



# Leadership Development Series

The Impact of Leadership Development on  
Wellbeing and Engagement.

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**INTERNATIONAL CONFERENCE ON PHYSICIAN HEALTH<sup>®</sup>**

AMA  
CMA  
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# Faculty/Presenter Disclosure

## Faculty:

The Permanente Medical Group, Napa Solano Area

### Mark Moeller, MD

Asst. Physician in Chief, People Development  
Chair, Family Medicine Regional Leads Group

### Aman Lail

Asst. Medical Group Administrator for Primary Care and People Development

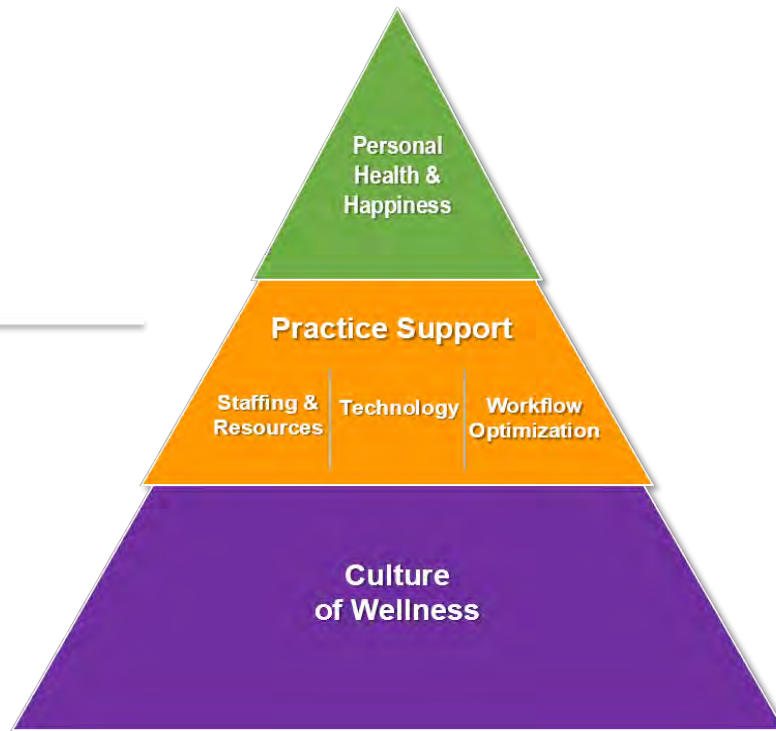
## Relationships with commercial interests:

**None to disclose**

# Background

Physician wellbeing efforts often focus on wellness programs targeting individuals.

However, operational factors (i.e. work load and work flow) and organizational culture underlay and significantly impact the wellbeing of all team members.

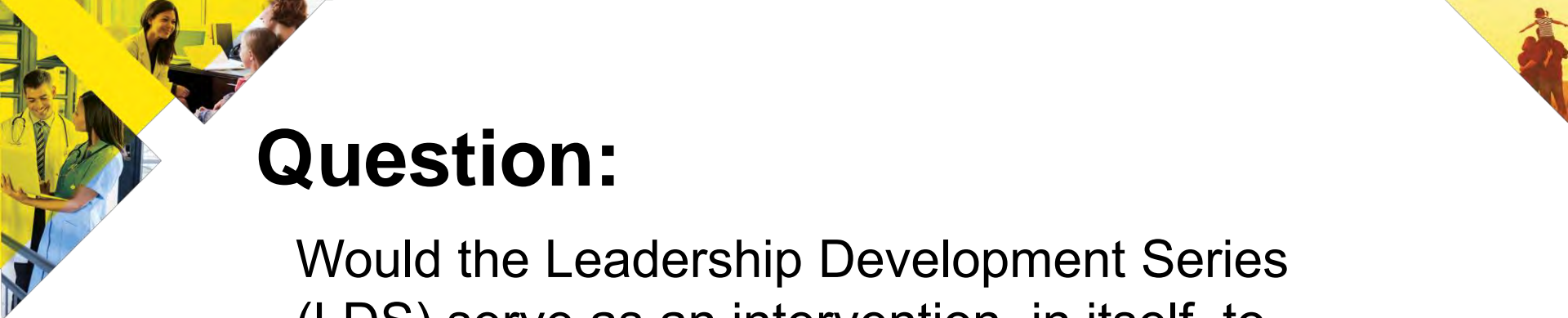


2017 Joy and Meaning Framework, NSA

# Program

The Leadership Development Series (LDS) was designed to help leaders develop greater insight into the business operations and culture of their departments, and the skills needed to strengthen their impact in these areas.





