Program for Chiefs of Clinical Services

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Program for Chiefs Chairs of Clinical Services

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Program Objective

• The Program’s overall objective is to enhance and develop participants’ leadership abilities and effectiveness. This is accomplished by providing broader understanding of their responsibilities as leaders; perspective on some of the critical leadership and management issues they face; and understanding and awareness of concepts and techniques relevant to management.
Program Overview

As a result of the effects of health reform, financial pressures, and resource constraints, many chiefs are being asked by their institutions to become more extensively involved in institutional decision-making with regard to programs, staffing, operating and capital budgets, and other issues, such as the restructuring of the clinical enterprise. These responsibilities are in addition to their traditional concerns within their own departments. At the same time, chiefs have to consider to a greater degree the relationship between institutional priorities, departmental decisions, and collaboration with other services. These new tasks call for new leadership and managerial skills.
Teaching Method

• Case method developed by HBS

• Case review
  – Independent
  – Small groups
  – Entire class

• Two weeks-classes M-Sa, M-F
  – Small group 8:15AM-9:15AM
  – Classes 9:30AM-3PM
  – Study and small groups 3PM-? Estimated to be 6 hours per day.
Curriculum

- Institutional Strategy- Eoin Trevelyan
- Financial Analysis and Control- Richard Siegrist
- Management of Operations- Vinod Sahney
- Organizational Issues- Martin Charns
- Legal Issues- Allen Kachalia
Special Sessions

• The Affordable Care Act and the Future of U.S. Health Reform-Nancy Turnbull, MBA
• Developing the Patient Experience in an Academic Health Center: Essential for High Value Care- James Merlino, MD
• Building an ACO and Population Health Management in an Academic Medical Center: The Partners HealthCare Experience- Timothy G. Ferris, MD, MPH
• Value Based Care in Orthopedic Surgery; Measuring and Managing Outcomes, Quality, and Cost- David Ayers, MD and Paul Lofrumento
• Organizational Factors Associated with High Performance in Quality and Safety in Academic Medical Centers- Mark A. Keroack, MD, MPH
Institutional Strategy - Eoin Trevelyan

• The Functions of the Executive: Saturday Evening Post
• Institutional Strategy (Analytical Process): UCSF-Stanford
• Departmental Strategy: Johns Hopkins Surgery
• Strategy Implementation (Administrative Tools): Dansk Designs
• Strategy Implementation: Johns Hopkins Hospital
• Performance Management: VA
Financial Analysis and Control- Richard Siegrist

• Full Costing: direct vs indirect, assignment vs allocation
• Differential Costing: variable vs fixed, breakeven analysis, contribution margin analysis, delta approach, alternate choice decisions
• Management Control Structure: org structure, responsibility centers (expense, revenue, profit, investment), incentives (formal/informal, monetary/nonmonetary), key success factors, transfer pricing
• Management Control Process: programming, budgeting, measurement (revenue, cost, quality), reporting/evaluation, variance analysis (volume, efficiency, price)
Management of Operations - Vinod Sahney

- Operations Analysis
- Managing Quality of Care and Reengineering: Henry Ford Surgery, Northshore University Health System
- Executing a Quality Improvement Strategy: Virginia Mason
- Managing Productivity Improvement
- Reimbursement Reform and Accountable Care Organizations
Organizational Issues - Martin Charns

- Organizational structure and design
- Organization structure and coordination
- Motivation and performance evaluation
- Managing organizational change: Mt Auburn Hospital
- Leading change and developing and using power
Clinical Department Chairs, Hospital Department Chairs, Service Line Chiefs, Center Directors, Practice CEO, CMO, Chief of Staff, Russian and Australian government officials
Acting, Incoming, Newly Appointed, Experienced