

Using Dyad Partnership to Drive Physician Integration

**LEADERSHIP
CENTER STAGE**

2015 CONGRESS ON HEALTHCARE LEADERSHIP

Your Speakers

Bob Hemker, MHA



Bob Hemker, MHA.,
President & CEO, Palomar Health
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Bob Hemker is President and CEO of Palomar Health. Previously, he served as Chief Financial Officer of Palomar Health, and also as the Interim President and CEO.

A 31-year veteran of the healthcare industry, Bob has extensive experience managing the financial and operational aspects of healthcare organizations, working closely with community, physicians and board representatives. His career includes CFO, COO and CEO experience in for-profit, not-for-profit, and governmental acute care hospitals in Southern California and Hawaii, as well as consulting experiences to various healthcare sectors.

He serves as a Board Member of the Hospital Association of San Diego and Imperial Counties and was named the San Diego Business Journal's 2009 government sector Chief Financial Officer of the Year. He is a frequent speaker at the local, regional and national level on healthcare financial management topics.

Your Speakers (cont'd)

Duane Buringrud, MD



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Duane Buringrud is a senior partner and OB GYN in the medical group that he founded 33 years ago in Escondido, CA. He is the former Chief Medical Quality Officer for Palomar Health. In 2013, Duane took the role of Chief Physician Leadership Development Officer and assumed responsibility for leadership development for Palomar Medical Directors, Medical Executives, and Department Chairs.

Duane is highly respected for his leadership and medical quality. He is a Diplomat of the American Board of Obstetrics & Gynecology, and the National Board of Medical Examiners. He has been named San Diego Magazine "Top Doctor" 2004; "Physician of the Year" at Palomar Medical Center in Surgery (2004); "Physician of the Year" at Birth Center (2007). He has served as Chief of Staff at Palomar Health; and Chairman of the Department of OB-GYN.

Your Speakers (cont'd)

Leslie Solomon, MS



Leslie Solomon, M.S.
Director, Organizational Development
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Leslie Solomon, M.S. is an executive coach, organizational development practitioner, and human resources strategist. She is a certified feedback coach and has extensive experience designing, developing and delivering leadership development programs.

Leslie has an accomplished history working with top executives in Fortune 500 and Fortune 100 companies. She is highly adept at leveraging research and design skill for success in organizational diagnosis, management assessment, performance management and change management.

At Palomar Health, Leslie oversees Physician and Staff Engagement efforts and Leadership Development for all leaders.

Your Speakers (cont'd)

Tracy Duberman, PhD



Tracy Duberman, Ph.D., MPH, FACHE
President & CEO, The Leadership
Development Group
Direct: 973.722.4480
tduberman@tldgroupinc.com

Tracy Duberman, Ph.D. is an executive coach, organizational development consultant, business owner, frequent keynote speaker, Board member of the Physician Coaching Institute, and a Fellow of the American College of Healthcare Executives.

With a background combining business experience with innovative research on healthcare/physician leadership effectiveness, Tracy founded The Leadership Development Group, Inc. - a firm devoted to developing healthcare leaders and physician executives. TLD Group works with leaders to improve performance through educational workshops, tailored on-site leadership development programs, such as The Applied Physician Leadership Academy and tailored individual coaching for physician and healthcare leaders.

Learning Objectives

- Gain knowledge of innovative approaches to dyad partnerships for physician integration
- Discover, through our case study, how to develop the skills sets and mindset needed to lead these highly effective partnerships
- Learn how various types of partnerships (dyads, triads, teams) impact organizational success

Agenda

- Retrospective
 - Setting the Stage
 - Palomar Health Story
- The Journey
 - Dyad Partnerships
 - Physician Leadership Academy
- Prospective
 - Palomar Health 2015 and beyond
- Q&A

Setting the Stage

The Destination



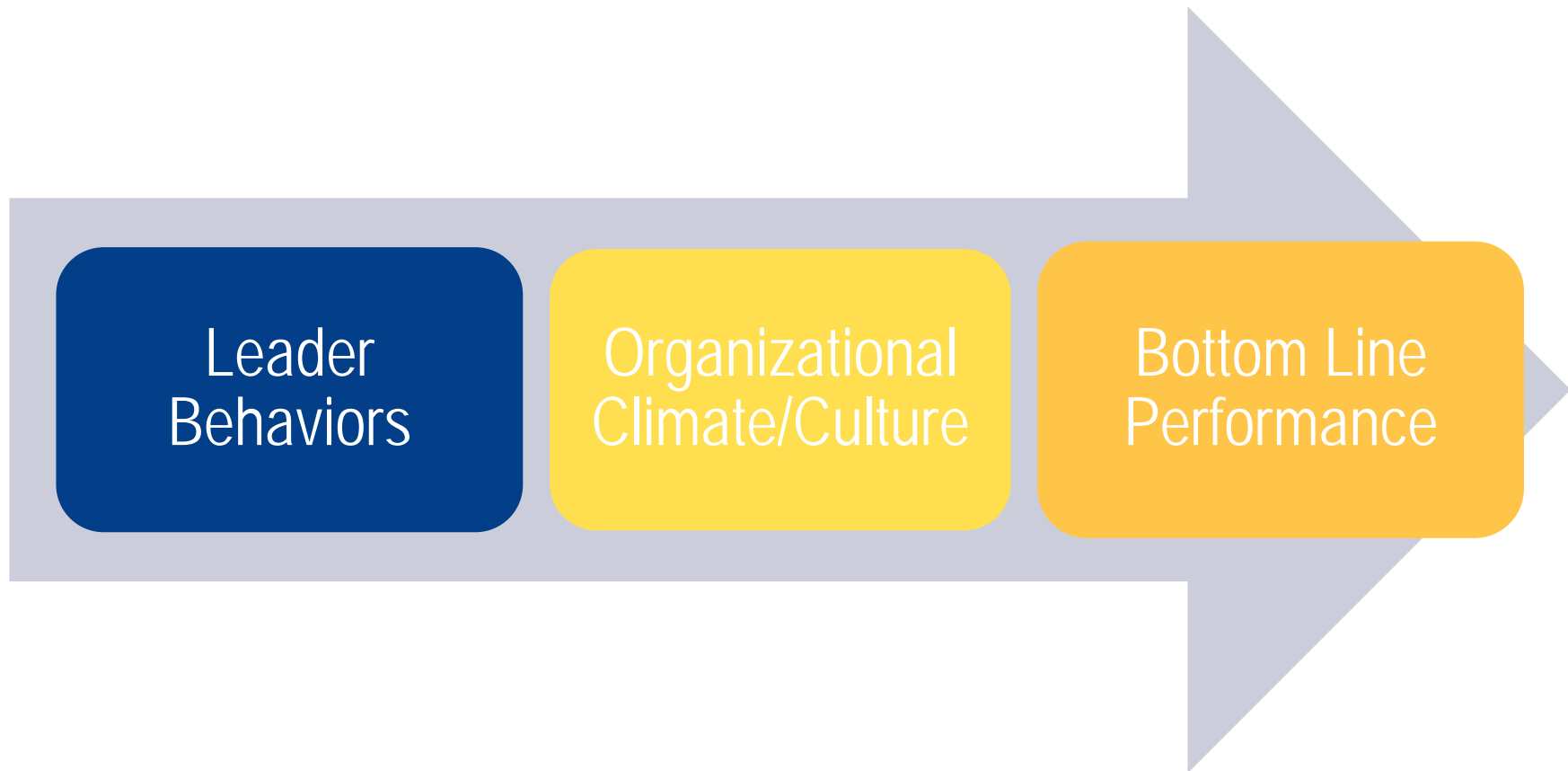
Engagement of
physicians to
provide the
leadership
needed to drive
superior patient
care

Key Challenges



- Independent, small physician practices and large multi-specialty corporations
- Lack of "Chief" in the C-Suite
- Lagging performance on HCAHPS scores and Press Ganey indicators
- Need to develop physician leaders as partners in meeting system, operational and clinical performance goals

Leadership as the Starting Point



Hay/McBer. The Organizational Climate Dimensions (1995). Boston, Mass: McBer and Company

Building Performance Leadership

“Leadership has been identified as the most important ingredient in transformational improvement.”

