



PHYSICIAN MANAGEMENT INSTITUTE



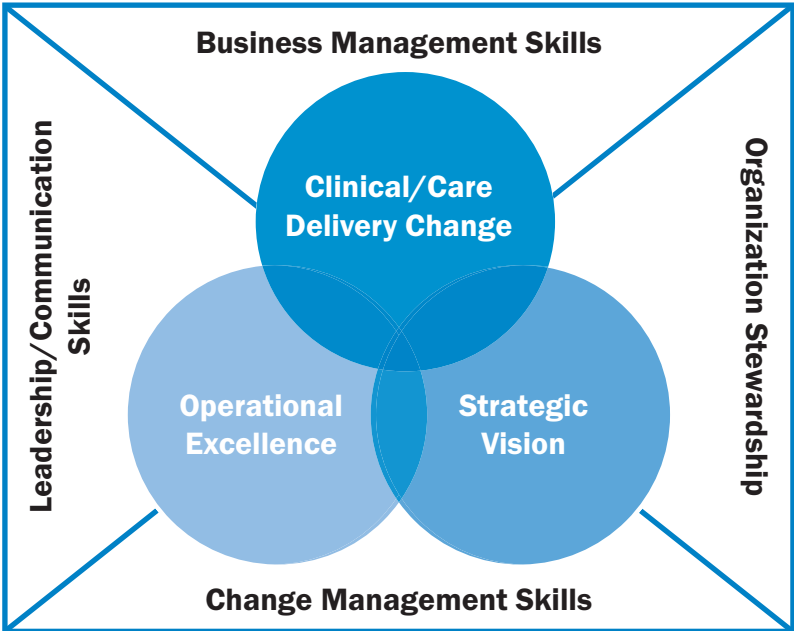
There is one aspect of health care that has not changed with time—the need for hospital-physician alignment.

Health care reform, quality initiatives and the shift of care to the ambulatory setting are all compelling reasons to ensure organizations are focused on fostering physician relationships and, more importantly, physician leaders. Market forces require construction of a durable organizational core that demonstrates leadership, clinical excellence and operational acumen. Successfully leading in the reform era requires enhanced skills for physicians who are charged with this responsibility.

The Physician Management Institute (PMI) is an educational partnership between Sg2 and your organization. Our goal is to offer a tailored leadership curriculum that encompasses both topic-specific education and skill-building exercises to better equip physicians with the tools needed to move organizations forward. Tomorrow’s leading providers will grow based on their ability to find focus in strategy and execute strategic decisions; reduce cost through care delivery redesign, and to accelerate quality and close gaps along a coordinated continuum of care. This curriculum empowers physicians with the information and tools required to grow their organization smartly, stay ahead of their competition and offer service in a high-quality, financially sound environment.

