Organizational Culture, Physician Engagement and Clinical Integration: Keys to Success

Prepared and Presented by:

William F. Jessee, MD, FACMPE
Sr. Vice Pres. and Senior Advisor

David D. Rowlee, PhD
Sr. Vice Pres. and Practice Leader

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INTEGRATED Healthcare Strategies is a management consulting firm with over 30 years of service dedicated exclusively to healthcare organizations. Our core services include:

- Compensation & Benefits (Exec., Physician, Mgmt & Staff)
- Executive Search
- Human Resources Consulting
- Labor Relations
- Surveys (Engagement, Compensation & Benefits)
- Governance & Physician Leadership Development
- Physician—Hospital Integration
- Merger & Acquisition Services
Questions to Consider

**Q1** Does your organization have a coherent culture that supports your strategic objectives?

**Q2** Are your physicians (employed and voluntary) engaged in the organization and actively working to support your strategy?

**Q3** Do you provide regular feedback to employees and physicians on individual and organizational performance around quality, safety, patient satisfaction, and efficiency measures?

**Q4** Are your compensation programs aligned with your performance measures?
The “Good Old Days”

- “The only good bed is a full bed”
- Getting physicians to take call was no problem
- The medical staff lounge was a place for professional and social interaction
- Physicians owned and ran their practices, administrators ran their hospitals
- Board service was a form of honorary community recognition
- The most important role of hospital staff was to meet the needs of high volume physicians
The “New World” of Accountable Care

• Payment moving from volume to value
• Providers bearing more financial risk
• Physicians seeking economic shelter
• Younger physicians want the stability of being an employee—not the risk of being an owner
• Take call for free? You must be kidding…
• ACO models using measures of quality, safety, patient satisfaction, and efficiency to determine payments
• Hospitals and doctors recognize that they need to move from “alignment,” to “engagement,” to “integration” to achieve performance
The Bottom Line

• Healthcare today DEMANDS measurable performance

• Performance REQUIRES alignment, engagement and integration of the work force—and a CULTURE committed to performance

• The work force INCLUDES physicians, other clinicians, management, support staff, volunteers, and trustees
**Alignment**

Improved communication, trust-building, involvement in decision-making, joint ventures

**Engagement**

Pronounced enthusiasm characterized by belonging, pride and loyalty which foster a mutually committed relationship between physicians and organizations resulting in the enduring pursuit of organizational goals and career enrichment

**Integration**

Not just structural, but operational synchronization of services to provide optimal, efficient, effective patient-centered care
The Role of Culture

• Culture is a driver of alignment and engagement

• Blending diverse cultures is a major challenge to governance and management

• Mergers and acquisitions—of other hospitals or of physician practices—can be a major source for culture clashes
Organizational Culture

- ...the pattern of basic assumptions—invented, discovered, or developed by a group as it learns to cope with its problems of external adaptation and internal integration—that has worked well enough to be considered valid, and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to these problems

- ...the shared set of social values and beliefs, both explicit and implicit, that guides actions and decisions within the organization

- A coherent culture is one in which there is widespread agreement around core values and beliefs
<table>
<thead>
<tr>
<th><strong>Performance</strong></th>
<th>Absolutely! Quality, safety, patient satisfaction, efficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Culture</strong></td>
<td>You bet! An array of organizational characteristics that drive engagement</td>
</tr>
<tr>
<td><strong>Engagement</strong></td>
<td>Yes! Enthusiasm, pride and dedication to the organization among multiple subsets of the workforce, including physicians</td>
</tr>
</tbody>
</table>
The Evolution of Engagement

**Physician Satisfaction**
*Before the 1990’s*

- Satisfaction encompasses the happiness and contentment of physicians

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**Physician Commitment**
*1990’s*

- Commitment encompasses physician satisfaction and also attachment to the organization

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**Physician Engagement**
*2000’s*

- Engagement measures physician satisfaction and commitment but also enthusiasm and energy

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*Exclusive to Healthcare. Dedicated to People.*
Significantly and positively linked to enhanced...

- innovation
- productivity & efficiency
- revenue & profit margin
- employee retention
- clinical outcomes
- patient satisfaction
- patient safety
- quality care delivery
- market expansion

Physician Engagement is...
Pronounced enthusiasm characterized by belonging, pride and loyalty which foster a mutually committed relationship between physicians and organizations resulting in the enduring pursuit of organizational goals and career enrichment.

We consider “engagement” to constitute a reciprocal relationship between healthcare organizations and physicians.
Measuring Culture

Strategic Fabric that Shapes Workplace Culture and Post-Survey Consulting & Action Planning

Organizational/Cultural Factors that Drive and Sustain Physician Engagement

The Targeted Outcome—Physician Engagement
Measuring Performance

- Innovation
- Productivity & Efficiency
- Revenue & Profit Margin
- Employee Retention
- Clinical Outcomes
- Patient Satisfaction
- Patient Safety
- Quality Care Delivery
- Market Expansion
Nine Steps to Improved Performance

1. Assess the Culture
2. Measure Physician, Employee and Volunteer Engagement
3. Deploy Clinical Integration Tools
4. Recruit for Cultural “Fit”
5. Actively Manage Cultural Conflicts
Nine Steps to Improved Performance

6. Set Clear Expectations

7. Provide Regular Performance Feedback—Individual, Team and Organization

8. Don’t Tolerate Culture Misfits

9. Align Compensation with Performance Metrics
The Questions Revisited

Q1
Does your organization have a coherent culture that supports your strategic objectives?

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Additional Measurement Resources

**Culture:**

- [http://www.ahrq.gov/qual/patientsafetyculture/hospsurvindex.htm](http://www.ahrq.gov/qual/patientsafetyculture/hospsurvindex.htm)


**Engagement:**

- David Rowlee, Ph.D. – INTEGRATED Healthcare Strategies, david.rowlee@ihstrategies.com

**Quality:**

- [www.qualityforum.org](http://www.qualityforum.org)
Contact Information

William F. Jessee, MD, FACMPE
Bill.Jessee@IHStrategies.com
612-339-0919

David D. Rowlee, PhD
David.Rowlee@IHStrategies.com
816-795-1947

www.INTEGRATEDHealthcareStrategies.com

DALLAS | KANSAS CITY | MINNEAPOLIS | PALM SPRINGS