

Best Practices of Top Performers for Physician Engagement

Joanne Detch, Vice President Physician Group, Advocate Health
 Elyse Forkosh Cutler, President, Sage Consulting
 Linda MacCracken, Vice President, Truven Health Analytics



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Joanne Detch
 Vice President Physician Relations/Network Development

ADVOCATE 2020

Mission, Values, Philosophy

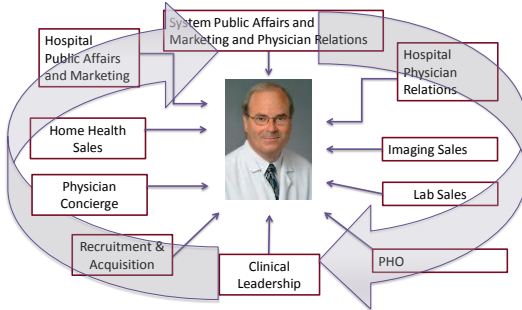
To be a faith-based system providing the best health outcomes and building lifelong relationships with the people we serve



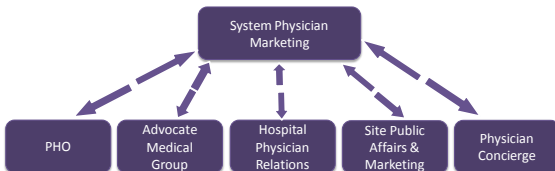
Commitment From the Top

- Organizational goals include physician engagement
- Physician engagement staff align to organizational goal
 - Volumes
 - Targeted segments
 - Revenue
 - Satisfaction

Staff Alignment to Physician



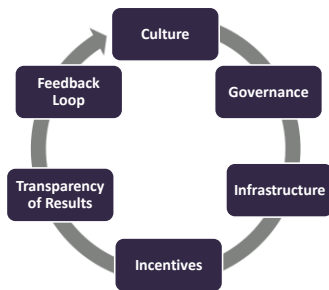
Physician Marketing Communications



Physician Alignment to Organization

- Organizational goals include
 - improved health outcomes
 - safety
 - patient satisfaction
- Support for practices

Physician Alignment to Goal





Five Best Practices

- Assess
- Prioritize
- Incent
- Align Messaging
- Transparency

Assessment

- Make simplifying assumptions
 - Who do you really care about?
- Identify quantitative indicators
 - Age
 - Practice size
 - Loyalty
 - Lives (volumes as proxy)
 - Outcomes
- Make the data user-friendly

Sample Assessment Report

MD Name	Covered Lives	Loyalty	CI Score	Strategic Imperative	Priority Status	Relationship Lead
Damore, J	250	20	35			
DeVore, S	500	40	50			
Childs, B	750	60	70			
Hardaway, B	1000	99	80			
Malcoun, T	1250	80	95			

Complete Prioritization Matrix

MD Name	Covered Lives	Loyalty	CI Score	Strategic Imperative	Priority	Relationship Lead
Damore, J	250	20	35	High	High	Payton
DeVore, S	500	40	50	Medium	Medium	McMahon
Childs, B	750	60	70	Medium	High	Perry
Hardaway, B	1000	99	80	High	Medium	Singleary
Malcoun, T	1250	80	95	Medium	Medium	Dent

Aligned Messaging

- Simple key messages
- Clear time frames
- Clear follow-up steps
- Clear reporting processes
- Most important- What is the ask??
- Over-communicate

Incentivize Alignment



Transparency: Sample Report on Physician Loyalty

	CY-2010	CY-2011	CY-2012	Q1-2013
Physicians Loyalty Percentage				
Hospital A	25.5	27.2	27.3	28.4
Hospital B	19.3	22.5	22.1	23.0
Hospital C	55.0	56.7	57.8	61.0
Hospital D	70.0	71.5	70.8	69.9
System	42.5	44.5	44.5	45.6

Best Physician Engagement Practices of Top Performers

May 10, 2013

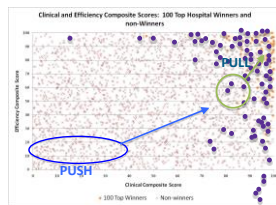
Linda MacCracken
Vice President

TRUVEN
HEALTH ANALYTICS.

