

# A Model for Physician Leadership Development and Succession Planning

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# Background

- AHSC facing retirement of senior medical leader
- Sought input on the cognitive and affective skills necessary for the role
- Leads to question of if and how it might be possible to model a learning path for potential future leaders

# Process

- **Develop a template of key/core skills**
- **How to tailor the resident's experiences to ensure an organized systematic approach to skill acquisition**
- **Can the template be used as an interviewing tool for leadership applicants?**

# Process

- **Experiences of consultants**
- **Literature review**
- **In depth interviews**

# Foundational Documents

- **Annotation of key competencies**
- **Domains of activity (competencies and skills)**
- **Necessary developmental experiences**

# Tailor Experiences

- **Domains**
- **Graded/incremental**
- **Able to be plotted, mentored**

# Key Competencies

- **Network development and relationship building**
- **Strategic planning and thinking**
- **Leadership , mentorship and coaching**
- **Communication**
- **Team building/conflict resolution/awareness of regulatory and legal environment**
- **Financial planning and acumen (clinical/research/education)**
- **Conceptualizing and implementing innovation**

# Skills Matrix

- Created stepwise progressive model to acquire/master each competency

Domain of Activity	Key Accountabilities	Required/Necessary Skills	Recommended Experiences					Academic Profile (Research Talks, Writing Grants, Publications, Education)
			Hospital Rep on External Committee	Hospital Rep on University Committee or Task Force	Involvement in Physician Practice Plan / Dept. Budgeting	Chair/Lead on Internal or External Committee or Task Force	Program/ Dept./ Division Head	
Strategic Planning and Thinking	Contributes to the development and implementation of the Hospital's strategic plan. Works collaboratively with the Senior Leadership team to develop an integrated, <b>innovative</b> strategic plan (for surgical and perioperative services) that aligns with the Hospital strategic plan and contributes to the highest level of quality care, operational efficiencies and the optimization of human, financial and infrastructural resources, innovation, teaching and research. Demonstrates a strong understanding of the overall healthcare system, external environment, current policy directions and provincial initiatives, and appreciates the impact/implications of policies and initiatives on the Hospital. Demonstrates understanding of the Hospital funding/budgeting process and more specifically the physician funding formula (AFP) and is able to negotiate favourable terms for Hospital physicians.	Political Intelligence Strategic Planning Influencing Innovative Thinking Numeracy						

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	Experience provides some exposure to role accountabilities, but is not a direct area of focus
	Not a likely experience to develop capability in this focus area



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Network Development and Relationship Building	<p>Develops and fosters strong relationships with internal and external colleagues, the University of Toronto, OMA, MOHLTC, LHIN, Provincial Councils and other local, provincial and national agencies and organizations to enable the achievement of strategic and operational objectives, and furthers the Hospital's reputation locally, nationally and internationally.</p> <p><b>Demonstrates the ability to influence individuals (physician colleagues, team workers, senior management and other internal and external stakeholders) to facilitate the advancement of the perioperative agenda.</b></p> <p>Acts as a role model through strong relationships and visibility and through effective internal and external partnerships.</p> <p>Supports fundraising for the Hospital; identifies and develops relationships with potential donor families.</p>	<p>Emotional Intelligence and Resilience</p> <p>Political Intelligence</p> <p>Influencing</p> <p>Public Speaking</p> <p>Conflict Tolerance/Resolution</p> <p>Negotiating</p>						

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<b>Leadership, Mentorship and Coaching</b>	<p>Promotes the Hospital as a leader in pediatric services, adoption of new technology and clinical/scientific innovation and leverages this reputation to attract and retain talented clinicians, researchers and educators.</p> <p>Develops the leadership team within the surgical and perioperative services to support enactment of the portfolio's plan and management.</p> <p>Measures and monitors physician performance against objectives and set criteria; takes corrective/remedial actions when required.</p> <p>Provides mentorship and coaching to division/department heads and promotes an environment for success for all physicians.</p>	<p>Emotional Intelligence and Resilience</p> <p>Strategic Planning</p> <p>Influencing</p> <p>Change Management</p> <p>Recruitment</p> <p>Coaching/Mentorship</p> <p>Performance Management</p> <p>Conflict Tolerance/Resolution</p> <p>Media Savvy</p> <p>Public Speaking</p>						

