

Physician Engagement & Beyond: Getting Physicians, Leaders and Staff Focused on the Patient Experience

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Straub Clinic & Hospital

- Founded in 1921
- 159 bed hospital
- 202 employed physicians
- 1366 employees
- Burn Center of the Pacific
- 33 Clinic Departments Hospital Campus
- 11 community clinics on 3 islands
- 800,000 clinic encounters per year
- Integrated Multi-Specialty



- 2011 Outstanding Patient Experience Award from Health Grades.
- Ranks Straub among the top 10% of 3,797 U.S hospitals nationwide.
- Only recipient in Hawai'i of this award for two years in a row (2010 & 2011).



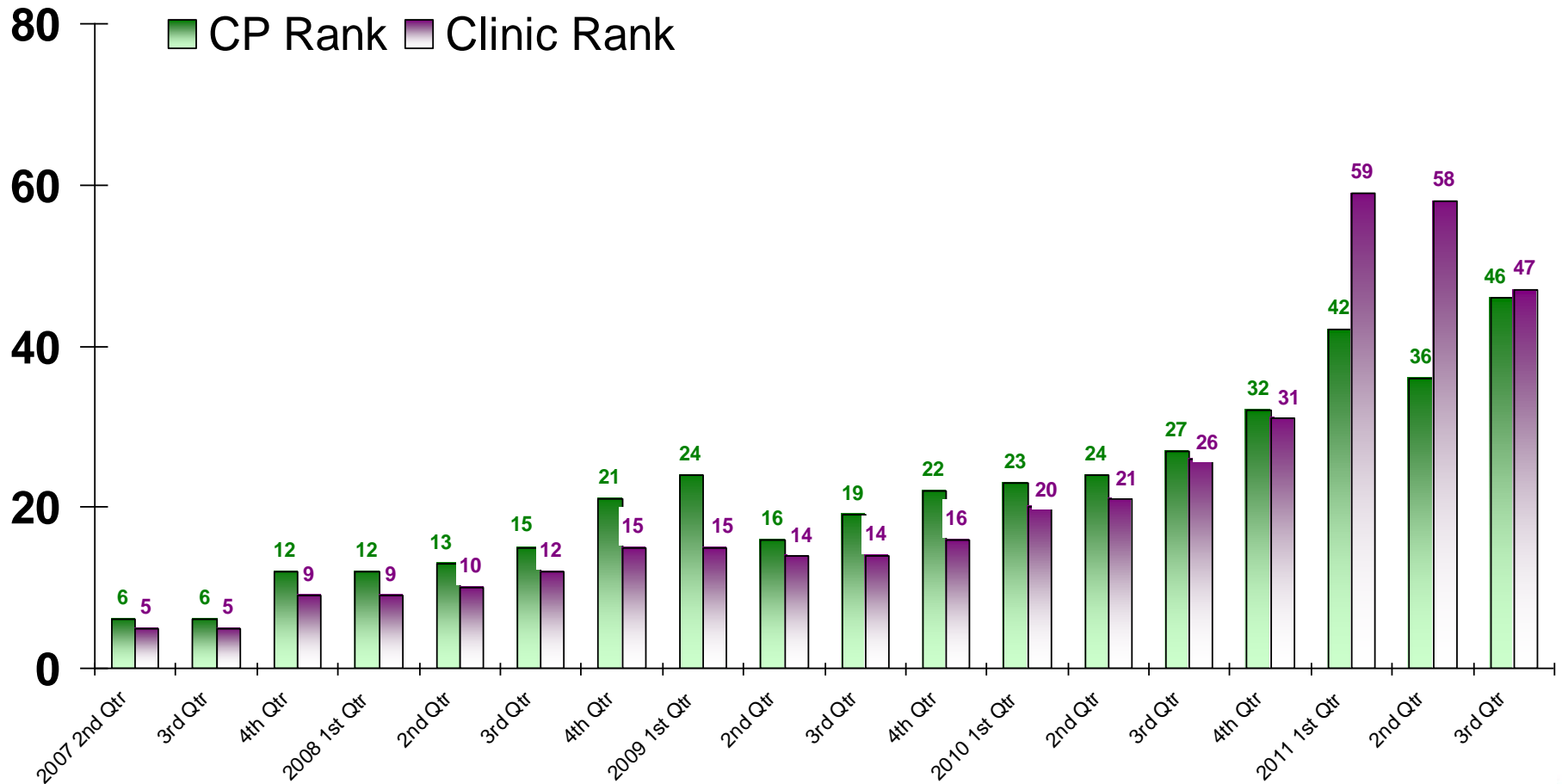
STRAUB

CLINIC & HOSPITAL

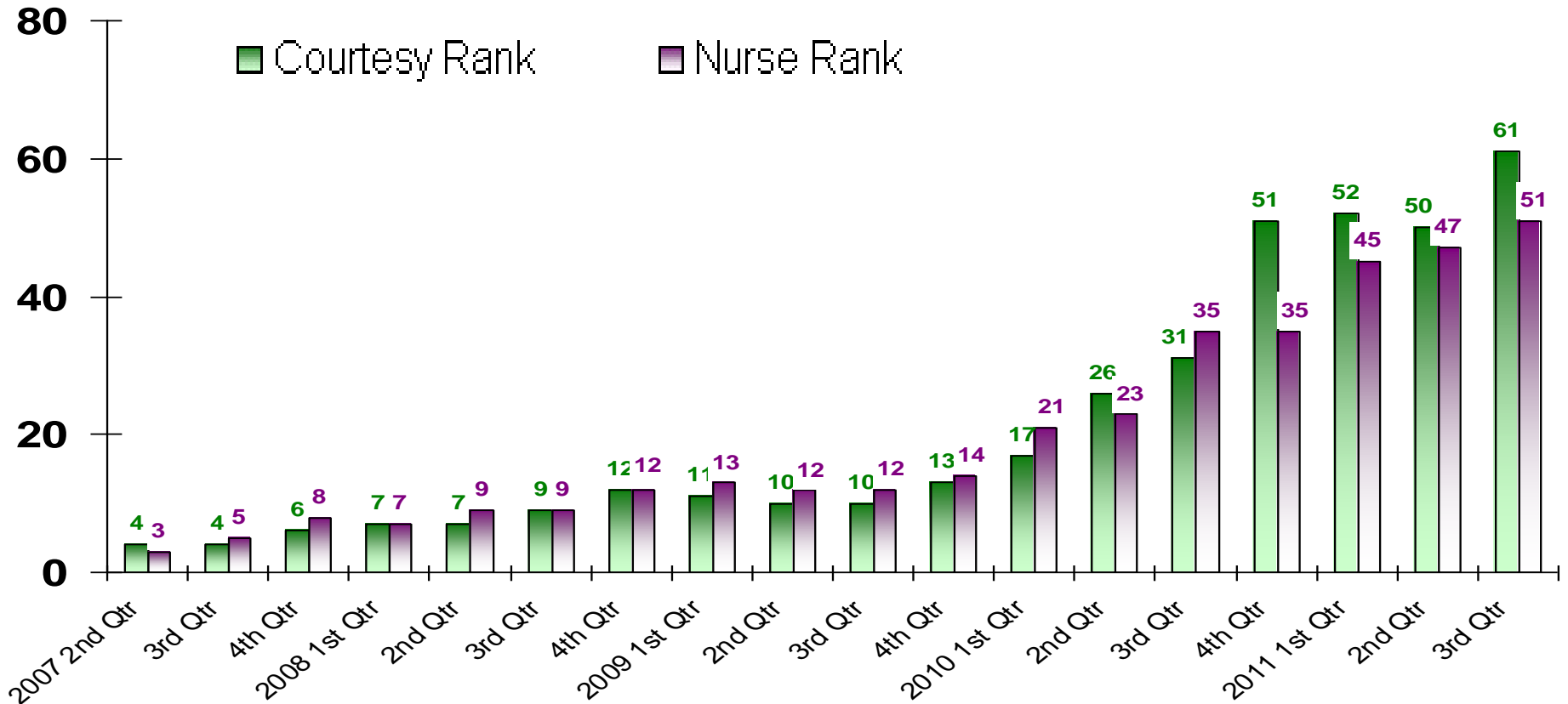
An Affiliate of Hawai'i Pacific Health

Clinic Leadership
Awards

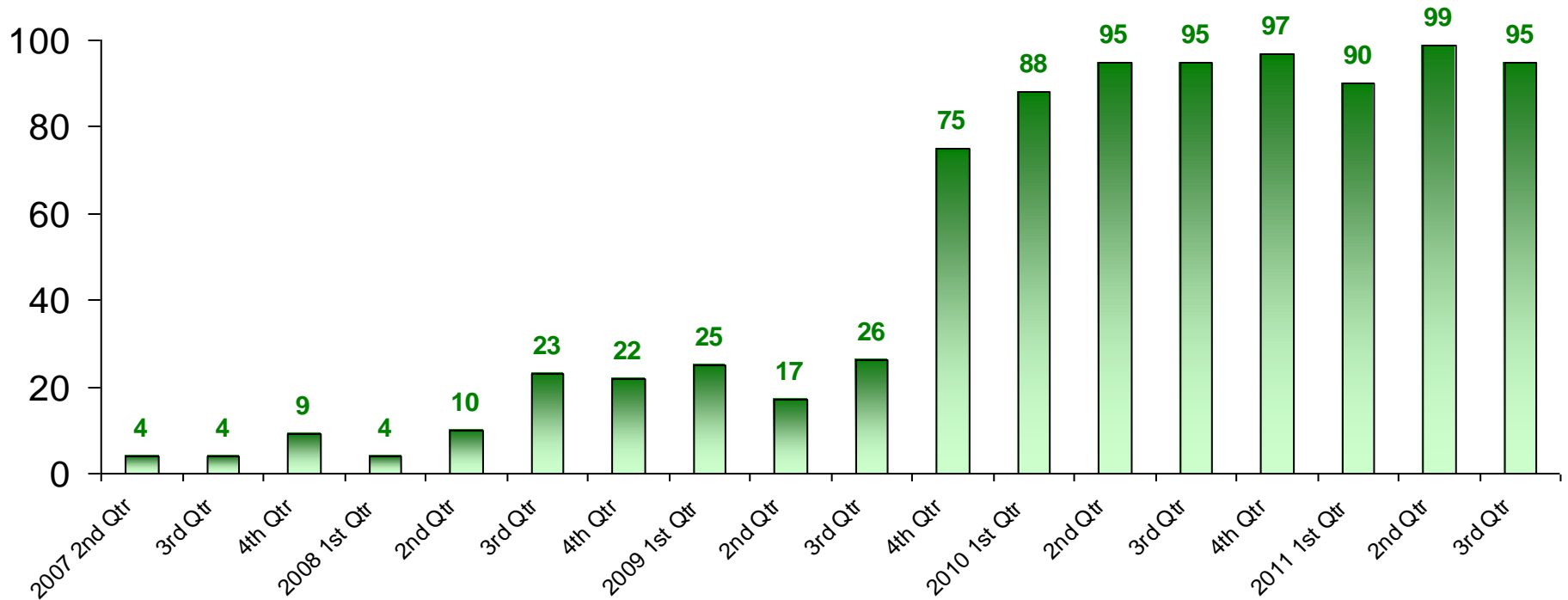
Care Provider & Clinic Overall



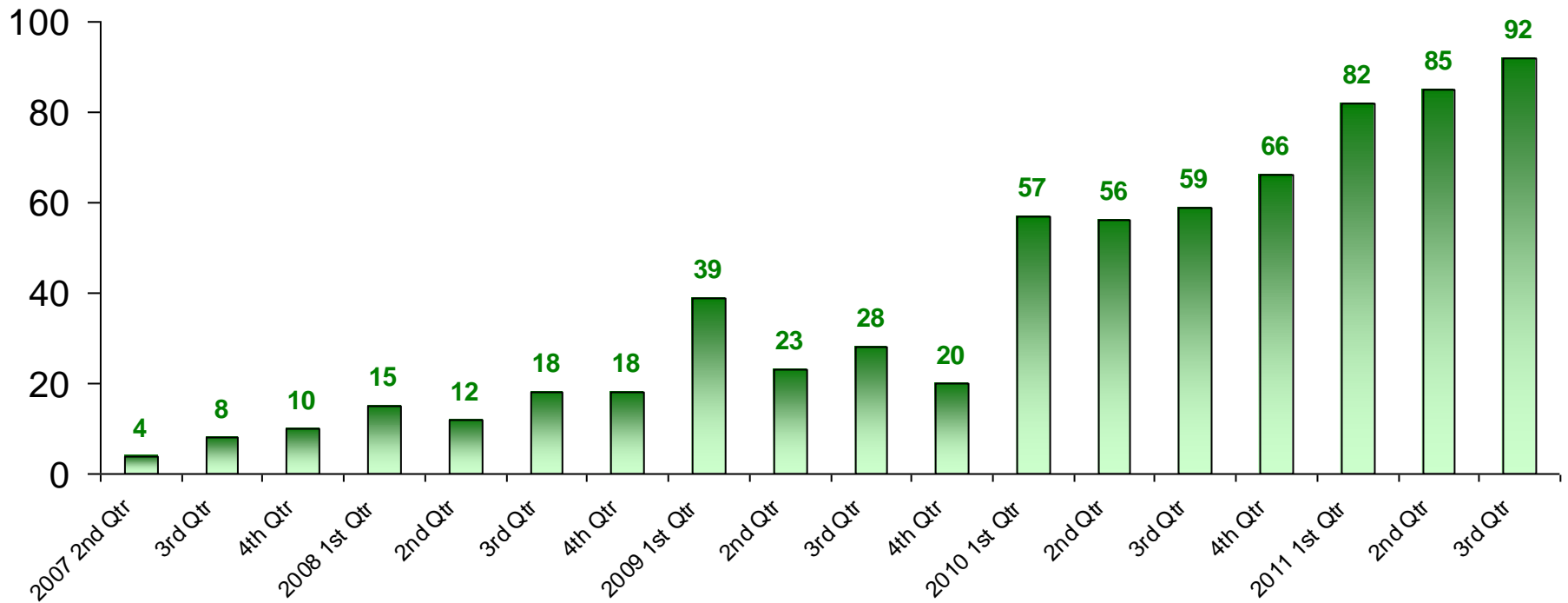
Courtesy of Registration & Nurse Assistant



