



**STEPPING UP TO LEADERSHIP:  
*IMQ/PACE PLATINUM TRAINING PROGRAM  
FOR PHYSICIAN LEADERS***



**INSTITUTE FOR MEDICAL QUALITY**

**UC San Diego**  
PACE PROGRAM



**THE  
PHYSICIANS  
FOUNDATION**  
HELPING **DOCTORS** HELP

**March 8 - 10, 2012  
Coronado Island Marriott Resort & Spa  
Coronado Island, San Diego, CA**

# overview

Rapidly evolving changes in our healthcare delivery and financing systems have lead some to question the future role of the medical staff. Rather than diminishing their function, the changes require a stronger medical staff organization, one with effective leaders who can work together and with their organization's administration to ensure that decisions are made in the best interest of quality care and patient safety. Unfortunately, many physicians lack the required training to lead a medical staff. The goal of *Stepping Up To Leadership* is to help physicians develop skills to lead their medial staffs in promoting high quality patient care.

*"I found this program extremely useful & would like to see more training programs like this in the future. I would definitely encourage attendance of my fellow medical staff leaders to future meetings."*

For decades, medical staff leaders have cried out for better training to help them fulfill their roles and responsibilities in ways that better serve their patients. IMQ and PACE, with strong support and encouragement from The Physicians Foundation, created this course to fill this need. *"Stepping Up to Leadership: IMQ/PACE Platinum Level Training Program for Physician Leaders"* is perfectly aligned with The Physicians Foundation goal to "support new approaches and models to provide for the ongoing professional development of physicians and

*"Excellent Conference - every physician leader should attend. If offered again I would hope to mandate attendance of my entire MEC!!"*

## faculty

### Dianne Kenny - Keynote

President of Dianne Kenny Enterprises, Inc.

Ms. Kenny has spent over ten years as a Senior Consultant at both Tom Peters Company and Blue Point Leadership Corporation. She holds Master Facilitator status for The Leadership Challenge with Wiley Publishing providing greater understanding of leadership skills throughout organizations.



Dianne has an academic background in education and brings over 30 years of experience in consulting, facilitation, and organizational development to her work. She works with companies to effect behavioral change in the areas of customer service, team building, and leadership

**Gregory Abrams, Esq.**, General Counsel for the Institute for Medical Quality, is also a private practice attorney for physicians and medical staffs.

**David E.J. Bazzo, M.D.** is Clinical Professor of Family Medicine

at the UC San Diego School of Medicine and is Director of Continuing Professional Development (CPD) Programs for PACE. He is also Co-Director of the Primary Care Core Clerkship at the UC San Diego School of Medicine.

**Toni Brayer, M.D.**, an internist, is Vice President and Chief Medical Officer for the West Bay Region of Sutter Health in Northern California. A former Chief of Staff at CPMC and past president of the San Francisco Medical Society, Dr. Brayer served as Vice-Chair of the CPMC Board of Directors and a member of Sutter Health's Public Policy Committee.

**Shannon Chavez, M.D.**, Associate Clinical Professor of Psychiatry at the UC San Diego School of Medicine, is Chair of the Physician Well-being Committee of the UC San Diego Medical Center. Dr. Chavez is a teacher, mentor, and assessor in the PACE Program.

**Larry Cosner, M.D.**, an internist in Ridgecrest, CA, is the medical director of a freestanding multi-specialty clinic. He has been a surveyor for the Institute for Medical Quality CALS program since 1995. Additionally, he provides information systems consulting, and heads several electronic medical records projects at a rural hospital and freestanding multi-specialty clinics. He is a member of the Ridgecrest Regional Hospital Board of Directors, Vice-Chair of Internal Medicine, and Chair of the Quality Management Committee.

**Darla Holland, M.D.**, an internist from Yorba Linda, CA, is the Chairperson of the Regional Credentials and Privileges Committee for Kaiser in Southern California. She has been an IMQ surveyor since 1998 and has served on numerous committees such as the Pharmacy and Therapeutics and Performance Improvement.

