White Coats & Suit Coats

Dyad Leadership

Rob Schreiner, MD, FACP, FCCP
Executive Medical Director

The “White” Coat

Matthew Bates, MPH
Managing Director

The “Suit” Coat
What’s The Goal?

Better-informed problem solving
- faster improvement
- less waste
- leadership credibility
- pride
- discretionary effort

No “We vs They”
- trust
- teaming
- healthy work-environment
- EE and MD engagement
- recruitment & retention
Stronger Together?
White Coats + Suit Coats =

Effective Dyads
1 + 1 > 2

Dysfunctional Dyads
1 + 1 < 1
Dyad Leadership

Benefits

• fuller spectrum of leadership skills
• division of labor / play to strengths
• peer-peer learning and support

Risks

• unsafe environment
• individual interests
• choosing sides
• delayed decisions / course corrections

Note: High-performing teams may initially regress
“The delivery of medical care is a business, caring for patients is not. A principal goal of the dyad is the **effective management of this tension** for the good of the patient and the organization”
“Our management approach relies upon a dyad leadership structure that pairs a physician executive leader with a management executive…

We believe the dyad structure promotes teamwork and alignment on culture, strategy, goals, and execution.”
Dyad Success Factors

1) Leader Selection
2) Clear Responsibilities
3) Shared Goals
4) Leadership Development
5) Leadership Execution
1) Leader Selection

When possible, let leaders have a voice in their future dyad co-leader

**Physician**

- Impeccable Clinical Credentials
- Relationship & Influence Skills with Peers
- Systems Thinker

**Shared Attributes**

- Effective Communicators
- Team Players
- Able to Solve Complex Problems
- Respected by Peers

**Administrator**

- Management skills: finance, staff, operations
- Persistent, organized, detail oriented
- Track record of shared-services collaboration
2) Clear Responsibilities

**Physician**
- Quality
- Clinical Practices
- Physician Engagement
- Provider Standards
- Provider Productivity
- Clinical

**Dyad**
- Org Goals
- Patient Experience & Outcomes
- Team Engagement
- Mission, Vision & Values
- Finance
- Strategy

**Administrator**
- Admin
- Operational Practices
- Staff Engagement
- Staff Standards
- Revenue & Expense Mgt
- Business

Studer Conferences

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2) “Shared” Clear Responsibilities

- Mission, Vision and Values
- Objective clinical, patient service and business goals
- Strategic plan
- Performance scorecard (the methods of monitoring and evaluating clinical as business performance)
- Culture

Source: Zismer DK, Brueggemann J.; Examining the “dyad” as a management model in integrated health systems; Physician Exec. 2010 Jan-Feb;36(1):14-9
3) Shared Goals

Alignment & Accountability

- Dyads work best when “key goals” are shared by the co-leaders.
- Weights of shared goals may be different
- Not all goals need to be shared

<table>
<thead>
<tr>
<th>Goal</th>
<th>Medical Director</th>
<th>Administrator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clinical Quality</td>
<td>30%</td>
<td>10%</td>
</tr>
<tr>
<td>Financial Performance</td>
<td>10%</td>
<td>30%</td>
</tr>
<tr>
<td>Patient Experience</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>Clinical Pathway Adherence</td>
<td>10%</td>
<td>0%</td>
</tr>
</tbody>
</table>
3) Shared Goals: Miss-Alignment

- Worked Hard
- Exceeded RVU target by seeing 40+ patients a day
- Received a bonus

≠

- Worked Hard
- Missed budget due to over-time for long hours
- Got a poor review & no bonus
4) Leadership Development

“Leaders aren't born, they are made. They are made by hard effort, which is the price which all of us must pay to achieve any goal which is worthwhile.”

--Vince Lombardi
5) Leadership Execution

- Communicate
- Trust
- Transparency
- Decision Making
- Unified Reporting
5) Leadership Execution
Conflict Resolution
If your actions inspire others to dream more, learn more, do more and become more, you are a leader.

- John Quincy Adams
EVALUATION REMINDER:
We want your feedback to get better. Please remember to take the session evaluation. Thank you!

Rob Schreiner, MD, FACP, FCCP
Executive Medical Director
Rob.Schreiner@StuderGroup.com

Matthew Bates, MPH
Senior Leader, Physician Services
Matthew.Bates@studergroup.com
Next Presentation: Pick Your Track

**Physician Partnership**
- Focus: Physician Leadership

**Medical Group Transformation**
- Focus: Medical Practice Patient Experience (CG CAHPS)

Next Session:
- Physician Burnout: Diagnosis & Treatment
  - Barb Roehl, MD, MBA

Next Session:
- Medical Practice Patient Experience Overview: CG CAHPS
  - Matthew Bates, MPH