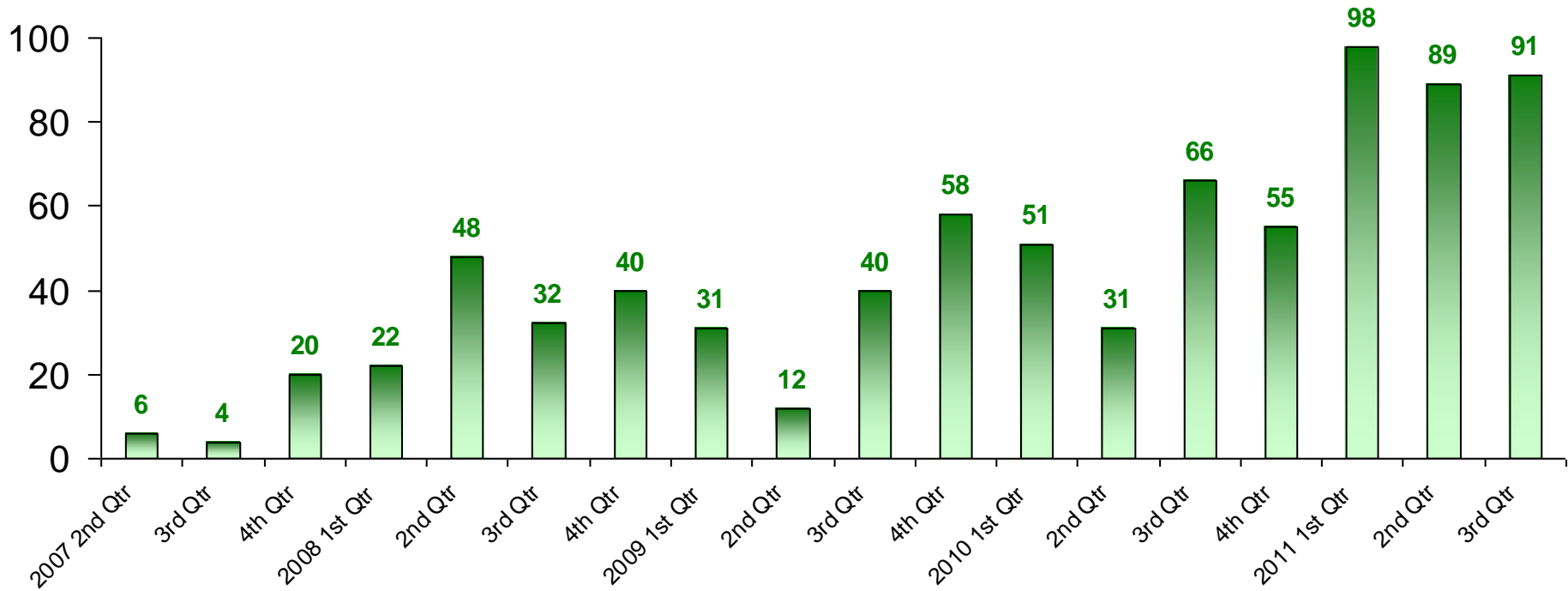
Optometry Clinic Overall Percentile Ranks



