

Practicing Excellence



Selection and Deployment of the Physician Coaches

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Drivers of Physician Change

- Clear and Bold Vision
- Trust in those Leading the Effort
- Knowledge of Performance
- Need to Change
- Clarity of Expectations
- Logic for efforts
- ***Coaching to Improve***
- Recognition for doing well
- Incentives to achieve goals

Plan for the Physician Coach Training

- Session 1:
 - What is a Physician Coach
 - Roles and responsibilities
 - Selection criteria
 - Job description
 - Contracting



➤ Session 2:

- Understanding the measurement of patient satisfaction
- Using measurement to select physicians to coach
- Setting up coaching criteria
- Leader support
- Contacting physician to coach



➤ Session 3:

- Types of coaching
- Assessing “coachability”
- The properties of high performing physicians
- Coaching high performing properties for low performing physician
- Providing feedback

Deployment of the Physician Coach

- **Physician Coach:** A selected physician responsible for leading an important and specific organizational initiative
 - Improve the patient experience
 - Improve utilization of clinical evidence based protocols and order sets
 - Deployment of CPOE
 - Improve physician coding

The Physician Coach

- Appointed position
- Created and developed as an internal “expert” on specific area of responsibility
- Provide administrative time
- Provide stipend
- Position with high visibility

Physician Coach Specific Roles

- Conduct physician orientation
- Conduct physician selection
- Group training
- Individual training
- Reporting performance to colleagues
- Explaining performance

The Foundation of Physician Coaches

Physician Coaches will create the perception and reality of a physician led change effort, increasing the probability of buy-in and support from physician colleagues

Properties of an Effective Physician Coach

- Respected by peers
- Interest in content
- Leads by example
- Effective communicator
- Establishes rapport
- Builds trust with physicians
- Can convey expectations

Other Properties

- Comfortable speaking to a group
- Can be honest and respectful
- Organized
- Wiling to become a subject matter expert

Coach Predictors of Effectiveness

- Strong support from leadership
- Becomes an “expert” and resource for others that may struggle
- Clarity of role, who they are and what they do
- Utilized to do assigned and specific work

Format of Physician Coaching

- Lunch one-hour training sessions
- One-on-one physician coaching (based on set intervention criteria)
- Physician Staff meetings
- ‘Launch Event’
- Retreats
- CME courses

Physician Coach Contract

- Set clear objectives and goals
- Set time allotment
- Development time should count for work done
- How success will be measured
- Who the champions will report to
- Duration of agreement
- Pay (admin time, RVUs, money)

Summary of Session 1

- Have specific role and outcome for physician champions
- Select based on specific attributes
- Role highly profiled within the group
- Set of activities to support the main outcome
- Determine time needed
- Invest in champions growth and development
- Set-up reporting path and contracting

Session 2: Physician Coaching Pre-work

- Session 2
 - Understanding the measurement of patient satisfaction
 - Using measurement to select physicians to coach
 - Setting up coaching criteria
 - Leader support
 - Contacting physician to coach

Understanding Measurement of Patient Satisfaction

- You need to know this well
- You will need to defend and “back it”
- This will be attacked
- The “winner” of the argument for relevance will determine your effectiveness to improve
- If physicians do not believe they are responsible for the patient [reception, you will need to fix that first

How to Back it

- This is important now, know the argument
- It is not perfect...that has not stopped us before
- It is a proxy for patients assessment of our abilities
- If physicians blow it off, so does everyone else

Purpose of Physician Measurement

- Clarity of current physician performance
- Create a need to change
- The ability to align physician efforts to execute system goals
- Create “balanced” physician effort and performance
- Recognition of high performance
- Help physicians that are struggling

What Physicians Say...

- *“This sample size is not significant.”*
- *“This measurement data is flawed.”*
- *“My patients are...”*

Keys to Using the Dashboard for Coaching

- Coaching tactics can focus on low performing areas
- There are specific training for each “question” or issue brought forward by patients
- In order to coach physicians effectively, they must understand and accept performance as reflective of what they do

Other Truths Regarding Patient Satisfaction

- The larger the N, the more reflective the data
- Do not report or “use” data until a threshold N is achieved
- If you can't get to a sufficient N, go back in time
- If data is rejected, listen as to why and adapt

Setting Coaching Criteria

- Set a threshold that triggers individual coaching
- 4 complaints/year
- Patient satisfaction below the 15th percentile for consecutive quarters
- Requests from credentialing, leadership team (“work order”)

