

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



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 improve hospital logistics
- Meaningful characteristics of physician leaders – those that lead thru engagement
- Physician inspirations to adopt appropriate standards for performance improvements
- How to retain strong physician performers

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Engaged Physicians Improve Logistics

What is "physician engagement"?

The intentional and deliberate process to bring physicians and other stakeholders together to develop and implement solutions. Both parties are actively enrolled in the process and focused on quality improvement.

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Engaged Physicians Improve Logistics

Engaged employees are more productive than their disengaged peers. *

- Higher operating margin, net profit margin, revenue growth
- Greater earnings per share

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"

Source: Management Issues the heart of a changing workforce (2009)

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Engaged Physicians Improve Logistics



- 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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4 Drivers of physician engagement

1. Quality care for patients
2. Input
3. Efficiency
4. Appreciation

Myth

Physician must be employed by the hospital to be engaged.

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Engaged Physicians Improve Logistics

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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Leadership is Key



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

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Getting Physicians on Board

1

Identify
• Identify Physicians Influencers

2

Focus, Fix, Follow-up
• Divide group into 4 quadrants based on level of support for change

3

Capture Wins
• Effectively communicate positive behavior and positive outcomes

Source: Studer Group

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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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Deviation From the GrandMean* of
Physicians' Responses to Attachment Questions

		Rating				
		1	2	3	4	5
Confidence	___ is a name that I can trust					
	___ always delivers on what they promise					
Integrity	___ always treats me fairly					
	___ to reach a fair and satisfactory resolution					
Pride	I feel proud to be a ___ physician					
	___ always treats me with respect					
Passion	___ is the perfect hospital for a physician					
	I can't imagine a world without ___					

* The GrandMean is the combined average of all responses to the eight questions. All responses are based on a 5-point scale in which 1="strongly disagree" and 5="strongly agree."

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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.



Physician
Retention

Physician Retention

20 in 20

- Expected 20% physician shortage in next 20 years

Declining retention is extraordinarily expensive

- Can cost up to \$150,000 just to recruit a doctor
- Cost is not limited to money but also quality

Physician Retention



Reasons physicians leave

- Electronic Health Record (EHR) implementation
- Mergers & Acquisitions
- Dissatisfaction in work environment
- Personal reasons

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Attract & Retain Quality Physicians



's of Retention

- Culture
- Communicate
- Connect
- Compliment
- Coach
- Claims Reduction

Source: Randal Dabbs, President, Practice Development, Emergency Medicine, TeamHealth

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Questions

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THANK YOU.