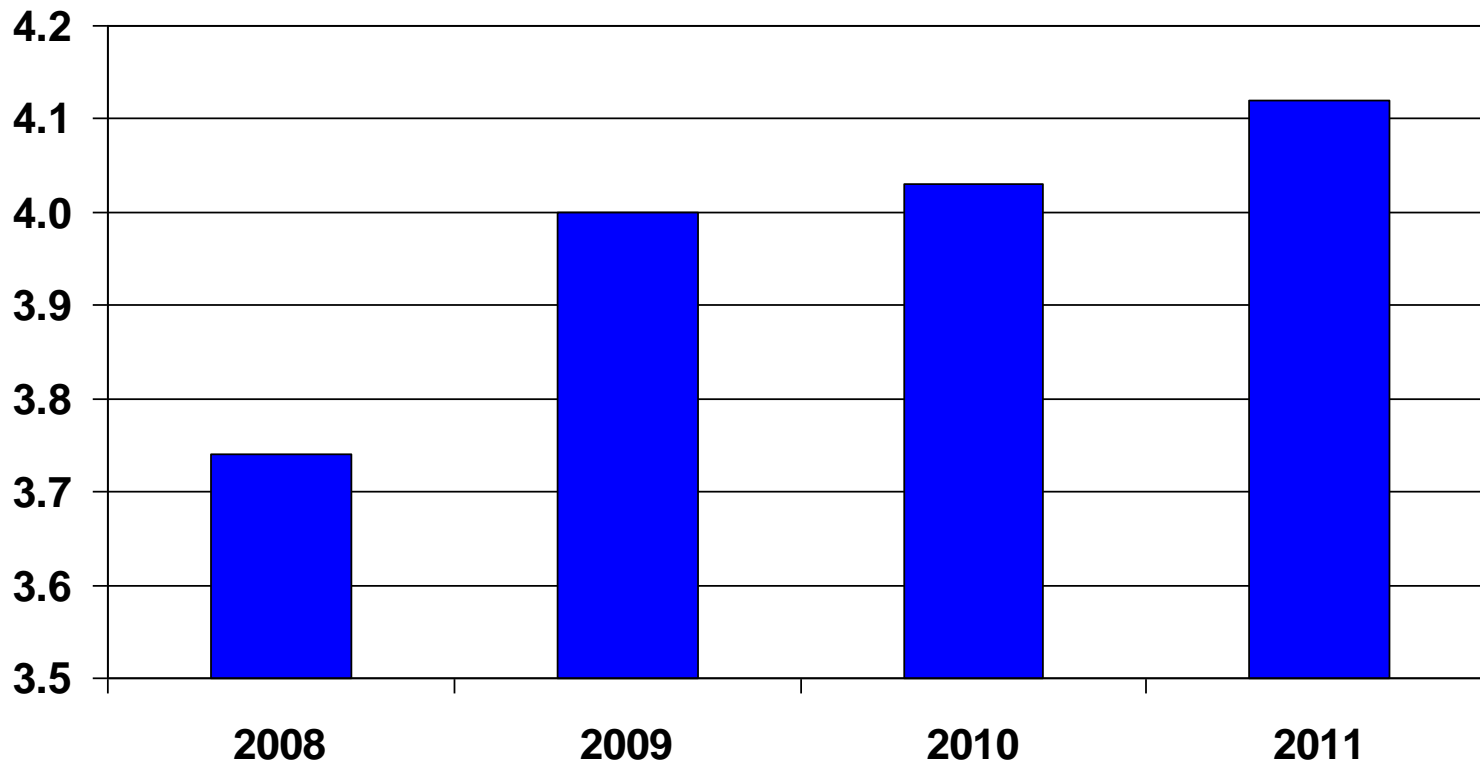
Orthopedics Clinic Overall Percentile Ranks



