David J. Bachrach, MBA FACMPE/LFACHE  
Principal and Founder, The Physician Executive’s Coach, Inc℠  

After 27 years in leadership positions in academic medicine, David founded The Physician Executive’s Coach, Inc.℠ in 1998. In the years since he has coached more than 175 physician leaders at 37 different academic medical centers. Today he continues his work with several senior physician leaders. In 2017 he began to restrict his practice, with rare exception, to existing Client institutions and current Candidates. See the Physician Executive’s Coach website (www.PhysXCoach.com) for more information on David and his work.

The Physician Executive’s Coach Associates was assembled to address the continuing demand for quality leadership coaching services and the inquires that David receives. The Associates are competent and experienced leadership coaches who have worked with physician executives and professional administrative leaders in healthcare and in academic medicine. They are committed to following much of the coaching format that David has developed over these many years. David remains available to them to serve of counsel as they structure their coaching practice for referred Clients and Candidates. Each of the Associates maintains their own practice and sets their own fees.

Profiles for each of the Associates appears on the following pages. David remains available to speak with potential Clients and Candidates about structuring a meaningful and successful coaching engagement.

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Dave Angus, BA, MSOD
Founder, Legacy Alliance, Inc.

The healthcare industry continues to be dynamic and fluid as it strives to adapt to more informed and demanding consumers, a continuously changing regulatory environment and increasingly limited financial resources. The demand for patient safety, quality, lower costs and a broader focus on population health are just of few of the pressure points that leaders must effectively manage in today’s healthcare environment. Whether implementing integrated delivery systems or service line models, integrating new department chairs or faculty, streamlining bureaucratic processes or working collaboratively toward common department goals, academic medical centers have increasingly looked for developmental resources and support from the field of leadership coaching to deal with this ever changing industry.

Dave Angus has been actively involved in providing leadership coaching to physician leaders as they have become more active in taking key leadership roles in major healthcare organizations. He has over 30 years of healthcare leadership development experience. Dave has personally served on hospital administrative teams and as system Vice President in a major healthcare system in Colorado. He has effectively coached senior level healthcare executives all across the country including large national healthcare systems, academic medical centers, community based healthcare systems as well as ancillary support organizations. He brings skills and expertise in designing customized leadership development strategies and programs for individuals and organizations and has developed training and coaching programs that deliver consistent results. Dave is passionate about working with physician leaders and collaborating with them to improve their leadership effectiveness.

Education:

- Pepperdine University, Master of Science in Organizational Development
- Brigham Young University, Bachelor of Arts – Organizational Communications, Human Resource Development.

Coaching Clients Include:

- Chief Executive Officers
- Chief Operating Officers
- Chief Financial Officers
- Chief Medical Officers
- Chief Nurse Officers
- Chief Human Resource Officers
• Deans
• Department Chairs
• Directors of Medical Affairs
• Clinical Department Directors
• Multi-Specialty Group Leaders
• Hospital based group practices
• Private practice physicians and physician groups.

Leadership Development/Coaching by Specialty:

• Anesthesiology
• Cardiac Surgery
• General Surgery
• Oncology
• Orthopedic Surgery
• Maxillofacial Surgery
• Pathology
• Pediatric General Surgery
• Pediatric Cardiac Surgery
• Pediatric Cardiology
• Psychiatry
• Radiation Oncology
• Radiology
• Surgical Oncology
• Transplant Surgery (Nephrology & Hematology)
• Vascular Surgery
• Internal Medicine

Partial Client List:

• Ascension Health, St. Louis, Missouri
• University of Massachusetts, Worcester, Massachusetts
• Medstar Georgetown University Hospital, Washington D.C.
• University of Kansas School of Medicine, Kansas City, Kansas
• University of South Dakota Sanford School of Medicine, Sioux Falls, South Dakota
• Creighton University, Omaha, Nebraska
• Columbia Regional Medical Center, Columbia, Missouri
• University of Wisconsin Medical Center, Madison, Wisconsin
• Colorado University Denver, Denver, Colorado
• LSU Medical Center, Shreveport, Louisiana
• Memorial Healthcare System, Hollywood, Florida
• Miami Children’s Hospital (Nicklaus Children’s Hospital), Miami, Florida
• Children’s Hospital of Philadelphia (CHOP), Philadelphia, Pennsylvania
• Piedmont Hospital, Atlanta, Georgia
• Sheridan Healthcare Corp, Ft. Lauderdale, Florida
• Catholic Health Initiatives, Denver, Colorado
• St. Mark’s Hospital, Salt Lake City, Utah
• Sarasota Memorial Hospital, Sarasota, Florida
• Lee Memorial Healthcare System, Fort Myers, Florida
• Erlanger Health System, Chattanooga, Tennessee
• American College of Physician Executives, Tampa, Florida
• Pinnacle Healthcare System, Hershey, Pennsylvania
• Centura Healthcare System, Denver Colorado
• Banner Health, Fort Collins, Colorado
• TriMedx, Indianapolis, Indiana
• MedXcel, Indianapolis, Indiana
• The Joint Commission, Chicago, Illinois
• Joint Commission Resources, Chicago, Illinois
• CHI Memorial Hospital Chattanooga, Chattanooga, Tennessee
• Longmont United Medical Center, Longmont Colorado
• Presbyterian St. Lukes Medical Center, Denver, Colorado
• Aurora Presbyterian Medical Center, Aurora, Colorado
• Culpepper Memorial Hospital, Culpepper, Virginia
• St. Joseph’s Healthcare System, Denver, Colorado
• South Denver Anesthesiologist, Denver, Colorado

