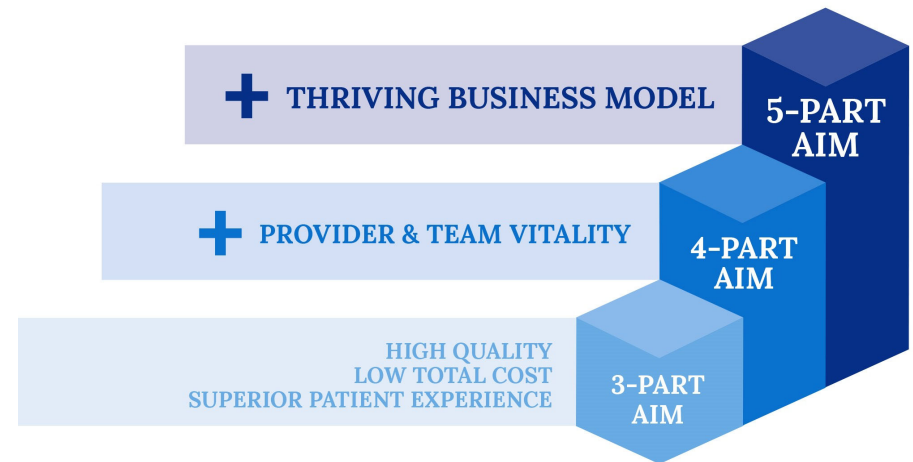
# Objectives for Today

- Compare and contrast the skills needed in historical and current physician leadership roles
- Discuss why these skills are critical for effective physician leadership
- Identify methods for physicians to develop these new leadership skills

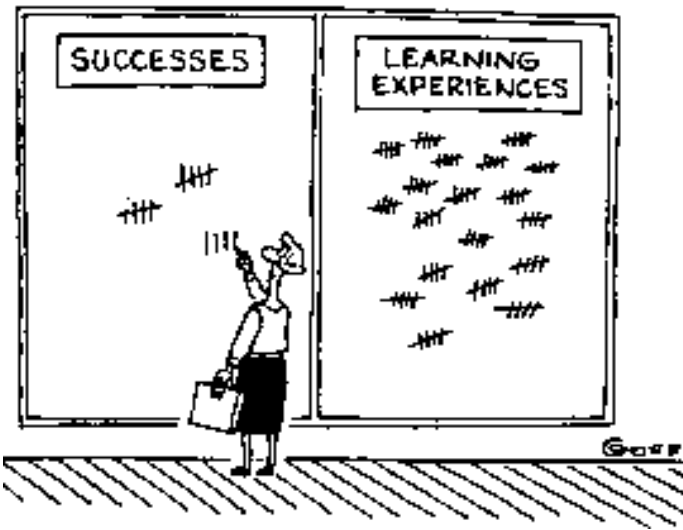


# What is the problem we're trying to solve?

- Historical/traditional physician leadership
- Accountability for high value, patient-centered results
- Major cultural & organizational change
- Dysfunctions of the team
- Payment redesign
- Total Cost of Care



# Why Primary Care Physician Leadership?



- Designing a better healthcare system
- Population health management
- Ownership and use of data
- Importance of partnership
- Team-based care



# Building High-Functioning Teams

- Understanding team dynamics/strengths
- Leadership and facilitation
- Functions and Dysfunctions
- Change Management
- Learning organization
- Accountability



## *The Five Dysfunctions of a Team*

*Source: Overcoming The Five Dysfunctions of a Team,  
by Patrick Lencioni*

# The Toolkit of Effective Physician Leaders

- The spectrum of physician leader roles: old & new
- Physician leadership skills
  - Skillsets common to all roles
  - What's in the advanced leadership toolkit?
- Approaches to leadership development
  - Training, CME Resources
  - Mentorship
  - To MBA or not to MBA

# Places to Start

## Brief Bibliography:

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# Reinventing Physician Leadership: Places to Start

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- Collins, J. (2001). *Good to Great*. Harper Business
- Edmondson, Amy C. (2012). *Teaming: How Organizations Learn, Innovate, and Compete in the Knowledge Economy*. Jossey-Bass
- Pink, D. (2009). *The Surprising Truth About What Motivates Us*. Riverbed.

