

# Physician Leadership: More Valuable Than Ever

A WHITE PAPER FROM THE AMERICAN ASSOCIATION FOR  
PHYSICIAN LEADERSHIP® | FACTS, QUOTES & TAKEAWAYS

## EXECUTIVE SUMMARY

Physician leadership has only become more essential for healthcare's continued journey toward higher quality, consistent safety, streamlined efficiency and for completing the transformation to value-based medicine.

## Healthcare: Primed for Change

The healthcare industry has faced an era marked by seismic change, while the demand and growth in physician leadership has sharply increased. Today's environment presents opportunities for physicians to make lasting improvements in care delivery.



Health system leaders are making administrative decisions that ultimately affect clinical care



A continued need for distinct physician perspective among organization leadership



A marked 20% increase in hospitals and health systems seeking physician candidates for CEO jobs

## The Best-Performing Hospitals are Increasingly Led by Physicians

Strong physician leadership is a key contributor to organizational performance. Hospitals with greater physician leadership involvement scored higher in performance and Lean management, and produced higher average overall management scores.



"The better a hospital's performance, the more likely it is that its CEO is a physician and not a manager."

Amanda H. Goodall, PhD, University of London

**25%**

The increase in overall hospital quality scores when doctors run hospitals

An overwhelming number of top-ranked hospitals continue to be run by physician CEOs. Year after year, U.S. News & World Report's annual "Best Hospitals Honor Roll" supports a strong connection between high-quality ratings and physician leadership.

**7 out of the top 10**

U.S. News 2021-22 Best Hospitals Honor Roll are run by physician CEOs



## Why Physician Leaders?

Having medical colleagues in leadership positions helps to ensure that a practice stays focused on what is best for patients, rather than just on the financial bottom line.

Interface Professionals



Care-Focused



More Trusted



Change Agents



With the right physician, or physicians, on the C-suite leadership team shaping decisions around what's best for patients and the organization as a whole, the organization will be able to relate to non-physician managers as well as clinicians of many disciplines.



If you have physician leaders, you are more likely to have the medical staff follow the organization's direction. They're much more likely to follow other physicians than they are administrators."

Baxter C. Holland, MD, pediatrician and former VP of medical affairs at RRMC

## How Can Physicians Prepare for Leadership Excellence?



### CORE COMPETENCIES

At AAPL, these leadership traits are the backbone for physician leaders: *Self-Management, Professional Capabilities, Team Building & Teamwork, Problem Solving, Motivations & Thinking Style, Operations & Policy, Quality & Risk, Finance, Strategy & Innovation*



### THE CPE CREDENTIAL

Since 1997, the Certified Physician Executive (CPE) credential has helped **over 4,000 physicians** achieve excellence in leadership with the education, expertise, and demonstrated skills to effectively lead healthcare organizations.



### A CHANGED MINDSET

Physicians will need to shift focus from hard skills, such as technical competence & clinical expertise, to soft skills, like relationship-building & emotional intelligence. AAPL has psychometric tools—like the **online Leadership Assessment**—to get you started.

## Trust Nearly 50 Years of Experience

For that long AAPL has been the only association centered on providing professional development, leadership education, and management training for physicians with the overall goal of improving patient outcomes, workforce wellness and healthcare delivery. We focus on the personal transformation of all physicians, and through them, the organizations they serve. At some level, all physicians are leaders, and AAPL champions the view that they are therefore best-suited to lead the efforts to patient-centered care.



Doctors must recognize the unique skills required to be effective physician leaders . . . The Association is an essential ingredient in the journey to becoming a successful physician executive.

Scott Ransom, DO, MBA, MPH, FACOG, FACHE, CPE, FACPE

Physicians Educated ..... **250,000+**

Members in 45 Countries ..... **10,000**

Certified Physician Executives (CPE) ..... **4,000+**

Expert Faculty Across Dozens of Disciplines ..... **100+**

Courses in Physician Leadership ..... **100+**