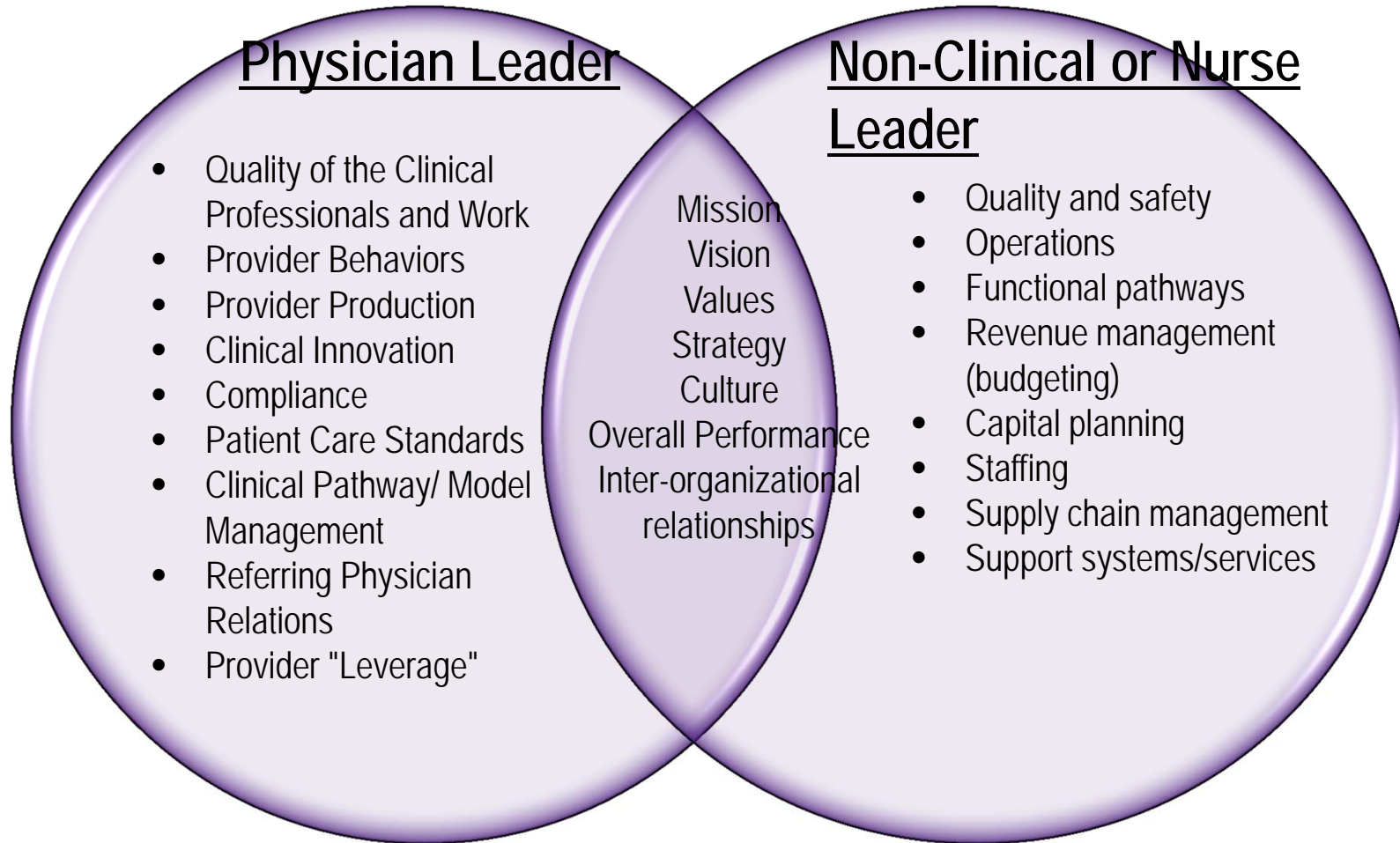
From Joint Commission Resources presentation; Executive quality improvement survey results.
Journal of Patient Safety. 2 March 2006

Healthcare Transformation Requires New Leadership Model

Traditional	Patient-Centered
Focused on disease	Focused on the patient
Disease management	Health optimization
Reactive	Proactive
Find it, fix it	Identify risk, minimize it
Sporadic	Lifelong planning
Physician-directed	Partnership-based
Biomedical interventions	Whole person approaches
Individual left to enact	Resources/support for implementation

Adapted from Ralph Snyderman, MD

Characteristics of Partnerships



What Makes For Successful Partnerships

- Work together to:
 - Set goals
 - Create operating/capital budgets
 - Implement initiatives, such as staffing/recruiting plans
 - Oversee operating and clinical performance
- Initiatives are not made without consultation and collaboration
- Shared responsibility and equal accountability
- Interdependent, not independent
- Trust

Understanding Physicians

“When I listen to physicians speak, I notice that they infrequently speak in the plural. Physicians usually say “I” and “me,” but rarely “we” and “us.” They do not have a collective identity. The transcendent value is individual autonomy.”

Bujak, J. S. (2008). *Inside the physician mind: Finding common ground with doctors*

Dyad as a Mindset

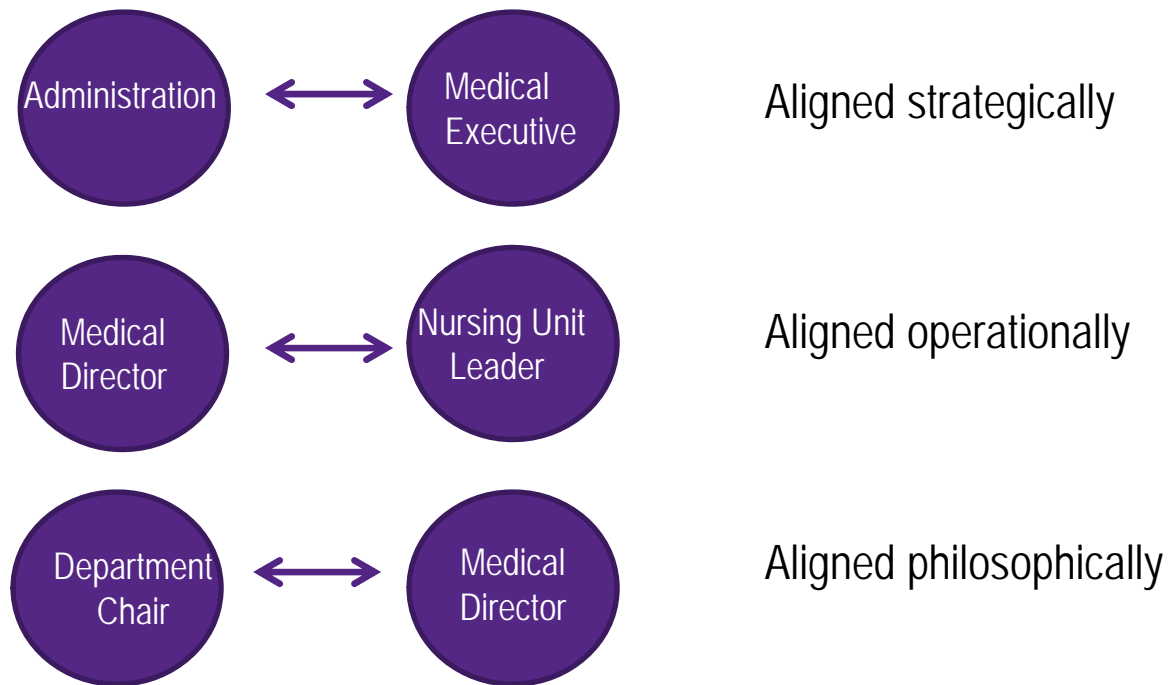
	Fixed Mindset	Growth Mindset
Conversations	Punish dissent	Open to dissent
Rejection	Revenge	Forgive and forget
Negotiations	Setbacks reduce effort	Persist to win-win
Employee capability	Fixed	Can be developed
Their message	I will judge you	Challenge & nurture
Employee development	Provide little coaching	Zest for teaching
Employee improvement	Ignored	Reinforced

Dweck: Mindset: The New Psychology of Success (2006)

