



HIGH PERFORMING SERVICE LINE DYAD LEADERSHIP

**A WHITEPAPER
FROM CTI**

WRITTEN BY
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CTI

THE CHALLENGE

The unique dynamics of an ever-changing healthcare environment have given rise to the healthcare dyad leadership model, a now widely used way of approaching clinical-administrative collaboration.

Through these partnerships, healthcare organizations are able to drive better performance, patient experiences, and value. The key to the success of this model, however, lays in the partnerships' ability to understand each other's roles and responsibilities, align around a common mission, vision and goals, and effectively engage others in achieving those goals.

A High Performing Service Line Dyad must be able to:

- Establish trust and a good working relationship with each other and their Service Line
- Know and lead self - Be willing to be vulnerable with each other
- Emotional Intelligence, contagious enthusiasm, optimistic, can-do attitude
- Have leadership presence and powerful communication
- Inward and outward face of division and division success
- Role model to other physicians and staff

Current State Assessment

- Realistically assess the Current State of the Service Line (Internal and External SWOT)
- Assess the current stakeholders of the Service Line (Influencer, performers, resistors,..)
- Assess the current culture of the Service Line

Future State and Goal Setting

- Develop a vision for the Service Line
- Understand and articulate the organizational strategies and ensure alignment
- Develop line of sight, priorities and goals
- Align and communicate the SL/division to line of sight, goals and priorities

Inspire and Engage Others

- Rally and engage the SL/division stakeholders and influence directions and priorities (leading change and engagement)
- Communicate goals clearly and effectively
- Deal with conflict effectively
- Communicate effectively to everyone in the division and outside the division
- Make effective business request to secure resources



Dyad Strategy: Leverage the skills of clinicians and non-clinicians (administrators)

HIGH PERFORMING DYAD

Culture Creator/Transformer

- Create a high performing culture (Define values, compacts, and expected behaviors)
- Recognize team members for culture and performance

Inspire Change

- Lead change effectively; use data to create a sense of urgency to change and transformation
- Identify, develop, and engage key change agents to assist in leading the division success and/or transformation

Accountability and Results

- Hold people accountable to agreed upon goals, metrics and outcomes
- Coach others through how to have the difficult conversations
- Provide performance feedback effectively to staff and providers



Lead for Results

- Assess waste and process hassle factors – Develop improvement strategies (engage others with process and quality Improvement)
- Design and execute Clinical and Operational Rapid Improvement Sessions with key stakeholders, process owners and physicians to accelerate improvement
- Design, facilitate and run effective meetings that produce results
- Execute effectively – Get things done
- Create an infrastructure (Operating Mechanism) to drive progress and accountability for actions and results



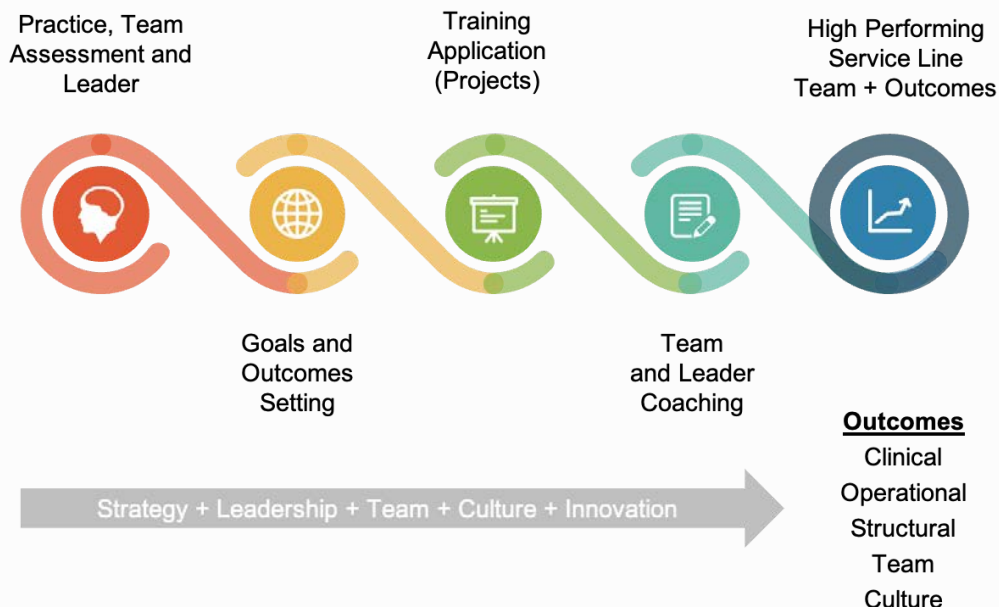
Lead Growth

- Market and grow their division or service line
- Business and financial acumen (understand well the financials of the division and be able to develop strategies to close gaps)
- Understand and align effectively to population health and risk contracts
- Negotiate effectively (Look for Win/Win)

