Geisinger Center for Professionalism and Provider Support
2:00 – 3:00 pm CT (3:00 pm ET)

Charlotte Collins, PhD
Monica McCarthy, MHSA
AHA/Physician Leadership Forum
Developing a Culture That Promotes Professionalism and Enhances the Provider Experience
Online Live Webinar – December 6, 2017

The planners and faculty of the AHA/PLF “Developing a Culture That Promotes Professionalism and Enhances the Provider Experience” webinar have indicated no relevant financial relationships to disclose in regard to the content of this presentation.

This activity has been planned and implemented in accordance with the accreditation requirements and policies of the Accreditation Council for Continuing Medical education through the joint providership of the American Board of Quality Assurance and Utilization Review Physicians, Inc. (ABQAURP) and American Hospital Association – Physician Leadership Forum. ABQAURP is accredited by the ACCME to provide continuing medical education for physicians.

The American Board of Quality Assurance and Utilization Review Physicians, Inc. designates this live activity for a maximum of 1.0 AMA PRA Category 1 Credits™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

ABQAURP is an approved to provide continuing education for nurses. This activity is designated for 1.0 Nursing Contact Hours through the Florida Board of Nursing, Provider # 50-94.
Introductions

Director of the Geisinger Center for Professionalism and Provider Support

- 10 years at Geisinger.
- Responsible for overall strategy, program development, coaching, and system partnerships and alignment.
- Director of Adult Psychology and Behavioral Medicine
- Integrated Behavioral Health with primary and specialty care across the system.

Program Manager of the Geisinger Center for Professionalism and Provider Support

- 1 year at Geisinger.
- Responsible for development, coordination and implementation of programs.
- Operations Manager for primary care and multispecialty outreach clinic, system integration of primary and specialty care for chronically ill patients, new hospital integration.
- Independent Practice Association of 30 clinics
• Geisinger is an integrated health services organization widely recognized for its innovative care delivery models

• Geisinger serves more than 3 million residents throughout 45 counties in central, south-central, and northeast Pennsylvania, and also in southern New Jersey at AtlantiCare

• In 2017, the Geisinger Commonwealth School of Medicine and Geisinger Jersey Shore Hospital became the newest members of the Geisinger Family

• The physician-led system is comprised of approximately 30,000 employees, including nearly 1,600 employed physicians, 13 hospital campuses, two research centers, and a 538,000 member health plan

• Geisinger has repeatedly generated national accolades for integration, quality, and service. In addition to fulfilling its patient care mission, Geisinger has a long-standing commitment to medical education, research, and community service
Learning Objectives

• Discover how Geisinger is fostering culture change through alleviating systematic stressors that negatively impact providers.

• Understand how a team based approach can improve the provider experience, promote well-being, and reduce burnout.

• Learn how to build system awareness about new initiatives to further collaborate, identify additional gaps, and mitigate duplicative efforts.
How Our Journey Began…. 

- The evolution of the Center
- Key advantages of focusing on the provider experience
  - Engaged workforce
  - Recruitment
  - Retention
  - Reduce burnout
  - Better communication on teams
  - Improve patient experience
  - Better patient care
What happens if we don’t invest in our people and work environment?

Not investing in your workforce results in:

• Workplace dissatisfaction and safety issues
• Increased medical errors and higher malpractice risk
• Lower patient satisfaction scores
• Deteriorating relationships across all members of the workforce
• Increased burnout among providers
• High turnover
Investing in our people and our work environment helps us achieve our system goals:

- Promote an accountable culture of professional behavior through relationship-based approaches
- Develop, organize, and disseminate resources to prevent and ameliorate common stressors faced by health care workers
- Developing the ideal culture:
  - A caring workplace
  - Transparency
  - Interdisciplinary approaches
  - Decentralized decision making
  - Inclusion of workforce at all levels
  - Continuous improvement
Using an Emergent Design approach allows you to foster ideas that come from the front-line staff.
Adopt a design philosophy that enables teams to find shared intent, build common direction, and create space for new ideas in a multi-stakeholder setting

Design Philosophy:

• Advance system transformation and culture change that is sustainable

• Bottom up design structure – by a group, not for a group

• Create feedback loops at all stages in the process to measure impact
Stakeholder and Gap Analysis

Appreciative Inquiry:

• Breaks open the box of what the ideal is first
• Expands vision of preferred future
• Affirms past and present strengths and successes
• Explores new potentials and possibilities
• Strengthens a system’s capacity to anticipate and embrace new ideas that lead to an increase in positive outcomes
Stakeholder and Gap Analysis Results

- System-wide, we are reactive
- No central process to access available resources
- Current resources in silos with lack of coordination
- Significant gaps in proactive resources
Main theme was to move from reactive to proactive, which led us to move from (solely) intervention to prevention.
We are partnering with departments across the system to develop programs to fill the identified gaps.

**LAPSES IN PROFESSIONALISM**

**Intervention**

- Develop a collaborative approach to create a tailored action plan with built-in monitoring and feedback in order to improve behavior issues. Access to resources to help providers achieve goals.