The Palomar Health Story

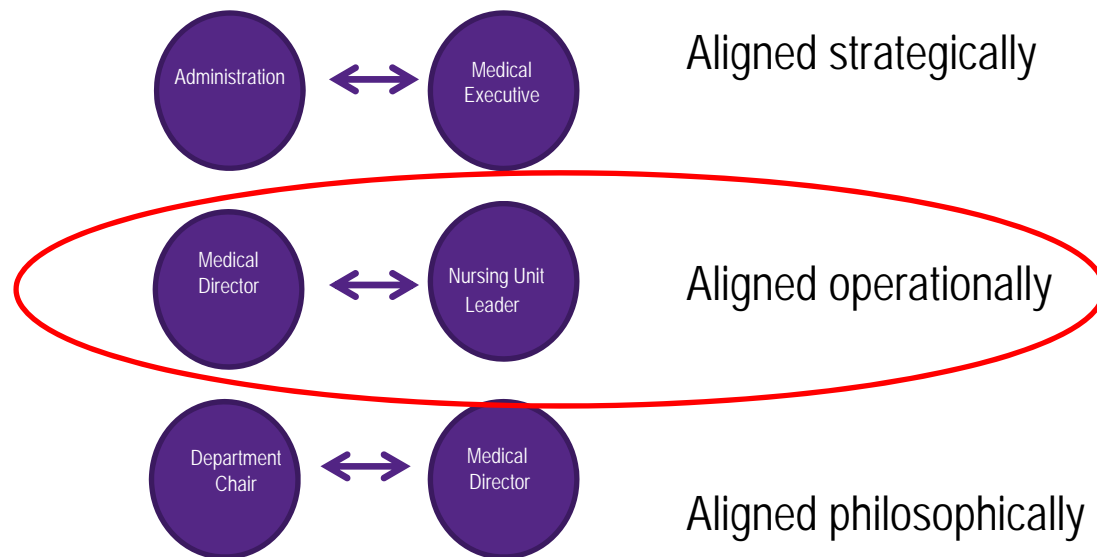
Palomar Partnership Model

- **Partnerships** to be better positioned for the future of value-based care and team-based delivery

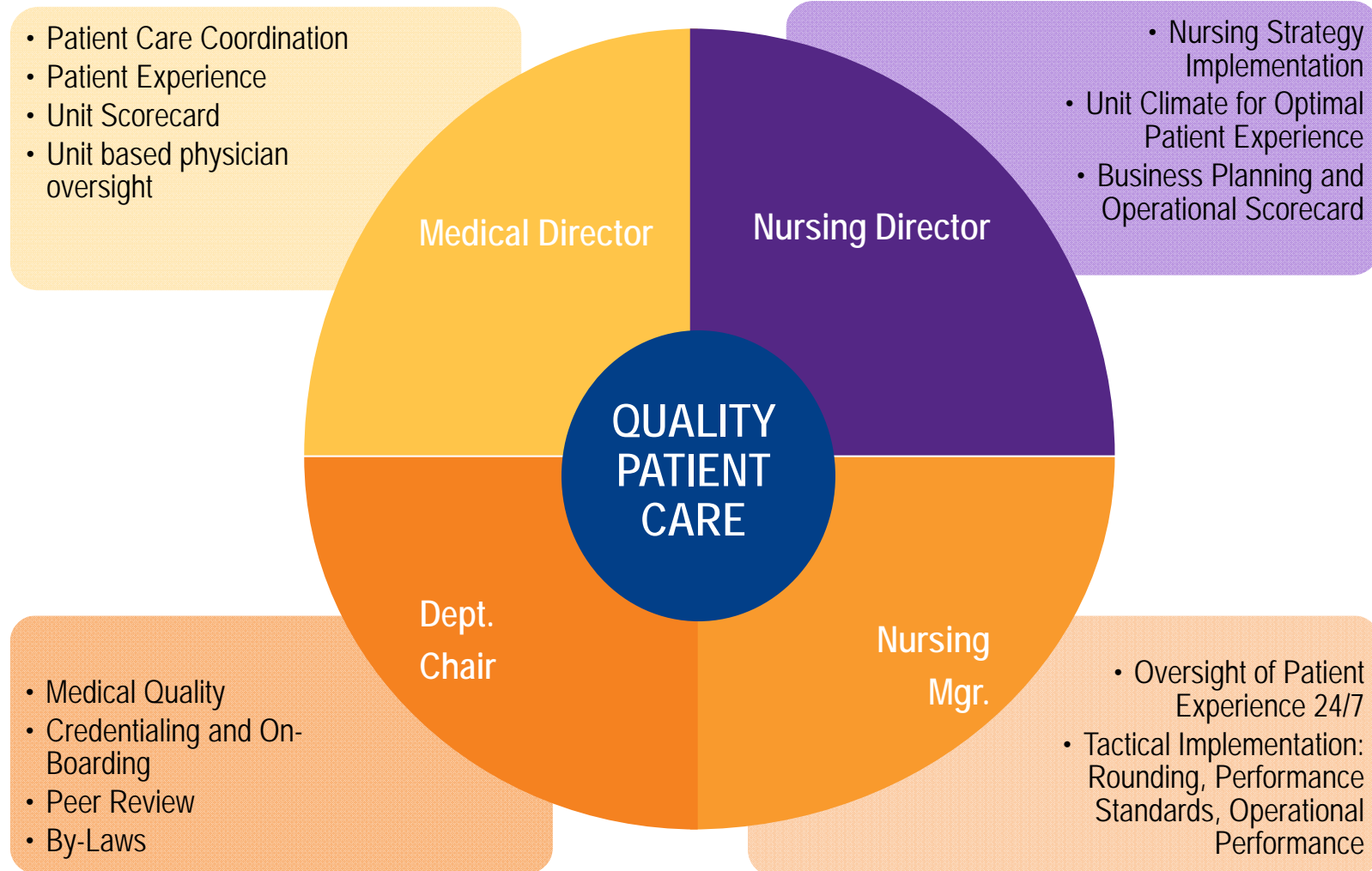


Goal of Physician Leadership Program:

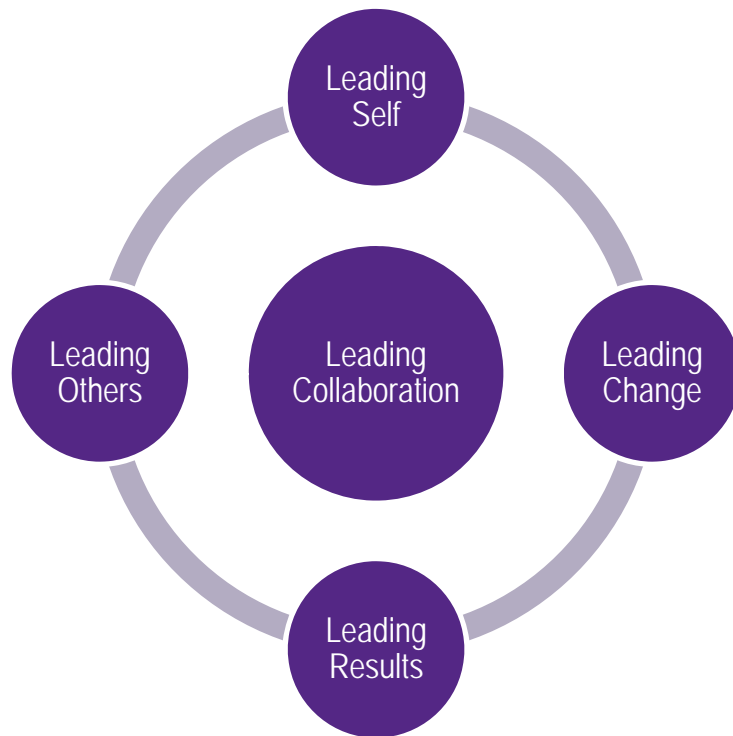
- Build Physician Engagement and Strengthen Physician Leadership Capability at Palomar Health to facilitate:
 - Development of Physician Culture
 - Collaboration between MD-Nursing-Administration
 - Accelerated integration of new physicians



