



The Iowa Clinic, P.C. (TIC) is the largest physician owned multi-specialty group in Central Iowa with more than 140 physicians and healthcare providers practicing in 37 specialties. TIC was formed in 1994 and serves a population of 1.1 million, averaging 400,000 patient visits each year. For more information, please visit www.iowaclinic.com.

TRANSFORMING THE IOWA CLINIC THROUGH PHYSICIAN LEADERSHIP: THE PHYSICIAN LEADERSHIP INSTITUTE AT THE IOWA CLINIC

A CASE STUDY REPORT

THE CHALLENGE

Like any other large multispecialty group, TIC was created by merger and consolidation of many diverse practices over time. Having a culture of “one group” has always been the goal of the TIC especially in facing the rapid change in healthcare. In order to transform its culture and not only survive but thrive in uncertain times, TIC recognized the increasing need for physician leadership. TIC’s Board of Directors Chairman, Steven R. Herwig, said:

“National healthcare reform will have far-reaching effects on efficient and effective healthcare delivery. The transformation that is occurring in healthcare requires us to take

our leadership capacity to a higher level by focusing on and providing additional skills and leadership tools that are beyond clinical skills.”

THE SOLUTION

TIC board elected to invest in their physicians and administrative leaders and set out to evaluate several local and national leadership programs including Executive MBA, AMGA Programs, off-site classes, on-line, ACPE. After extensive search, TIC selected to partner with the Physician Leadership Institute, established by the Center for Transformation and Innovation. PLI creates on-site, innovative leadership development programs that include

comprehensive assessments, customized curriculums, personalized development, coaching, strategic projects, and experiential and practical simulation-based learning.

PLI established the Physician Leadership Institute at The Iowa Clinic (PLI TIC) with the goal to transform the leadership DNA at all levels of the organization and to create a strong pool of physician and healthcare leaders that impact TIC’s ability to fulfill its mission. This goal included engaging physicians and healthcare leaders in driving the healthcare transformation and enabling their success by providing them with the necessary skills.

“Vast improvement in the cohesiveness of physicians, cooperation between physicians and administrators, and attention to culture and strategy of the clinic.”

“Eye opening, about how your behavior impacts others and how best to work with others. Also, how to be more effective in your role by working smarter.”



"The partnership between The Iowa Clinic and the Physician Leadership Institute has provided us with an educational foundation for our physicians to meet the business challenges in today's changing environment. Their experiential approach has allowed a unique connection to how the physicians can immediately apply leadership concepts into their professional and daily lives."

- Ed Brown, CEO, The Iowa Clinic



MEASURED OUTCOMES

Skills Improvement and Loyalty (Self-Assessment): Upon completion of the program, 14 of the 17 participants reported the following high impact improvement (% improvement in skills compared to before attending PLI TIC):

- 133% improvement in the ability to lead others.
- 200% improvement in the ability to work in teams.
- 350% improvement in the ability to think strategically.
- 167% improvement in the ability to effectively communicate and influence.
- 325% improvement in the ability to deal with difficult issues and situations.
- 140% improvement in the ability to manage the practice.
- 125% improvement in the ability to impact practice volume/revenue
- 50% improvement in the commitment to and active engagement in ensuring TIC's success.
- 250% improvement in loyalty to the organization.
- 80% improvement in the willingness to serve in a leadership capacity.

TOP STRENGTHS

Overall, the ratings show that the participants built on their strengths and acquired new ones, such as setting high performance standards to drive results and lead through personal excellence and example.

TOP DEVELOPMENT NEEDS

The PLI TIC group top five development areas on average improved by 16%, with some development areas having improvements as high as 43%.

CONCLUSION

The Physician Leadership Institute at the Iowa Clinic was a transformational journey that enriched the participants at a personal and professional level, and, in turn, benefited the organization and patients they serve. The institute served as TIC's ongoing commitment to excellence in healthcare through the investment and development of physician and healthcare leaders.

What is next? Since the completion of PLI TIC- Class of 2011, the Physician Leadership Institute launched a second PLI program at TIC with a graduated class of 2012. Together, PLI and TIC also launched and graduated a New Physician Academy Class of 2013. Most recently, PLI has partnered with the Iowa Hospital Association to launch the Physician Leadership Institute of Iowa, a partnership to reach all healthcare organizations in the state of Iowa.

The Physician Leadership Institute™ (PLI) is a division of the nationally renowned Center for Transformation and Innovation LLC, based in Tampa, Florida. PLI has graduated hundreds of physicians and healthcare administrative leaders throughout the country with customized solutions to each healthcare organization's leadership, strategy, and innovation challenges. From full 14-month long development programs, to weekend workshops, the Physician Leadership Institute exists to transform both the individual and the organization at all levels and angles of leadership.