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Physician Coach

- University of Texas, Houston for General Surgery
- Texas Heart Institute Cardiothoracic Surgery Residency
- Fellowship in Cardiac Transplantation/Artificial Heart
- President of Medical Staff Baptist Hospital 2014
- Director of Cardiac Surgery Baptist Hospital 2001-2013
- Published 22 articles
- Trained Classical Pianist
- Nationally acclaimed for work in blood management and improving safety while reducing cost



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Partnering with Physicians to Enhance Performance





James Lonquist, MD



Objective

- Identify two tactics hospital leaders can deploy to engage physicians and enhance performance.



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Things Have Changed!



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Things Have Changed!



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<https://www.youtube.com/watch?v=ShILNHgnEjU>

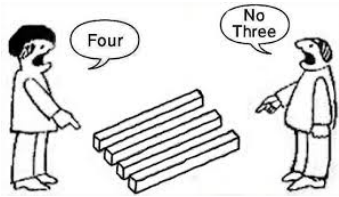


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It's All About Your Perspective



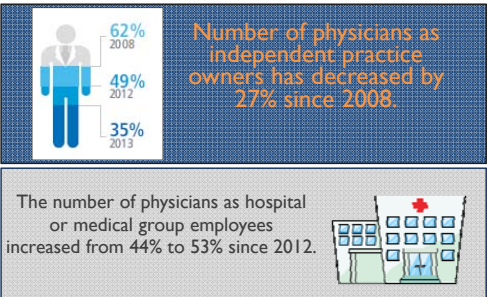
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The Session Perspectives

The Physician The Patient The Hospital or Healthcare System



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Number of physicians as independent practice owners has decreased by 27% since 2008.

62%	2008
49%	2012
35%	2013

The number of physicians as hospital or medical group employees increased from 44% to 53% since 2012.

2016 Healthcare Improvement Forum 305 2014 Physicians Foundation National Physician Survey Report

Physicians are Working More Hours

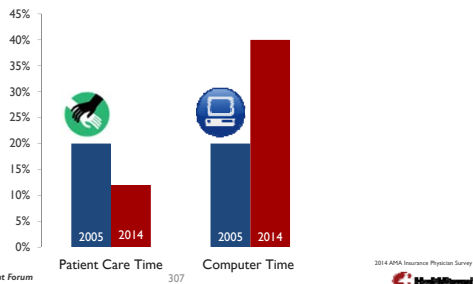


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2014 AMA Insurance Physician Survey

Working More Hours, But Not Seeing More Patients



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2014 AMA Insurance Physician Survey

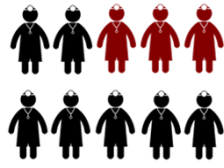
HealthStream Physician Insights Trends

Of the 67,500+ physicians surveyed over the past 3 years...

Only 1 in 4 are "strongly engaged" with their hospital.



29% are disengaged at some level.



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And Then There Are Emerging New Roles



Player-Coach
Physician in leadership role designing new models of care/care delivery.



Quarterback
Physician leading healthcare teams, such as Medical Home Models.



Complexivist
Physician managing patients with multiple chronic conditions.

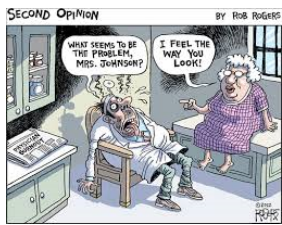
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Robinson, A. (December, 2014). By the numbers. Modern Healthcare.



Compounding This...



2015 Studies
Burnout rates
30-65%
across
specialties

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HealthStream Physician Engagement Top Three Drivers

1. Physician involved in the decision-making process.
2. Opportunities for leadership development.
3. Involvement in efforts to improve quality.



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Before Asking Your Providers What They Can Do For You...

Can You Do the Following ?



Step One: Begin Senior Leader Rounding

What to do

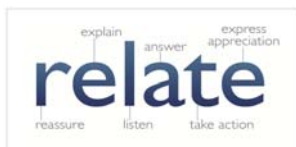
- Identify key physicians, informal, and formal leaders.
- Make a plan for the senior team to meet with them individually.
- Prepare the message you want them to hear (why).
- Go to them (office, OR, clinic; i.e., their territory).

- ...What do you want your legacy to be?
- ...What are you proud of here?
- ...Who would you like to recognize?
- ...What is one challenge keeping you awake at night?



How to Round: Person to Person

1. Seek first to reassure and build relationships.
2. Seek to understand.
3. Seek to gather individual feedback and thank them.



Do Happy Physicians = Healthier Patients?



One intriguing finding was that patients were much more likely to take their prescribed medications when they were cared for by doctors who are satisfied with their jobs and lives.

M.A. DiMatteo et al. "Physician Characteristics Influence Patients' Adherence to Medical Treatment: Results from Medical Outcomes Study." Health Psychology 12 (1993): 93-102

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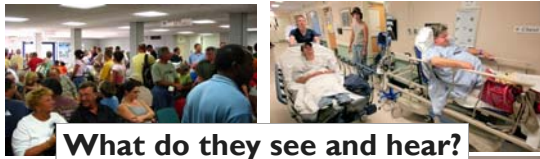
Engaging Your Physicians in Achieving a Culture of Patient-Centered Excellence

What Does it Take?