Creativity and Innovation

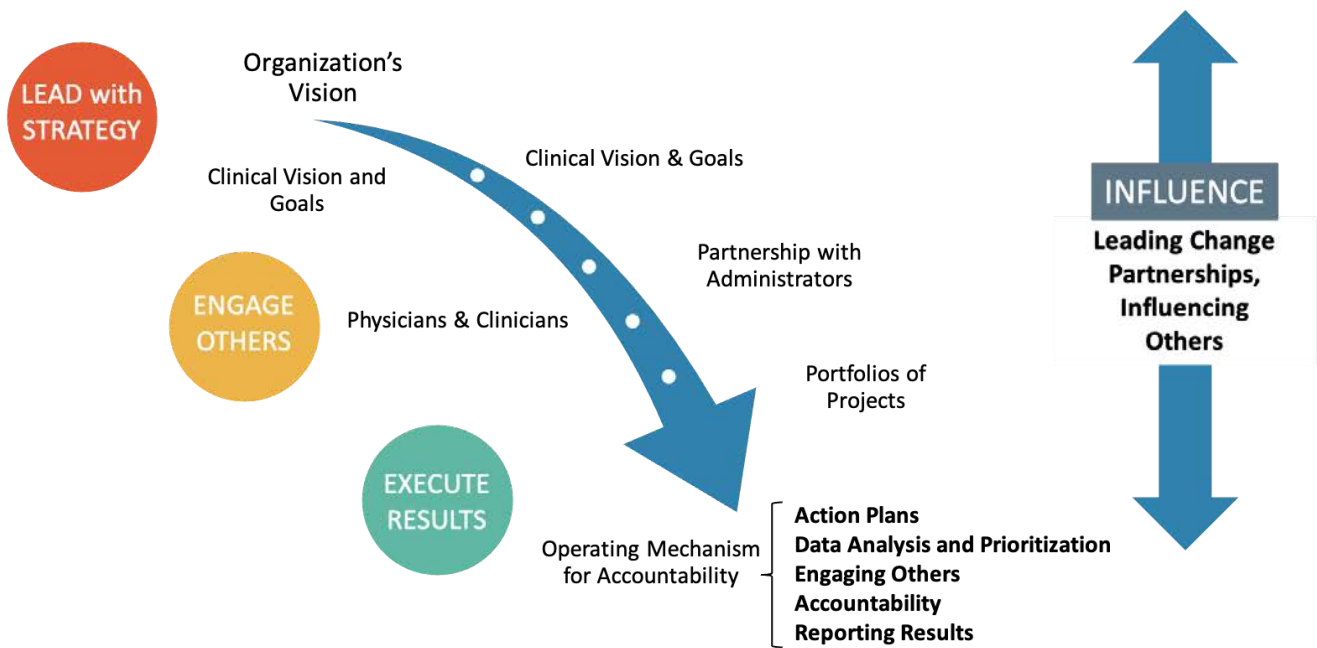
- Problem solving, attacking problem from more than one direction
- Adaptable and Agile: Adapt quickly to change; be flexible; open to new ideas

