

PHYSICIAN LEADERSHIP PROGRAM

Integrating People and Data to Build Better Healthcare

CHICAGO BOOTH
The University of Chicago
Booth School of Business

CHICAGO BOOTH 

Executive Education

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As the pandemic continues to ebb and flow, physicians are experiencing unrelenting personal and systemic stress. Expanded clinic hours, workforce mental health concerns, and increased productivity pressures have created unprecedented demands. A McKinsey US COVID-19 Physician Survey indicated that physicians might seek additional partnerships for financial support along with reports of increased feelings of burnout.

As physicians provide the frontline of care with mounting operational, financial, and leadership challenges, access to management tools is key to impactful decision-making. Here at Chicago Booth, we've listened to physicians and created an executive education program to meet physicians' unique set of challenges.

Chicago Booth's **Physician Leadership Program** provides the tools to help lead multidisciplinary teams and implement effective decisions based on true business metrics. By attending, you'll grow as a leader and streamline your path to management.

PHYSICIAN LEADERSHIP PROGRAM

PROGRAM OVERVIEW

Physician burnout has been on the rise since pre-pandemic days. Clinicians continue to face ongoing regulatory updates, new partnerships, and employee communication gaps while mastering the business of health care. Physicians within both academic and private practice organizations are challenged with an increasing focus on improving quality of care and clinical outcomes, while managing the struggle to reduce health-care costs and minimize medical errors. At the same time, data analytics has brought new opportunities to understand true costs and revenues, although many health-care organizations struggle with effectively integrating analytical strategies into their operations.

To effectively tackle these challenges, a successful physician leader must understand the business of medicine as well as the practice of medicine.

Chicago Booth's **Physician Leadership Program** is a physician-only executive education program designed to elevate the evidence-based decision-making and leadership skills of physicians in administration roles. The program seeks to help accelerate sustainable, profitable growth for health-care organizations.

*Visit [ChicagoBooth.edu/ExecEdFAQ](https://chicagobooth.edu/ExecEdFAQ) to review our COVID-19 Health and Safety Plans

Designed for Physician Leaders

The Physician Leadership Program provides an ideal combination of lectures, group discussions, case-studies, and a unique, immersive Leadership Challenge—providing an immersive and rigorous learning environment. You'll grow your personal network, enhance your ability to move data and lead teams for impact, and learn from Chicago Booth faculty and leaders in industry.

PROGRAM BENEFITS

- Understand the drivers of financial health and quality measurement to strategically navigate public reporting requirements, hospital and physician rating systems, and value-based payment programs.
- Discover how to use data-driven evidence to benchmark against the competition and to justify and drive organizational change to improve results.
- Cultivate a positive, healthy work environment that builds employee loyalty.
- Explore enduring, profitable growth that may occur when combining effective leadership with strategic, analytical decision-making skills within a health-care organization.
- Build a personal leadership tool kit that supports authentic leadership and influence.
- Identify, replicate, and nurture successful management behaviors throughout an organization.

NETWORKING WITH PEERS

Participants will experience high-impact learning from Chicago Booth, and their personal networks will grow from meeting fellow physicians with common administrative challenges. Participants may connect with fellow class participants throughout the program and join in a physician group dinner and welcome reception. Post-program, participants will become a part of the Booth community and receive invitations to the Booth Economic Outlooks throughout the world, a complimentary subscription to the *Chicago Booth Review* publication, and access to Executive Education private social media groups.

Note: Program dates, instructors, and fee are subject to change.

IS THIS PROGRAM RIGHT FOR YOU?

WHO SHOULD ATTEND

This program is designed for physicians in administrative leadership positions who lead clinical divisions or report to a chair of their departments in academic and/or private health-care organizations. This program will also be useful for new section chiefs, department chairs in hospitals, physicians in private practice taking on more oversight and leadership, and younger physicians aspiring towards health-care leadership positions.

This program is an excellent fit for physicians who are in the leadership capacity to create healthy team environments, improve practice efficiencies, and reduce physician burnout.

SUGGESTED TITLES

Chair of Medicine, Chief Medical Officer, Head of Surgery, Chief Clinical Director, Senior and Vice Chairs of Clinical Departments, Medical Director with similar responsibilities as a Chair, and Dean or Head of Clinical Affairs

RECOMMENDED PROFILE

- Physician leaders who are responsible for the strategic direction of a business unit, including allocating resources/staff, managing finances, and creating policies
- Senior physicians within private organizations who are responsible for managing large health-care cross-functional teams
- Physicians who are board certified or board eligible in a recognized medical and/or surgical specialty
- Physicians identified as high performers within their academic organizations





The Leadership Challenge

The Physician Leadership Program (PLP) provides an ideal combination of lectures, group discussions, case studies, and leadership challenge—providing an immersive and rigorous learning environment. You'll grow your personal network, enhance your ability to move data and lead teams to impact, and learn from Chicago Booth faculty and leaders in industry.

