

*Orthopedic Practice Management: Assuming a Leadership Roll*

Dr. Thomas Barber

# 6 Organizations; 14 CEOs; 3 Mergers; 1 Bankruptcy



- **Menlo Medical Clinic, Menlo Park California**

- Orthopedic Surgeon; Merger with Stanford

- **Northeast Permanente Medical Group**

- Chief of Orthopedic Surgery, Physician in Chief, Associate Medical Director

- **The Permanente Medical Group**

- Chief of Orthopedic Surgery, Assistant Physician in Chief, Associate Physician in Chief

- **The Kaiser Interregional Implant Registry**

- Co-Chair

- **AAOS**

- Chair BOC, Chair of Advocacy

- **UCSF**

- Vice President of PeriOperative Services, Chair Capital Allocation Committee

- **Memorial Sloan Kettering**

- Deputy Physician in Chief

# Leadership vs Management

[Kotter, *Leading Change*, 2012]

- Management is a set of processes that can keep a complicated system of people and technology running smoothly
- Leadership is a set of processes that create organizations in the first place or adjusts them to significant change in circumstances – defines what the future should be like

# The Need for Rapid Change – John Chambers: *Connecting the Dots 2018*

- Disrupt or be disrupted
- Keep learning
- Change before you have to
- Take risks and move fast
- Anchor on core values and strengths

# Characteristics of Successful Healthcare Leaders

- Resilient
- Emotional Intelligence
- Empathetic
- Patient Focused
  
- Helpful
  - Finance
  - Extrovert

# Key Questions to Ask

- Where does the power and authority really lie? It is not always obvious
- Who has the last say on the budget?
- What really takes priority
  - Patient Care
  - Finance
  - Maintaining the present status quo
  - Growth
  - Status/Reputation

# Learnings

- Being correct is not sufficient nor always appreciated
- Everyone talks about safety & quality & being patient centered. Underneath it all that might not be accurate
- In the end you cannot provide a mission without the money, so finance is critical
- Turnover is frequent in administrative ranks. Turn over is rarely because someone didn't do a good job.
- Deep understanding of the people, their motivations, and their roles is necessary for success
- Monetary reward is always better in orthopedic surgery, but doing part time administration can be quite rewarding

# The Levers

- Leadership Style
- ***Advanced Lean in Healthcare*** – Craig Albanese 2014
- ***Leading Change*** – Kotter 2012
- ***Switch*** – Chip Heath 2010
- ***Connecting the Dots*** – John Chambers 2018



# Is it worth it?

- YES
- Exercises a different part of the brain than orthopedic surgery
- Provides great challenges to be overcome
- In the best organizations being part of a successful team can be quite rewarding
- Can allow scheduling flexibility (but not less work)

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