**Peter Leeson, D.O.**, a family practitioner from Arroyo Grande,

## program objectives

At the completion of this program, participants should be able to:

- Define their roles as an effective physician leader,
- Demonstrate improved skills, knowledge and ability to deal with credentialing & privileging,
- Work effectively in multi-disciplinary contexts,
- Skillfully identify and manage disruptive or impaired colleagues,
- Assess and apply emerging techniques and best practices for developing physician leaders,
- Learn enhanced communication skills that will improve personal effectiveness in a variety of leadership settings,
- Link OPPE & FPPE to decisions that improve quality & patient safety.

leadership in the healthcare arena.” First offered in March of 2011, the Stepping Up to Leadership program uses interactive teaching modalities to engage attendees. Based on the overwhelming success of the first program, The Physicians Foundation provided a second grant to enhance the program and include more interactivity. The partnership between IMQ and PACE combines IMQ’s expertise in medical staff matters with PACE’s expertise in communication and assessment to create a unique, hands-on learning exercise. Last years’ attendees strongly encouraged that this course be offered annually. Medical staffs are encouraged to bring their entire leadership team to this program.

California, serves as faculty for many Institute for Medical Quality (IMQ) educational programs. He is well-recognized nationally for his expertise in performance improvement, quality management, managed care, and accreditation standards.

**Karen Miotto, M.D.** is a Professor in the Department of Psychiatry and Behavioral Sciences at UCLA. She is also the Medical Director of the UCLA Addiction Medicine Service and the Chair of the UCLA Medical Staff Health Committee. She has an active role in physicians’ health advocacy and serves as the California Society of Addiction Medicine, Chair for the Clinical Advisor Task Force to the California Public Protection and Physicians Health nonprofit organization. Dr. Miotto’s research and publications are in diagnosis and treatment of addiction.

**William Norcross, M.D.** is Clinical Professor of Family Medicine at the UC San Diego School of Medicine, and is Founder and Director of the UC San Diego PACE Program. He has been a member of the faculty since 1977, and was Residency Director in Family Medicine from 1986 to 1999.

**Barbara Paul, M.D.** is the Senior Vice President and Chief Medical Officer of Community Health Systems. Dr. Paul, an internist, is responsible for maintaining and enhancing the company’s relationship with affiliated physicians, developing physician leaders, and providing strategic direction to enhance the quality of care in one hundred twenty six CHS-affiliated hospitals around the country.

**Robert A. Reid, M.D.** is an Ob/Gyn from Santa Barbara, CA. He is board certified in ObGyn and a Life Fellow of the American College of Obstetrics and Gynecology. Dr. Reid has served on numerous medical staff committees, been Chief of Staff and on the Board of

Directors of the Cottage Health System in Santa Barbara. He was President of the Santa Barbara County Medical Society, Speaker of the House, and President of CMA.

**R. Christopher Searles, M.D.** is Assistant Clinical Professor of Psychiatry and Family Medicine at the UC San Diego School of Medicine, and is Director of the UC San Diego PACE Professional Boundaries Program. He is also the Co-Director of the UC San Diego Combined Family Medicine & Psychiatry Residency Program, the Assistant Medical Director of the St. Vincent de Paul Family Health Center, the Co-Chair of the San Diego County Childhood Obesity Initiative, and Founder of [www.RecreationRx.org](http://www.RecreationRx.org)

**Jill K. Silverman, M.S.P.H.** is the President and CEO of IMQ. She previously served as the Director of Medical Staff activities for CMA and was the Executive Vice President of the Dental Risk Management Foundation, a national not-for-profit educational organization. She also has provided strategic planning to hospital systems and alternative delivery systems, served as risk manager for a professional liability company, and was the Operations Manager of an IPA.

**Giovanna Zerbi, Psy.D., C.P.R.P.** is Program Manager for UC San Diego Psychiatric Outpatient Services, and is a Certified Provider in both Domestic Violence Prevention and Anger Management. She is the Director of the UC San Diego PACE Anger Management for Health Professionals Program.