Roles of Physician and Nursing Leaders



The Model & Design

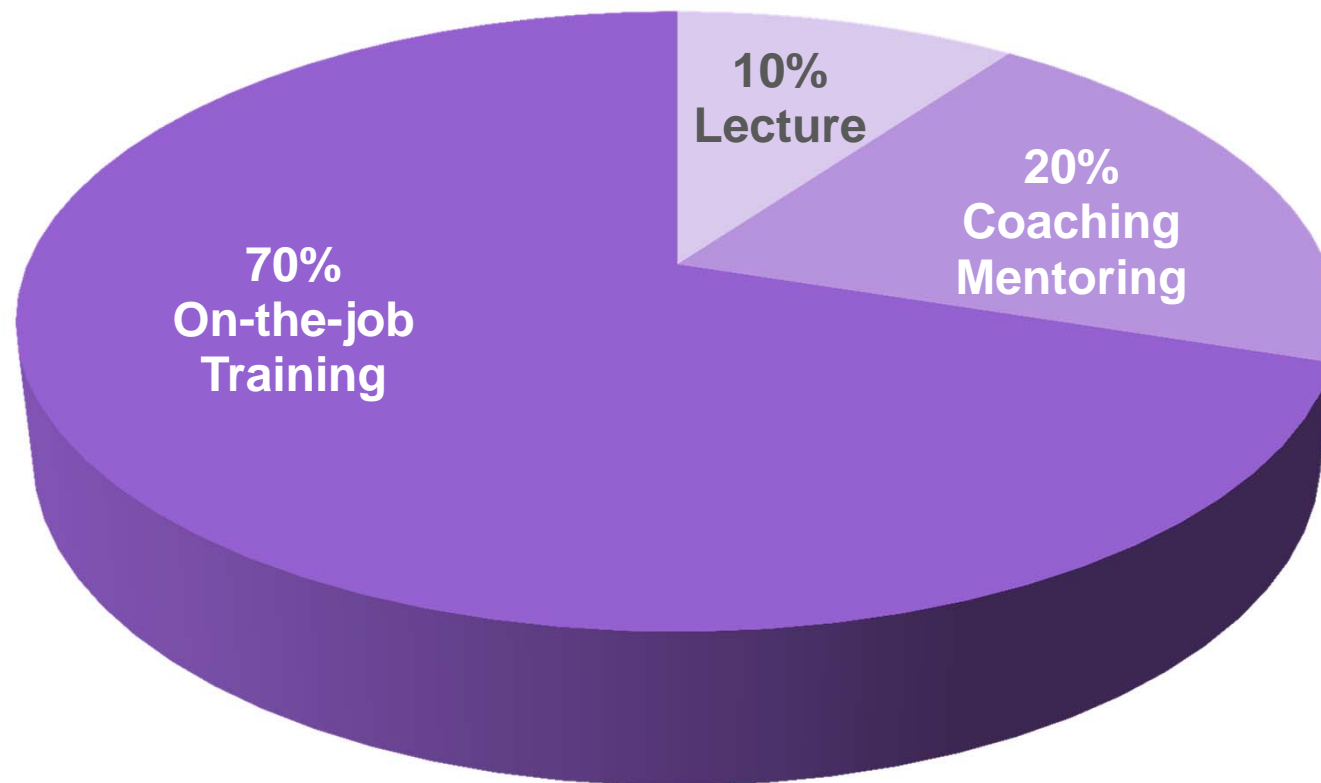


Top Physician Applied Leadership Competencies:

1. Leading Self: Taking ownership of self development
2. Leading Others: Building and developing teams
3. Leading Change: Building resilience and leading through transitions
4. Leading for Results: Applying strategy and decision making for outcomes
5. Leading for Collaboration: Building relationships shared success

Physician Leadership Development

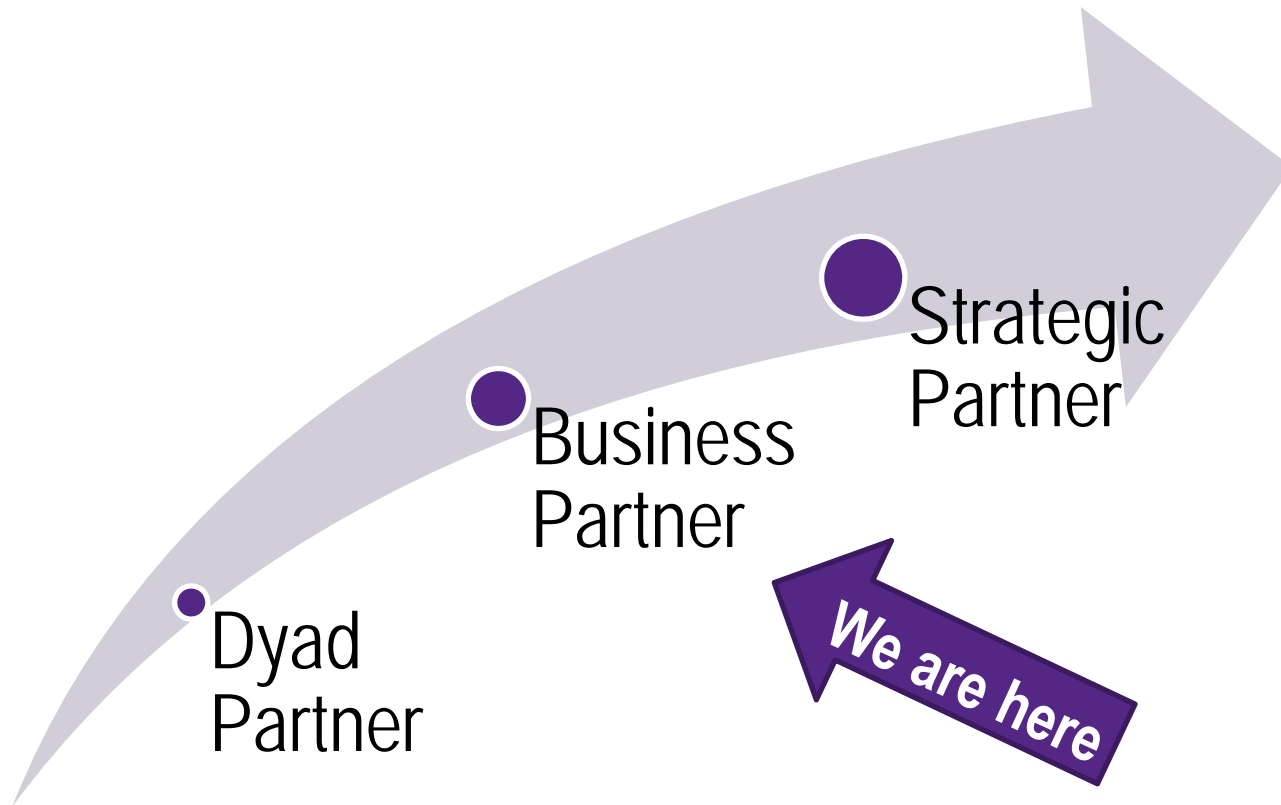
Physician leaders will benefit most from learning that occurs on the job and with interaction from peers, coaches and mentors.



Metrics for the Program:

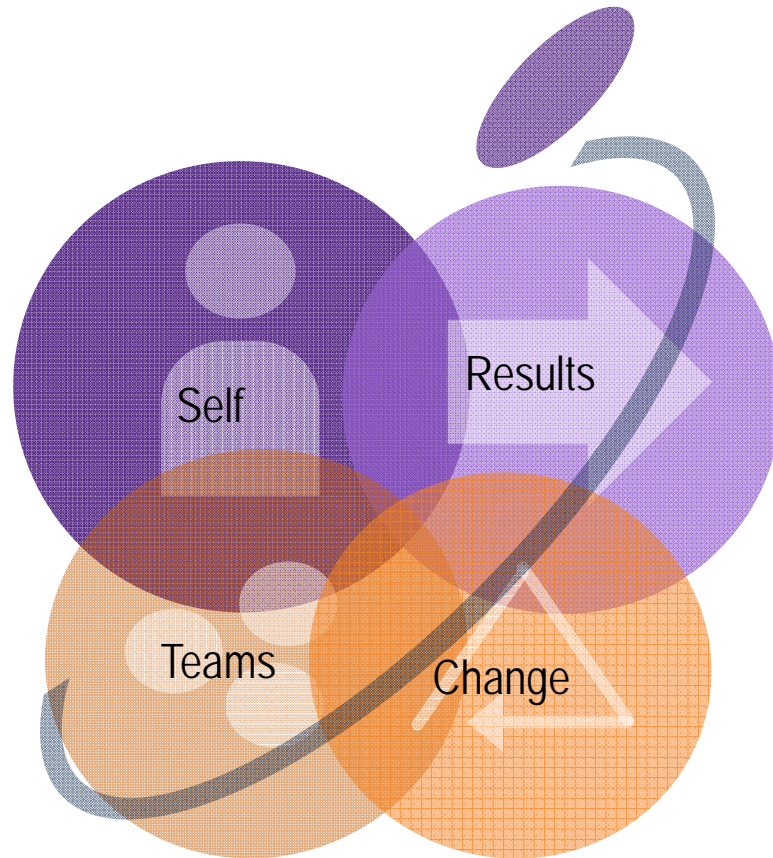
- Physician Engagement Survey Response Rates (year 1-3)
- Physician Leadership Engagement Mean Scores (year 1-3)
- Improved Patient Satisfaction (year 1-3)

