Growing Your Practice Through Collaborative Partnerships

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Financial Disclosure

• Ravi D. Goel, MD – Nothing to disclose
• Anthony P. Johnson, MD – Nothing to disclose (AAOE Board Member)
• Heather Dunn, COA – Nothing to disclose
The essence of collaboration

• Collaboration is a mutually beneficial and well-defined relationship entered into by 2 or more organizations to achieve common goals. (Results)

• The relationship includes a commitment to a definition of mutual relationships and goals, a jointly developed structure and shared responsibility, mutual authority and accountability for success, and sharing of resources and rewards. (Amplify Strength)

BUSINESS

Collaboration can save medical practices time, money and effort

Physicians can share front office staff and an electronic health record system. However, they need to prove integration efforts are legal to avoid antitrust violations.


For many small and solo practices, collaboration is the key to survival in today's health care world. Whether joining an independent practice association or accountable care organization or entering into an informal, handshake agreement with other practices, physicians have been able to lower their costs and improve their quality of life by banding together.

Health care attorneys say collaborations can be good for doctors and their patients, who could benefit from any cost savings, provided they are done correctly. If not, doctors could find themselves in trouble with the government for possibly violating Stark, anti-referral or antitrust laws. They also could face problems with the Internal Revenue Service over tax issues.
Avoid collaboration traps

• Assess when—and when not—to pursue collaboration across units to achieve goals

• Identify and overcome the four barriers to collaboration

• Get people to buy into the larger picture, even when they own only a small piece of it

• Be a “T-Shaped Manager,” collaborating across divisions while still working deeply in your own unit

• Create networks across the organization that are not large, but nimble and effective
Collaboration Trap: How Smart People Get It Wrong

• Collaborating in Hostile Territory
• Over-collaborating
• Overshooting the Potential Value
• Underestimating the Costs
• Misdiagnosing the Problem
• Implementing the Wrong Solution
Disciplined Collaboration

Step 1: Evaluate opportunities for collaboration
Step 2: Spot barriers to collaboration
Step 3: Tailor solutions to tear down barriers
Four barriers to collaboration

1. The not-invented-here barrier  
   (unwilling to reach out to others)

2. The hoarding barrier  
   (unwilling to provide help)

3. The search barrier  
   (unable to find what they are looking for)

4. The transfer barrier  
   (unable to work with people not known well)
Cultivate T-shaped management

<table>
<thead>
<tr>
<th>Cross-company contributions</th>
<th>Individual performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
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</tr>
<tr>
<td>High</td>
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</tr>
<tr>
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<td>People who work well across the company but fail to do well in their own jobs</td>
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<td></td>
<td>T-shaped</td>
</tr>
<tr>
<td></td>
<td>Simultaneously deliver results in own jobs and deliver results by collaboration across company</td>
</tr>
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<td>Laggard</td>
</tr>
<tr>
<td></td>
<td>Lone star</td>
</tr>
<tr>
<td></td>
<td>High achievers with difficulty delegating and collaborating</td>
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Figure 5-1 (page 96)
3 Behaviors of Collaborative Leadership Style

- Redefining Success: from narrow agendas to bigger goals
- Being accountable: from blaming to taking responsibility
- Involving others: from autocratic to inclusive decision making

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The Level 5 Hierarchy

The Level 5 leader sits on top of a hierarchy of capabilities and is, according to our research, a necessary requirement for transforming an organization from good to great. But what lies beneath? Four other layers, each one appropriate in its own right but none with the power of Level 5. Individuals do not need to proceed sequentially through each level of the hierarchy to reach the top, but to be a full-fledged Level 5 requires the capabilities of all the lower levels, plus the special characteristics of Level 5.

**Level 5 Executive**
Builds enduring greatness through a paradoxical combination of personal humility plus professional will.

**Level 4 Effective Leader**
Catalyzes commitment to and vigorous pursuit of a clear and compelling vision; stimulates the group to high performance standards.

**Level 3 Competent Manager**
Organizes people and resources toward the effective and efficient pursuit of predetermined objectives.

**Level 2 Contributing Team Member**
Contributes to the achievement of group objectives; works effectively with others in a group setting.

**Level 1 Highly Capable Individual**
Makes productive contributions through talent, knowledge, skills, and good work habits.
### The Yin and Yang of Level 5

<table>
<thead>
<tr>
<th>PERSONAL HUMILITY</th>
<th>PROFESSIONAL WILL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demonstrates a compelling modesty, shunning public adulation; never boastful.</td>
<td>Creates superb results, a clear catalyst in the transition from good to great.</td>
</tr>
<tr>
<td>Acts with quiet, calm determination; relies principally on inspired standards, not inspiring charisma, to motivate.</td>
<td>Demonstrates an unwavering resolve to do whatever must be done to produce the best long-term results, no matter how difficult.</td>
</tr>
<tr>
<td>Channels ambition into the company, not the self; sets up successors for even more greatness in the next generation.</td>
<td>Sets the standard of building an enduring great company; will settle for nothing less.</td>
</tr>
<tr>
<td>Looks in the mirror, not out the window, to apportion responsibility for poor results, never blaming other people, external factors, or bad luck.</td>
<td>Looks out the window, not in the mirror, to apportion credit for the success of the company – to other people, external factors, and good luck.</td>
</tr>
</tbody>
</table>

Jim Collins, Level 5 Leadership: The Triumph of Humility and Fierce Resolve.  
Hedgehog Concept

What You Are Deeply Passionate About

What You Can Be the Best in The World At

What Drives Your Economic Engine
The Serving Leader

Build on Strength
Blaze the Trail
Raise the Bar
Upend the Pyramid
Run to Great Purpose
The Serving Leader

encourage  energize  inspire  embolden

The Level 5 Leader & Serving Leader

Level 5 Executive
Level 4 Effective Leader
Level 3 Competent Manager
Level 2 Contributing Team Member
Level 1 Highly Capable Individual

Build on Strength
Blaze the Trail
Raise the Bar
Upend the Pyramid
Run to Great Purpose
The Level 5 Leader, Serving Leader & Collaboration

• Personally humble
• Run to Great Purpose
• Devoted to service of others
• Organizational performance
• Disciplined collaboration optimizes results
1. Life-long Learning
2. Self-Improvement
3. Social Charm
4. Work Hard
5. Find Your Junto
6. Listen First, Talk Second
7. Pursue Virtue & Integrity
8. Frugality
9. Tolerance
10. Community
5-Step Process to Get What You Want

1. GOALS
2. PROBLEMS
3. DIAGNOSIS
4. DESIGN
5. DOING

Collaboration & Competition

“Everyone likes to win. Beneath all the talk about teamwork and balance, all the books on being kind and cultivating emotional intelligence, people still crave to be the best.” BusinessWeek

Morten T. Hansen, Collaboration, page 81-82.
Case Studies
Relationships / Partnerships

- Community organizations
  - Chamber of commerce
  - Schools and athletic teams

- Ophthalmic membership organizations
  - AAO / AAOE
  - ASCRS / ASOA
  - AAPOS
  - NANOS
  - AGS
  - Retina societies (ASRS, Retina Society, Macula Society)