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What Physicians Bring to Hospital Leadership

Past, Present, & Future State

Common Question

**Are you a
Physician or an
Administrator?**

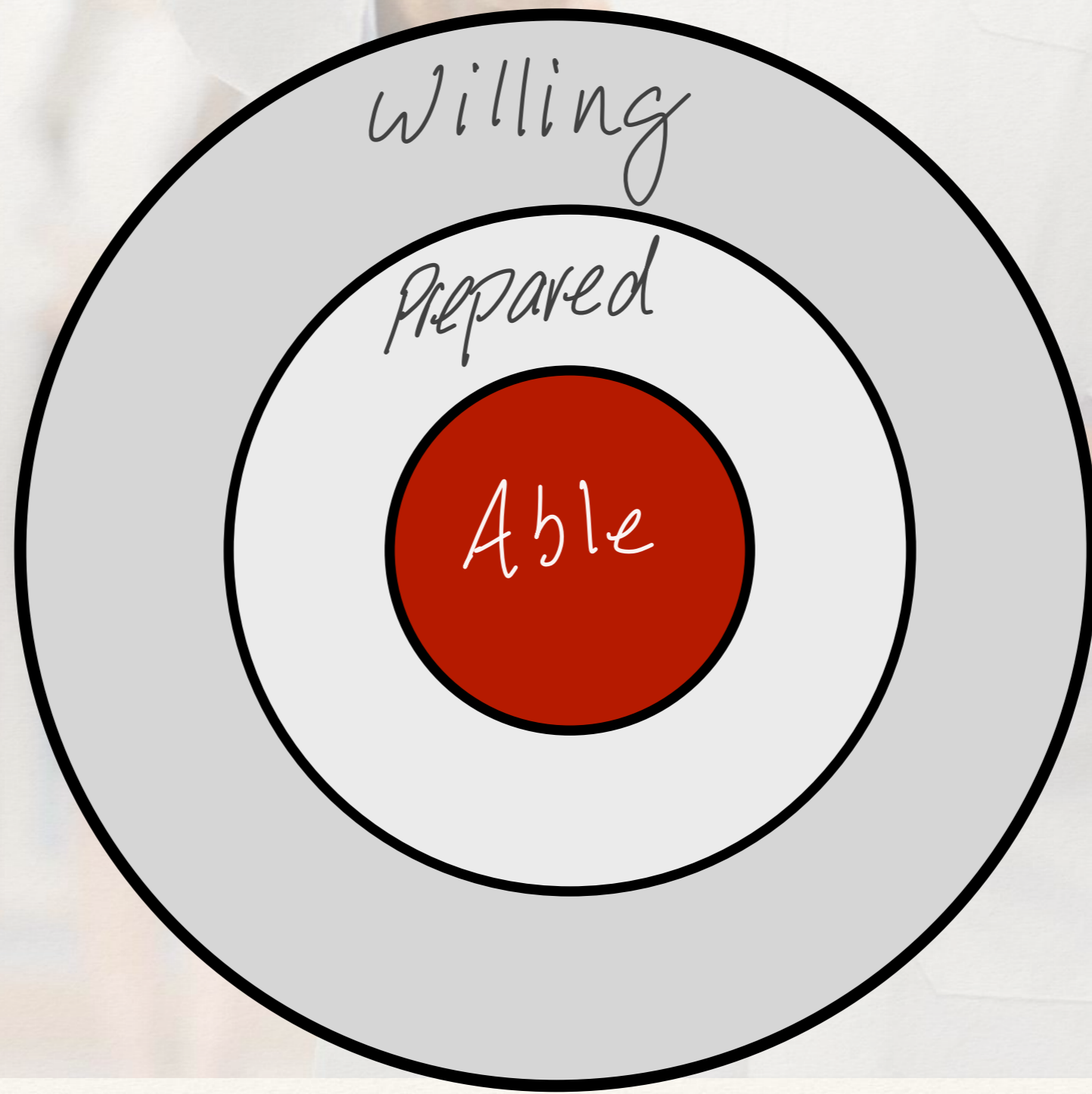


The answer is
both always!