- Poor patient and/or team interactions

- Interdisciplinary approach with the providers, leaders, and human resources
Main theme was to move from reactive to proactive, which led us to move from (solely) intervention to prevention
We are partnering with departments across the system to develop programs to fill the identified gaps.

**PROVIDER FEEDBACK**

**Early Identification**

Align provider evaluations with system standards, transform into technology process, and develop pathways for conversations between leaders and providers.

**Recognition**

**Interdisciplinary approach with Human Resources and Physician Leadership**
We are partnering with departments across the system to develop programs to fill the identified gaps.

**PROVIDER DASHBOARD**

**Early Identification**

- Develop a multidimensional tool that clearly highlights provider’s contributions to system goals and identifies opportunities for improvement.

**Transparency**

- Known difficult issues – burnout, second victims, litigation.

**Interdisciplinary approach with Human Resources, Quality, Risk Management, and Physician Leadership.**
Main theme was to move from reactive to proactive, which led us to move from (solely) intervention to prevention.
We are partnering with departments across the system to develop programs to fill the identified gaps.

**NEW PROVIDER ORIENTATION**

Redesign the onboarding process to include attention to culture and provider experience, while setting clear expectations for performance from the beginning of their career within the organization.

Brainstorming from November: massage chairs, ambassadors, mentoring, check-ins with new providers, identification of new employees, provider advocate.

Interdisciplinary approach with Human Resources, Quality, Patient Experience, and Physician Leadership.
We are partnering with departments across the system to develop programs to fill the identified gaps.

**ENHANCED TRAINING**

- **Prevention**
  - Enhance resources to identify, address, and help providers cope with difficult situations that may lead to burnout or lapses in professionalism.
  - Ideas: leadership training, professional enrichment, crucial conversations, team steps, resiliency.
  - Interdisciplinary approach with Human Resources, Organizational Development and Institute Leaders.
We are partnering with departments across the system to develop programs to fill the identified gaps.

**PHYSICIAN ENGAGEMENT**

**Prevention**

- Analyze performance on teamwork, mutual respect and communication within and between departments. Develop action plans to improve culture of collaborative care.

**Hospital Initiatives**

- Interdisciplinary approach with Hospital Leadership, Analytics, Service Line Clinical and Administrative leaders
We are partnering with departments across the system to develop programs to fill the identified gaps.

**RESOURCES AND SUPPORT**

*Prevention and Interventions*

- Developing preventative resources and provide support for clinicians who are struggling.

- Ongoing training, mentoring, burnout interventions, lunch with leadership, litigation support, Second Victims, Coaching, EAP.

- Interdisciplinary approach with Hospital Leadership, Analytics, Service Line Clinical and Administrative leaders.
We are partnering with departments across the system to develop programs to fill the identified gaps.

### Prevention
- **New Provider Orientation**
  - Objective: Redesign the onboarding process to include attention to culture and provider experience, while setting clear expectations for performance.

- **Enhanced Training**
  - Objective: Enhance resources to identify, address, and help providers cope with difficult situations that may lead to burnout or lapses in professionalism.

### Early Identification
- **Engagement**
  - Objective: Analyze performance on teamwork, mutual respect and communication within and between departments. Develop action plans to shift culture.

- **Provider Dashboard/Risk**
  - Objective: Develop a multidimensional tool that clearly highlights provider’s contributions to system goals and identifies opportunities for improvement.

### Intervention
- **Provider Feedback**
  - Objective: Align provider evaluations with system standards, transform into technology process, and develop pathways for conversations between leaders and providers.

- **Lapses in Professionalism**
  - Objective: Develop a collaborative approach to create a tailored action plan with built in monitoring and feedback in order to improve behavior issues.

### Resources and Support
- **Ongoing Training**
- **Burnout Interventions**
- **Lunch with Leadership**
- **Second Victims Program**
- **Litigation Support**
- **EAP**
- **Mentoring**
- **Coaching**
- **Geisinger**
We are on a journey that begins with our providers. Our work is not complete until all employees are included and involved.
After programs have been implemented and prove to be successful, we plan to scale them across the system to transform our culture.
Investing in our people and our work environment helps us achieve our system goals.

<table>
<thead>
<tr>
<th>If we don’t:</th>
<th>What we are doing:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Workplace dissatisfaction and safety</td>
<td>• Building healthy and open relationships</td>
</tr>
<tr>
<td>• Increase of medical errors and malpractice risk</td>
<td>• Communicating about resources available for stress management, physician burnout, crucial conversations, workplace abuse, and conflict management</td>
</tr>
<tr>
<td>• Lower patient satisfaction scores</td>
<td>• Developing formal policies and processes for employees to refer to when in need of an intervention</td>
</tr>
<tr>
<td>• Deteriorating relationships across all levels of work</td>
<td></td>
</tr>
<tr>
<td>• Increased suicide rates across the nation, as high as 400 per year</td>
<td></td>
</tr>
</tbody>
</table>
Partners across the system working toward an ideal work place environment and culture

Dr. Charlotte Collins
cacollins1@geisinger.edu

Monica McCarthy, MHSA
mmccarthy1@geisinger.edu
Questions