



American Association for
**PHYSICIAN
LEADERSHIP**



PREPARING PHYSICIAN LEADERS:

Essential Skills for the Future of Healthcare

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CPE Testimonials



The Certified Physician Executive program is excellent, and the self-assessments and educational resources are very informative for physicians learning to connect the bedside with the boardroom.

Seger S. Morris,
DO, MBA, CPE

We all have letters after our names — MD, MMM, MBA, others. CPE might seem like another set of letters, but I learned how to identify my leadership strengths, and [the exercises] stick with me today. It is a founding pillar for me to further my career in the administration medicine, especially as a trustworthy, as a compliant, as a skillful leader.

Barbara B. Loeb,
MD, MBA, CPE, FACPE, FACP

I learned a lot of good information from our educational sessions that we actually took and applied.... That was I think the magic that I saw I could take home; it came in handy and [I] applied it and this was before I had my CPE completed or credential formalized."

Amjad Riar,
MD, CPE, FAAPL

I've been a physician leader for the last seven years, and CPE gives that level of credibility when I'm approaching issues, not only to my colleagues but also with the administrative leadership in any field that I work across.

Anil Babu Thogarucheti,
MD, CPE

... on top of the MMM, which I had gotten previously... the CPE gave me a little bit more credibility in trying to move up the ladder. It's a validation that you've put in the time and you've acquired those skills.

Robert G. Coates,
MD, MMM, CPE, FAAPF, FAAPL

The CPE program helped me to become a better physician. It helped me to manage my own private practice, as well as become a better leader, physician leader, and director in [the] hospital.

Koroush Khalighi,
MD, CPE, MS, FACP, FCCP, FACC, FHRS, FAAPL

Why It Matters

Physician leaders are crucial in today's challenging healthcare environment. Their expertise and perspective are needed more than ever to enhance healthcare delivery and improve patient outcomes.

The Big Picture

Leadership and Management

Every physician, regardless of their formal or informal role, needs leadership and management skills to motivate others and oversee specific goals.

Training Needs

Physicians need training, education, coaching, and mentoring to fulfill their potential as leaders.

Impact of Physician Leadership

Research shows that physician-led organizations achieve better outcomes in quality, efficiency, and patient satisfaction. Physician leadership also contributes to better physician well-being.

The Current Landscape

PROVEN BENEFITS

Physician CEOs who lead top-performing health systems, achieve better quality metrics and patient experiences.

CURRENT CHALLENGES

The healthcare industry faces numerous challenges, including navigating the transition to value-based care, addressing social determinants of health, and reducing disparities.

BURNOUT REDUCTION

Effective physician leadership is associated with higher job satisfaction and lower burnout rates among peers.

INDIVIDUAL WELL-BEING

Being an effective leader is linked to better physician well-being.





ESSENTIAL LEADERSHIP SKILLS

Effective leadership requires skills not typically included in medical training, such as financial acumen, team building, and communication.

MANAGEMENT AND LEADERSHIP

Leadership involves motivating others to contribute to an organization's success; management focuses on overseeing others to achieve specific goals. Both are crucial for physician leaders.

TRAINING NEEDS

Physicians need formal education, training, coaching, and mentoring to develop leadership skills. This includes an understanding of the business side of healthcare, effective communication, and emotional intelligence.

PROGRAM INITIATIVES

Organizations, recognizing the need for skills development, are offering specialized leadership training programs for physicians. These programs aim to equip physicians with the necessary skills to lead effectively.

Attributes and Skills for Future Leaders

Vision & Implementation

Leaders must articulate a vision and inspire others to achieve it.

Inspiring Followers

Respect and knowledge are key to bringing together and inspiring followers.

Big Picture Perspective

Leaders must understand the organization's role within the wider healthcare ecosystem.

Collaboration

Effective team building and participation are essential.

Patient-Centered Care

Leaders must be committed to improving patient experiences, safety, and outcomes.

Communication

Excellent communication skills, including empathy and active listening, are vital to leading effectively.

Emotional Intelligence

Leaders must have self-awareness and be able to manage their emotions.

Ongoing Development

Continuous leadership training is necessary to grow and adapt to new responsibilities.

CPE Testimonials

When I sought the credential 17 years ago, I was recently out of my masters of administration from the University of Wisconsin, and it proved to be the stepping stone in the world of physician administration and executive physician positions.

Len Scarpinato,
DO, MS, CPE, FAAPL

The CPE brings that credibility. It's something that the CEOs, the COOs in hospitals or health systems understand. It's made a huge difference in my life. The [CPE] credential tells everyone you are prepared.

Michael A. Torres,
MD, MBA, CPE, FAAPL

As a long-time member of the American Association for Physician Leadership (AAPL) — starting from the time when it was known as ACPE (American College of Physician Executives) — I have found AAPL to be instrumental in helping me increase my knowledge in a well-rounded manner on the path to leadership growth.

Soraya Nasraty,
MD, FAAFP, MMM, CPE

I've been a hiring manager for physician executives and the CPE is a credential I really value. Because this shows me that not only is somebody interested in being a physician leader, but they've actually taken action.

Patricia Arnold Buss,
MD, MBA, CPE

It's allowed me to transition from a career that was previously focused in on taking care of one patient by one clinician... to having an impact on almost 2,000 clinicians and all of their patients.

Ron D. Nutting,
MD, CPE, FAAPL

My only regret about attaining the CPE is that I didn't do it sooner. I became chief of cardiology at our healthcare facility. In medical school, you learn to treat patients, but you don't learn how to run a healthcare system. I was 60 by the time I got the degree. It helped me to become a better chief of cardiology.

Joan L. Thomas,
MD, CPE, FACC

AAPL has contributed immensely to my professional journey and personal growth as an executive leader. I was inspired by the community of medical leaders from different organizations who are making significant strides in advancing healthcare delivery.

Aziza Nassar,
MD, MPH, MBA



Looking Ahead

Emerging Trends

Complex Challenges

Demand for Leadership

Leadership Characteristics

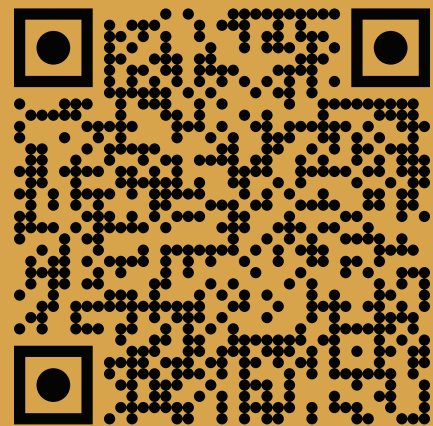
Strategic Priorities

Essential Skills

Collaboration with Diverse Teams

Health Policy Awareness

To celebrate AAPL's 50th anniversary, we are offering 50 notable thought leadership resources.



The Bottom Line

Effective physician leadership is indispensable for navigating the complexities of modern healthcare. By prioritizing leadership development, healthcare organizations can *ensure a pipeline of skilled leaders* ready to tackle the ongoing and future challenges of the industry. The result will be improved outcomes for patients, higher satisfaction for physicians, and a more efficient and effective healthcare system.