Can A Doctor Really Be Both?

Yes, **but** not every doctor!

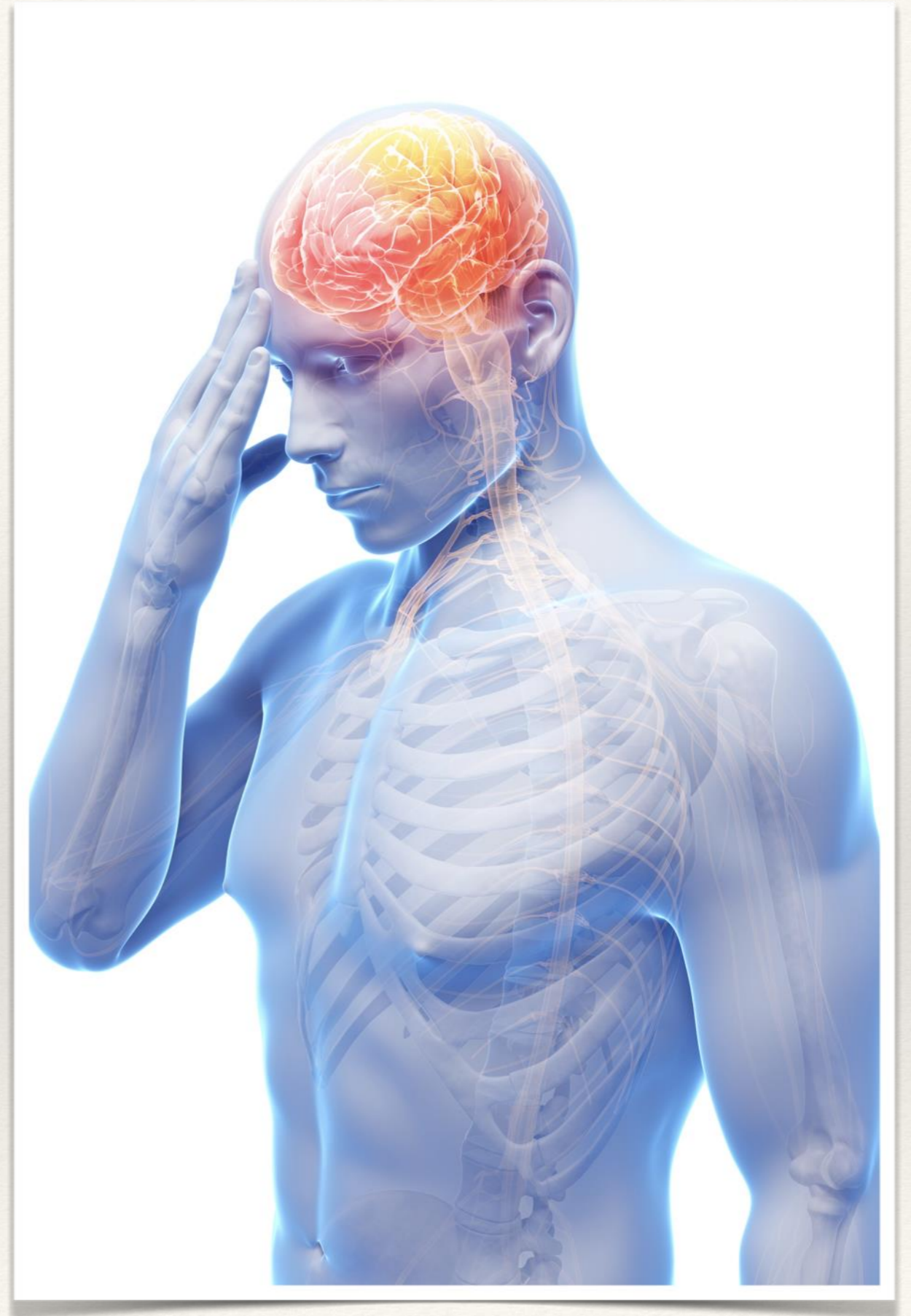


How Are They Wired?