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<b>Communication</b>	<p>Demonstrates effective internal and external oral and written communications. Motivates and influences internal physicians, clinical and ancillary staff and external stakeholders to get desired results.</p> <p>Builds effective working relationships between members of the perioperative services and those in other programs as well as the various departments of surgery at the University.</p> <p><i>Develops and displays appropriate skills in media relations and management.</i></p>	<p>Influencing</p> <p>Public Speaking</p> <p>Media Savvy</p> <p>Political Intelligence</p>						

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<b>Team Building/ Conflict Resolution Awareness of Regulatory/ Legal Environment</b>	<p>Establishes a collaborative environment in the perioperative services and fosters close, integrative working relationships between the surgical and perioperative services and all other clinical and ancillary departments and programs within the Hospital. Promotes mutual support, respect and partnerships between division heads, senior management and other internal stakeholders.</p> <p>Fosters integrated model of administration, clinical care and research within the perioperative services.</p> <p>Develops structure and processes for dispute resolution within and across departments and disciplines in the perioperative service. Demonstrates confidence in enforcing behavioural standards within the physician group and perioperative team. Demonstrates familiarity and comfort with legal undertakings including but not limited to contract negotiation and enforcement, internal investigations, management of HR issues and grievances, interactions with CPSO, University etc.</p>	<p>Emotional Intelligence and Resilience</p> <p>Influencing</p> <p>Change Management</p> <p>Recruitment</p> <p>Coaching/Mentorship</p> <p>Performance Management</p> <p>Conflict Tolerance/Resolution</p> <p>Knowledge of Regulatory/Legal Environment</p>						

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Financial Planning and Acumen	<p>Collaborates with administration and department chiefs to determine proposed staffing and allocation of dollars under the AFP.</p> <p>Negotiates favourable physician reimbursements under the current AFP model.</p> <p>Ensures the AFP benefits the Hospital as a whole and ensures physician and program compliance with specific targets identified in the AFP.</p> <p>Develops appropriate financial plans, ensures accurate and comprehensive accountabilities and takes appropriate action when required.</p>	<p>Negotiation</p> <p>Influencing</p> <p>Numeracy</p> <p>Strategic Planning</p> <p>Change Management</p> <p>Recruitment</p>					

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Clinical/ Research/ Education	<p>Strengthens the integration of care, education and research.</p> <p>Works collaboratively with stakeholders across the hospital to advance and promote departmental and organizational quality and safety initiatives.</p> <p>Integrates best practices and new methodologies across all operations.</p> <p>Promotes and ensures the participation of department members in undergraduate, graduate and post graduate education to promote and build academic excellence at the Hospital.</p>	<p>Innovation</p> <p>Emotional Intelligence and Resilience</p> <p>Change Management</p> <p>Performance Management</p> <p>Coaching</p>						

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Conceptualizing and Implementing Innovative Programs	Promotes and fosters medical initiatives and synergies to support and enable child health innovations across the Hospital. Supports the ongoing design and implementation of leading edge programs, processes and technologies and the integration of best practices and methodologies across all operations ensuring continuous improvement.	Self Initiation Innovation Influencing Recruitment Coaching Performance Management Change Management	Orange	Yellow	Orange	Orange	Yellow	Green
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# Toolkit

- **Development Tracking Tool (DTT)**
- **Designed to plot experiences progressively over years of training**
- **Self Assessment Questionnaire**
- **Interview Discussion Guide**



# Summary

- **It is possible to have a planned integrated approach to resident leadership development**