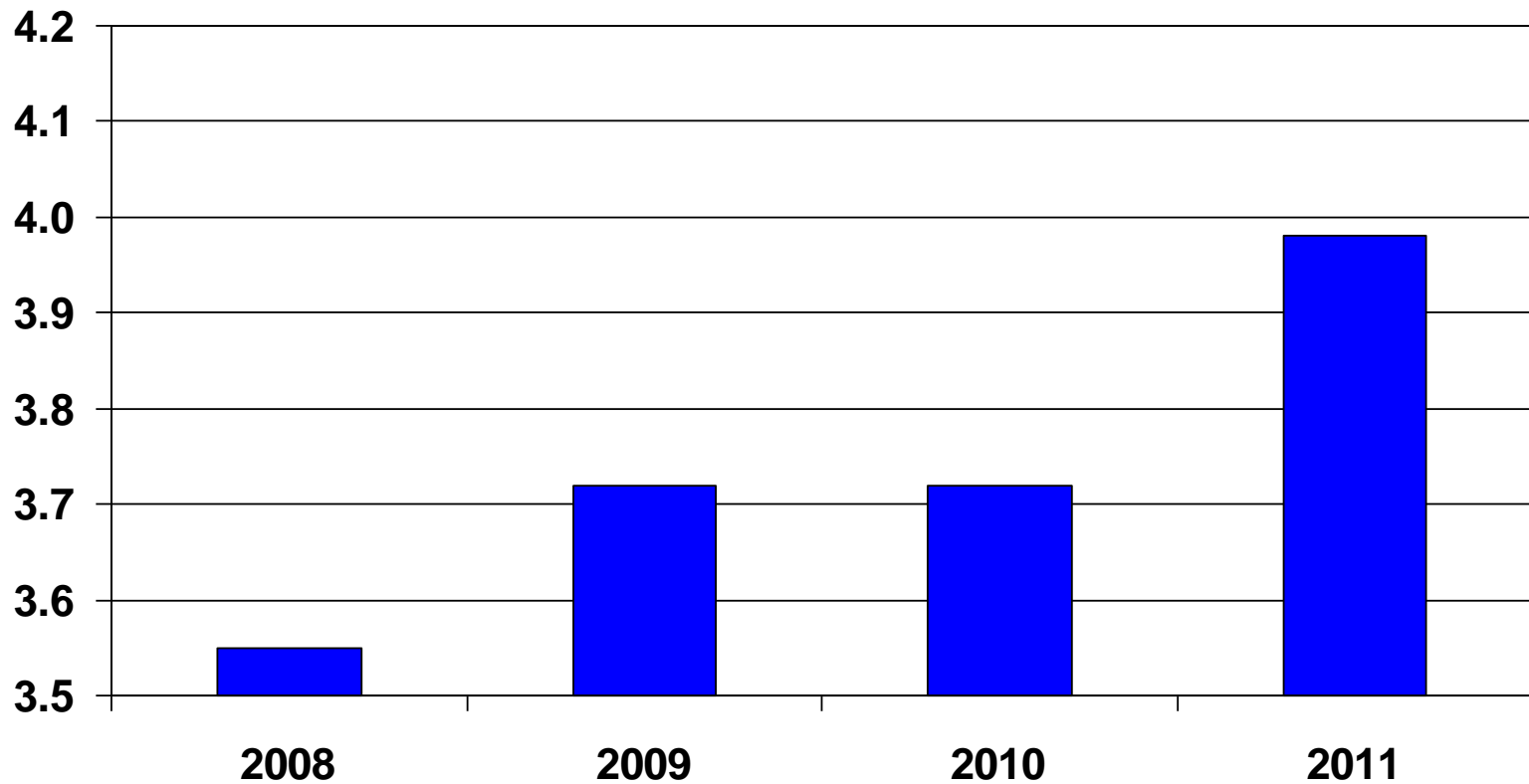
Rheumatology Clinic Overall Percentile Ranks



Employee Engagement: Clinics Overall



Employee Engagement: Physicians



Evidence-Based LeadershipSM (EBL)



Aligned Goals

Aligned Behavior

Aligned Process



- ▼ Implement an organization-wide staff/leadership evaluation system to hardwire anything
- ▼ LEM
- ▼ Candor around performance
- ▼ Defining Accountability

- ▼ Leadership development training and competencies
- ▼ LDIs
- ▼ Boot Camp
- ▼ Training on Data
- ▼ Action Plans
- ▼ Validation Labs
- ▼ SKILL VS WILL

- ▼ Agreed upon tactics and behaviors to achieve goals
- ▼ Rounding for Engagement on staff
- ▼ Rounding on Patients to Validate Care, hear the voice of our patients
- ▼ Key words to Improve Therapeutic Relationships
- ▼ Discharge phone calls

- ▼ Re-recruit high and middle performers
- ▼ Move low performers up or out
- ▼ Crucial Conversations
- ▼ Reward & Recognition
- ▼ Huddles
- ▼ Transparency around data and performance

- ▼ Processes that are consistent and standardized throughout the company
- ▼ Validate:
 - 10 Questions
 - CPR
 - CRO
 - Rounding Stand
 - Rounding Logs
 - Stop Light
 - Clinic Report Card
 - Monthly Meeting Model
- ▼ Tactical to Critical
- ▼ Make it easy to Do it Right

It's a New Day!

Leadership Development

- Passion and purpose
- Why? Why? Why?
- Clear expectations
- Focus on results
- Transparency
- Validation
- Reward and recognition

A Leader's Self Reflection

- Do I love the work that I do? i.e. Passion & Purpose.
- Do I convey a sense of hope?
- Do I honor my word?
- Am I Interested in others?
- Do others trust me?
- When things go poorly, how do I respond?
- Is the Patient Experience my highest priority?
 - Meaningful conversations?
- Do I manage the message of change?
- Do I manage the performance of my area? i.e. alignment, accountability, action, reward & recognition.
- Am I 100% committed? Can others see it?

