Innovative Solutions for Engaging and Retaining Top Physician Leaders

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Our Agenda

• Overview of Palomar Health
• Our Physician Engagement Priority
• Our Journey Toward Solution
• Next Steps
Palomar Health – Creating the Context

• Market Demands
  o Competitive, strong physician networks, outmigration

• Organizational Demands
  o Attainment of the Triple Aim, Journey to High Reliability

• Strategic Priorities
  o Physician Alignment and Networks
  o Population Health Management
  o Effective and Efficient Care delivery
  o Create and Maintain Customer value
## Palomar Health’s Physician Engagement Journey

<table>
<thead>
<tr>
<th>Solution</th>
<th>Success Measure</th>
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EVP, Physician Alignment

• Combined Role
  o Traditional Chief Medical Officer duties related to the inpatient environment
  o Ambulatory care related physician integration and alignment responsibilities
Medical Director Success Profile

• Well respected clinical physician
• Highly engaged
• Open to new ideas, learnings and coaching
• Takes accountability for outcomes
• Able to work as a team; has played team sports
• Helps to create conversations about quality metrics
• Engages other Medical Directors and peers to drive and implement (evidence based) best practice
• Works in partnership (dyad/triad) with nursing and administrative leaders
• Aligns practices with business objectives (rounding, discharge times, etc)
Emphasis on Dyad Partnerships

- Working together to:
  - Set goals
  - Create operating/capital budgets
  - Implement initiatives
  - Oversee operating and clinical performance
- Initiatives are made with consultation and collaboration
- Shared responsibility and equal accountability
- Interdependent, not independent
- Trust is crucial
Re-creation of Shared Values

- **COMPASSION**
  Providing comfort and care

- **INTEGRITY**
  Doing the right thing for the right reason

- **TEAMWORK**
  Working together toward shared goals

- **EXCELLENCE**
  Aspiring to be the best

- **SERVICE**
  Serving others and our community

- **TRUST**
  Delivering on promises
Physician Leadership Development-AAPL

Self

Results

Teams

Change
Rounding on Physicians

• Who do you want to recognize?
• What’s working well?
• What needs improvement?
• Do you need any tools or equipment to do your job better?
Medical Director Group Meetings

• Monthly meetings as a forum to align with other medical directors on:
  ➢ quality and appropriateness of medical care
  ➢ shared responsibilities
  ➢ learning opportunities
  ➢ accountability
  ➢ attainment of metrics
  ➢ physician education
  ➢ Implementation of new initiatives
Physician On-Boarding

A cultural, logistical and personal orientation to Palomar Health and primary site of practice or affiliation

• Crucial to early and long-term success in the organization
• Connects physicians with key administrative leaders, medical staff leaders and peers, and encourage cross-specialty interaction
• Validates the physician’s choice to work with/for the health system
Medical Director, Physician Leadership

- Essentially a director of medical directors
- Point person interfacing between the medical directors and administrative leaders
- Coach and mentor to other medical directors
- Cheerleader/champion for health system initiatives
- Chair of the monthly meeting
Results

Percentile Improvement 2013 - 2016

Mean Score Improvements

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<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
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<td>Engagement</td>
<td>67.1</td>
<td>69</td>
<td>71.5</td>
<td>80</td>
</tr>
<tr>
<td>Collaboration</td>
<td>73.6</td>
<td>74.9</td>
<td>79.6</td>
<td>83</td>
</tr>
<tr>
<td>Responsive</td>
<td>54.7</td>
<td>55.8</td>
<td>60.5</td>
<td>69</td>
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<td>Involved in Decision</td>
<td>54.9</td>
<td>57.7</td>
<td>60.8</td>
<td>70</td>
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www.physicianleaders.org
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The Future for Physician Engagement

• **Selective Retention**: The individual is able or wants to continue to fulfill the role of physician leader

• **Population Health**: Clinically Integrated Network (CIN)

• **High Accountability**: Studer Group Principles: Performance Metrics, Patient Engagement, Dyad oversight of quality, cost and experience

• **High Reliability**: BETA HEART, Just Culture, Risk Management Restructure, Physician Burnout Program

• **Process Improvement**: Using LEAN tools co-leading process improvement
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Questions