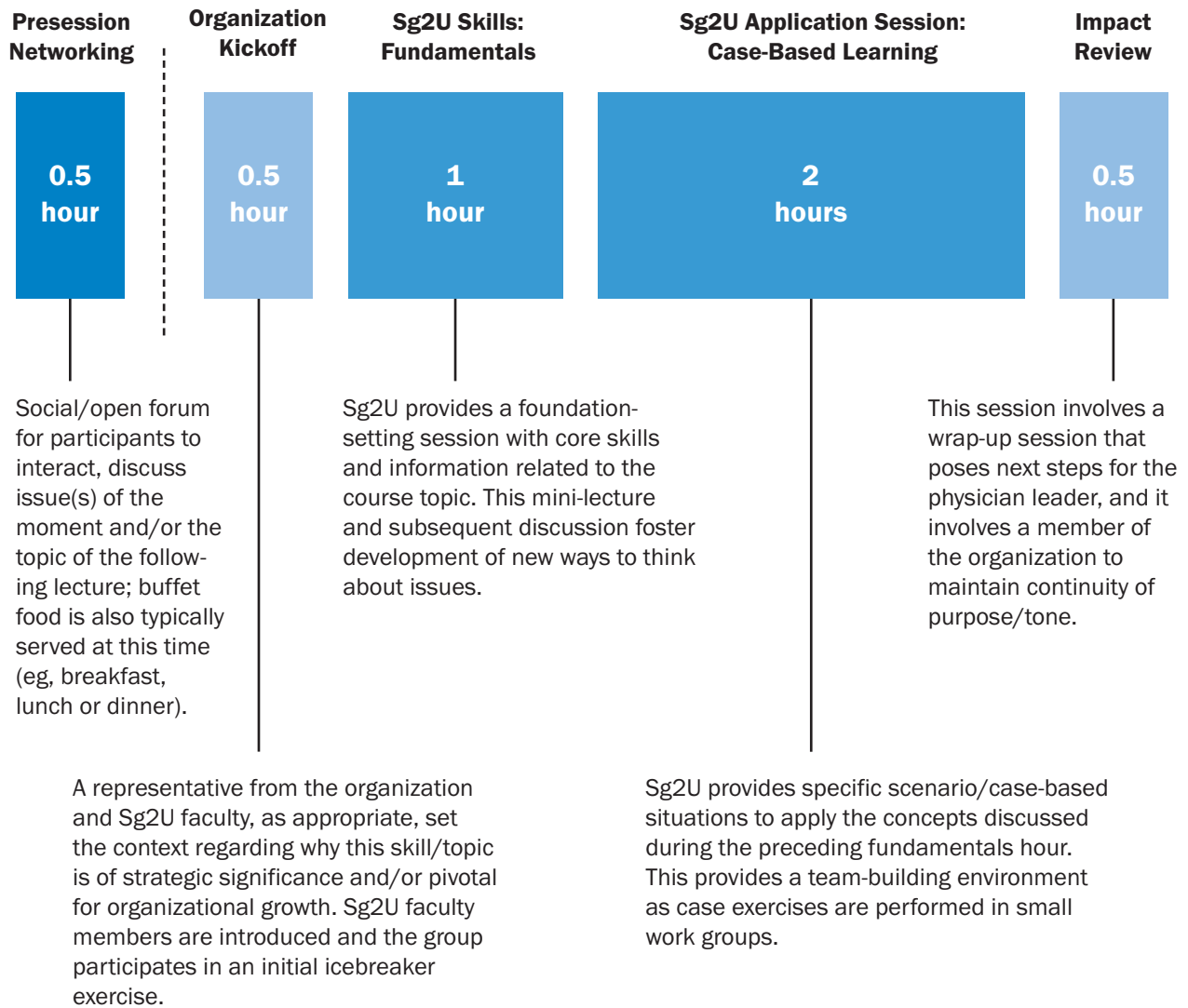
PMI is often structured as a 24-month curriculum that includes on-site courses, optional self-study Web seminars, mentoring opportunities, interim practicum projects and the option to set up a private Web portal for attendees to encourage virtual networking. Sg2 works with clients to customize the partnership, including curriculum, course topics and their order, session content and practicum project scope. Drawing on the Sg2U philosophy of engaged, experiential learning, all courses use a mix of lecture, discussion and case-based education to reinforce the core concepts.

Components of the Management Institute



Sample Course Structure

Given time-pressed physician schedules, many organizations opt to offer **PMI** courses quarterly, but other timing is possible to meet the organization's needs. Each session typically lasts a half day and can be offered in the morning, afternoon or evening. Here's how a typical session is structured:



Sample 24-Month PMI Curriculum

Quarter 1	Planning Period–Month 1 <ul style="list-style-type: none"> Organization and Sg2U finalize curriculum, logistics, invited cohort and marketing/ awareness campaign. 	Month 2 <ul style="list-style-type: none"> Sg2U on-site course—The Role of the Physician Leader in the Reform Era Attendees complete Personal Learning Agenda. 	Month 3 <ul style="list-style-type: none"> Self-study Web seminar—Essential Skills for Physician Leaders—for those unable to attend.
	Month 4 <ul style="list-style-type: none"> Optional Web seminar and/or community group (Web portal) participation with posted questions 	Month 5 <ul style="list-style-type: none"> Sg2U on-site course—Effective Team and Meeting Management Optional mentoring track begins. 	Month 6 <ul style="list-style-type: none"> Optional Web seminar and/or community group (Web portal) participation with posted question
	Month 7 <ul style="list-style-type: none"> Mentoring conference calls 	Month 8 <ul style="list-style-type: none"> Sg2U on-site course—Demonstrating Value: Defining and Refining Metrics Launch project practicum 	Month 9 <ul style="list-style-type: none"> Groups meet and work on project.
Quarter 2	Month 10 <ul style="list-style-type: none"> Groups meet and work on project. Mentoring conference calls 	Month 11 <ul style="list-style-type: none"> Sg2U on-site course—Fundamentals of Influence and Persuasion Group project check-in 	Month 12 <ul style="list-style-type: none"> Off month
	Month 10 <ul style="list-style-type: none"> Groups meet and work on project. Mentoring conference calls 	Month 11 <ul style="list-style-type: none"> Sg2U on-site course—Fundamentals of Influence and Persuasion Group project check-in 	Month 12 <ul style="list-style-type: none"> Off month
	Month 10 <ul style="list-style-type: none"> Groups meet and work on project. Mentoring conference calls 	Month 11 <ul style="list-style-type: none"> Sg2U on-site course—Fundamentals of Influence and Persuasion Group project check-in 	Month 12 <ul style="list-style-type: none"> Off month