Strategic Partner Roadmap



The Academy of Applied Physician Leadership (AAPL)

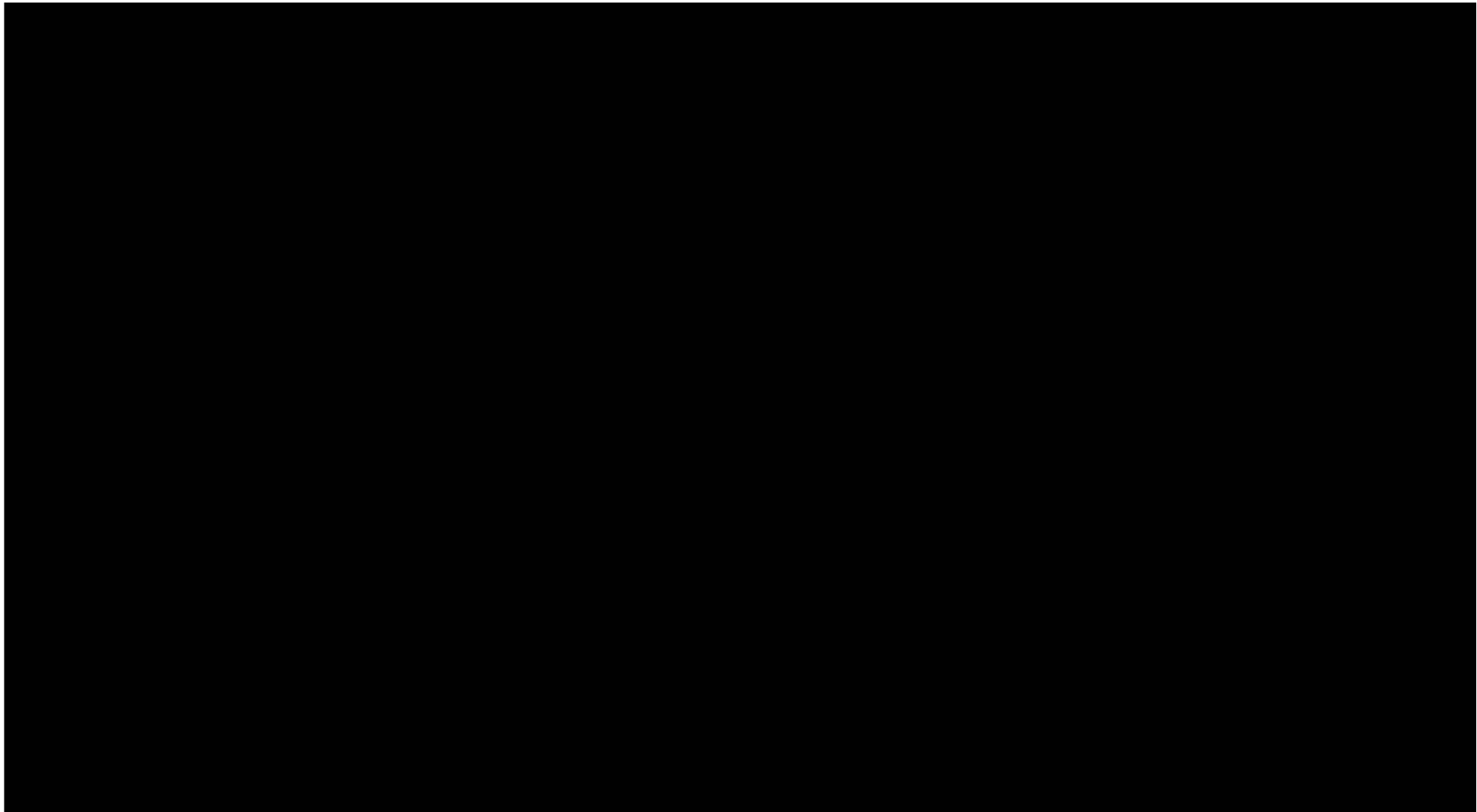
Academy of Applied Physician Leadership (AAPL)



The Solution: Academy of Applied Physician Leadership (AAPL)

- Multi-faceted approach designed to build physician engagement, strengthen physician leadership capability, and facilitate collaboration between physicians, nurses, and administrators
 - 1:1 assessment and coaching, including emotional intelligence (EI) development
 - Learning modules and application sessions
 - **Partnership Activation projects**

Mental Model



Partnership Activation

- A key component of Palomar Health's AAPL, was implementing a *Partnership Activation Process* to enable clinical dyads to enhance their collaborative leadership skills

What is Partnership Activation?

- An experiential learning platform to enable clinical partners to enhance their collaborative leadership skills in an effort to enhance patient outcomes
- Process that enables partnerships to identify solutions to problems that provide immediate, measurable impact and organizational results

Partnership Activation Projects

- Participants were broken into Partnership Activation groups consisting of physicians and nurses from both inpatient hospital units and outpatient clinics.
- Groups were facilitated by an Action Learning Coach and were asked to pick a project that would impact their units in a positive way.
- Groups met on a monthly basis over a 4-month period to work on their projects.

Partnership Activation Process

Kick-Off

- Intro to activation
- Partner styles
- 5 potential dysfunctions of partnership
- Building trust
- Key leadership skills
- A3 approach for project planning
- Peer coaching



Partnership Project Work

- Work through A3 approach for project planning
 - Engage key stakeholders
- Partnership Activation Meetings**
- 3 structured 2-hour sessions
 - leadership development clinic
 - progress check and peer coaching



Presentations

- Partnerships present projects and key learnings at gala event
- Celebrate results and leadership development

1

2

3

4

5

The A3 Approach to Project Planning

Identify the Problem

- What is the problem to be solved?
- What is the potential impact on the organization?
- Who are the key stakeholders

Desired State

- What are best-in-class organizations doing to address this issue?
- What is our vision of success?
- What critical success factors need to be in place to ensure success?
- How will we measure success?

Obstacles/Challenges

- What solutions have already been tried and what have been the results?
- What are some potential obstacles and barriers to developing and implementing a solution?

Solutions/Actions

- What is an effective, implementable solution? What resources are required?
- What stakeholder involvement?
- What will be an effective plan?
- How can we monitor our progress? How will we assess results

