

Clinician Leadership



Rakesh Patel, MD, CPE, FAFP
Chief Executive Officer

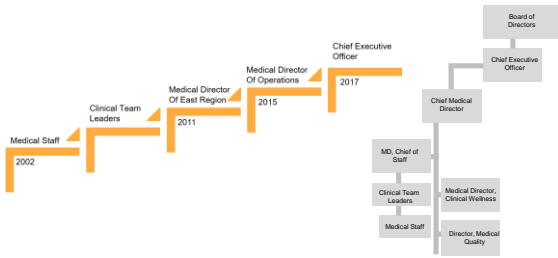
Disclosures

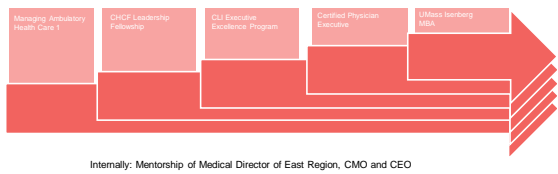
I have no relevant financial interest or arrangements with any of the organizations related to commercial products or services to be discussed at this program.

Neighborhood Healthcare

- Federally Qualified Health Center
- Non-Profit
- 14 Sites / 2 Counties
- 65,000 Patients
- Over 300,000 Visits
- > 50 FTE Medical Providers
- >125 Licensed Providers







Internally: Mentorship of Medical Director of East Region, CMO and CEO

Identifying Future Leaders



- **Ask** – Career Goals, "What would not keep you here for the next 5 years?"
- **Review their CV**- Chief Residents, Involved in Advocacy, Community Based Projects
- **Natural leaders** – Identifies issues at the site, Leads local PDSAs, Coaches their kids baseball team, Can work with all staff
- **Networks** – Avoid poaching, but fully realize that high performers want to work for high performing organizations.

Developing Future Leaders

- Create positions that have authority
- Create a learning community
- Provide and encourage skill building opportunities
- Involve in key decisions
- Promote from within when possible.



Create Positions That Have Authority

- Clinical Team Leaders (CTL) – equivalent to a site medical director
- Dyad Management – CTL paired with a site manager at each location.
- First line in dealing with HR issues involving their direct reports
- Involved in hiring, firing and evaluations of direct reports
- Member of Clinical Quality Committee

Create a Learning Community

- Clinical Team Leader Meeting once a month for 1.5 hours
- Educational Topics:
 - www.practicingexcellence.com
 - CSUSM HR Supervisor Course – 3 day training
 - 7 Habits of Highly Effective People, Giving/Receiving Feedback, Kotter's Leading Change, Emotional Intelligence, Core Strengths
 - Share difficult leadership/HR cases – CCI Delta group
 - Encourage reading – leadership books like Tribal Leadership, blogs like CHCF and HBR

Provide and Encourage Skill Building Opportunities

Emerging Leaders

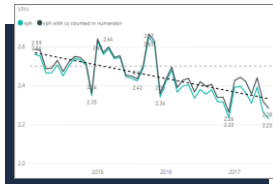
- Western Clinicians Network Annual Conference
- NACHC New Clinical Director Training
- NACHC Managing Ambulatory Health Care I
- Lean Green Belt Certification
- CCI Catalyst, Delta
- Clinical Champion on Grants

Experienced Leaders

- IHI Summit on Improving Patient Care
- IHI Annual Conference
- CHCF Leadership Fellowship
- Specialty Boards and Medical Society Membership
- American Association for Physician Leadership

Involve in Key Issues and Decisions

- Decreasing productivity over last 2 years
.3 visits per hour drop = \$5.4 Million
- Potential areas that could be affected if did not improve:
 - Population Health Team
 - Pharmacy Refill Program
 - Provider Wellness
 - Subsidized Meal Sharing

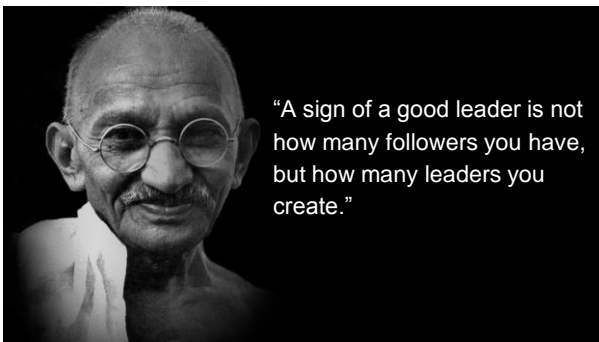


Promote From Within Whenever Possible

- Already a part of the culture and a known commodity
- Provides an opportunity to do something different
- May help reduce burnout
- Improves retention

How to Get Started?

- Get buy-in from your executive team
- Find a clinician champion to lead the group – does not have to be the CMO
- Meet in-person at a time that works for all
- Create an agenda based on the needs of the clinicians.
- Start with an hour and don't be surprised that they will want more time
- Begin with activities that build trust and teamwork



Questions?

Contact Information:
Rakesh Patel
 Neighborhood Healthcare
rakeshp@nhcare.org
 760-520-8375



“Leadership Diversity Efforts: Growing the Pipeline, Tapping Shoulders”

David B. Vliet, MBA
Chief Executive Officer
Tiburcio Vasquez Health Center
Hayward, San Leandro, Union City
California





Our Mission:

- Cultivate meaningful discussion focused on diverse pipeline leadership development
- Build a network of colleagues from organizations nationwide who are committed to supporting future leaders of color within the health center movement
- Ensure healthcare's future leaders are as unique and diverse as the populations they serve



Our Story:

This series of informational gatherings was started by Manny Lopes, MBA (CEO – East Boston Neighborhood Health Center) and David B. Vliet, MBA (CEO – Tiburcio Vásquez Health Centers) in the winter of 2017. As executives of color, David and Manny identified a major need within the industry for cultivating meaningful discussion focused on diverse pipeline leadership development. They have built an extensive network of colleagues from organizations nationwide who believe strongly that healthcare's future leaders should be as unique and diverse as the populations they serve.







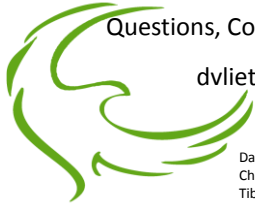


Diversity	• Respecting individual differences
Equity	• Creating equal access to opportunity
Inclusion	• Experiencing a sense of belonging and feeling valued









Questions, Comments, Suggestions?

dvliet@tvhc.org

David B. Vliet, MBA
Chief Executive Officer
Tiburcio Vasquez Health Center
Hayward, San Leandro, Union City
California

Healthforce
Center at UCSF

Leadership Sustainability

Sunita Mutha, MD
October 5, 2018

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Healthforce Center at UCSF is the leading source for research, insight into the evolving health care workforce and for pioneering training programs that empower leaders to navigate change.

Expertise steeped in experience



Vision of leadership development



Structures that support meaningful change



How to evaluate external trainings for fit

- Why, Who, What?
- Considerations



What about when you are limited to internal resources?



Thank You.
