Growing Physician Leaders…An Update
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I. Where it all started…and why
   a. A Desire to include physicians in decision-making and in the building of multidisciplinary (interprofessional) healthcare teams
   b. An assessment of physician leadership in one health care system
   c. A reliance on the elements of a profession to guide physician leader development programs
       i. Defining the elements of a profession
       ii. The challenges to those elements within medicine

II. We need Physicians to Lead!
   a. How is healthcare – writ large – providing physician leader developments within hospital systems
   b. Results of a study of the top 50 non-profit hospitals in the US (as determined by number of beds)
       i. The use of key survey questions to determine what they were doing
       ii. An outline of key interview questions for CEOs
   c. What non-profits are doing for Physician Leadership
       i. What are they doing?
       ii. How are they assigning objectives (and what are they?)
       iii. Description of the programs and how long they have been active
       iv. Descriptions of the length of the courses, and the elements that have proven effective
   d. The critical findings regarding how hospitals are training physicians
       i. Different program approaches at different organizations
       ii. How physicians are programmed to attend
       iii. The resource costs?
   e. How programs are judged to be effective
   f. Are the programs "worth it?"

III. The elements of the physician leadership challenge
   a. Defining the attributes and competencies we want in our healthcare leaders
   b. Describing the influence methods we want them to use
   c. The best way to train doctors to be better leaders
   d. The roles of the formal vs informal physician leaders

IV. The elements of an effective physician leader program.
   a. Defining the leadership theory

    b. Assigning course objectives

    c. Describing "a way" for leadership (using the AdventHealth Model as an effective example)

V. Describing recent research on the effectiveness of an interprofessional healthcare leadership development program

    a. Changes in physician self-ratings on elements of leadership

    b. Changes in peer and spouses observed ratings of those who have participated in the course

    c. The use of metrics in determining the difference physician leadership programs contribute to healthcare