Partnership Activation Peer Coaching

1. What?

Active Listening

2. So What?

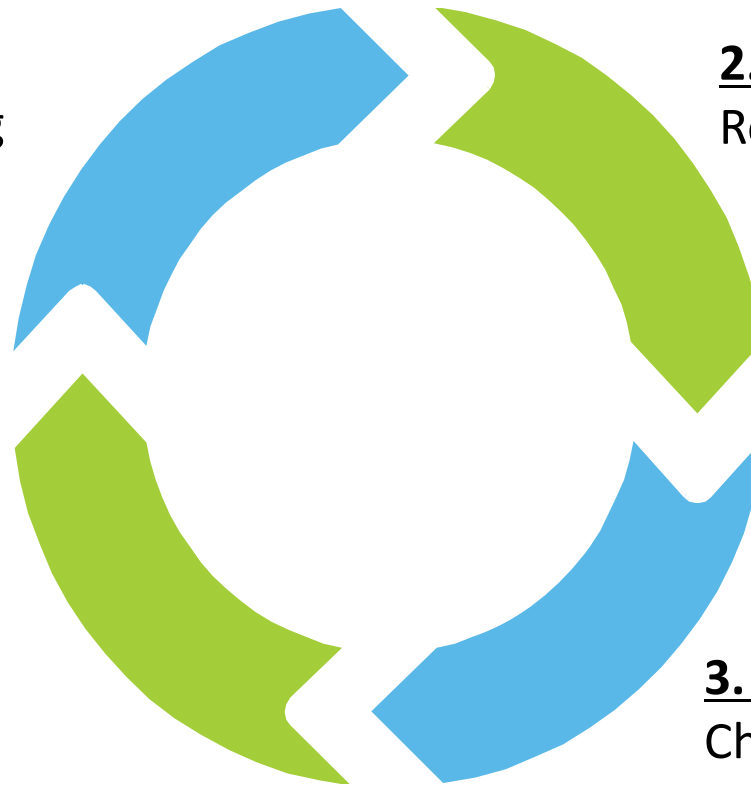
Reflective Questioning

3. Now What?

Challenging Assumptions

4. What Did We Observe?

Giving Feedback



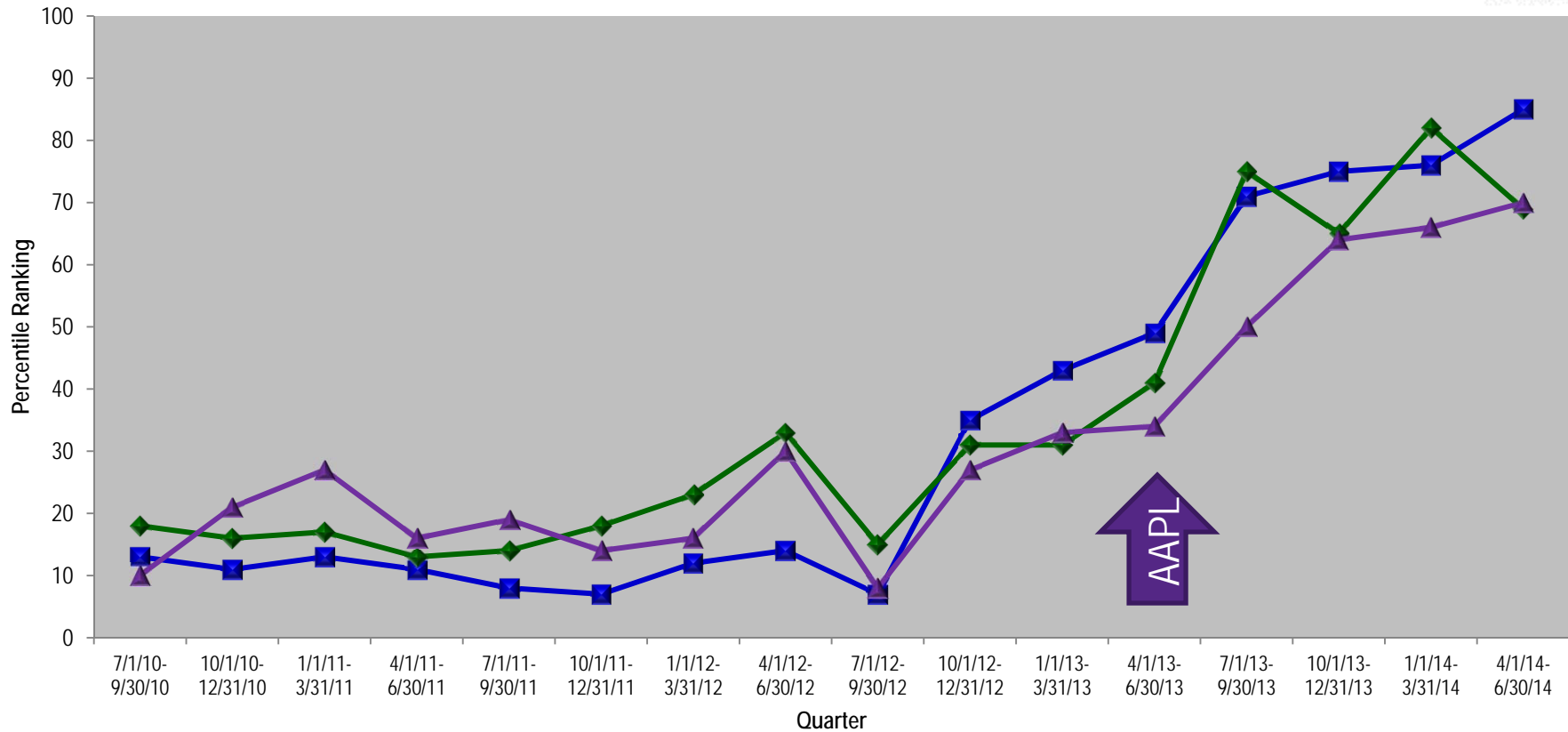
List of Projects

Process Improvement	Clinical Improvements	Business Growth	Patient Experience
Improving the Mother-Baby Discharge Process	Behavioral Health Services: Older Adult Program	Expansion of Acute Rehab Services at PHDC	RN/MD Rounding: "No MD Rounds Alone"
Improving Patient Discharge Times	Enhanced Wound Management	Outpatient Lab Partnership w/ Arch Health Partners	"Sending Someone to the ED"
Hospital to Skilled Nursing Transition		Expansion of Sub-Acute Care to PHDC	Improving MD & RN Communication
"Sending Someone to the ED"		Mobile Services Business Plan	Surgical Patient Education Booklet
Physician-Specific Dashboards			Palomar Health Care Transitions Program
Patient Safety in the OR			



Palomar Health - OVERALL PATIENT SATISFACTION PERCENTILE RANKINGS Press Ganey Overall System, Nursing, and Physician National Rankings

*Official Quarterly Results



■ Overall System Percentile Ranking
▲ Overall Physician Percentile Ranking

◆ Overall Nursing Percentile Ranking

Overall Impact (cont.)

- Participants gained valuable learning competencies including:
 - An understanding of how their emotional intelligence impacts others
 - Knowing their role as a physician leader
 - Having a clear purpose for their partnership relationship(s)
 - Driving patient satisfaction and physician engagement
 - The ability to use active listening and clarifying for understanding
 - The ability to demonstrate empathy
 - The importance of branding and communication in a change process

Key Impacts: Dyad Alignment

■ 1 Year Ago ■ Today



One year improvement in dyad ratings of:

- ✓ Meeting frequency
 - ✓ Trust
 - ✓ Tracking issues
 - ✓ Communicating
 - ✓ Using Dashboards
 - ✓ Patient Satisfaction
 - ✓ Employee Engagement
 - ✓ Joint Decision Making
- (1 = Very Poor – 5 = Very Good)

Participants provided significantly higher ratings of their dyads compared to 1 year prior.
Overall ($p < .001$)

