

Health Professions Education Institute (HPEI)

Title: Empowering our Physicians/APPs to Lead High Performing Teams

Presenter: Yasemin Moore, MHS

Co-authors: Dawn S. Traynor, MEd, MA, Brendan Varley, MA

WORKS IN PROGRESS

Background/Needs Assessment: A needs assessment conducted during the Atrium Health Physician/APP Education Retreat in 2018 determined that physician/APP leaders need more education on building and leading high performing teams, managing healthy conflicts, developing trust, and fostering effective communication. The Center for Physician Leadership & Development (CPL&D) collaborated with Human Resources Learning & Organizational Development (L&OD) to tailor existing L&OD content for a physician/APP audience.

Objectives:

Methods/Description of Program: Though content on these topics existed in the popular L&OD course *Gateway Essentials*, the 16 hours of live instructional time was not conducive to most physician/APP schedules. To retain the content but shorten the scheduling demands and increase access to this content, CPL&D created a blended learning program called *Leading High Performing Teams*. Participants complete three brief online modules in advance of a live 3-hour course to engage in dialogue and practical application of module content. Physician/APP facilitators highlight how misalignments in Goals, Roles, and Processes can cause problems within a team, demonstrate how to identify where teams may need extra support in these areas, and share strategies for working through these issues with teams.

Anticipated Results/Evaluation Plan: After program participation, attendees receive a survey to gather feedback on the curriculum and confirm their plans for implementing strategies they have learned. Participants are then surveyed six months after the course to assess retained knowledge and confirm which strategies have been put into practice (and resulting outcomes). Course participants should ultimately improve metrics tracked by their team (Scorecard Insight measures and Engagement Pulse Surveys), reduce team turnover percentages, and enhance their ability to communicate openly in difficult conversations.

Next Steps: In 2022, CPL&D plans to offer four sessions of *Leading High Performing Teams*, ideally two with virtual live sessions and two with in-person live sessions. Based on prior feedback, CPL&D is creating more opportunities for discussion through case-studies as well as removing parts of the more didactic learning our participants already receive through the online modules.