RELATIONSHIP: The Gateway to Accomplishment with Physicians

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President
How We Created Loyal Relationships with Physicians
How We Created Loyal Relationships

1. Established an inspiring vision
Established An Inspiring Vision

To be the best place for physicians to practice, associates to work and patients to receive care.
Created A Shift In View Regarding Physicians

From

Physician Satisfaction

To

Physician Partnership & Loyalty
Satisfaction vs Loyalty

“Satisfied” physicians will:

- Continue to admit/refer patients if they don’t have better options
- Not complain about problems

“Loyal” physicians will:

- Increase referrals and admissions
- Refuse to believe they have better options
- Engage with administration to improve quality
- Offer suggestions rather than complaints

* Adapted from HealthStream Research
Fulfilling a Vision to Be the Best Requires a Transformation of Leadership

CHANGE vs TRANSFORMATION

- CHANGE is about *doing or having* something better, different, or more with what is already possible or already exists.

- TRANSFORMATION is about doing what isn’t currently possible, unless or until, you change how you are BEING.
How We Created Loyal Relationships

1. Established an inspiring vision

2. Created a powerful Context of BEING in PARTNERSHIP with physicians
Creating A Powerful Context For Physician Partnership

The way Good Samaritan leadership and the hospital view, feel about, and relate to physicians – i.e.,
The way we are BEING regarding physicians –
Determines what is possible
BEING
How Are We Being Regarding Physicians?

- Caring or Uncaring
- Responsive or Unresponsive
- Sensitive or Insensitive
- Trusting or Distrustful
- Respectful or Disrespectful
- Collaborative or Autonomous
Several Questions On How You Are Being With Physicians

- Do you really like physicians?
- Do you have compassion and respect for the world of the physician?
- Are you a stand for their economic, professional and personal success?
- Do you have lots of really good, trusting, caring relationships with physicians?
PARTNERSHIP is the most powerful form of relationship
A Narrow Base of Relationship Creates A Very Narrow And Small Space For Accomplishment

Accomplishment Triangle

The Breadth of Relationship
If You Have A Broad And Deep Base Of Relationship, You Have A Huge Space For Accomplishment, And Can Accomplish Extraordinary Things
How We Created Loyal Relationships

1. Established an inspiring vision
2. Created a powerful Context of BEING in partnership with physicians
3. Communicated deeply and broadly; LISTENED to the physician’s world and heart
Getting Inside The Physician’s World

Find Out What Is Important To Physicians

- What is working for them?
- What is not working for them?
- What do they need?
- What do they want?
- What are their concerns?
- What are their hopes, dreams, or vision?
How We Created Loyal Relationships

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4. Acted on what is important to physicians
What Is Important to Physicians?

Key Factors of Physician Engagement

- Quality
- Appreciation
- Input (& Hospital Responsiveness)
- Efficiency
- Economics
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5. Created new structures and accountabilities
Created New Structures & Accountabilities

- Key result area for physician engagement
- Physician satisfaction goal for all patient care managers
- Acknowledgement of physicians through thank you notes and other recognitions
- Involved physicians in SPP
- Standard of behavior regarding partnering with physicians
- Role modeling behavior
How We Created Loyal Relationships

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6. In partnership with physicians, we built an outstanding track record of breakthrough results.
Clinical Accomplishments Through Partnership

(partial list of awards)

- Delta Group ranks GSAM #1 in Illinois and #4 in the USA for Overall Hospital Care 2010
- Named Top 50 Hospital for Cardiovascular Care by Thomson Reuters 2011
- Named Top 100 Hospital for Overall Excellence by Thomson Reuters 2008
- Advocate Health Care named Top 10 Health System by Thomson Reuters out of 252 health systems (2009 and 2010)
Physician – Hospital Partnership (PHO)

Innovative Clinical Integration Program to Advance Clinical Excellence and Value

- Pay-for-performance program started in 2004
- $5.9M shared with physicians in 2010
- 90 clinical effectiveness, 11 patient safety, and 30 efficiency goals for 2011
- We are well prepared for success under health reform (launched commercial ACO in 2011)
Good Samaritan Hospital Developed As Its Core Competency

Building Loyal Relationships

Physician Survey Results

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<thead>
<tr>
<th>Year</th>
<th>Percentile Rankings</th>
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<tbody>
<tr>
<td>2006</td>
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<td>97</td>
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More Evidence Of Loyal Physicians

GSAM Market Share - Overall (IP)

Source: CompData
Thank You!