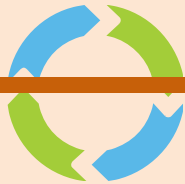
FY 15 AAPL Cohort

MODULE 9:
Business Strategy
and Finance

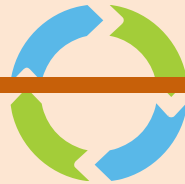


Dyad Activation: Business Projects

Financial
Skills Clinic



Financial
Skills Clinic



Financial
Skills Clinic



Capstone

- Celebration
- Presentations of Learning Year 1

Feb

Mar

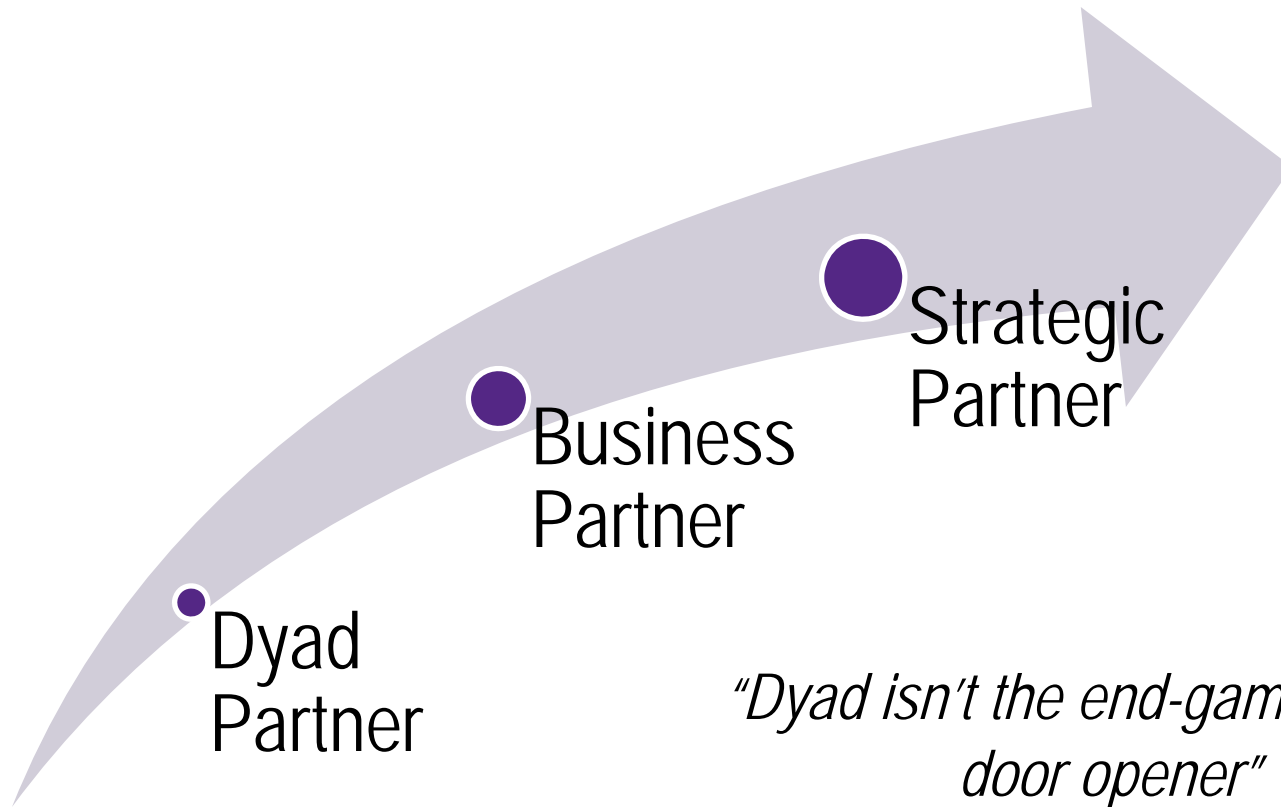
Apr

May

June

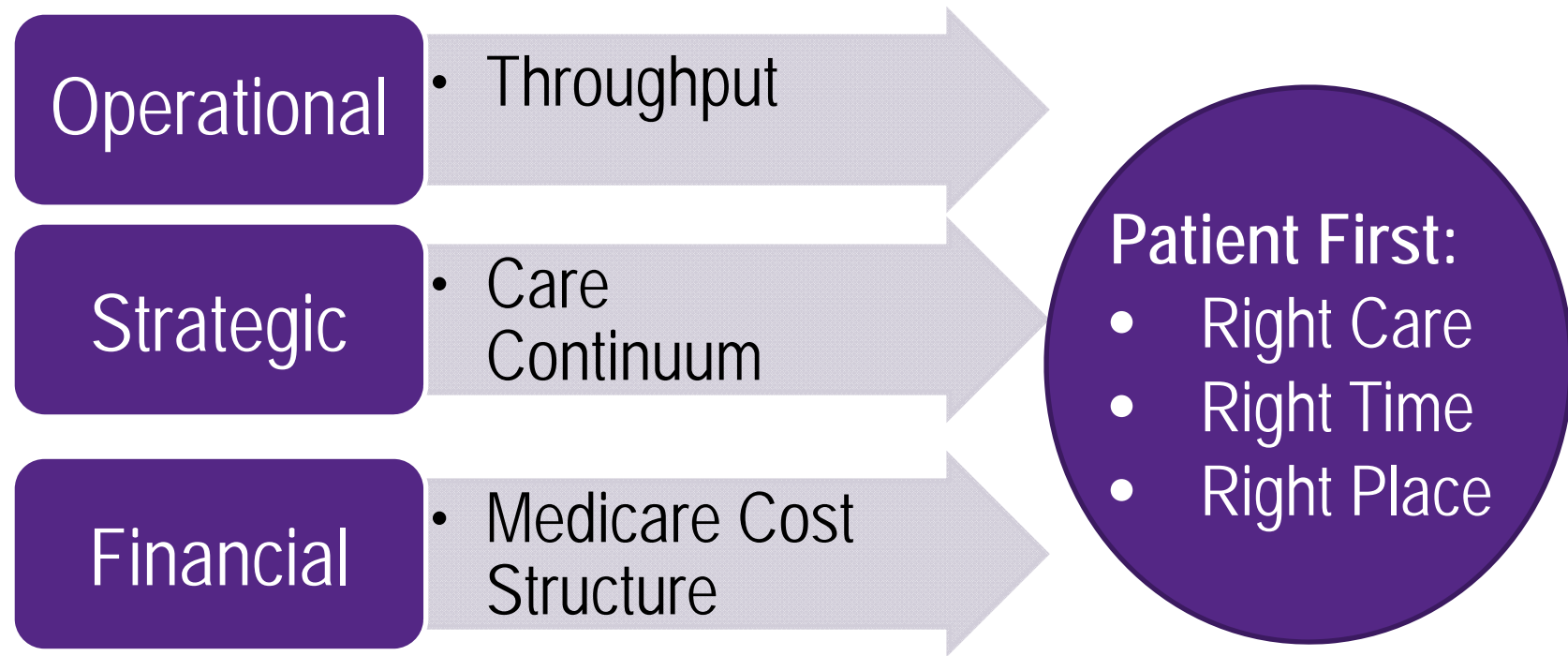
Path Forward

Strategic Partner Roadmap

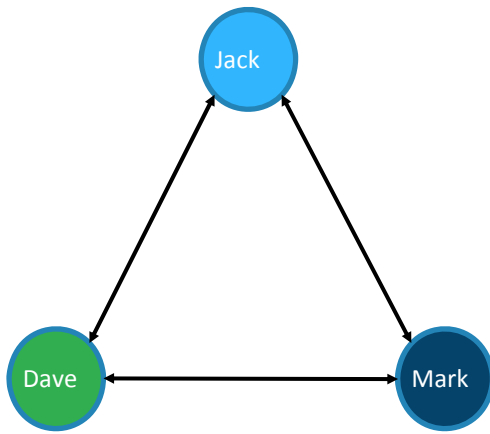


Bob Hemker, CEO Palomar Health

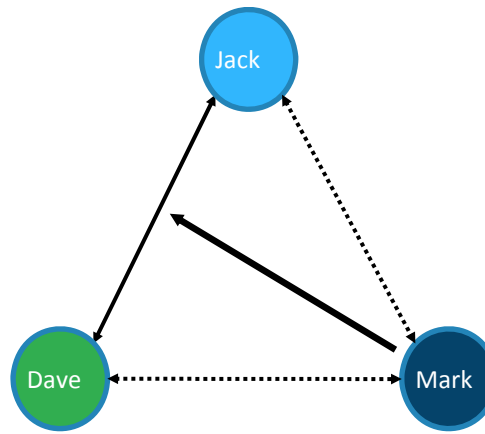
Dyad Leverage Today



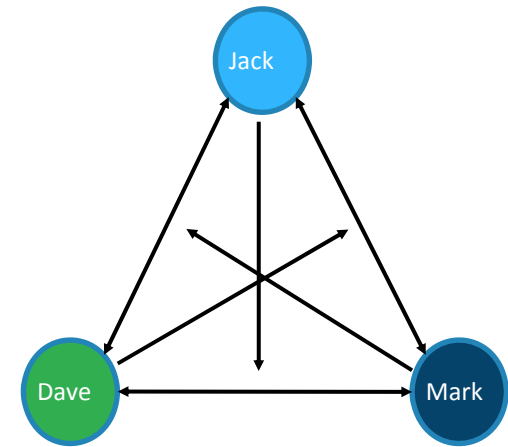
Structure: Dyad to Triad



3 Separate Relationships is not a Triad