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What do they see and hear?

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Perception vs. Reality




Patients perceived that a doctor spent **49%** more time with them than they actually did when they **SAT DOWN** at the bedside.

Simples, K. et al. (2012) Effect of sitting vs. standing on perception of provider time at bedside: A pilot study. Patient Education and Counseling, 86 (2). <http://www.sciencedirect.com/science/article/pii/S0738399111020553>

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Patient Expectations

96% of patients have **great fears** about going to the hospital.

3000 patients surveyed
2012 Patient Expectancy Project
Collins Summary

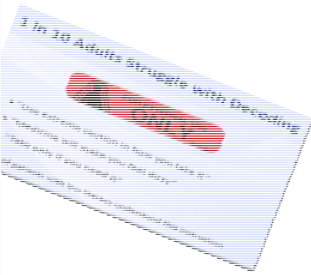
What are they most afraid of?

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Health Literacy

Why the Call to Action ?

- Currently only 12% of English speaking adults have proficient health literacy skills.
- There is an influx of patients with possible low literacy (> aging population, > ethnicity , ACC will increase patients new to the health care system).
- The demands and expectations of the healthcare system are increasing.
- Focus of health literacy research & policy has shifted from patient deficits to making system more user-friendly.



Terry Davis, PhD, Professor of Medicine and Pediatrics, American Academy on Communication in Healthcare, "Empowering Patients to Change Health Behavior: The Role of Health Literacy & the Power of the Busy Day" - Orlando, FL, October 17, 2014.

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4K23

But is Literacy Our Only Challenge?

<https://www.youtube.com/watch?v=ubPkdpGHWAQ>



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Step Two

- Show AMA video.
<https://www.youtube.com/watch?v=ubPkdpGHWAQ>
- Ask physicians to share a time when they realized their communication efforts failed.
- Get commitment to be aware of their style.
- Provide physicians with Ten Tips.

Handout

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Finally: Expanding Your View From “Patient Perspective” to Administrator Perspective



Slide 321

HK23 health literacy video - check if we have HSTM version

Heckel, Kristen, 2/3/2016

Are Hospital and Medical Staff Interests Aligned?

Physician Peep Hole

Administration Peep Hole View

Disconnection

Physician Hole View

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Source: Harvard Business School
Source: B.G. Peters Centered Excellence Survey, 2014

It's All About Perspective

Physician/Administration Peep Hole

Administration/Physician Peep Hole View

Connectivity:
The Cube and The Cone

Administration View

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Source: Harvard Business School

The Past

Today

QUALITY

SAFETY


PATIENT EXPERIENCE

Patient-Centered Care

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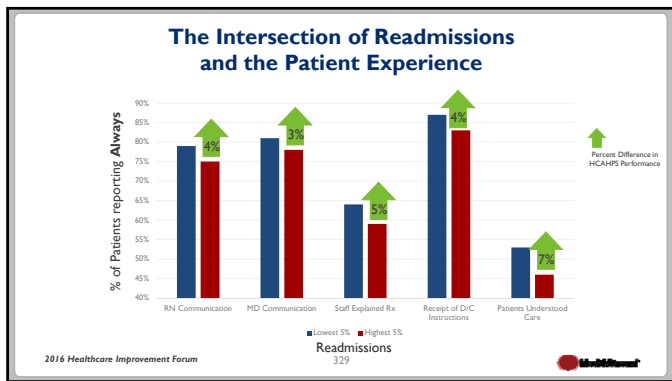


#1 **Understand the Physician Mind and Act Accordingly**



- Scientific
- Data-driven
- Decision-makers
- Clinical leaders
- Time is valuable
- Outcomes are key

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#2 Be Prepared to Proactively Explore and Address What Physicians Might Fear

Uncertainty

Loss of Control

Loss of Revenue

Non-clinical Work

↑Liability



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#3 Recruit a Physician Champion

- Physicians tend to listen to other physicians.
- Find one or more who “get it” and can help “sell it.”
- Any high-performing “stars?”
- Any best practices?



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Get Them Involved Early

- Seek early adopters.
- Tap into what motivates/drives them.
- Let them be a part of the change.
- Do not surprise them or catch them off guard.

JOIN THE REVOLUTION!

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#4 New Roles Require New Skills



- Physician Leadership Training
- Role of physician leaders
- RELATE Rounding
- Value-based purchasing
- Patient-centered communication

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#5 Match Their Interests To a Forum For Expression

- Physician Advisory Councils
- Quality or Safety Boards
- Service line leadership teams for care redesign



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Next Steps

1. RELATE and Senior Leader rounding with physicians.
2. Share with your providers the “why.”
3. Share Ten Tips to Patient-Centered Communication.



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Key Takeaways

- Summary
- Questions
- Next Steps



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Thank You

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