# program agenda

## Thursday, March 8, 2012

- 7:30 – 8:30 **Registration and Continental Breakfast**
- 8:30 – 8:45 **Welcome and Introductions**  
*Jill K. Silverman, MSPH*  
*William Norcross, MD*  
*Louis Goodman, PhD*
- 8:45 – 10:00 **Leading the Medical Staff Organization through times of Extreme External Pressure – *Keynote***  
*Dianne Kenny*
- 10:00 – 10:20 **Break**
- 10:20 – 11:45 **Reports from the Field - What it Takes to be an MSO Leader (Panel Discussion)**  
*Toni Brayer, MD, Barbara Paul, MD,*  
*Robert Reid, MD, Jill K Silverman, MSPH*

- 11:45 – 12:45 **Lunch (Provided)**
- 12:45 – 3:00 **Effective Communication: The Keystone of Physician Leadership**  
*David E. J. Bazzo, MD*  
*& UCSD PACE Program Faculty*
- 3:00 – 3:20 **Break**
- 3:20 – 3:45 **Managing Meetings for Results**  
*Larry Cosner, MD*
- 3:45 – 4:30 **Physician Well-Being Committee**  
*Karen Miotto, MD*
- 5:00 – 6:30 **Networking Reception**

## Friday, March 9, 2012

- 7:30 – 8:30 **Sign in and Continental Breakfast**
- 8:30 – 10:15 **Addressing the Challenges: The Disruptive Professional**

This program is supported in part by a physician leadership grant from The Physicians Foundation

## about us

**The Institute for Medical Quality's (IMQ)** mission is to be an innovative leader in improving the quality of care provided to patients across the continuum of health care. It does this by encouraging, developing and implementing programs which effectively measure and improve the quality of care provided to people in California and beyond. What makes IMQ special is its heavy emphasis on education, counseling, and direct involvement of practicing physicians. Its programs include ambulatory care facility accreditation, the Consolidated Accreditation and Licensure Survey (CALs), Continuing Medical Education (CME) accreditation and certification, correctional health care accreditation and membership, peer review and medical staff consultations, medical ethics, and a wide array of educational programs. IMQ is a 501 (c) (3) non-profit subsidiary of the California Medical Association. (Visit [imq.org](http://imq.org) to learn more.)

Since 1996, the **UC San Diego Physician Assessment and Clinical Education (PACE) Program** has committed itself to promoting a culture of ongoing quality improvement and professional development in the medical field. The PACE Program is the largest assessment and remediation program for healthcare professionals in the country, and has provided services to over 2,000 physicians and medical professionals, including podiatrists, physician assistants, and nurses. The PACE Program also offers physician monitoring services through our Physician Enhancement Program (or PEP) and a number of continuing professional development (also known as continuing medical education) courses. (Visit [paceprogram.ucsd.edu](http://paceprogram.ucsd.edu) to learn more.)

## Friday, March 9, 2012 (cont.)

*Giovanna Zerbi, Psy.D., C.P.R.P.  
R. Christopher Searles, M.D.  
& UCSD PACE Program Faculty*

- 10:15 – 10:30 **Break**
- 10:30 – 12:00 **Components of a Robust Measurement System (Part I)**  
*Peter Leeson, DO & Larry Cosner, MD*
- 12:00 – 1:00 **Lunch (Provided)**
- 1:00 – 2:30 **Components of a Robust Measurement System (Part I)**  
*Peter Leeson, DO & Larry Cosner, MD*
- 2:30 – 2:45 **Break**
- 2:45 – 4:30 **Addressing the Challenges: Credentialing & Privileging**  
*Darla Holland, MD*

## Saturday, March 10, 2012

- 7:30 – 8:30 **Continental Breakfast**
- 8:30 – 10:00 **Addressing the Challenges: The Impaired Physician**  
*Shannon Chavez, MD  
& UCSD PACE Program Faculty*
- 10:00 – 10:20 **Break**
- 10:20 – 11:20 **Addressing the Challenges: Legal Hot Points**  
*Gregory Abrams, Esq*
- 11:20 – 11:50 **Q & A**  
*All Speakers*
- 12:00 **Adjournment**

Bring your  
physician  
leadership  
team...