Responsible for the quality of relationship between the other two

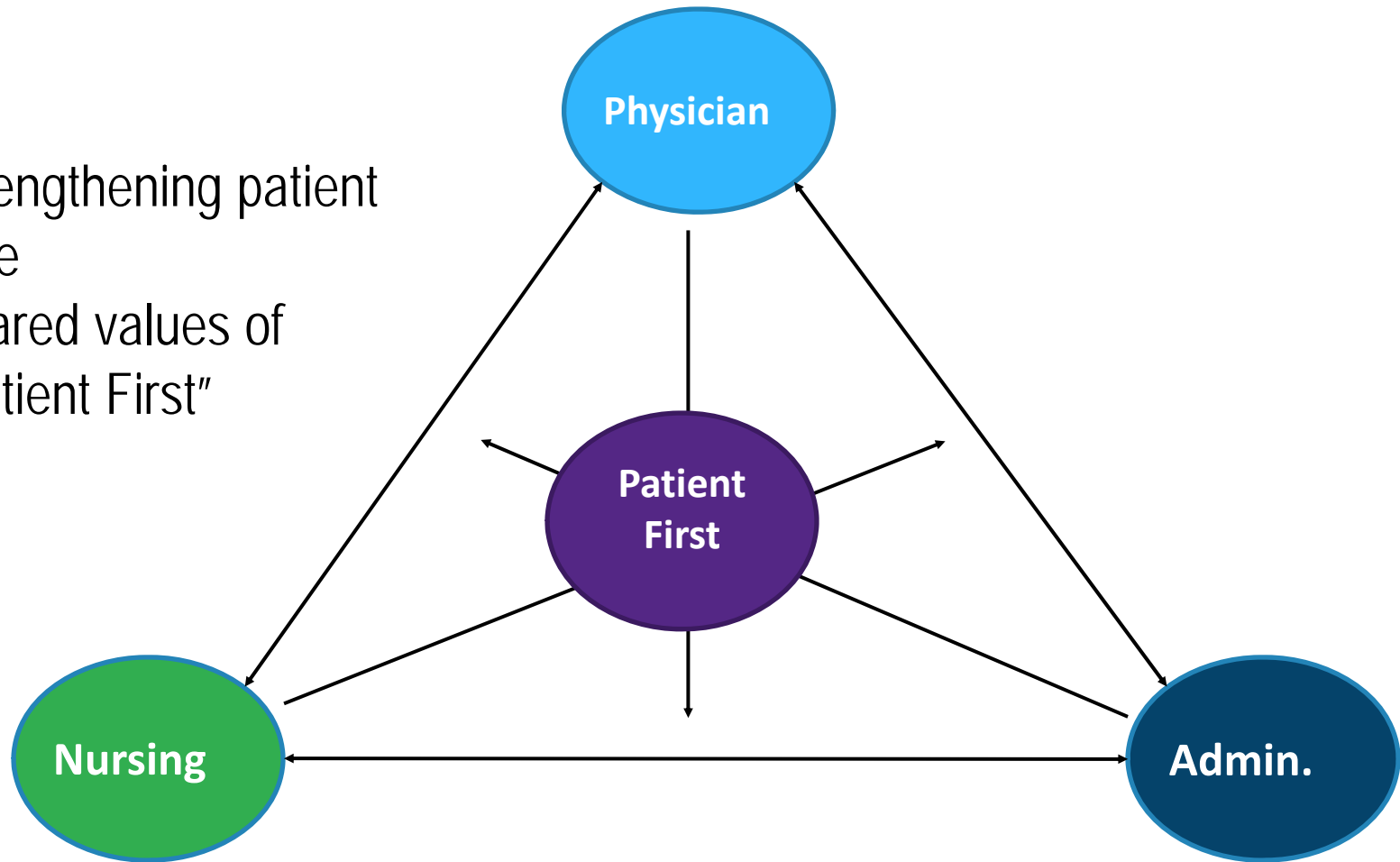


“Triad”
• Shared Values
• Project

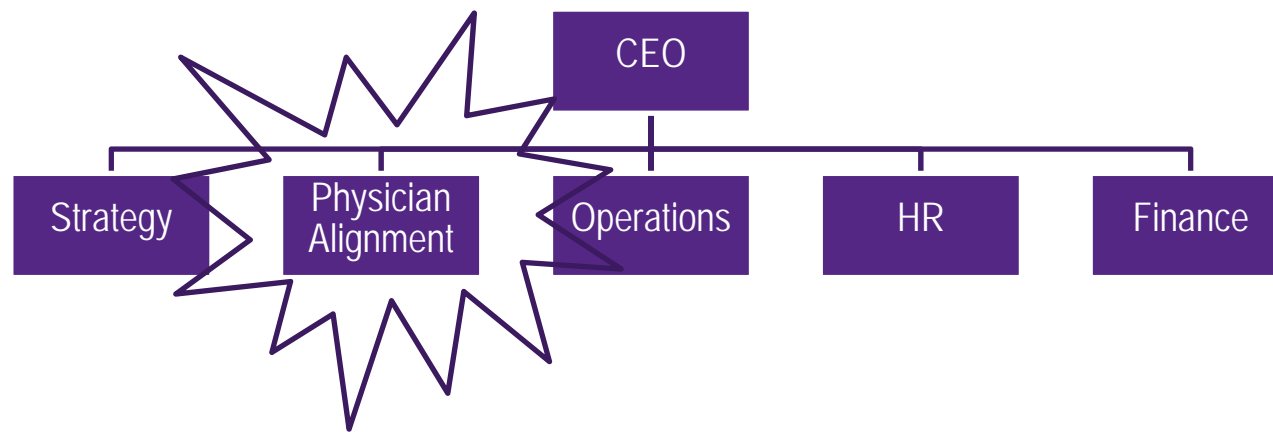
Logan, David, John Paul King, and Halee Fischer-Wright. Tribal Leadership: Leveraging Natural Groups to Build a Thriving Organization. New York: Collins, 2008. Print

Triads for Patient Focus

- Strengthening patient care
- Shared values of "Patient First"



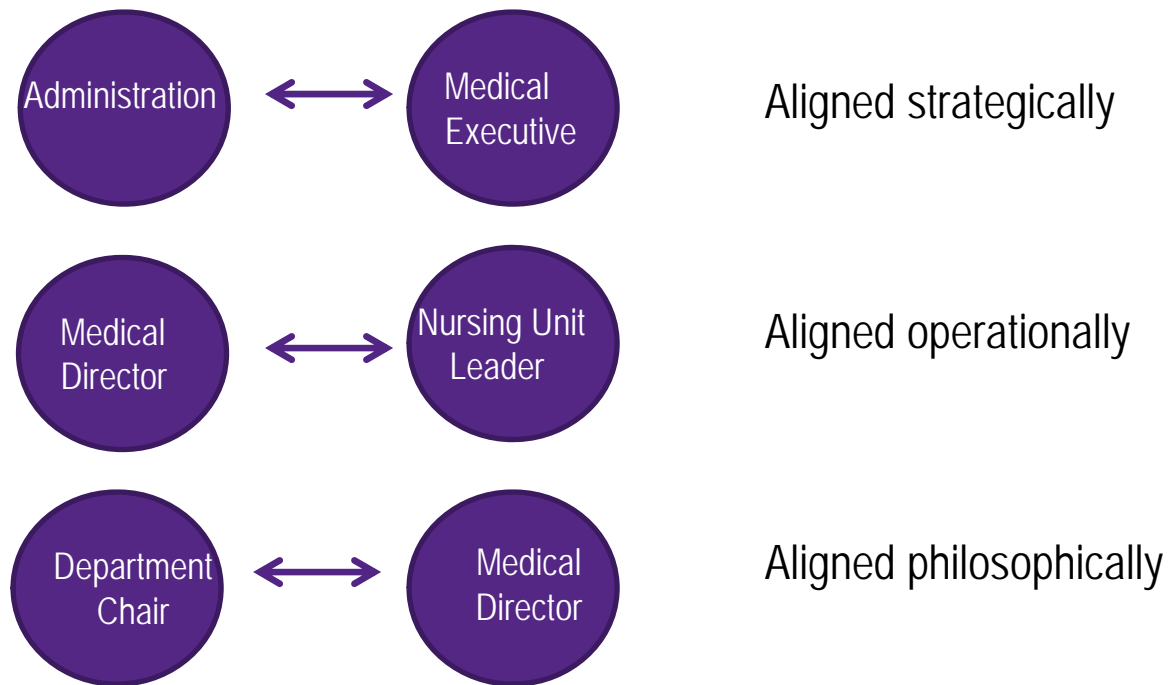
Executive Role: Integrate and Align



- Alignment of Medical Director Dyads
- Alignment with External Relationships
- Alignment with Medical Staff

Palomar Partnership Model

- **Partnerships** to be better positioned for the future of value-based care and team-based delivery



Q&A