# Question:

Would the Leadership Development Series (LDS) serve as an intervention, in itself, to boost the wellbeing and engagement of participants?







# Methods

All senior leaders participated in the course:

- 22 physicians
- 15 non-physicians

The group met for 8 full days over a 10-week period.

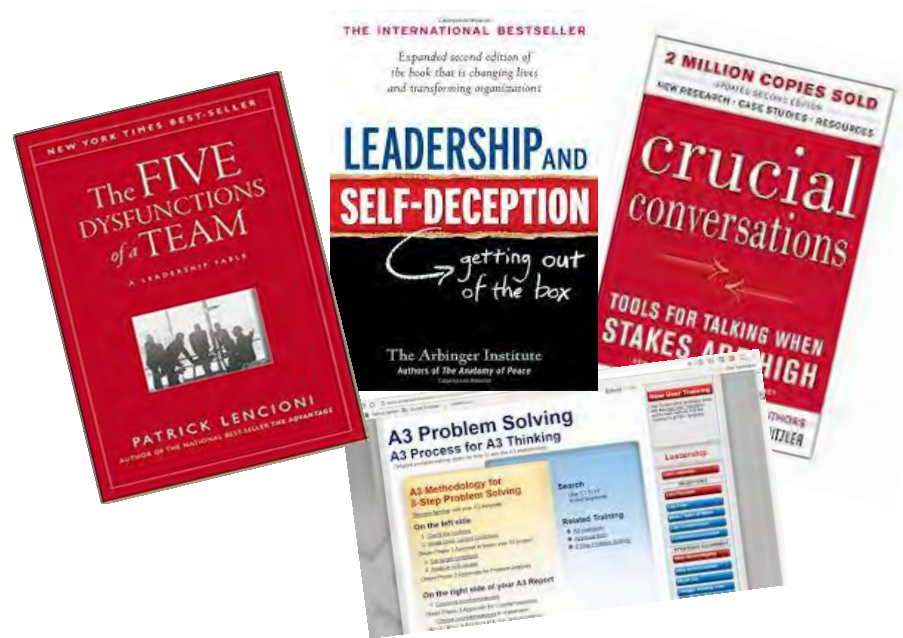
The Modified Wellness Index (MWI), a validated tool, was used to assess participants before and after the program with respect to four indices:

- meaning and purpose
- resilience and flexibility
- professional burnout
- engagement



# Curriculum

Based on current, well-established leadership strategy and tools & taught by internal leaders.





# Core Components

- Building Trust
- Shared Personal Histories
- Myers-Briggs Type Indicator
- Mastering Healthy Conflict & Gaining Commitment
- Crucial Conversations
- Experiential Learning
- Exploring how Culture Influences Trust, Conflict and Commitment
- Peer-to-peer Accountability and Feedback
- Lean Methodology
- Group Accountability & Results







# Results

The LDS was deemed a success.

- Supported all domains of Joy and Meaning strategy through skill development of senior leadership teams
- Measured improvement in Career Purpose, Resilience, Burnout/Distress, Engagement
- Improved business culture and operations

