

## Great Physician Leadership for Your ASC

(What Is Great and Not So Great Physician  
Leadership For Your ASC)

Improving Profitability and Business  
and Legal Issues ASC Conference  
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## Brad D. Lerner, MD, FACS

- Chief of Urology, Union Memorial Hospital in  
Baltimore, Maryland
- Urologic Consultant – NFL Baltimore Ravens
- Medical Director Summit ASC
  - Urology and radiation oncology
  - 22,835 cases in 2010



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"Great leaders  
get extraordinary things done in organizations  
by inspiring and motivating others  
toward a common purpose."

Steve Miller, speaker



- Historically, physicians were granted leadership status by virtue of their knowledge and expertise
  - Technical skills
  - Cognitive abilities
  - Emotional intelligence



However, to be a great physician leader for an ASC takes a combination of many skills :

- Interpersonal
- Strategic
- Financial



## Why is Great Physician Leadership Important for Your ASC?

- Attain and maintain the highest quality of care
- Maximize revenues
- Decrease expenses
- Increase patient satisfaction
- Increase physician, nursing and other staff satisfaction
- Potential for reduction in malpractice liability and ultimately premiums
- Develop and grow relationships with vendors, medical device and supply companies, insurance carriers, hospitals, etc.



## What is Great Physician Leadership for Your ASC?

- Do you presently have any physician leadership in your ASC?
- What are the characteristics of your existing physician leadership?
- What do you like about your present physician leader?
- What would you like to see your present physician leader do differently?



## CREDIBILITY

- It is critical for the physician leader to be recognized as accomplished in their field BEFORE taking on a leadership role!
- Cores of credibility
  - Integrity
  - Intent
  - Capability
  - Results




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## INTEGRITY

- A deep understanding of the ASC business
- Consistency
- Willingness to admit a mistake
- The ability to listen
- Decisiveness

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"I'll tell you what makes a great manager:  
a great manager has a knack  
for making ballplayers think they are better  
than they think they are.  
He forces you to have a good opinion of yourself.  
He lets you know he believes in you.  
He makes you get more out of yourself.  
And once you learn how good you really are,  
you never settle for playing anything less than your  
very best."

Reggie Jackson, former baseball player

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## WORKING WITH NON-PHYSICIAN MEDICAL STAFF

- Nursing
  - the relationship with the nursing leadership is CRUCIAL to success
- Physician Assistants
- Nurse Practitioners
- Medical Assistants
- Surgical Technicians
- CRNAs




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## WORKING WITH NON-MEDICAL STAFF

- Administrators
- Marketing
- HR
- Facilities manager/personnel
- Lawyers
- Finance
- Equipment/product vendors
  - MUST disclose any conflict of interest




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## UNDERSTANDING ISSUES IN THE ASC SETTING

- Must understand the following issues in an ambulatory surgical care setting:
  - Clinical
  - Financial
  - Operational

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## FINANCIAL MANAGEMENT

- The following knowledge is helpful:
  - Balance sheets, income and cash flow statements
  - Asset management
  - AR/AP
  - Reimbursement
  - Budgeting
  - Legal, regulatory and licensing issues



"There are countless ways of attaining greatness, but any road to reaching one's maximum potential must be built on a bedrock of respect for the individual, a commitment to excellence, and a rejection of mediocrity."

Buck Rodgers, former baseball player



## NEED TO EXCEL

- Organizational/time management
- Ability to motivate self and others
- Presentation skills - written, spoken and non-verbal
- Conflict resolution
- Delivering and influencing the quality of medical care
- Maximizing results across multiple divergent stakeholders
- Focus centered around the organization and not a specific individual



## NEED TO EXCEL

- Change from wanting to be popular to being respected
- Good listening skills
- Take calculated risks
- Positive thinking and motivation in the face of adversity
- Open-mindedness and propensity for flexible thinking

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## What is Not Great Physician Leadership for Your ASC?

A "not so great" physician leader has poor leadership skills and character traits




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## POOR LEADERSHIP SKILLS AND TRAITS

- Being arrogant
- Unwillingness to listen
- Bullying
- Favoritism
- Disorganized
- Incompetent
- Inflexibility
- Corrupt
- Inconsistency
- Indecisiveness
- Poor knowledge base related to financial and operational aspects of ambulatory surgery care




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## What is Not Great Physician Leadership for Your ASC?

A physician leader that does NOT have  
CREDIBILITY AND INTEGRITY  
will NOT be a great leader for your ASC

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Do not settle for anything less  
than a GREAT physician leader for  
your ASC!



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"Leaders lead people.  
A leader is one  
whom others consistently follow.  
People follow  
because they have a belief in the direction,  
integrity and competence  
of the one leading."

Glenn Van Ekeren, author

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