Why—It's All About The Patient

- If they can't even acknowledge my presence...
 - Then how do I trust them?
- If they can't even call me back...
 - Then how do I know they know what they're doing?
- If they can't even tell me what to expect...
 - Then how do I know they will keep me safe?
- If they can't even respect my time...
 - Then how do I know they really care?

Expectations

- Clearly defined
- Expected results
- Data
- Evaluations
- LEM

High Low Report

CLINIC LEADER	DEPARTMENT/ CLINIC	Patient Satisfaction Score (Overall)	% of "5s"
		AF RANK	
Pat Kawakami	<i>Optometry</i>	99%	84.20%
Mary Villamil	<i>Rheumatology</i>	99%	79.80%
Mary Villamil	<i>Orthopedics</i>	98%	76.60%
Sherri Santos	<i>Kailua</i>	84%	76.10%
Don King	<i>Psychiatry</i>	76%	76.20%
Rosemary Moakley	<i>Oncology</i>	73%	72.20%
Pat Kawakami	<i>Neurology</i>	64%	70.30%
Amanda Woo	<i>General Surgery</i>	60%	70.10%
Rosemary Moakley	<i>Plastic Surgery</i>	57%	79.40%
Sherri Santos	<i>Kaneohe</i>	47%	72.10%
Amanda Woo	<i>ENT</i>	44%	68.60%
Mary Villamil	<i>Sports Medicine</i>	43%	68.90%
Alison Bunce	<i>Hawaii Kai</i>	40%	70.90%
April Butler	<i>Allergy</i>	38%	70.10%
Chia Hang	<i>Cardiology</i>	34%	68.50%
Rosemary Moakley	<i>Dermatology</i>	32%	66.90%
Tracy Damitio	<i>Internal Medicine</i>	31%	66.50%
Tammy Martin	<i>Pearridge</i>	28%	68.30%
April Butler	<i>Endocrinology</i>	26%	64.50%
April Butler	<i>Urology</i>	26%	58.40%
Eleanor Naone	<i>Mililani</i>	23%	70.00%
April Butler	<i>Gastroenterology</i>	22%	59.90%
Amanda Woo	<i>Vascular Surgery</i>	20%	66.10%
Pat Kawakami	<i>Ophthalmology</i>	13%	63.60%
Pat Kawakami	<i>Neurosurgery</i>	11%	55.00%
Shirley Samonte	<i>Lanai</i>	5%	55.40%
Don King	<i>Health</i>	n/a	n/a
Don King	<i>Geriatrics</i>	n/a	n/a
MAUREEN FLANNERY		40%	69.00%
		50% ≥	
		40-49.9%	
		39.9% ≤	

CLINIC LEADER	DEPARTMENT/ CLINIC	Patient Satisfaction Score (Overall)	% of "5s"
		AF RANK	
Mary Villamil	<i>Sports Medicine</i>	95%	79.20%
Shirley Samonte	<i>Lanai</i>	93%	72.60%
Pat Kawakami	<i>Ophthalmology</i>	88%	77.40%
April Butler	<i>Urology</i>	88%	80.40%
Chia Hang	<i>Cardiology</i>	84%	75.00%
Pat Kawakami	<i>Optometry</i>	87%	79.40%
April Butler	<i>Endocrinology</i>	81%	74.20%
Alison Bunce	<i>Hawaii Kai</i>	73%	72.80%
Rosemary Moakley	<i>Plastic Surgery</i>	73%	72.10%
Mary Villamil	<i>Rheumatology</i>	72%	68.90%
Eleanor Naone	<i>Mililani</i>	68%	74.10%
Sherri Santos	<i>Kailua</i>	63%	70.30%
April Butler	<i>Allergy</i>	62%	72.10%
Mary Villamil	<i>Orthopedics</i>	61%	71.70%
Amanda Woo	<i>General Surgery</i>	53%	67.50%
Rosemary Moakley	<i>Dermatology</i>	52%	69.20%
Tracy Damitio	<i>Internal Medicine</i>	46%	70.80%
Don King	<i>Psychiatry</i>	41%	71.50%
Pat Kawakami	<i>Neurosurgery</i>	31%	68.10%
Tammy Martin	<i>Pearridge</i>	28%	65.60%
Sherri Santos	<i>Kaneohe</i>	23%	69.40%
Amanda Woo	<i>ENT</i>	21%	65.10%
Amanda Woo	<i>Vascular Surgery</i>	19%	57.20%
Rosemary Moakley	<i>Oncology</i>	13%	66.50%
April Butler	<i>Gastroenterology</i>	9%	56.70%
Pat Kawakami	<i>Neurology</i>	6%	55.60%
Don King	<i>Geriatrics</i>	n/a	n/a
Don King	<i>Health</i>	n/a	n/a
MAUREEN FLANNERY		48%	70.40%
		50% ≥	
		40-49.9%	
		39.9% ≤	

