

American Association for

**PHYSICIAN  
LEADERSHIP**

Inspiring Change. **Together.**

# 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**
  - Competitive, strong physician networks, outmigration
- **Organizational Demands**
  - Attainment of the Triple Aim, Journey to High Reliability
- **Strategic Priorities**
  - Physician Alignment and Networks
  - Population Health Management
  - Effective and Efficient Care delivery
  - Create and Maintain Customer value

# Palomar Health's Physician Engagement Journey

	Solution	Success Measure
1	EVP, Physician Alignment	Dedicates physician focus on alignment & population health
2	Medical Director Success Profile	Enables assessment, selection, and development for role success
3	Dyad Partnerships	Creates shared decision-making
4	Shared Values	Provides common language for physician leaders
5	Physician Leadership Development	Focuses development for physicians on leadership skills
6	Rounding	Focuses attention to medical staff concerns with follow-up
7	Medical Director Group Meetings	Creates ability to share learnings, stories, networking
8	On-Boarding	Normalizes the Palomar story
9	Medical Director, Physician Leadership	Focuses attention on development
10	Physician Voice Survey	Measures progress of our journey

# EVP, Physician Alignment

- Combined Role
  - Traditional Chief Medical Officer duties related to the inpatient environment
  - 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

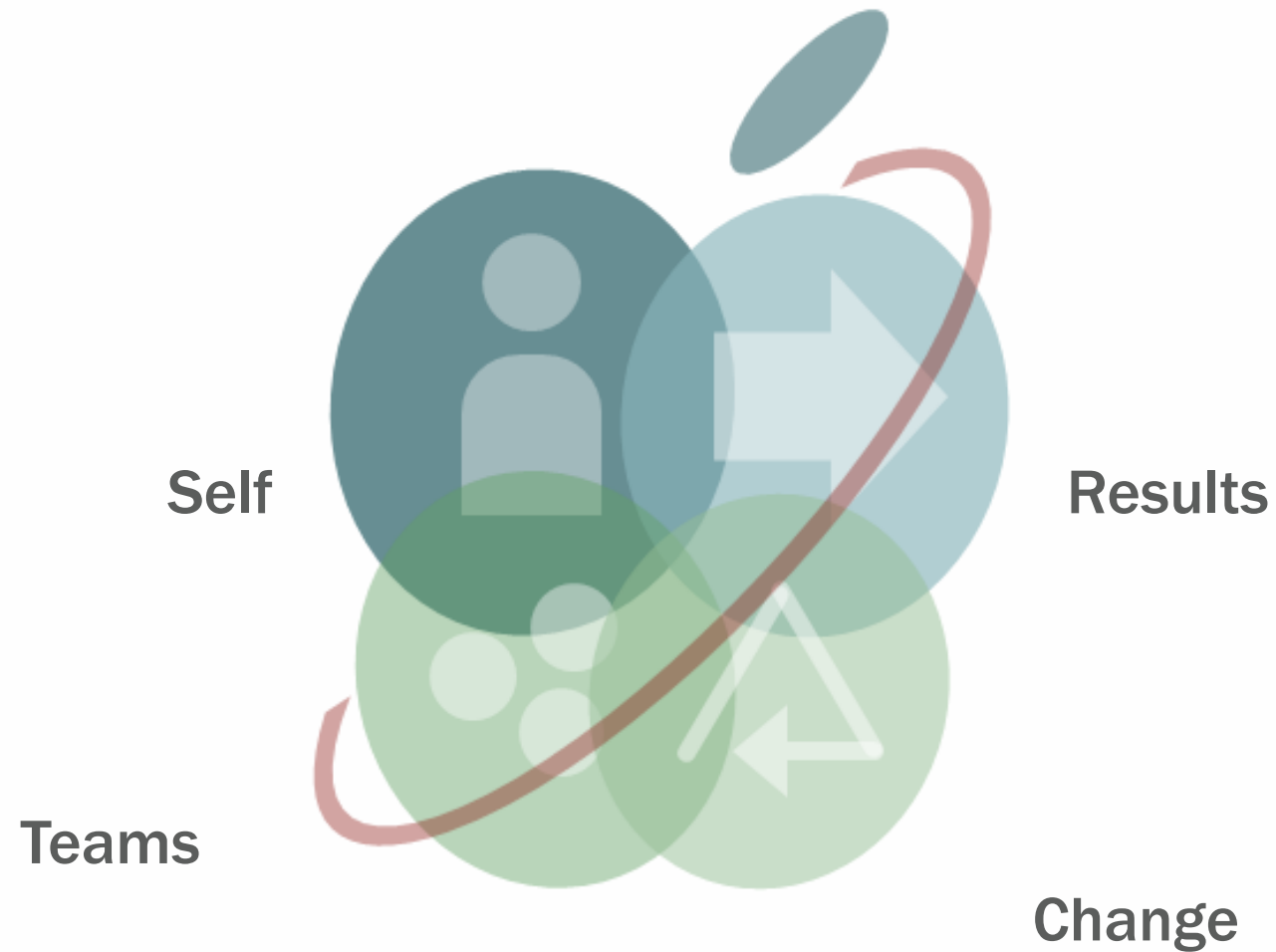
## SERVICE

Serving others and  
our community

## TRUST

Delivering on  
promises

# Physician Leadership Development-AAPL



# 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

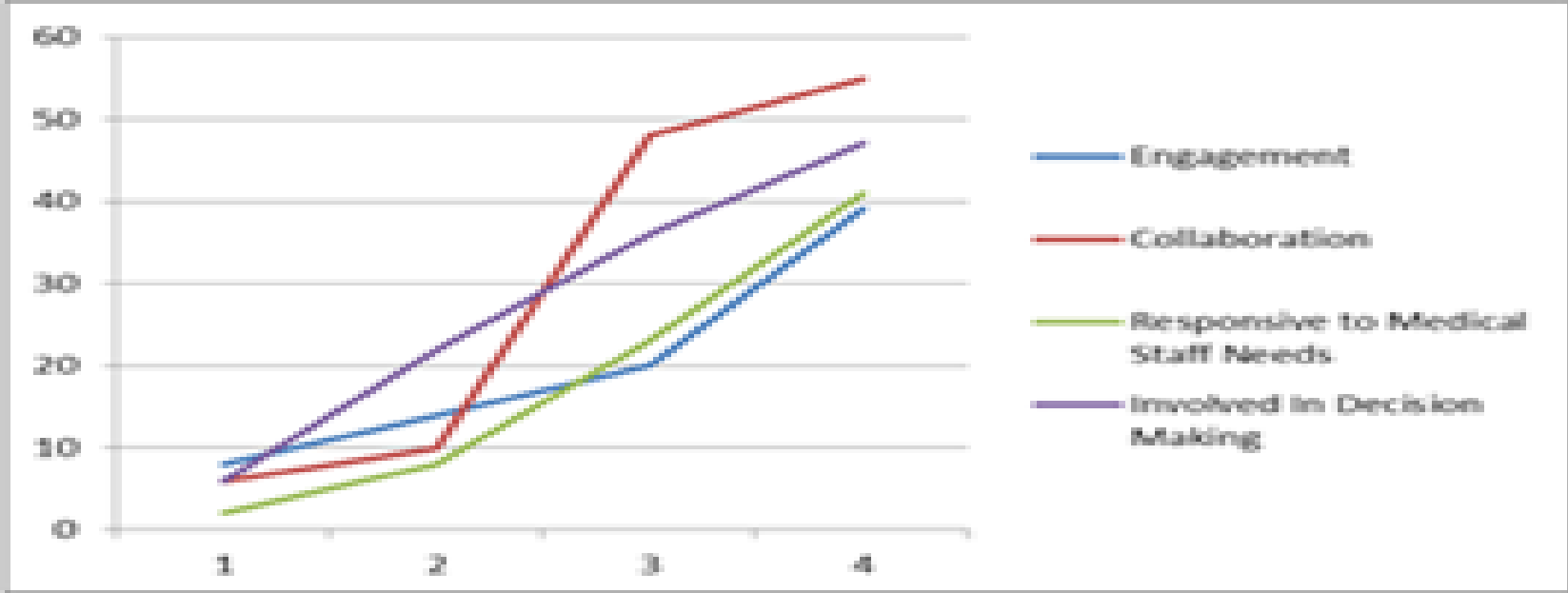
- Essentially a director of medical directors
- Point person interfacing between the medical directors and administrative leaders
- Coach and mentor to other medical directors
- Cheerleader/champion for health system initiatives
- Chair of the monthly meeting

# Physician Voice Survey



# Results

Percentile Improvement 2013 - 2016



Mean Score Improvements	2013	2014	2015	2016
Engagement	67.1	69	71.5	80
Collaboration	73.6	74.9	79.6	83
Responsive	54.7	55.8	60.5	68
Involved in Decision Making	54.9	57.7	60.8	70



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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