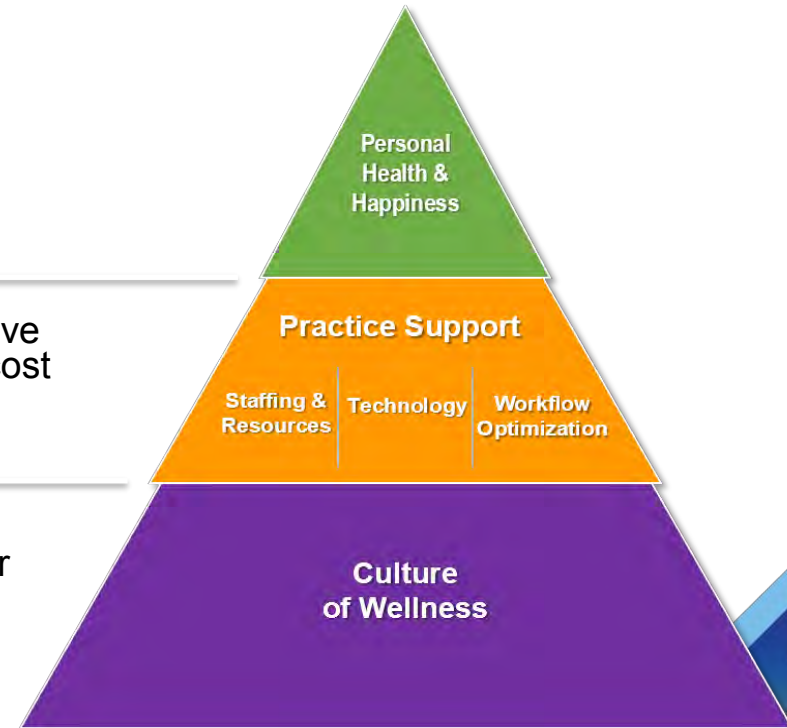


# Joy and Meaning

**Personal Health & Happiness:** Decreased stress, increased social support with peers

**Practice Support:** Problem solving skills and initiative spread more broadly with increased efficiency and cost savings involving dozens of projects across several departments.

**Culture of Wellness:** Greater sense of teamwork, shared goals and concerns, respect, and passion for work



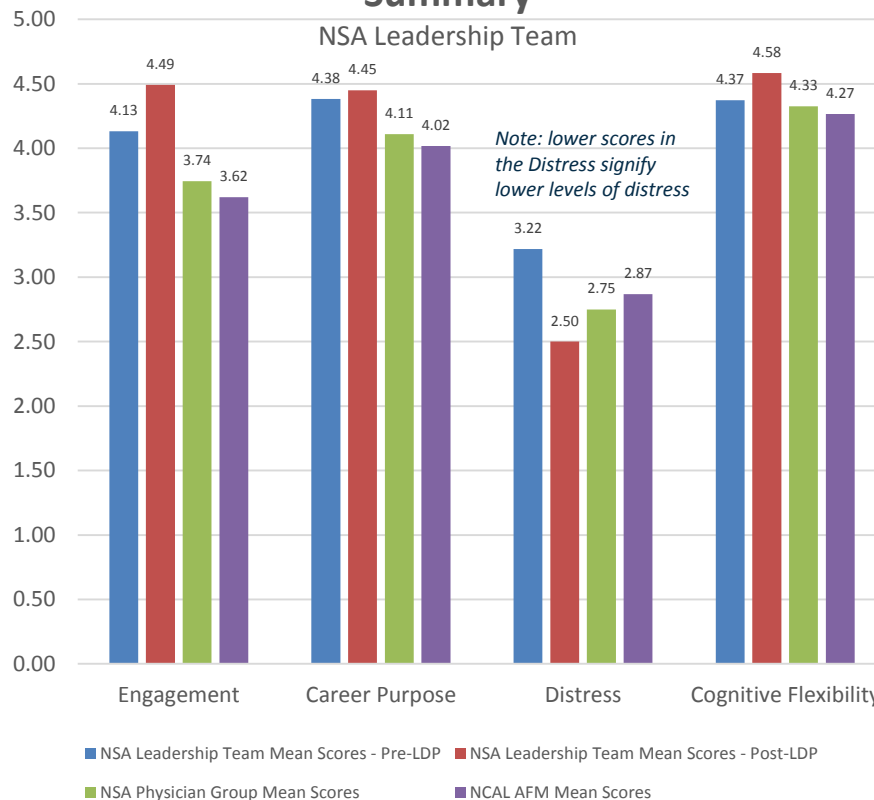
2017 Joy and Meaning Framework, NSA



## Modified Wellness Index

- Avg. improvement of approx. 10% across all indices
- Most significant improvements in Engagement and decreased Distress

## MWI Survey Results - Dimension Summary





# Immediate Impact

## General impressions:

- Increased honesty and trust – within and between departments
- Clearer communication – fewer “misunderstandings”
- Problem solving – easier, faster, smoother

## Successes:

- Improved relationships, workflows and coordination with ED/HBS/Lab and Radiology resulting in reduced backlog, faster service, cost reduction
- Significant operational efficiency resulting in improved service and quality among three primary care groups (OB/AFM/Peds)
- Increased transparency and higher satisfaction with financial management around compensation and expenditures (finance committee)



# Conclusion

The LDS is believed to be a powerful tool that:

- Boosts engagement and efficacy of our leaders
- Contributes to the quality of care we provide and our business success
- Supports our efforts in building Joy and Meaning in Medicine, enhancing culture, operations, and personal wellness

It is now part of an overall strategic effort to increase wellbeing and engagement across all departments