Contacting the Coached Physician

- Best done by department chair
- This is what the conversation can look like...
- Department chair primes the physician for the coaching to be done by the champion
- Champion is notified that a physician needs coaching and that the physician has been contacted

Leadership Support for Coaches

- Coaches are introduced
- Coaches are referenced
- Coaches are used
- Coaches are recognized

Summary Module 2: Pre-work

- Understand, support and back the patient satisfaction measure
- Remember, if we dismantle the performance it loses all of its influence
- Set criteria for coaching
- Leaders submit requests and contact physician
- Leadership must position Champions so everyone knows what they are doing

Module 3: Coaching Physicians

- Modules 3:
 - Types of coaching
 - Assessing “coachability”
 - The properties of high performing physicians
 - Coaching high performing properties for low performing physician
 - Providing feedback

Types of Coaching

- One on one review
- Shadowing

One on one coaching session

- Review who you are, what you do and the importance of this effort
- Relay your connectivity to leadership
- Continually assess “coachability”
 - Do they take responsibility?
 - Do they support the effort?
 - Do they believe the data?
- Inform physician a summary will be submitted, including an assessment of “coachability”

Checklist of Encounter:

➤ Beginning

- Introduced self, role, background experience
- Washed hands, shook hands
- Non medical query
- Non verbal communication/posture
- Sits
- Referenced known information
- Referenced referring physician
- Open ended question, connected to known chief complaint

Assessing Physicians

- Middle
 - Paraphrased history
 - Expressed empathy
 - Explained physical exam findings
 - Explained diagnosis
 - Explained medications/treatments
 - Included patient in treatment goals
 - Asked “does this sound OK to you?”

Create a Clinic Encounter

- Follow-up visit
- New visit
 - Primary care
 - Specialty care

PHYSICIAN COACHING SUMMARY

PHYSICIAN: Dr. XXXX, Dermatology, and Downtown

DATE OF COACHING: 1/3/2012

SOURCE OF COACHING REQUEST: Dr. Balfour

SUMMARY OF RESULTS: XXXX is in the 1st percentile in the Press Ganey database in all ten physician questions.

PHYSICIAN INTERVIEW: XXXXXX arrived for our 90-minute training session well aware of his current performance. He had already met with Dr. Benjamin and Dr. Balfour. He had downloaded my book *Practicing Excellence*, and was studying to improve. He accepted that his results were reflective of what he was doing with patients in the exam room and not some statistical flaw.

We reviewed first impression techniques and participated in role-play with established and new patients. We reviewed “manage up” techniques and open-ended query in several different scenarios. We reviewed referencing prior treatment by PCP and reason for consult and communication of this information to patients to establish confidence and trust. We reviewed reflective listening and expression of empathy. I took him through scenarios and observed his ability to explain a dermatological condition and treatments, as well as his ability to collaborate with patients. We worked on nonverbal communication techniques to

PHYSICIAN COACHING SUMMARY

PHYSICIAN:

DATE OF COACHING

SOURCE OF COACHING REQUEST:

SUMMARY OF RESULTS:

PHYSICIAN INTERVIEW:

OBSERVATIONS:

RECOMMENDATIONS:

IMPRESSIONS:

PROBABILITY OF IMPROVEMENT:

Physician Coaching Template

Specialty-NEW CONSULT

Physician:

Date:

Coaching intervention:

- Shadowing
- Interview

Observations:

NEW PATIENT OR CONSULT:

BEGINNING:

- Knocked on door
- Washed hands
- Introduced self
- Shook the patient's hand
- Sat at eye level to patient
- Maintained periodic eye contact
- Provided background regarding training/experience
- Ask patient non medical information
- Referenced referring physician
- Referenced prior work-up and treatment
- Asked open ended query

The Coaching of Low Performing Physicians

- The opening contact
- Data review
- Seek insight for performance
- Show evidence that tactics work
- Seek commitment to no more than two new behaviors

Effective Physician Coaching

- Assign partner to remind of new behaviors
- Tight feedback of performance efforts
- Round on physician following initial training
- Provide real-time verification feedback on clinical behaviors
- Recognize improvement

Practicing Coaching:

- We will set up a coaching session
- I am the patient and will be interviewed by one of you (we will rotate)
- Diagnose physician performance by knowing “checklist”
- Provide feedback

Physicians Driving Change

“Leveraging the influence of the engaged physician who leads by example is perhaps the greatest catalyst of change in the behaviors of the health care workforce”

Things We Need To Do

- Know the role of the physician coach
- Define outcomes of what will be achieved by deployment
- Understand environment that makes you successful
- Understand the coaching pathway

Let's Decide What To Do:

➤ Let's plan...