

Physician Leaders, also called healthcare executives or healthcare administrators, plan, direct, and coordinate medical and health services. They might manage an entire facility, a specific clinical area or department, or a medical practice for a group of physicians. Physician Leaders must direct changes that conform to changes in healthcare laws, regulations, and technology.

### Example positions

Academic Hospitalist, Associate Chief, Section of Hospital Medicine, Chief of Hospital Medicine, Chief of Internal Medicine, Hospital Medicine Director, Hospitalist, Hospitalist Medical Director, Hospitalist Program Director, Inpatient Services Director, Medical Director

## COMPETENCIES

**Leadership communication** – Physician Leaders are able to generate a shared commitment to the organization, building morale and encouraging ownership of mission, goals, and values.

**Business acumen** – They make sound business decisions based on a strong understanding of the company's business model, strategic goals, and relevant policies, as well as best practices and current technologies in their own discipline or functional area.

**Deliberative decision-making** – Physician Leaders will gather, consider, and evaluate all relevant information to make logical conclusions before being moved to action.

**Collaboration and teamwork** – Physician Leaders work interdependently and collaboratively with others to achieve mutual goals. They subordinate individual aims in the interest of working with others in a way that promotes and encourages each person's contributions toward achieving optimal outcomes.

**Analytical thinking** – They grasp the underlying concepts in complex information, are able to identify root causes of problems, and formulate solutions based on a synthesis of information.

**Information seeking** – Physician Leaders are driven by an underlying curiosity and desire to know more about things, people, or issues. This involves going beyond routine questions and includes digging or pressing for exact information; resolving discrepancies by asking a series of questions; or conducting less-focused environmental scanning for opportunities or miscellaneous information that may be used in the future.

**Conflict management** – Physician Leaders identify key bargaining points for all parties and work effectively toward win-win solutions.

**Planning and priority setting** – They identify the priorities, processes, and practical actions that are necessary to achieve an objective or realize an idea. This competency requires developing detailed action or project plans, including objectives, accountabilities, time frames, standards, review stages, and contingencies.

**Fact-based management** – Physician Leaders view the organization as an open system, synthesize information from diverse sources, come to conclusions, and make decisions that are rational and based on sound evidence.

### Representative behaviors

- Motivates others to perform their best
- Takes action to ensure efficient and proper use of resources based on budget data
- Evaluates short- and long-range implications of decisions
- Shares the responsibility of work and accountability for outcomes with team members
- Analyzes the root causes of problems and identifies solutions
- Asks insightful questions of others in order to gain deeper understanding of issues
- Promotes calm dialogue and cooperation
- Thinks through what is needed to meet goals in terms of people and time frames
- Reviews reports consistently to identify opportunities to increase performance



