Physician Focused Responsiveness Strategy: Where the Rubber Meets the Road

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Advocate South Suburban Hospital
Objectives

• Understand the impact of current market trends and pressures facing physicians
• Develop strategic tactics for enhancing physician relations activities and responsiveness
• Recognize the messages and methods to create added value for physicians and senior leadership
• Describe ways to enhance and measure physician engagement that generates organizational success
Paradigm Shift

The shortest distance between two points is not necessarily a straight line…

… it’s the path of least resistance.
Value Driven Healthcare: 
*New Metrics Require a Provider Lens*

If health care is going to get serious about physician-centric responsiveness, we need to understand and acknowledge the physician-experience and use that information to build and deliver the right coordination of services ~ *this is where the rubber meets the road.*
Providers Must Reach for New Devices to Improve Performance

Incremental Change
Incremental ideas that do not significantly disrupt the organization

Operational Improvement
Departmental improvement ideas that reorganize activities; moderate impact on other departments

Redesign Care Delivery Model
Cross-departmental functioning and program elimination ideas; greatest potential to be disruptive

% Cost Reduction
- 5%–10%
- 10%–15%
- 15%–20%

- Consolidate roles and responsibilities
- Invest in productivity
- Leverage technology
- Lean process design
- Six Sigma
- Vendor and supply consolidation
- Redesign of staffing and care delivery models

Source: SG2

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Requirement — Understand the Link Between Growth and Performance

Growth Strategy

- Referral Channel Management
- Targeted Program Development
- Targeted System of Care Development
- Population Healthcare Delivery

Payment Evolution

- Variance and Cost Reduction
- Unnecessary Care Reduction
- Clinical Restructuring
- System Optimization

Performance Strategy

- Independent Hospitals
- Progressive Health Systems

New Competencies Are Imperative

- Systems integration
- Deep data/analytics capabilities
- Radically redesigned workflow
- Risk management capabilities
- Next-gen integrated care planning/coordination
- Investments in wellness/community health
- Investments in health improvement technology
- Renewed focus on patient engagement/education

Source: SG2
In health care, *execution* is often elusive. Therefore, it is competitive advantage for those who can achieve it.
Many Systems Today Confront Chaotic Metrics

“Not everything that can be counted counts, and not everything that counts can be counted.”

—W Bruce Cameron
Creating Physician Metrics Is a Continuous Process Driven by Physician Feedback

1. **Provide continuous monitoring**
2. **Derive metrics from specific strategies**
3. **Allow physician feedback to drive strategy**
4. **Understand the “mind of the physician”**
5. **Deploy strategies that strengthen access points across systems of care**

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- Background
The Way We **Were**: pre-2007

- Limited service line planning
- Inconsistent quality and safety measurements
- Aged medical staff: average age >65
- Stagnate recruitment efforts
- Low sense of market value in the community
- Limited awareness of internal capabilities
- Poor satisfaction & loyalty with splitters
- Declining volumes (IP & OP)
- Lack of *system-ness*: operating in a silo
- No timely source-of-truth
ADVOCATE 2020
Mission, Values, Philosophy

Vision
To be a faith-based system providing the safest environment and best health outcomes, while building lifelong relationships with the people we serve.

Strategies

Key Result Areas

Advocate Experience
Safety Quality Service

Access and Affordability
Growth Funding our Future

AdvocateCare
Coordinated Care

Foundation

Strong Physician Engagement

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ASSH Service Area Competition

Franciscan Alliance
  St. James Oly Field 4m
  St. James Chi Hght 7m
  St. Margaret Dyer 14m
  St. Margaret Hammond 15m

Ingalls Memorial 5m
Metro South 8m
Palos 12m
Silver Cross 18m
Community Health Sys
  Community Hospital 15m
  St. Catherine 20m

ASSH

Primary Service Area

Secondary Service Area
- Physician Engagement
New Rules:  
*Competitive Healthcare Market*

- Needs must be anticipated - *individually and collectively*
- Physicians must be viewed as stakeholders and strategic partners
- Knowledge and information must flow freely
- Autonomy must give way to cooperation
- Safety and quality must be standardized and communicated throughout the system

*The criteria which performance is judged depends on the involvement of physicians – hospitals have influence, but lack control.*  
*(Cohn, 2009)*
## What Do Workers Want Most?

Source: A. I. LeDue, Jr., “Motivation of Programmers,” Data Base.

<table>
<thead>
<tr>
<th>Employees</th>
<th>Management</th>
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</thead>
<tbody>
<tr>
<td>1. Full appreciation of work done</td>
<td>8</td>
</tr>
<tr>
<td>2. Feeling a part of things</td>
<td>10</td>
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<tr>
<td>3. Sympathetic help on personnel problems</td>
<td>9</td>
</tr>
<tr>
<td>4. Job security</td>
<td>2</td>
</tr>
<tr>
<td>5. Good wages</td>
<td>1</td>
</tr>
<tr>
<td>6. Interesting work</td>
<td>5</td>
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<tr>
<td>7. Promotions</td>
<td>3</td>
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<tr>
<td>8. Personal loyalty to coworkers</td>
<td>6</td>
</tr>
<tr>
<td>9. Good working conditions</td>
<td>4</td>
</tr>
<tr>
<td>10. Tactful disciplining</td>
<td>7</td>
</tr>
</tbody>
</table>
What Do Physicians Want Most?