BALANCING EFFICIENCY & EFFECTIVENESS

EFFICIENT Operational/Cost
EFFECTIVE Clinical/Quality

E²
100 TOP HOSPITALS



Truven Health 100 Top Hospitals

18

18

TOP PERFORMER PRACTICES

Change Based Practices	Outcomes if ALL performed Like 100 Top Hospitals
<ul style="list-style-type: none"> Stay current on the future Expand physician leadership Expand regional network Focused on metrics driven outcomes & success Relentless innovation <ul style="list-style-type: none"> Ask comparable questions Get checkpoints along way Intelligent Input/Reflection Co-lead for Value 	<ul style="list-style-type: none"> 164,000+ additional lives could be saved ~82,000 additional patients could be complication free \$6 billion could be saved Average patient stay would decrease by nearly half a day



COLLABORATIVE PLANNING IS A FACTOR OF TOP PERFORMERS

CEO Views of 100 Top Hospitals	Strongly Agree	Agree & Strongly Agree
Identify key stakeholders (doctors), suppliers, and partners	76%	95%
Plan for shifts in tech, markets, competition	67%	92%
Patient and stakeholder feedback obtained	57%	97%



*High correlation between
Baldrige award winners
& 100 Top Hospitals winners*

*Aligned process & outcomes
will drive success in Data,
Doctors & Decisions*

PHYSICIANS & DECISIONS CHECK LIST

Do our process, culture and practices bridge
Data/Partners/Decisions Imperative?

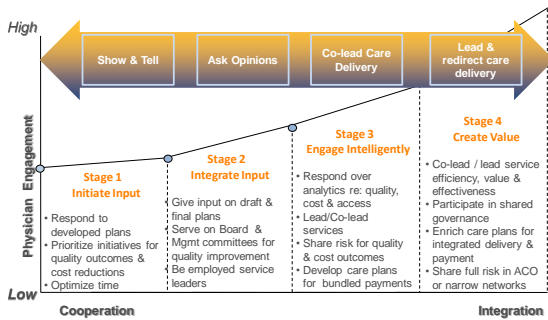
	Early Stage	Mature Stage
1 Stakeholder Baseline How partner-engaged is our planning?		
2 Patient/Consumer Baseline How patient-centered is the strategy?		
3 Aligned Target Business Data / Decisions How is 'skin in the game' shared among targets?		
4 Shifting & Adapting to Environment How prepared are partners to flourish in FFS/FFV?		
5 Market/Organization Effect Measures How integrated are market and organization metrics?		
6 Clinical Integration Continuum How defined are continuum players on the roadmap?		
7 Coordinated Care Planning How effective are Xfunctional teams in care plans?		
8 Aligned Shift Plan Pursuit How effective is the shift strategy with aligned players?		

PHYSICIANS & DECISIONS CHECK LIST

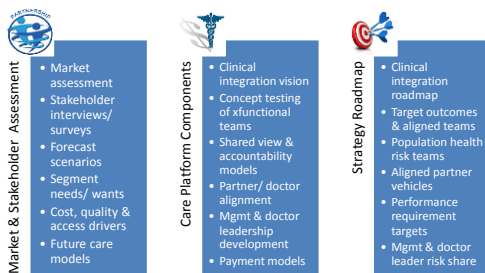
Do our process, culture and practices bridge
Data/Partners/Decisions Imperative?

		Early Stage	Mature Stage
1	Stakeholder Baseline How partner-engaged is our planning?	"Get input from all players in interviews, surveys & guiding committee venues"	
2	Patient/Consumer Baseline How patient-centered is the strategy?	"Have patient satisfaction / experience be central to entire team's metrics"	
3	Aligned Target Business Data / Decisions How is 'skin in the game' shared among targets?	"PHO has share referral risk; ad agency has to demonstrated 'skin in the game'"	
4	Shifting & Adapting to Environment How prepared are partners to flourish in FFS/FFV?	"We can spend premium on suppliers if they bring value add & shared risk"	
5	Market/Organization Effect Measures How integrated are market and organization metrics?	"Physicians have to take on 'population sizes' to get us to population health – big panels"	
6	Clinical Integration Continuum How defined are continuum players on the roadmap?	"We're asking community services for better home support for diabetics w/ 1 added LOS"	
7	Coordinated Care Planning How effective are xfunctional teams in care plans?	"Care protocols are compared across hospitals to export best practices-\$5M/y savings"	
8	Aligned Shift Plan Pursuit How effective is the shift strategy with aligned players?	"The PHO / MSO reviews performance data, gets educated & plans shifts to keep their payouts coming"	

PHYSICIAN CONSIDERED DECISIONS ADVANCE QUALITY, COST & ACCESS

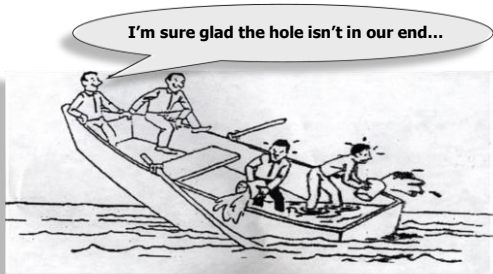


DEVELOPING A SUSTAINABLE STRATEGY



New Partner Requirements

Partners = All Players



Ensuring Physicians Are in Our Boat