Physician Executives

Decisiveness Based On Solid Priorities

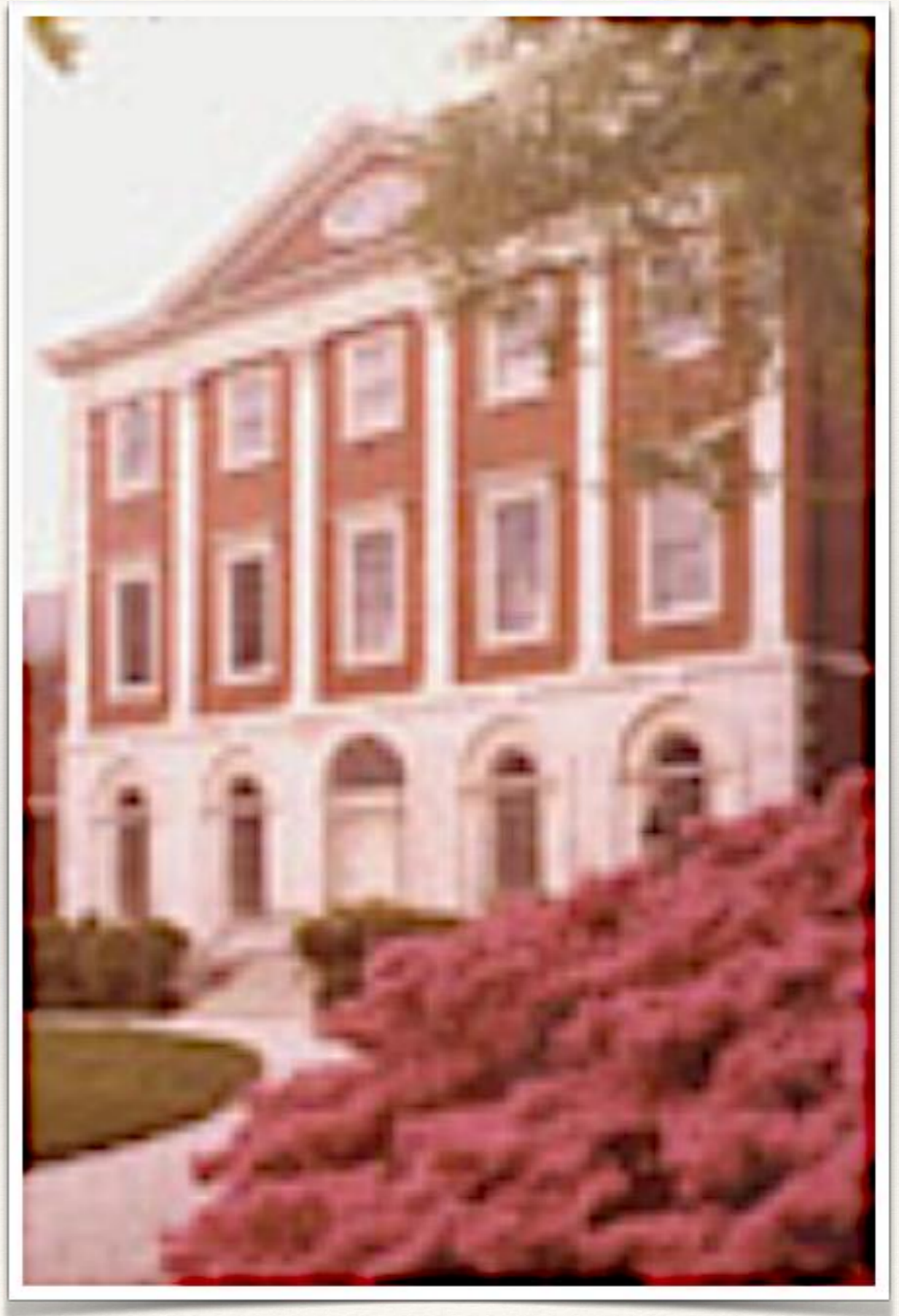
1. Patient Needs
2. Mission of the Organization
3. Personal Needs



