

Leadership Skills for Family Physicians

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Learning Objectives:

1. Identify key skills of everyday leadership
2. Describe how these characteristics can improve clinician job satisfaction within their practice
3. Describe how these characteristics can improve patient care
4. Describe benefits to the practice and organization

Leadership Definition

- What is a leader?



KNOW YOURSELF

Leadership

- Genetic or environmental
- Born or grown

Leadership

- What/who are you leading?
- Physician: patient dyad
- Physician: staff
- Physician: clinic team

Leadership

- How are you leading?
- The degree to which you lead helps determine the morale of your team.
- Morale = faith in the person at the top
- Leading by example
 - If in doubt, watch me
 - Preach ... and when necessary, use words – St. Francis of Assisi

Leadership

- Why are you leading?
- Mission
- Vision
- Values

Leadership

- Leading from the front
- Leading from the rear
- Leading from the middle

Leadership – Key Skills for the Leader

- Personal vision
- Table manners
- Passion and energy
- IQ vs EQ

Servant Leadership

- Lift others up with your service
- Make a way for others to follow
- Do the heavy lifting yourself as you're able
- Prefer others
- Honor others in a public fashion

Legacy

- If the leader goes away, does the team stay on track?
- What do you want to intentionally pass down?
- What culture do you wish to create and sustain?
- The leader's presence is a Force Multiplier

Leadership detractions

- Educate and enable – good goal
- Eliminate – necessary role
- Rigorous interviewing to ensure alignment from the outset

Communication

- You can never over communicate
- Vertical – up one level to your supervisor/board
- Horizontally – to colleagues
- Vertical – down 1-2 levels to your colleagues, staff

Improving Job Satisfaction

- Clear and effective leadership will improve job satisfaction
 - Personal
 - Colleagues
 - Staff
 - Patients
 - Better compliance/adherence

Great leadership → Great patient care

- Clear roles in clinic
- Clear QI roles and goals
- Clinic-wide and system performance
- How do you create value for patients
 - Value = Quality/Cost

Leadership benefits to the practice and organization

- Realize the vision
- Mobilize the mission
- Live the values

Leadership benefits to the practice and organization – physician specific

- Better patient care
- Better population care
 - Quality metrics achieved
- Efficiencies of care
 - Asynchronous care
 - Portal
- Improved physician job satisfaction
- Improved physician wellness

Best Practice Recommendations

- When physician leaders set the course, the trajectory of the team elevates.
- Dedicate time and attention to CLE, Continuing Leadership Education, in addition to CME.
- Consider quality improvement, patient safety, and value-based care as opportunities to take the lead in your environment.