Sample 24-Month PMI Curriculum (Cont'd)

Quarter 1	Month 13 <ul style="list-style-type: none"> Groups meet and work on project. 	Month 14 <ul style="list-style-type: none"> Sg2U on-site course—New Payment Mechanisms for the Reform Era Interim presentation of practicum projects 	Month 15 <ul style="list-style-type: none"> Optional Web seminar and/or community group (Web portal) participation with posted questions
	Month 16 <ul style="list-style-type: none"> Mentoring conference calls 	Month 17 <ul style="list-style-type: none"> Sg2U on-site course—Financial Skills for Physician Leaders Continue practicum project 	Month 18 <ul style="list-style-type: none"> Work on project
	Month 19 <ul style="list-style-type: none"> Work on project 	Month 20 <ul style="list-style-type: none"> Sg2U on-site course—The Physician Leader's Role in Strategic Planning Project presentations 	Month 21 <ul style="list-style-type: none"> Suggested Web seminar/publication for those unable to attend—Sg2's 10-Year Forecast for Growth
Quarter 2	Month 22 <ul style="list-style-type: none"> Mentoring conference calls 	Month 23 <ul style="list-style-type: none"> Sg2U on-site course—The Leadership Imperative (Mentoring) 	Month 24 <ul style="list-style-type: none"> Commencement—organization identifies new cohorts of students, mentors and mentees.
	Month 23 <ul style="list-style-type: none"> Mentoring conference calls 	Month 24 <ul style="list-style-type: none"> Commencement—organization identifies new cohorts of students, mentors and mentees. 	

Additional courses offered (new courses added annually):

- Essentials of Communication for Physician Leaders
- Negotiation Skills
- Advanced Finance for Physician Leaders
- Quality Improvement Metrics and Frameworks
- Operationalizing Quality/Change Leadership
- Managing Turf Wars/Credentialing
- Providing Effective Feedback
- Overview of Key Hospital Operations/Metrics
- Using RVUs

Sample Course Descriptions

Course: The Role of the Physician Leader in the Reform Era

This on-site course kicks off the PMI with Sg2U faculty and provides an overview of moving from a role as a clinician to a role as a physician leader in the evolving health care reform era. Discussions include how physicians operate and lead—particularly compared to administrative leaders—and provides insight into how to bridge the gap as a physician leader. As part of this course, participants engage in several small and large group discussions and complete their first case study to introduce them to the Sg2 interactive style. Participants also complete a Personal Learning Agenda, which can be used to create a map of individual resources available from the Sg2 Library.

Development Focus: Leadership Skills

Course: Effective Teams and Meeting Management

The session addresses meetings, often viewed as unproductive and ineffectual by physicians but which are a way of life for physicians in leadership positions. To be successful, physician leaders must come to understand the group dynamics of meetings and how to influence outcomes without being a dictator. Successful physician leaders know how to plan for and manage meetings—both persons and agendas—to facilitate productive sessions and avoid negative group behaviors whenever possible. Important meeting factors for physician leaders to understand include size, structure and various logistics.

Development Focus: Communication Skills

Course: Fundamentals of Influence and Persuasion

Despite years of clinical training, physicians rarely receive formal training in some of the “soft skills” that often define successful leaders. Given their lead role in the patient care process and team that supports that care, physicians may not have had an opportunity to fine-tune critical skills such as effective communication and negotiation. Centered on the idea of understanding needs, wants and the position of the other party, this session explores methods to frame and improve communication and negotiation using influence, persuasion and a perspective of “win-win.” Attendees use role playing scenarios to cement learning concepts.

Development Focus: Change Management Skills

Sample Course Descriptions (Cont'd)

Course: Financial Skills for Physician Leaders

This course reviews key financial statements, ratios and metrics every physician leader should understand to foster more effective communication with administration and to make better decisions when considering program development opportunities. The course considers financial terms in the specific context of physician leaders and is therefore immediately applicable. A case study offers practice in calculating and applying various financial and operational metrics in “the language of administration” finance. In addition, the course reviews the art of financial storytelling and how physician leaders can more effectively use financial analytics to create a compelling story that achieves set goals and objectives—and moves agendas forward.

Development Focus: Business Management Skills

Course: The Physician Leader’s Role in Strategic Planning

This course offers participants training on core business tools that are foundational for the organization’s strategic planning process. The session reviews concepts such as market analysis, demographic analysis, technology assessment, competitor analysis and strategy development tools like SWOT (strengths, weaknesses, opportunities, threats). After ensuring general fluency with the process and tools, the course focuses on the physician’s role in the planning process, particularly given increasing clinical complexity, ongoing technology demands, efforts to coordinate care across the continuum and the focus on achieving high-quality results. A case study allows participants to simulate the planning process including deciding on priorities for investment.