Validation

- Exception Reporting
- Leader validation on must have skills—
AIDET, Rounding, Key Words, Critical
Conversations
- Senior Leader Rounding
- Clinic Performance Reviews



Get Comfortable With Being Uncomfortable

Life begins at the end of your comfort zone. ~ Neale Walsh

- Dress Code
- AIDET Expectations Memo
- AIDET Validation/Skills Lab
- Critical Conversations
- Clinic Skills Fair
- AIDET Blitz
- Key Words
- Discharge Phone Calls
- Empathy Training

CPR

Clinic Performance Review

Evidence-Based LeadershipSM (EBL)

Foundation

You are Here! ★

Breakthrough

Objective Evaluation System

Leader Development

Must HavesSM

Performance Gap

Standardization

Accelerators

Aligned Goals

Aligned Behavior

Aligned Process



- ▼ Vision: Best, Best, Best
- ▼ Implement objective accountability system.
- ▼ Individual is better, transparent is better
- ▼ CG-CAHPS

- ▼ Better align training to outcomes
- ▼ Skill vs. Will
- ▼ Training: AIDET, new Physician Orientation
- ▼ Physician Engagement
- ▼ Develop Physician Code of Conduct "The Straub Physician"
- ▼ Dr. Dan Smith Rounding Coaching/Training January 11th & 12th

- ▼ Physician Leadership training and engagement.
- ▼ LDI Studer SFO
- ▼ Dr. Beeson Session April 8th "Practicing Excellence"
- Launch "The Promise"
- Prime the pump

- ▼ Round on staff and MDs
- ▼ Round on patients
- ▼ Discharge phone calls
- ▼ Transparency of Data -gradual
- ▼ Coach Training
- ▼ Physician Competency Evaluation

- ▼ 1:1 coaching
- ▼ Coffee Cup Conversations
- ▼ Retain high performers, Coach middle performers, Deal with low performers
- ▼ Physician Leader Training
- ▼ Physician Collaboration Toolkit

Validate:

- ▼ Rounding standard
- ▼ Rounding logs
- ▼ Stop light report
- ▼ Monthly Meeting Model
- ▼ CPR-Clinic Performance Review
- ▼ Clinic Report Card
- ▼ Senior Leader, CMO, and Chief Rounding

Must Haves

- The WHY
- Leadership
- Engagement & Accountability

What is the “WHY” for doctors?

- “Service Excellence” for what?

THE PATIENT

It’s all about The Patient

- Compliance
- Clinical Outcomes
- Loyalty
- “Likelihood to Recommend”



Physician Leadership

- Define
- Engage
- Develop

Straub CMO Job Description

- Item #Z: Other Items as assigned
- Engage physicians by starting with leaders at the very top.

Physician Selection

- Selecting Talent
 - Recruiting and Interview Process
- Orientation/On Boarding
- AIDET Instruction
- Quality
- 30 day, 90 day and 6 month follow-ups with CMO

Leadership Training & Engagement

- **Practicing Excellence**
 - Dr. Dan Smith, Dr. Steve Beeson, Dr. Gerald Hickson
- **Developed Internal Coaches**
- **HPH Physician Leadership Training**
 - Year long Institute with didactic and project based learning and mentorship

Physician Engagement & Accountability

- Leader Rounding
 - Give a Voice
 - Capture Wins
 - Fix Problems (before crisis)
 - Personal Connection
 - Discuss and Review Quality and Service

Reward & Recognition

- High Performers, emails, letters, awards
- Improved Performers

Physician Coaches

- Middle and Low Performers
- Deploy based on Performance Reviews

Incentives

- Quality – Percentage of Pool based on threshold and number of patients
- Service – 2.5% of salary based on threshold of 78% top box “Likelihood to Recommend”

Transparency of Data

- Measure – good
- Compare – better
- Transparent – best, and will help drive performance

The Launch of the Straub Physician Promise



Dr. Steve Beeson, Sharp Rees-Stealy Medical Group

The hidden tactic: Collaboration