The program culminates in an immersive **Leadership Challenge** that ties learnings together into one immersive experience.

Participants will be presented with a multifaceted leadership challenge that simulates a real hospital business problem—incorporating patient outcomes, finances, and personnel/leadership issues. Participants working in teams on a specific aspect of the problem will integrate relevant data to form hypotheses and justify action plans.

Each team will present their analysis and recommendations for their side of the leadership challenge, and receive real-time faculty and peer feedback.

This session brings the various sides together to formulate a comprehensive, integrated plan for the simulated hospital to implement. You'll bring program insights together to help you execute change for when you return to your practice.

Your Path to Success— The Curriculum

PROGRAM OUTLINE

Incorporating The Chicago Approach™ to business—the PLP utilizes a multidisciplinary approach to elevate the management skills of physicians. The program's curriculum highlights key topics relevant to modern medical leaders seeking to perpetuate sustainable, profitable growth for their organizations.

MEASURING AND MANAGING OUTCOMES AND COSTS

- Develop a foundation in understanding how patient outcomes and costs are measured and managed, and their consequences for the financial health of the hospital
- Learn the various methods of risk adjustment and their pitfalls, including the inherent trade-offs between measures
- Understand how to leverage data to maximize the value proposition of improving outcomes and lowering costs

EVALUATING VALUE-BASED INCENTIVES AND INITIATIVES

- Building on an understanding of how hospital revenue is generated, explore the economic structure of value-based incentives and risk-sharing contracts and their connection with outcomes measurement
- Learn how to evaluate and benchmark the financial, clinical, and operational impact of new, not-yet-proven approaches to care delivery as data-driven experiments to improve value

UNDERSTANDING DYNAMICS OF PHYSICIAN LEADERSHIP

- Review a model of professional development that enumerates the specific skill sets needed to progress in influence and position across time
- Identify the attitudes and behaviors needed to function at the highest levels when presented with a wide range of professional and personal challenges

DEALING WITH COMPLEX PHYSICIAN RELATIONSHIPS AND PERFORMANCE EVALUATION

- Through a specific case study, determine the most effective methods to produce positive outcomes especially in personnel-driven management challenges. The effects of such conflicts on institutional culture and subsequent performance will be considered

PROGRAM SCHEDULE

WEDNESDAY		AFTERNOON	EVENING
		Program Registration and Reception (4–5 p.m.)	Program Kick-Off and Welcome Dinner (5–7:30 p.m.)
THURSDAY	MORNING	AFTERNOON	EVENING
	Breakfast (8–8:30 a.m.)	Lunch (Noon–1 p.m.)	Reception and Dinner with Guest Speaker
	Measuring and Managing Outcomes and Costs (8:30 a.m.–Noon)	Understanding Dynamics of Physician Leadership (1–4:30 p.m.)	
		Leadership Challenge Team Breakout (4:30–6:30 p.m.)	
FRIDAY	MORNING	AFTERNOON	
	Breakfast (8–8:30 a.m.)	Lunch (Noon–1 p.m.)	
	Evaluating Value-Based Incentives and Initiatives (8:30 a.m.–Noon)	Dealing With Complex Physician Relationships and Performance Evaluation (1–4 p.m.)	
		Leadership Challenge Team Breakout (4–6 p.m.)	
SATURDAY	MORNING	AFTERNOON	
	Breakfast (8–8:30 a.m.)	Lunch and Farewell (Noon–1 p.m.)	
	Leadership Challenge Debriefing, Key Takeaways, and Tying It All Together (8:30 a.m.–Noon)		

Our Teaching Approach

Chicago Booth's unparalleled faculty is highly acclaimed for developing theories that change business practice. Collaborating with our highly regarded professors provides an exceptional opportunity to push personal boundaries and challenge yourself in a relaxed, collaborative, supportive environment unlike any other. You will evaluate problems and opportunities through fundamental disciplines. With the distinctive mix of theory and application the professors in this program offer, participants can start applying what they learn immediately.

PROGRAM FACULTY



Dan Adelman

Charles I. Clough, Jr. Professor of Operations Management, Chicago Booth

- PhD in industrial engineering and operations research, Georgia Institute of Technology
- MS in operations research, Georgia Institute of Technology

Dan Adelman is a leading expert in business analytics, helping firms and institutions deploy data and decision analysis to build world-class strategic and tactical management capabilities. He conducts research on foundations of the operations research field and studies the link between operational performance metrics and financial performance.

Adelman leads the Healthcare Analytics Laboratory at Chicago Booth, in which teams of students work on real-world projects with providers to improve healthcare delivery through the analysis of large datasets. He also developed and teaches a course on healthcare data analytics that draws students from around the University of Chicago campus.

He publishes regularly and holds editorial positions in leading academic journals, including area editor for Operations Research, the flagship journal of the field. Adelman teaches regularly in Chicago Booth's Executive MBA Program and in Booth's Executive Program for Emerging Leaders. He serves on the faculty advisory board of the Harry L. Davis Center for Leadership.