Partial Non Healthcare Clients:

• Microsoft, Redmond, Washington
• Intel, Tucson, Arizona
• Deloitte & Touche, U.S., New York, New York
• Deloitte Australia, Sydney, Australia
• Starbucks, Seattle, Washington
• Oracle, Broomfield, Colorado

Leadership Development Focus:

Behavioral Awareness:

• Leveraging strengths
• Minimizing blind spots
• Receiving feedback/Developing strategies for improvement
• Re-establishing and maintaining successful professional relationships.

Physician Integration:

• Reducing contention
• Eliminating dysfunction
• Strengthening trust
• Developing collaborative partnerships
Leadership Development:
- Leadership strategies
- Priorities
- Accountability
- Adaptability
- Serving multiple constituencies
- Corporate collaboration and teamwork
- Clinical and Leadership Balance

Physician Group Partnering:
- Integrating the solo practitioner
- Blending practices
- Establishing group norms and expectations
- Common Vision
- Common Goals
- Mutual Accountability
- Managing group dynamics
- Healing relationships
- Eliminating Disruptive Physician Behaviors

Administration & Medicine:
- From adversaries to collaborative partners – Strategies for effective physician integration – establishing trust.
- The power of dialogue and collaboration – building trusting and collaborative Physician groups.
- Managing clinical practice and organizational leadership.
- Conflict Resolution
- Physician Leadership Education Design and Implementation

Strategy Development:
- Creating an aligning and compelling vision.
- Engaging others in a common vision
- Vision communication strategies
- Developing strategies that achieve results.
- Establishing and tracking key benchmarks.
- Accountability & Performance.

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Leadership in today’s chaotic healthcare environment is both a privilege and a burden. The challenges being faced require a different set of leadership mindsets and skills sets than those that have worked well in the past. In this fast-paced and demanding environment, particularly of academic medical centers with their tripartite mission, it is increasingly difficult for even committed individuals to focus on strengthening their leadership. Executive and physicians leaders need and deserve the support and expertise of highly skilled coaches who can help them be even more effective in a broader range of situations. Physician leaders are particularly at risk. Being asked to take on greater leadership responsibility, they are often educationally and experientially unprepared for the challenges. A coach can accelerate their learning, bring forth their innate strengths and help them to quickly and effectively fulfill the privilege of leadership.

Janet Pinkerton Dombrowski spent nearly 20 years as a senior strategy leader in various consulting organizations and large health systems, after an early career in health care delivery and operations. Having built her personal credibility as a trusted advisor to many executives with intuition, integrative thinking and a direct approach, Janet wanted to bring more of her "self" to her work. She chose to build on her skills at creating synergy and ensuring alignment in projects and processes to doing the same for individuals and teams through executive and physician coaching and organizational development consulting. Today her work is exclusively focused on supporting C-suite executives and physician leaders in becoming more intentional about their leadership presence, their contribution to organizational culture, and the importance of aligning in strategy, structure, and culture for optimal performance. She has worked with senior executives and physician leaders and their teams in academic medical centers, national faith-based health systems, regional integrated delivery systems, community hospitals and health centers. She has additional experience in higher education and non-profit social service organizations.

Education

- University of Michigan, Masters in Health Services Administration
- University of Michigan, Bachelors of Science in Nursing
- Harvard Program on Negotiation – Certificate
- Certifications in a wide variety of individual and 360 assessment tools
Partial Client List

