

# SKILL-BUILDING SERIES FOR Physician Leaders

Join the Maryland Healthcare Education Institute (MHEI) and some of the state's most esteemed physicians for a carefully curated series of half-day sessions designed to help you sharpen your competitive edge, build stronger working relationships, and be the leader your organization needs now.

With the intensifying focus on population health, clinical safety, and measurable quality, the need-and opportunities-for strong physician leaders have exploded. To capitalize, you need to be ready to lead your unit, your department, or your practice like an optimally run business, one that combines exceptional customer service with smart, bottom-line strategies.

## Meet the Facilitators:

**Blair Eig, M.D., MBA, MA**  
Chief Medical Officer, Holy Cross Health  
Dr. Eig has been the chief medical officer at Holy Cross Hospital (now Holy Cross Health) since 2001, following 14 years in private pediatric practice in Silver Spring, Maryland. He is also the vice president for medical affairs at Holy Cross Germantown Hospital, a position he has held since the hospital opened in 2014, & a clinical professor of pediatrics at George Washington University School of Medicine.

**Kenneth Lewis, M.D., J.D.**  
Consultant  
Dr. Lewis served as the president and chief executive officer of Union Hospital of Cecil County in Elkton, Maryland from 2003-2015. Previously, he was the vice president of medical affairs. Prior to joining Union Hospital, he was in private practice as an internist from 1977-2003.

**Nicole T. Rochester, M.D.**  
Founder/CEO, Your GPS Doc, LLC  
Clinical Assistant Professor, George Washington University School of Medicine  
Dr. Rochester is a board-certified pediatrician & the Founder/CEO of your GPS Doc, LLC. Dr. Rochester was a primary care pediatrician for four years then practiced as a pediatric hospitalist for 13 years before resigning in July 2017 to launch her company. She is the former Medical Director of the Pediatric Hospitalist Program at Holy Cross Hospital in Silver Spring, MD. She is an attending physician in the Division of Hospital Medicine at Children's National Health System & a Clinical Assistant Professor of Pediatrics at the George Washington University School of Medicine.



Blair Eig, M.D., MBA, MA



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## SKILL-BUILDING Session Topics: (See descriptions on next page)

Strategic Thinking & Planning

Collaboration & Leading Teams

Leading an Effective Meeting

Conflict Resolution & Managing Behavior

Maryland Healthcare Reimbursement:  
What Have We Learned? Where Are We Going?

For questions about pricing, continuing education, and customization of educational offerings, please

contact Alison Burrows:

[aburrows@mhei.org](mailto:aburrows@mhei.org) or 410.796.6221

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Maryland Healthcare  
Education Institute  
Lead. Educate. Inform.

maryland healthcare  
education institute  
6820 Deerpath Rd.,  
Elkridge MD 21075  
410.796.6239 (p)  
[www.mhei.org](http://www.mhei.org)

## Strategic Thinking & Planning

### Program Overview

From new care delivery & payment models to market consolidation & the growth of consumerism, complex industry changes have made strategic planning an essential leadership skill in healthcare. This session will show you the benefits of strategic planning & provide insights into the development, communication, & implementation of strategic plans; the importance of mission, values, & culture; & the connection between strategic planning & other transformational leadership skills.

### Program Objectives

- Describe the importance of mission, vision, & values in strategic planning
- Review how to monitor the performance of a strategic plan and share outcomes with key stakeholders
- Distinguish between strategic thinking, strategic planning, and operational tactics

## Leading an Effective Meeting

### Program Overview

Meetings can be very effective tools to get our work done, but nobody ever says "Hurray, another meeting!" This session will give you the tools you need to best plan a meeting and engage your participants. Topics will include how to schedule a meeting and who to invite; how to develop an agenda and stick to it - even when someone "hijacks" your meeting; how to get all of your participants involved; and how to successfully end a meeting and follow up.

### Program Objectives

- Identify key aspects of an effective meeting
- Recognize when to/when not to allow discussion and off-agenda tangents
- Identify ways to handle difficult meeting participants

## Collaboration & Leading Teams

### Program Overview

According to Patrick Lencioni, "Teamwork remains the one sustainable competitive advantage that has been largely untapped." This session will arm you with important team-building skills that will enhance your ability to recognize what makes great teams and where dysfunction may creep in.

Topics will include understanding & implementing the concepts of Patrick Lencioni's The Five Dysfunctions of a Team; generating trust within your team; understanding your own conflict style and how conflict can strengthen teams; getting commitment to decisions; assigning accountability; and measuring the success of a team to ensure you're getting the desired results.

## Collaboration & Leading Teams

### Program Objectives

- Outline the process for generating trust within a team
- Describe how mining for conflict strengthens teams
- Identify the true measure of a successful team

## Conflict Resolution & Managing Behavior

### Program Overview

In the high anxiety world of healthcare, we all must deal with difficult situations and difficult people. This session will teach you how to engage others in discussion of hard-to-handle topics, such as medical errors and "bad" behaviors, as well as how to manage those who don't always "play well" with others. A brief review of Just Culture will be included.

Topics will include how to identify and prevent conflict before it happens; what to do with individuals who exhibit bad behavior; what happens if you don't address conflict or bad behavior effectively; and how to follow up on issues in the short term and long term.

### Program Objectives

- Identify implications of not effectively managing conflict/adverse behavior
- Describe the physician leader's role in managing conflict & adverse behavior
- Apply an effective approach to managing conflict and adverse behavior

## Maryland Healthcare Reimbursement: What

## Have We Learned? Where Are We Going?

### Program Overview

The impact of healthcare reimbursement models extends far beyond the bottom line of hospitals and providers. As payment systems change so do approaches to care delivery, the relationship between providers & consumers, the allocation of healthcare resources, and the fundamental definition of health in Maryland and the nation.

In this session, you'll gain a historical perspective on the evolution of reimbursement systems & take a deeper look into the unique Maryland all-payer system and its future.

### Program Objectives

- Outline the interplay of financial, clinical & cultural factors in the history of healthcare payment models in MD & across the nation
- Describe the fundamentals of MD's unique all-payer hospital rate regulation system and how it affects providers, hospitals & patients
- Review the improvements in quality & population health that must be achieved under Maryland's model