Bruce L. Gewertz, MD

Vice Dean for Academic Affairs, Vice President for Interventional Services, and Surgeon-in-Chief, Cedars-Sinai Health System

- MD, Jefferson Medical College
- BS, Pennsylvania State University

Prior to his role at Cedars-Sinai Health System in Los Angeles, Bruce L. Gewertz, MD, was on the faculty at the University of Chicago for 25 years, serving as the Dallas B. Phemister Professor and chair of the department of surgery from 1992 until 2006.

He was educated at Pennsylvania State University and Jefferson Medical College in the five-year, combined BS-MD program. He trained in general and vascular surgery at the University of Michigan.

Dr. Gewertz is the author of more than 200 original articles, book chapters, and books. Recently, he led a \$4 million multi-institutional research project integrating human performance and technology funded by the Department of Defense.

Dr. Gewertz has received numerous awards for his basic investigations and teaching and was selected Outstanding Science Alumnus of Pennsylvania State University in 2003 and Alumni Fellow in 2009. A large number of invited and named lectureships throughout the years have addressed a broad range of topics in vascular disease and human factors research as well as the challenges facing academic medicine.

CREDENTIALS AND CREDITS

CONTINUING MEDICAL EDUCATION CREDITS

The University of Chicago Pritzker School of Medicine is accredited by the Accreditation Council for Continuing Medical Education to provide continuing medical education for physicians.

The University of Chicago Pritzker School of Medicine designates this live activity for a maximum of 20.5 *AMA PRA Category 1 Credits*[™]. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

CERTIFICATE

Upon program completion, participants will receive an official Chicago Booth Executive Education digital badge. This badge serves as an online credential of your achievement that may be shared on social networks such as LinkedIn. Participants are also invited to join our private Executive Education LinkedIn group.

Please be aware that we closely monitor safety and travel guidelines provided by the CDC and the City of Chicago. We request adherence to travel restrictions and guidelines when on-campus programming resumes. In-person programming will also adhere to Chicago Booth's on-campus health and safety guidelines, and specifically, executive education in-person program protocols can be found at chicagobooth.edu/execed.

PROGRAM ADMISSIONS

If you are ready to build on your success, challenge yourself, and take your career to the next level, Chicago Booth is ready for you.

Apply at ChicagoBooth.edu/PLP

To apply for the program, candidates must submit:

1. A completed application.
2. A resume or CV.

Note: Applications are accepted and reviewed on a rolling basis. During the review process, a member of the Admissions committee may contact you to discuss your application.

PROGRAM DETAILS

DATES

May 18–21, 2022

INVESTMENT

\$8,700* USD

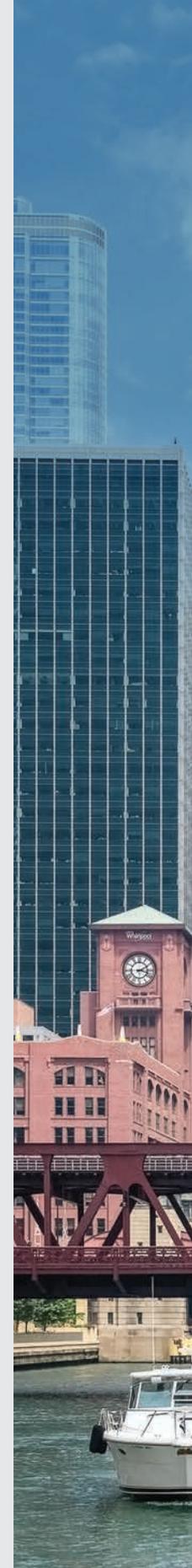
LOCATION

Chicago Booth
Gleacher Center
Chicago

* The program fee includes tuition, course materials, continental breakfasts, lunches, refreshments, and select group dinners. Accommodations, meals outside the program, and transportation costs are not included.

Need more information?
Contact us at exec.ed@chicagobooth.edu
or +1 312.464.8732.

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MAKE CHICAGO YOUR DESTINATION

This program is held in the heart of downtown Chicago at Gleacher Center—just steps away from the Magnificent Mile with luxury shopping, retail, and dining options. Make time to enjoy the plethora of entertainment options that Chicago offers. You can take a boat ride through Chicago’s Riverwalk, visit world-renowned museums, tour Chicago’s historic architecture, and attend one of many theater and live music shows located throughout the city. Gleacher Center is just blocks away from Millennium Park, the “Bean,” Maggie Daley Park, the Art Institute of Chicago, and Buckingham Fountain.

Need more Information?
Contact us at exec.ed@chicagobooth.edu, +1 312.464.8732

**LEARN MORE ABOUT
THE UNIVERSITY OF CHICAGO BOOTH
SCHOOL OF BUSINESS EXECUTIVE EDUCATION**

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