

## ENGAGED PHYSICIANS CAN PUT YOU IN THE TOP PERFORMING TIER OF HOSPITALS




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### Performance Improvement Strategies

1. Invest in quality
2. Use healthcare technology effectively
3. Begin case management early
4. Educate patients and their families
5. Maintain connection with high risk patients

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### Top Performing Hospitals — Commonalities

**What sets high performing hospitals apart?**



**Engaged Medical Staff that:**

- Provides quality patient care
- Understands that both patient satisfaction and operational efficiencies impact the bottom line




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## Today's Discussion

- How to engage physicians to help obtain top performing status
- Meaningful characteristics of physician leaders – those that lead thru engagement
- Physician inspirations to adopt appropriate standards for performance improvements
- The challenges of physician retention

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## Engaged Physicians Improve Performance

### Who is an engaged physician?

Fully involved

Enthusiastic

\*\*\*Act in a way that furthers their organization's interests\*\*\*

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Integration of job satisfaction and organizational commitment

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## Engaged Physicians Improve Performance

**Job satisfaction is linked to productivity!**

**52% gap in operating expenses!!**

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## Engaged Physicians Improve Performance

## Varying Levels of Engagement

- Low - "I *want* to do this"
- Medium - "I am *dedicated* to the success of what I am doing"
- High - "I *love* what I am doing"

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## Engaged Physicians Improve Performance



- Low morale/engagement leads to low productivity
- Low productivity costs American business \$350 billion/year

Source: The High Cost of Low Morale: How to Address Low Morale in the Workplace through Servant Leadership by Nicole Fink

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## Engagement and Patient Perception



- Interaction with those providing care impacts a patient's overall perception of their hospital visit
- If physicians aren't satisfied and engaged that translates into the patients perception of care

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### How to Engage Physicians

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## Engaged Physicians Improve Performance

### Drivers of physician engagement

1. Perception of job importance
2. Clarity of expectations
3. Advancement
4. Feedback
5. Quality of relations
6. Effective Communication
7. Recognition

### Myth

Physician must be employed by the hospital to be engaged.

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## Engaged Physicians Improve Performance

### Strategies to Engage Physicians

- Use credible data
- Demonstrate commitment
- Identify and nurture physician champions
- Communicate the importance of physicians' contributions

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## Inspirations to Drive Improvements

Understanding satisfaction levels helps drive specific performance improvements.

Example...

Question	Focus
I have the materials and equipment to do my job right.	Process
At work, I have the opportunity to do what I do best every day.	Process
The mission or purpose of my organization makes me feel my job is important.	People
My associates or fellow employees are committed to doing quality work.	People

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**Strong Physician Leaders**  
*Lead thru Engagement*

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## Engaged Leaders

Who are they and what characteristics do they possess?

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## Leadership is Key



Disengaged leaders are **3 times** more likely to have disengaged teams

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Inspirations to Drive Improvements

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## Inspirations to Drive Improvements

- Price is not in the pyramid — *you can't buy buy-in.*
- Physician doesn't have to be employed by the hospital to be emotionally attached/ engaged.



Source: Press Ganey

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## Inspirations to Drive Improvements

### Shift to a compensation model based on outcomes and patient satisfaction

- Most plans already contain these measurables
- Gradual shift in weighting and emphasis physician

### Measuring healthy outcomes

- Agree on treatment best practices – incentivize for adherence
- Analysis of macro change in healthier outcomes

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## Inspirations to Drive Improvements

### More than a percentage

- Metrics tied to organizations goals – help them understand why this is important to the overall strategy

### Communicate changes

- Help physicians understand priorities and offer ideas on improvements

*Don't forget true buy-in can't be bought.*

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## Physician Retention

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## Physician Retention

### Staggering statistics!!

Shortage: 90,000 by 2020

Why?:  
Baby Boomers  
Affordable Care Act  
Retirement

Response to Shortage: Medical Schools  
Under served areas

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## Physician Retention



### Reasons physicians leave

- Economic
- Healthcare reform hassles

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## Retain Quality Physicians

- Meaningful, challenging work
- Opportunities to grow
- Make part of the team
- Be a good boss

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Questions

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THANK YOU.



*Presented by* **Laura Dollison, DO, FACEP**  
Senior Vice President, TeamHealth East

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