

Clinical Leadership and Engagement

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“Clinical” (vs clinician)

- Actually participating in care delivery
- Impacting patients' lives
- Directly responsible for outcomes and gaps in care

- To distinguish from corporate or executive leadership (or management)

Don Berwick, 1994

Clinicians have an opportunity to exercise leadership for the improvement of care, but they must first agree to address the aims of reform and to adopt an agenda of specific changes in their own work that are likely to meet the social needs driving the reform movement.

Clinical Leadership is not just physician leadership

- Physicians
- Non-physician providers
- Clinical staff
- Clerical/business staff
- Patients—peer support

Key qualities of a successful leader

- Honesty
- Ability to delegate
- Communication
- Sense of humor
- Confidence
- Commitment
- Positive Attitude
- Creativity
- Intuition

Are leaders anointed, promoted or developed

- How do we cultivate leadership
- How do we prevent leadership “burn out”
- Leaders are not leaders if not engaged, leadership engagement is critical
- Titles do not necessarily make great leaders

The leaders you have may not be the leaders you need

Forrest Gump: “If you don’t know where you’re going you’re probably not going to end up there”.

The question is where “there” is. The “there” of today is not the “there” of even a few years ago.
-----Leaders are needed that understand the new “there”.

Leadership is critical for Engagement and Engagement is critical for Leadership

“If your actions inspire others to dream more, learn more, do more and become more you are a leader”

John Quincy Adams

Inspiration + dreams + learning + doing + becoming = Engagement

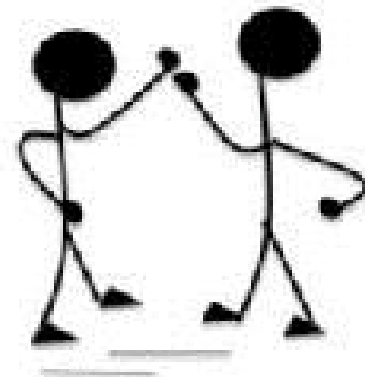
Engagement

- “Clinical engagement” is more than clinician engagement
- Being part of the change process
- Scotland: improving healthcare together
- Engagement around improving quality and lowering cost = delivering “high value” care

Engagement = Involvement

Tell me and I forget. Teach me
and I remember. Involve me
and I learn.

- Benjamin Franklin



Who should be engaged?

- Leadership at all levels
- Providers
- Staff: clinical and non-clinical
- Patients
- Payers

Tools of Engagement

- Incentives
- Education
- Communication
- Shared vision
- Peer pressure

Reasons to focus on engagement

- Higher quality of care
- More cost efficient care
- Better compliance
- Loyalty
- Retention

Winning Equation

High quality leadership +
effective engagement =
Successful ACO