- Association of Academic Physiatrists
- Association for Academic Surgery
- Attercor/Millendo Therapeutics
- BCBS Michigan Lean for Clinical Redesign Collaborative
- Children’s Hospital of Michigan
- Detroit Medical Center
- Good Samaritan Medical Center – Lafayette CO
- Henry Ford West Bloomfield Hospital
- Illinois Surgical Quality Improvement Collaborative (ISQIC)
- Michigan Bariatric Surgery Collaborative (MBSC)
- Michigan Peer Review Organization (MPRO)
- Michigan Urologic Surgery Improvement Collaborative (MUSIC)
- National Center for Healthcare Leadership (NCHL)
- Oakwood Healthcare
- Resurrection Healthcare/Presence Health
- SCL Health
- Sg2
- Society of University Surgeons
- St. Mary's Regional Medical Center - Grand Junction
- The Leapfrog Group
- UAB - Department of Health Services Administration
- United Methodist Retirement Community
- University of Michigan School of Public Health
- University of Michigan Health System
- University of Michigan Department of Surgery
- University of Michigan School of Nursing
- University of Wisconsin School of Medicine
- Wisconsin Surgical Outcomes Research Program

Other Related Contributions

- Faculty, Society of University Surgeons, Mid-Career Course
- Adjunct Faculty, University of Michigan Department of Health Management & Policy
- National subject matter expert on application of coaching methods to peer coaching for improvement in technique/outcomes (collaborator on multiple NIH and other grant funded projects)
- National speaker on variety of topics
  - Challenging physician mindsets to become effective leaders
  - Leadership and culture transformation,
- Tapping into women’s leadership strengths
- Servant leadership
- Productive conversations / conflict management
- Emotional intelligence

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Leadership coaching of physicians has developed over the years as a proven way for physician executives to accelerate the development of leadership skills and integrate constructive behaviors into their executive roles. This is essential in Academic Medicine as effective leadership is needed to move other highly trained professionals to successfully balance their time and effort in achieving high performance in the three core missions of education, research and clinical care. There is much in the literature that supports the benefit of coaching to ensure the success of physicians who take on senior leadership roles.

Cheryl Foss, MSW, Strategic Innovation Associates, LLC, is well qualified to provide leadership coaching to physician executives in Academic Medicine. She has over 20 years of coaching and consulting experience in a variety of industries with a deep expertise in healthcare. Her philosophy of coaching is an ‘inside/out’ approach. She works with physician leaders to become self-aware around their strengths and challenges, navigate their environment, efficiently integrate into the organization and promptly accelerate personal and leadership team performance. She also helps physician leaders to identify the key shifts needed to move into an executive role and implement those shifts.

Cheryl D. Foss - Experience at a Glance:

- Over 20 years as a coach and consultant working with Physicians, Clinical Department Chairs, Deans, CEOs, CFOs, COOs, Senior Leadership and Boards of Directors.
- Has helped many physicians accelerate their transition from practicing academic/clinician to healthcare executive by building leadership competency, integrating behaviors and shifting mindsets.
- Deep experience in healthcare as well as significant experience across other industries gives her an innovative perspective into leadership development in academic medicine.
- Helped drive cultural change in academic medicine through development of senior physician and administrative leaders within the institution.
- Experienced in many assessment tools including Hogan (measures perceived reputation), Leadership Practices Inventory (leadership practices behaviors) Thomas Kilmann Instrument (conflict modes), DiSC (personality insights), Myers Briggs Type Indicator (personality insights), Life Orientations (LIFO -personality insights), Personnel Relations Survey (tendencies to facilitate or hinder the flow of interpersonal information in relationships with others), Fundamental Interpersonal Relations Orientation Behavior (need for people to relate).
Education

- MSW, Clinical and Occupational, University of Maryland, Baltimore
- BBA, Management, University of Massachusetts, Amherst
- Certification, Myers Briggs Type Indicator
- Certification, Hogan

Partial Client List

- Medical University of South Carolina (Charleston, SC)
- University of Texas MD Anderson Cancer Center (Houston, TX and Orlando, FL)
- University of Colorado Health (Denver, CO)
- University of Texas Rio Grande Valley (McAllen, TX)
- University of Texas – Arlington (Dallas, TX)
- Texas Health Resources (Dallas, TX)
- Medical College of Georgia (Augusta, GA)
- Parkview Health (Fort Wayne, IN)
- Great Plains Health (North Platte)
- Hawaii Medical Services Association (HMSA) (Honolulu, HI)
- Catholic Health Initiatives (Chattanooga, TN)
- Texas Health Harris Methodist Hospital Alliance (Dallas, TX)
- Beacon Health (South Bend, IN)
- Joint Commission Resources (Chicago, IL)
- Sisters of Charity/Levenworth Health System (Denver, CO)
- Adventist Hinsdale Hospital (Chicago, IL)
- Adventist La Grange Memorial Hospital (Chicago, IL)
- Orlando Health (Orlando, FL)
- JDS Uniphase (Germantown, MD)
- AWS TruPower (Albany, NY)
- Microsoft Corporation (Redmond, WA)
- Agilent Technologies (San Jose, CA and Denver, CO)
- Momentive (Albany, NY)
- Avogo Technologies (Denver, CO)

Rocky Mountain Crisis Partners (Denver, CO)

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