## Training Resources

- American Association for Physician Leadership; [www.physicianleaders.org](http://www.physicianleaders.org)
- Toastmasters International; [www.toastmasters.org](http://www.toastmasters.org)
- Insights Discovery; [insights.com](http://insights.com)



# Upcoming Events

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## Expert Panel: Making High-Value Care Affordable and Sustainable

September 11, 2019

11:00 a.m. MST/12:00 p.m. CST

<https://www.healthteamworks.org/center/events>

# Facilitating Quality Improvement- Online Training

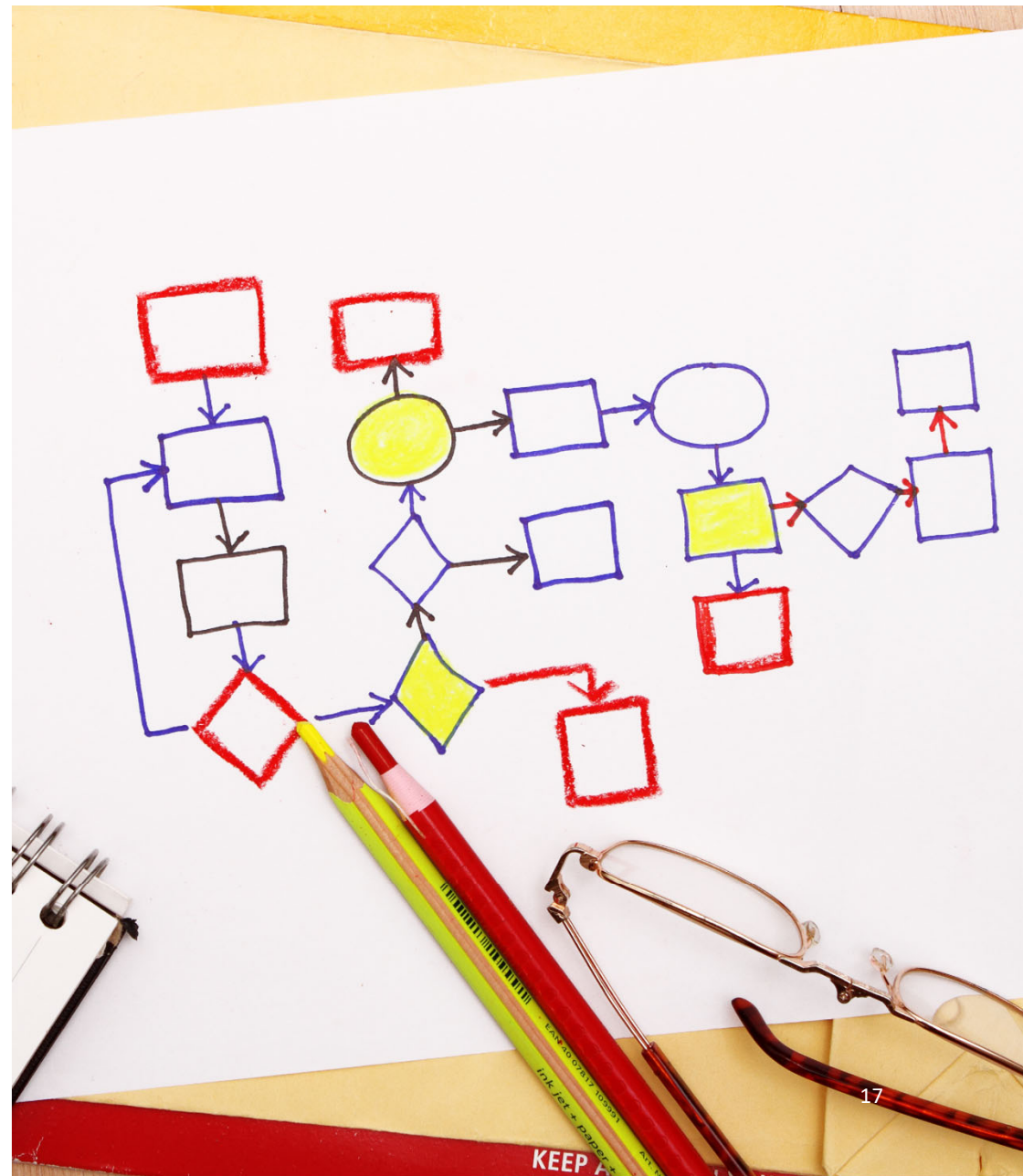
<https://www.healthteamworks.org/workforce-development-training/facilitating-quality-improvement>

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