SERVICE LINE OPTIMIZATION



THE GOAL

Equipping Clinical Leaders to go from Vision to Reality to Results



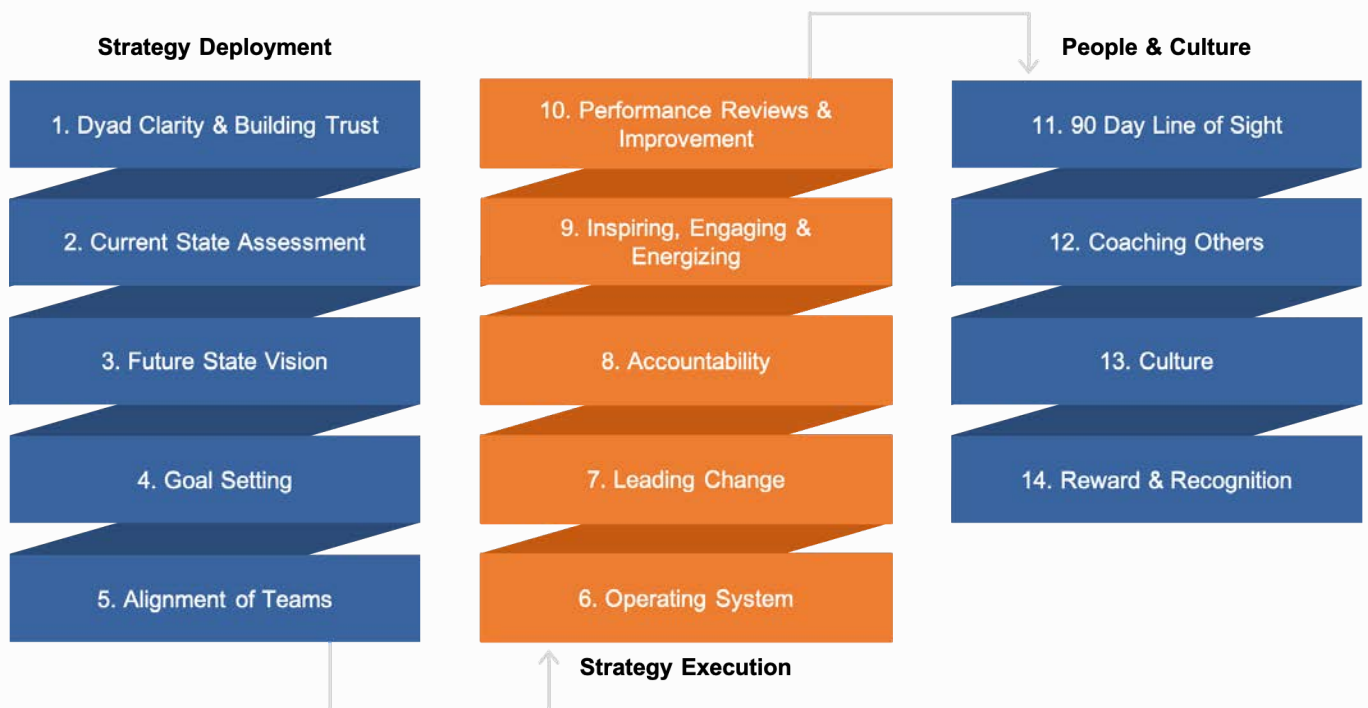
Linking It All Together

The Balanced Performance Management System creates organizational focus and alignment through intentionally linking contributions of individuals to the organization's mission and vision in a meaningful way.



THE PROCESS

DYAD LEADERSHIP DEVELOPMENT AND COACHING





ABOUT THE AUTHOR

MO KASTI **FOUNDER & CEO, CTI**

Mo Kasti is a distinguished author, thinker, speaker, strategy advisor and familyman. His passion centers around helping executive and clinical leaders elevate their thinking in times of transformation and capitalize on emerging growth opportunities.

When terrains are shifting, and outcomes are uncertain, Mo is uniquely equipped to help leaders think outside the box. He is sought after for his expertise in leadership, strategy, innovation, and organizational/cultural transformation.

With more than 25 years in healthcare, Mo is an expert on healthcare leadership and engagement. He is the author of *Physician Leadership: The Rx of Healthcare Transformation* on the transformational effects of leadership in medicine and *Beyond Physician Engagement: A Roadmap to Partner with Physicians to be ALL IN!* Mo freely shares transformative insights on his blog and popular video series - Mo'isms.

Mo is the CEO and founder of CTI and the nationally recognized Physician Leadership Institute (PLI) dedicated to accelerating healthcare transformation through leadership and innovation. PLI has converted thousands of clinicians to clinician leaders and improved outcomes for hundreds of healthcare organizations and their patients.

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**DO YOU HAVE A
STRATEGY? IS YOUR
STRATEGY WORKING?
WE CAN HELP!**



Strategy often makes the difference between success and failure. With our strategy consulting, CTI focuses on helping clients articulate a strategy map, guiding and empowering an organization to focus on the critically important aspects of business, while eliminating time spent on the non-urgent, less important aspects of their operation.

While strategy planning is considered an annual event by many organizations, CTI focuses on strategic thinking as an ongoing process of translating vision into reality. Using our unique **Terrain Based Strategy™ (TBS)** planning system, we enable individuals, teams, and organizations to explore extraordinary opportunities by creating dynamic, responsive strategies that align environmental trends with organizational goals.

EXCLUSIVE **CTI APPROACH™** TO ACHIEVING TRANSFORMATION



"BEST OF THE BEST"

A photograph of two business people shaking hands over a desk with a laptop and a pen. The word 'STRATEGY' is overlaid in large blue letters.

STRATEGY