Historical Perspective

Doctors and Hospitals

- 1751: Charter for first hospital in America
- Dr. Thomas Bond - founder, board manager, and practicing physician
- Serving the sick-poor and insane
- Philadelphia - the most populous city of the time



The Evolution of the Physician Leader



- Dept Head/Division Chief
- President of Medical Staff
- Vice President of Medical Affairs



- Chief Medical Officer
- Chief Medical Information Officer
- Chief Clinical Officer



- Chief Innovation and Strategy Officer
- Chief Physician Executive
- Chief Executive Officer

Empowerment Curve

Physician Leader

Ideally

- ❖ Authority
- ❖ Strategic Planning
- ❖ Responsibility
- ❖ Time

Historically

- ❖ Not a boss
- ❖ Support plans
- ❖ Execute plans
- ❖ Advocate for docs

The Data Shows

- ❖ **Just 5% Hospitals Nationwide Have Physician CEOs**
 - Quality scores 25% higher
 - No loss of financial performance
- ❖ **Key Differences**
 - Endless sense of curiosity
 - Firsthand knowledge of what high quality looks like
 - Innovation
 - ❖ Treatment of patients
 - ❖ Logistics
 - ❖ Finances



Physicians Are The Clinical Experts

A group of healthcare professionals, including a doctor and nurses, are gathered in a meeting. They are all wearing white lab coats or scrubs. The doctor on the left is gesturing with his hands while speaking. The nurses on the right are also gesturing and appear to be listening attentively. The background is a plain, light-colored wall. The text "Experienced Leaders" is overlaid in the center of the image in a bold, red font.

Experienced Leaders



Leadership Strong Enough To Break With Tradition

Creative Disruption

The Future of Healthcare

A high-angle, close-up photograph of several surgeons in an operating room. They are wearing blue surgical scrubs, blue bouffant caps, and white surgical masks. One surgeon in the foreground on the right is wearing clear safety glasses and has a small earring visible. They are all looking down intently at a patient who is lying on the operating table. The scene is brightly lit, and the overall color palette is dominated by the sterile blue of the surgical environment. The text "Physicians Are Visionaries" is overlaid in the center in a bold, red, sans-serif font.

Physicians Are Visionaries



Operational Efficiency Experts



The Physician Work Ethic



Influence Interdisciplinary Teams



It Comes Naturally

Caring Stewards

Patients
Family
Finances
Community

Business Savvy

The background image is a soft-focus, warm-toned photograph of a workspace. On the left, a hand is visible typing on a laptop keyboard. In the center, a silver stethoscope lies on a desk. To the right of the stethoscope is a bar chart with approximately 15 horizontal bars of varying lengths and colors (purple, blue, green, yellow, orange). A pen with a silver clip and a brown barrel lies horizontally across the middle of the desk. The overall scene suggests a professional or medical business environment.

Key Leadership Principle



- ❖ If your Boss could do your job you're more likely to be happy at work
- ❖ Leader should be an expert in the core business of the organization
- ❖ Physician Leaders appear to be most effective precisely because they are physicians


Take Advantage of the Difference

- ✓ Fast Learners
- ✓ Smart
- ✓ Comfortable with Responsibility

- ✓ Outcome Driven
- ✓ Analytic Skills
- ✓ Qualitative Skills
- ✓ Quantitative Skills



What To Look For

- 
- ❖ Optimistic
 - ❖ Motivated to Share Success
 - ❖ Resilient
 - ❖ Even Tempered
 - ❖ Clinically Respected

What To Watch Out For

- ❖ Docs who only advocate for a narrow interest
- ❖ Those who have no regard for the overall enterprise
- ❖ Unwilling to leave the past behind
- ❖ Curmudgeon