Physician Executive, 2012

- Respect for what they do.
- Sense of control over their work environment.
- Input into hospital direction and growth.

Successful physician relations programs will provide all.
Strategies of Physician Engagement

Consistently:

• Identify opportunities for increased coordination of services
• Promote a “can-do” attitude
• Develop and implement “value-added” physician initiatives grounded in education and communication
• Build physician engagement through improved listening and responsiveness
• Embrace physician concerns as opportunities for improvement
Physicians as Consumers

1. Physicians desire health care services on *their* terms and at *their* convenience.

2. Other consumer industries can help guide health care organizations in their efforts to redesign the consumer experience.

3. New consumer strategies are an iterative process that require customer participation.

4. Providers are key to designing and implementing a successful consumer strategy.
Are you a Legitimate Strategic Partner?

If you surveyed your medical staff, how would they view you?

• A source of *products and services*
• A source of *strategic advantage*

How would your physicians rate you (from 1 to 10)?
Wake-Up Call

• Physician Relations Professionals must bring critical thinking and value-added content to every interaction if they expect to engage physicians.
  – Deliver high-value interactions rather than basic product and service information
  – Perceived as strategic partners versus just salespeople
  – Viewed as providers of solutions not as selling services
- The Solution
Are you spending quality time with your physicians?
Service Coordination: Convenient Mart = Physician Service Center
Developing the Vision: Convenient-Mart
Execute a Winning Program

Transition from just being a physical product supplier to becoming a true, legitimate strategic partner.
Physician Perspectives
*Top five physician priorities*

1. Response of hospital administration to physician needs and ideas
2. Patient care made easier
3. Ability of administration to deal with changes
4. Confidence in hospital administration
5. Communication with hospital administration

Hospital Check-Up Report 2012 – Press Ganey
Meeting Physicians Expectations

- Organizations who can add value through *meaningful* coordination of services, which help them survive and grow.
  - Services that can help improve care by creating more time with patients and enhance business efficiencies
  - Services that minimize their frustrations in dealing with hospitals, health plans, and office dynamics
  - Services that support the simplification of their business processes and administrative challenges
  - Services that maximize and value their time
- Results & Metrics
The Way We Are: 2014

- Part of largest healthcare system in Illinois
- 725 Physicians on Staff
- 568 (admitting and procedural providers)
- 107 primary care providers
  - IM, FM, OB/Gyne, and Peds
  - Represents 56 FTE allocation
- 300 physicians in ASSH-PHO (APP)
  - 60 primary care providers (IM, FM, and Peds)
- 80 employed AMG providers affiliated with ASSH
- 670 ‘splitter’ physicians at competitors
  - 368 primary care providers (40% splitters - loyalty ▲)
  - 186 med specialists (50+% splitters- loyalty ▲)
  - 116 surgical specialists (60+% splitters- loyalty ▲)
ASSH Physician Satisfaction

2009 2010 2011 2012 2013 2014

Percentile

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

47% 78% 86% 88% 91% 93%

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Maintaining share in a declining market

Source: CompData
“A” Safe Clinical Enterprise

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Ranked highest in the primary/secondary service area

- 26 measures of publicly available hospital safety data
  - Infections
  - Injuries
  - Medical & Medication errors

The Leapfrog Group, Washington, DC, June 2014
Growth & Funding - 2014

• Hospital Net Revenue over LFY $14.1M (7.5%)
  – ED – 5,789 visits or 17% (patients served = 51,462)
  – Surgery Cases – up 338 or 8%
  – Endo Cases up 166 or 6%
  – Lab Testing – up 18,249 or 10%
  – Imaging – up 7,858 or 12%
  – Respiratory Therapy Treatments – up 2,282 or 19%
  – IR/Cath Lab – up 954 procedures or 55%
  – Vascular Procedures – up 673 or 24%

• Hospital Operating Margin 5.4% (LFY 3.5%)
- Final Thoughts
Takeaways

• Improve internal and system wide collaboration
• Align activities with business initiatives and strategic plans
• Reinforce hospital and physician alignment
• Enhance “real-time” communication
• Strive for timely service recovery and issue resolution
• Improve physicians’ focus on organizational goals and objectives
Takeaways, continued

- Heighten physician and their staff awareness on available resources
- Enhance timely tracking of physician interaction
- Understand that interdependence has a higher value than independence
- Remain sensitive and knowledgeable to each physician / practice needs
- Maintain a positive “can-do” attitude
“My green thumb came only as a result of the mistakes I made while learning to see things from the plant’s point of view.”

Will Rogers
Thank You

Questions?

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