

**Name:** Marco Angulo, MD

**Professional Title, Organization:** Medical Director of Medical Education, AltaMed Institute for Health Equity

**CHIP Title:** Developing a Physician Leadership Program at AltaMed Health Services, a Federally Qualified Health Center- Impact on Retention

### **Project Description:**

My project has been to create a physician leadership program called Site Medical Director University (SMD-U) at AltaMed Health Services, the largest Independent Federally Qualified Health Center in the nation. With clinics throughout Los Angeles and Orange counties, our current leadership structure consists of a Chief Medical Officer, 3 Regional Medical Directors, and 15 Site Medical Directors (SMDs) that oversee each clinic. Thus, the SMDs are the functional leaders supervising over 250 Providers. I chose to focus on this group based on their crucial role in leadership, my own experiences as a former SMD, and the fact that SMD positions have the highest turnover of all providers in the organization.

In the past six years, 16 SMDs have left this position to either return to a non-leadership role in AltaMed or leave the company altogether. The reasons for leaving were a lack of time, proper training, and support.

SMD-U aims to provide current physician leaders an opportunity to grow in their positions as clinic leaders, build a sense of ownership and camaraderie, and provide practical leadership skills to support the most common daily issues. This CHIP aims to reduce SMD turnover while improving wellness, motivation, and work satisfaction through a sense of ownership, camaraderie, and leadership growth

### **Key Findings and Lessons Learned:**

This project began on October 6, 2021. Our year-long pilot program has eight sessions, which are approximately two to four hours in time. Participants have included all 15 Site Medical Directors and 3 Regional Medical Directors. The foundation of the curriculum was established through the principles of the book "The Five Dysfunctions of a Team" by Patrick Lencioni. In addition, based on my positive experiences with the CHCF Program, we added Holly Schroth's "Negotiation Skills" and Patrick Kerwin's Myers-Briggs workshops. Each participant has worked on a process improvement project to address a specific need in their clinics. They will share their findings with our C-Suite at a celebration dinner on September 23, 2022.

Since the start of SMD-U, over one year ago, we have had zero turnovers in the SMD position. The success of SMD-U has inspired the development of a non-physician operations leadership program called the Health Services Leadership Program.

Initially, I had set out to bring a physician wellness program to AltaMed. It did not take long for me to realize this was a large and complicated issue that involved numerous departments, from Human Resources to Finance. I focused on supporting our SMDs as the first step in improving wellness for all providers.

### **Next Steps:**

The SMD-U pilot program has successfully decreased turnover. In September, we will implement our post-program survey to evaluate additional areas of improvement and feedback.

For 2023, I have three following steps:

- To continue to engage our current SMD graduates with sessions every other month.
- To identify select SMDs and implement a trainer model for developing SMD-U faculty to train physicians interested in becoming future SMDs and build a pool of "Hi-Potential" leaders. I plan to select 2-3 Hi-Potentials to participate.
- As the Principal Investigator of an HRSA-funded physician leadership grant, I have allocated \$100,000 for 2023 to focus on developing Regional Medical Director University (RMD-U). I am currently working with the UCSF Health Workforce team to support leadership coaching, evaluation, and curriculum design.