## The Physicians Foundation

The Physicians Foundation is a nonprofit 501(c)(3) organization that seeks to advance the work the work of practicing physicians and to improve the quality of healthcare for all Americans. The Foundation is unique in its commitment to working with physicians nationwide to create a more efficient and equitable healthcare system. It pursues its mission through a variety of activities including grantmaking, research and policy studies. Since 2005, The Foundation has awarded numerous multi-year grants.

[www.physiciansfoundation.org](http://www.physiciansfoundation.org)

## Continuing Medical Education (CME)

The California Medical Association is accredited by the Accreditation Council for Continuing Medical Education to provide continuing medical education for physicians.

The California Medical Association designates this live activity for a maximum of 15.25 *AMA PRA Category 1 Credit(s)*<sup>™</sup>. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

This credit may also be applied to the CMA Certification in Continuing Medical Education.

Provider approved by the California Board of Registered Nursing, Provider Number 00370 for 15.25 contact hours.

# hotel accommodations

Coronado Island, a relaxed Southern California beach town across the soaring bridge from downtown San Diego, boasts one of the world's best beaches and a bayside overlooking the city's skyline. Coronado's mile-long main street is a pedestrian's paradise, and its tree-lined neighborhoods are an explorer's delight.

Coronado Island features unique boutiques, parades and picnics in the park. The enchanting surroundings and the Island's convenience to the attractions of San Diego make for a perfect Southern California vacation.

The Coronado Island Marriott Resort & Spa is set on 16 waterfront acres where guests can enjoy indoor and outdoor venues. Amenities include an intimate spa, three heated pools and tennis courts.



A special conference rate of \$182 per night for single or double occupancy plus applicable taxes is available to program participants. Guestroom internet and complimentary use of the fitness center is included. To make your reservation, please phone **(619) 435-3000**. Identify yourself as a participant of the *IMQ/PACE Platinum Leadership Training Program for Physician Leaders* to receive this special conference rate. The reservation deadline is **Wednesday, February 15, 2012**. Reservations made after this date are subject to rate and space availability.

## **Cancellation Policy**

Please review the hotel cancellation policy prior to making your reservation. It is your responsibility to understand the policy and be accountable for any fees that may be incurred.

## **Parking information**

Conference participants are offered a discounted self-parking rate of \$15.00 per day for the duration of the meeting. Rates are subject to change without notice.

## REGISTRATION FORM

*Stepping Up to Leadership: IMQ/PACE Platinum Training Program for Physician Leaders*  
March 8 – 10, 2012 – Coronado Island Marriott & Spa, Coronado Island, San Diego, CA

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NAME (FIRST, MIDDLE INITIAL, LAST)                      TITLE                      ORGANIZATION

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ADDRESS    CITY    STATE / ZIP

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DAYTIME PHONE NUMBER    E-MAIL ADDRESS

EARLY BIRD RATES (must be received by February 15, 2012 to be eligible)

- State Medical Assn. Physician Member..... \$695
- Non-State Medical Assn. Member..... \$895
- Additional Team Members (after 1st registrant)..... \$575

STANDARD RATES (if received after February 15, 2012)

- State Medical Assn. Physician Member..... \$795
- Non-State Medical Assn. Member..... \$995
- Additional Team Members (after 1st registrant)..... \$675

PLEASE SELECT:

- I would like to attend the networking reception on the evening of Thursday, March 8, 2012.**
- I will not be in attendance at the networking reception.**
- I will require a vegetarian meal

Check enclosed – payable to “Institute for Medical Quality”

Credit Card:      Visa              Master Card

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ACCOUNT NUMBER    EXPIRATION DATE    CODE

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CARDHOLDER'S NAME (PLEASE PRINT)

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AUTHORIZATION SIGNATURE

MAIL TO:              INSTITUTE FOR MEDICAL QUALITY  
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                                 221 MAIN STREET, STE 210  
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**Join us at the Leadership  
program designed specifically  
for Medical Staff leaders!!**

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Brought to you by IMQ and PACE. Supported in part by a grant from The Physicians Foundation