



DIGESTIVE HEALTH
PHYSICIANS ASSOCIATION®

Establishing a Formal Mentorship Program in an Independent GI Practice

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MNGI Digestive Health

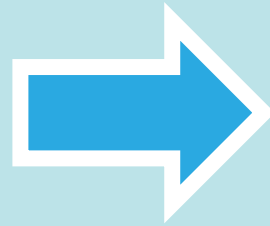
AGENDA

- **REFLECTIONS ON MENTORSHIP AND LEADERSHIP**
- **OVERVIEW OF MNGI COACH MD PROGRAM**
- **MNGI PHYSICIAN LEADERSHIP DEVELOPMENT PROGRAM**
- **MNGI BOARD LEADERSHIP DEVELOPMENT PROGRAM**



REFLECTIONS ON MENTORSHIP AND LEADERSHIP

- Informal vs Formal
- Organic vs Structured
- Trial by Fire
- Learn by Doing



- Provide structures that foster collegiality
- Coach MD Program
- Leadership Development Program

Foundation of Collegiality and Collective Growth

MNGI COACH MD PROGRAM

Continuation of orientation

Designated coach to provide support

Some protected time for meetings

Pre-pandemic vs pandemic and post-pandemic differences

Anticipate challenges and proactively support

Voluntary

New graduate vs experienced physician



SUGGESTED PROGRAM TOPICS

EARLY TOPICS

- Establish relationships
- Build your network within MNGI
- Communication with colleagues and PCPs
- Working relationship with patient coordinators

MID-YEAR TOPICS

- Transition into hospital coverage
- Hospital culture and communication styles
- Types of coverage (i.e., “buddy”)
- Transfer of patients from ASC to hospital

ADDITIONAL TOPICS

- Anticipate and prepare for complications
- Quality improvement
- Professional growth (committees, societies)
- Physician burnout
- Promote a positive work culture



PHYSICIAN LEADERSHIP DEVELOPMENT PROGRAM

SUGGESTED TIMELINE

Task Force present recommendation to Board of Directors. Board to provide feedback and discuss priorities.	10/12/2022
Task Force to finalize recommendation to include in 2023 budget	November 2022
SMD/VPO participate in first “cohort” to evaluate program and make recommendations for future groups	Beginning January 2023
Introduce additional programs for different levels of physician leadership	Ongoing 2023
Evaluate program and adjust for future years	October 2023



PATHWAYS FOR DIFFERENT TYPES OF LEADERS



MNGI Foundations for Shareholders and Provisional Shareholders



Emerging Leadership for Physicians



Current Leader program for Site Medical Directors and Physician Executives



Current Leader Program for Board members



SAMPLE EMERGING LEADERS PROGRAM COMPONENTS

Topic	Learning Activity	Est. Time
Month 1		
Increase Self Awareness	<ul style="list-style-type: none"> • Complete <i>Emerging Leader Skills Self-Assessment and Goals</i>. • Identify the one (1) thing that excites you most about being a leader and the one (1) thing that scares you most. • Read the article, <i>Act like a leader before you are one</i>. • Read the article <i>Preparation for effective leadership begins with 5 simple rules</i>. • Collaborate with Director of Education and Training to complete an Individual Leadership Development Plan • Identify a physician mentor who will be a resource for your leadership journey. 	3 Hours
Month 2		
Emotionally Intelligent Leadership Part 1	<ul style="list-style-type: none"> • Complete the <i>Emotionally Intelligent Leader Assessment</i>. • Complete coaching/report interpretation session with consultant. 	1.5 – 2 hours
Months 3-6		
Emotionally Intelligent Leadership Part 2	<ul style="list-style-type: none"> • Complete the 6 modules of <i>The Emotionally Intelligent Leader</i> as scheduled • What is Emotional Intelligence • Becoming an Aware Leader • Becoming an Authentic Leader • Emotional Reasoning in Decision-making • Self-management and Resilience • Inspiring Performance 	6 hours
Organizational Awareness	<ul style="list-style-type: none"> • Identify one job, committee, or strategic priorities that you want to know more about. Coordinate with the Talent Development Program Manager to meet with a representative who can help you learn more • Review the MNGI Foundations for Shareholders modules after you have completed your leadership program. Consider whether you have additional insights from the leadership perspective. 	Optional
Professional Communication	<ul style="list-style-type: none"> • Complete the Effective Meetings Program as scheduled to learn techniques for effective meetings and decision- making. • Optional – Read the book <i>Fierce Conversations</i>. 	3 Hours

SAMPLE BOARD MEMBERS PROGRAM COMPONENTS

Topic	Learning Activity	Est. Time
Months 1-6		
Organizational Awareness	<ul style="list-style-type: none"> • Complete 1:1 meeting with business units to understand strategic and governance priorities <ul style="list-style-type: none"> • Marketing • Compliance • Risk Management and Peer Review • Finance • Human Capital, Talent Development and DEI strategies • Employment law basics for Board members 	6 Hours
Professional Communication	<ul style="list-style-type: none"> • Complete the Effective Meetings Program as scheduled to learn techniques for effective meetings and decision- making. • Read the book <i>Fierce Conversations</i> (optional). 	3 Hours
Months 7-12		
Emotionally Intelligent Leadership Part 1	<ul style="list-style-type: none"> • Complete the <i>Emotionally Intelligent Leader Assessment</i> • Complete coaching/report interpretation session with consultant. 	6 hours
Emotionally Intelligent Leadership Part 2	<ul style="list-style-type: none"> • Complete the 6 modules of <i>The Emotionally Intelligent Leader</i> as scheduled <ol style="list-style-type: none"> 1. What is Emotional Intelligence 2. Becoming an Aware Leader 3. Becoming an Authentic Leader 4. Emotional Reasoning in Decision-making 5. Self-management and Resilience 6. Inspiring Performance 	6 hours
Governance Principles	<ul style="list-style-type: none"> • Register for 1 year membership in the National Association of Corporate Directors (NACD). • Complete the Directorship Essentials modules. • Complete the Director Proficiency: Financial Oversight module. 	15 Hours

LEADERS DEVELOPING FUTURE LEADERS

- Round 1: Existing leaders (site medical directors, board members, executive leadership)
- Round 2 (future years): 8-10 in Emerging Leaders Program
- Deepen the “Bench” AND increase professional satisfaction individually
- Reassess and tailor the program based on the needs of the organization



QUESTIONS?



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