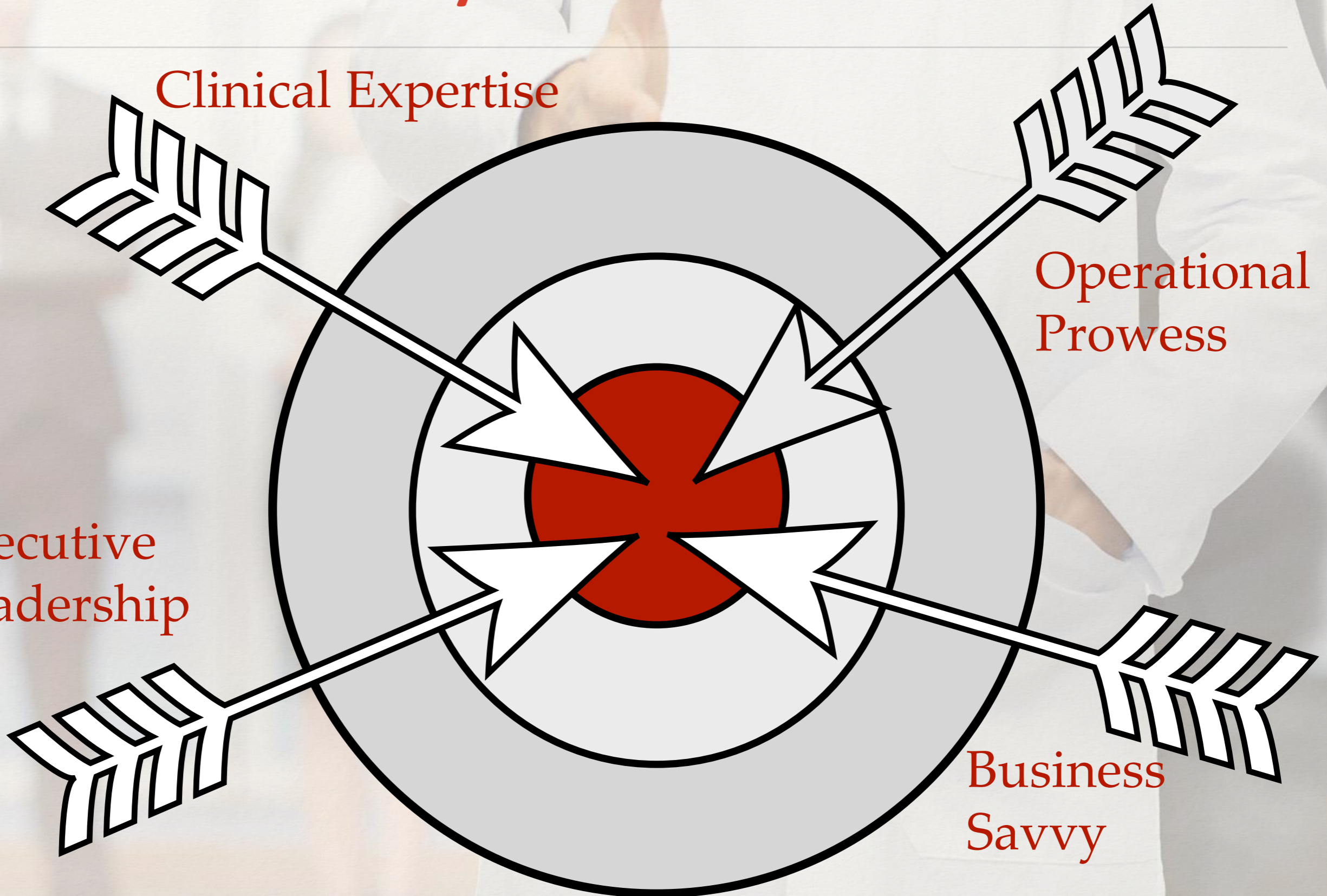
Key Skill Sets

Clinical Expertise

Operational Prowess

Executive Leadership

Business Savvy







The White Coat Just Might Be The Cape Hospital Leaders Are Looking For

Thanks For Caring!

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