Development Focus: Business Management Skills

Course: The Leadership Imperative

The one constant in health care seems to be change. Given that fact and the increased scrutiny applied by external regulators, quality organizations and patients themselves, the role of the physician as a leader and change agent continues to rapidly evolve. This workshop reviews the challenges encountered in leading health care organizations and the importance of mentoring new physicians to ensure a continuous pipeline of physician leaders. Mentoring basics as well as leadership style elements such as emotional intelligence are covered (if organization has not opted for the mentoring “train-the-trainer” track). This course may also include an emotional intelligence assessment and discussion of results.

Development Focus: Leadership Skills

Sample Web Seminars

From the Sg2U Archive:

- Optimizing Service Line Performance: The Role of Physician Leader
- Key Findings From the CMO Interview Series
- Essential Skills for Physician Leaders and the Physician Leader's Role in Technology Assessment
- On the Road to ACO: Clinical Care Across the Continuum
- Leveraging Post-Acute Care to Reduce Readmissions
- 7 Steps to Building a System of CARE (7-part series)
- A Road Map to Metrics-Driven Performance
- E-Visits: Enabling New Opportunities for Growth
- Medical Home Model
- Improving Performance: A Web Seminar for CMOs and CNOs
- Highlights From the American Society of Clinical Oncology (ASCO) Annual Meeting
- Breast Cancer Diagnostics: How to Navigate the Expanding Technology Choices in Molecular Testing and Imaging
- Improving Oncology Patient Satisfaction
- Cancer Care Affiliations: The Possibilities When AMCs and Community Centers Work Together
- Improving Infusion Suite Efficiency
- Multidisciplinary Cancer Clinics: Overcoming the Obstacles
- Improving Performance in Stroke Care
- Highlights From the International Stroke Conference
- Workforce Models That Maximize Performance in Neurosciences
- Highlights From the Heart Rhythm Society (HRS) Scientific Sessions
- Highlights From the American College of Cardiology (ACC) Conference
- Improving 30-Day Readmissions for Congestive Heart Failure Patients
- Containing Orthopedic Implant Costs
- Highlights From the American Academy of Orthopedic Surgeons (AAOS) Conference
- High-Performance Spine Programs
- Highlights From the American College of Surgeons Annual Meeting
- RSNA Clinical Conference Review
- Highlights From the Society of Interventional Radiology Annual Meeting
- Emerging Trends in Perinatology and Neonatology
- Pediatrics Innovation Landscape
- How to Develop a Women's Health Program
- Highlights From the American College of Obstetricians and Gynecologists Annual Meeting

Physician Management Institute Faculty

The Sg2U PMI was built on a philosophy of being “by physicians, for physicians,” so our physician faculty leads the on-site educational sessions. In some cases a nonclinical faculty member with additional expertise may join. Final faculty assignments for each session are made based on date selection and availability. Our physician faculty includes:



John Peabody, MD, PhD, FACP—chief medical officer and senior vice president.

Dr Peabody has authored more than 200 articles on measurement, quality, economics and health care systems. He is currently a National Institutes of Health–funded researcher and a faculty member at the University of California, San Francisco.

Dr Peabody, who leads the Sg2 Physician Forum, is a board-certified internist and a member of the American College of Physicians.



Mike Guthrie, MD, MBA—clinical advisor. Dr Guthrie has more than 25 years of

experience, having served as practicing physician, medical director, chief operating officer and health system CEO. He now devotes his time to training the next generation of physician leaders and has authored more than 40 articles on physician leadership and governance. Dr Guthrie has a faculty appointment at University of Colorado and is board certified in psychiatry and neurology.



Eric Louie, MD, FACP, FACC, MBA—vice president. Dr Louie has more than 15 years of experience as a clinical cardiologist on the faculties of the Uniformed Services University of the Health Sciences, University of Illinois and Loyola University Chicago. Before joining Sg2, he directed the medicine and neurology service lines of the Edward Hines, Jr VA Hospital in Hines, IL. After receiving his AB, summa cum laude, in biochemical sciences from Harvard College, Eric completed his MD at Harvard Medical School.

To learn more about the Physician Management Institute,
contact Sg2 at +1 847 779 5600 or learnmore@sg2.com.

Sg2 Products



EDGE Growth Planning System

A total strategic planning solution to support executives in developing, executing and tracking business plans to achieve smart growth



INSIGHT Clinical Performance Management System

An analytical executive management solution that measures, tracks and guides performance improvement across the care continuum

Additional Sg2 Solutions

Sg2 University Educational Program

Executive Leadership Forums

Custom Solutions

Sg2...Business analytics for health care