



HOW TO LEAD YOUR PROVIDERS

Leading your Physicians

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PHYSICIAN LEADERSHIP

We have led
physician leadership
programs.

Why do you think
physicians signed up
for the program?



PHYSICIAN LEADERSHIP

Physician Concerns:

- 1) My voice isn't heard by administration.
- 2) I'm working on my own on an island.
- 3) I want to make a positive impact.
- 4) I'm too busy.
- 5) I want to make more money.



PHYSICIAN LEADERSHIP

They want to help solve problems, but they feel like they aren't given the opportunity and are often excluded.



PHYSICIAN LEADERSHIP

We then asked them
a key question:

“Why do you think you
might be excluded?”



PHYSICIAN LEADERSHIP

Physicians Admitted:

- 1) I'm a difficult personality.
- 2) I know nothing about managing people.
- 3) I think I have the answers, which probably annoys others.



A group of healthcare professionals, including doctors and nurses, are gathered around a table, looking at a tablet and discussing it. They are all wearing white coats. The scene is brightly lit, suggesting a modern clinical or research environment.

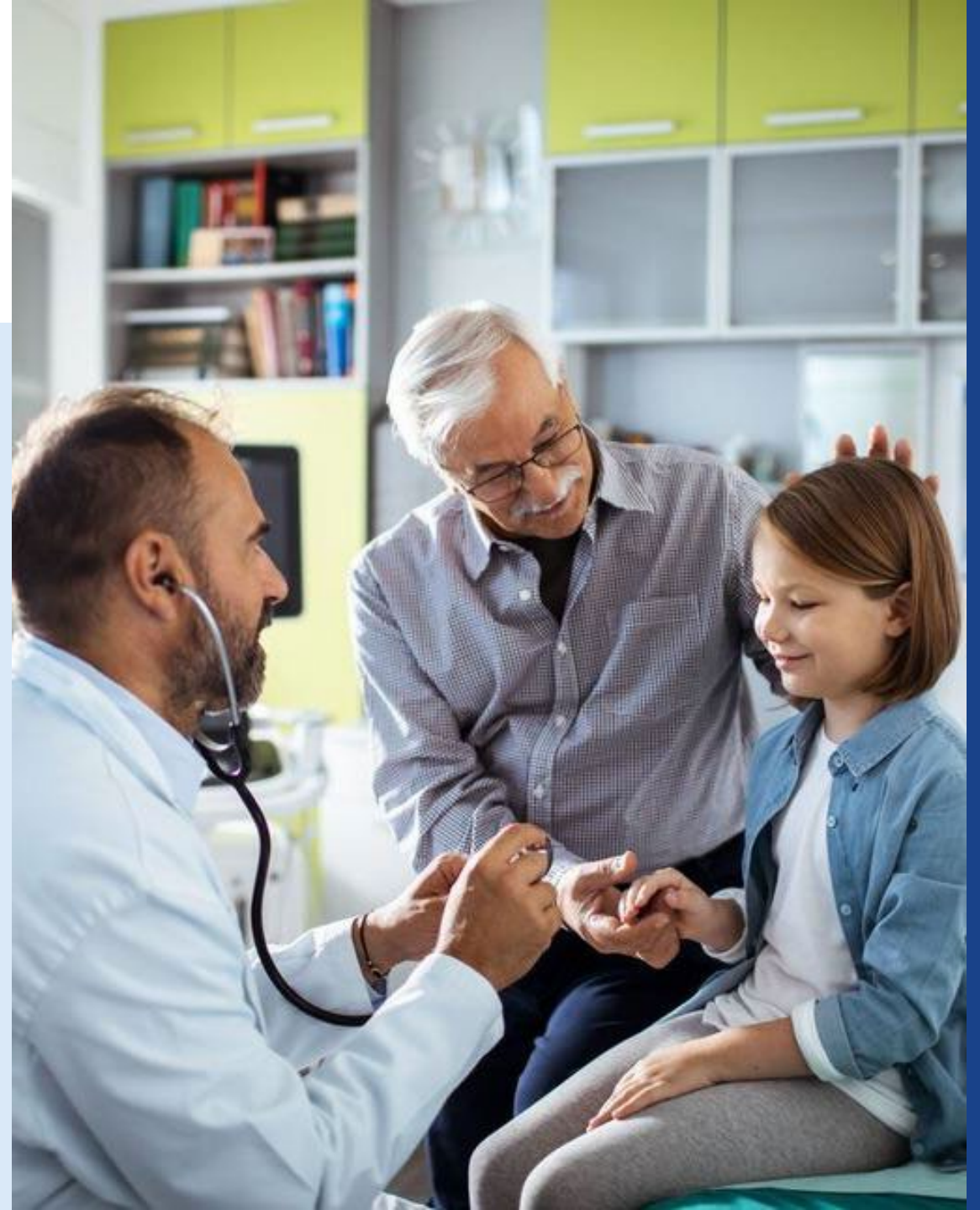
HOW PHYSICIANS LEAD

What the Research Says

HOW PHYSICIANS LEAD

The Dual Role Dilemma

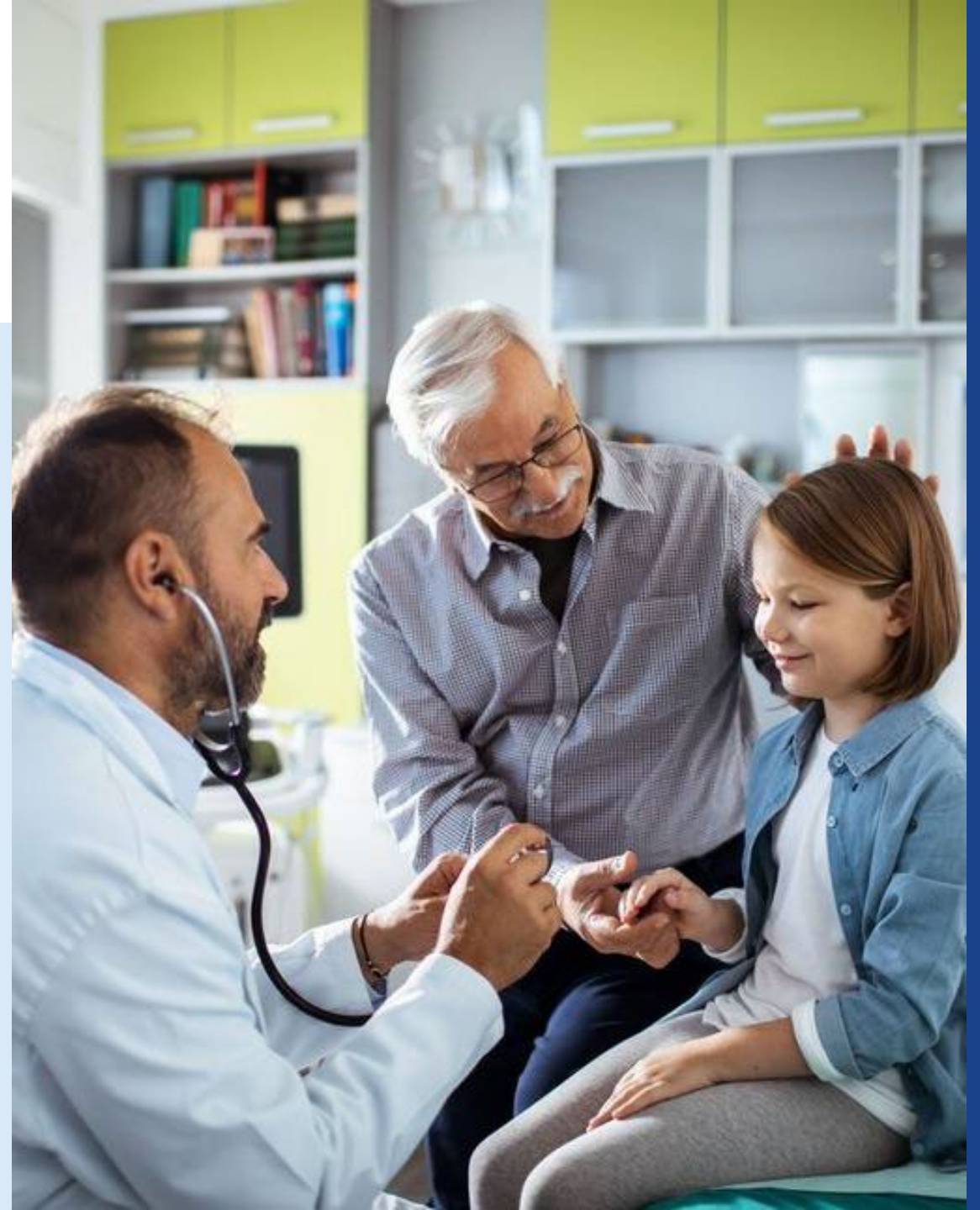
by Michael E Kurtz, MS



HOW PHYSICIANS LEAD

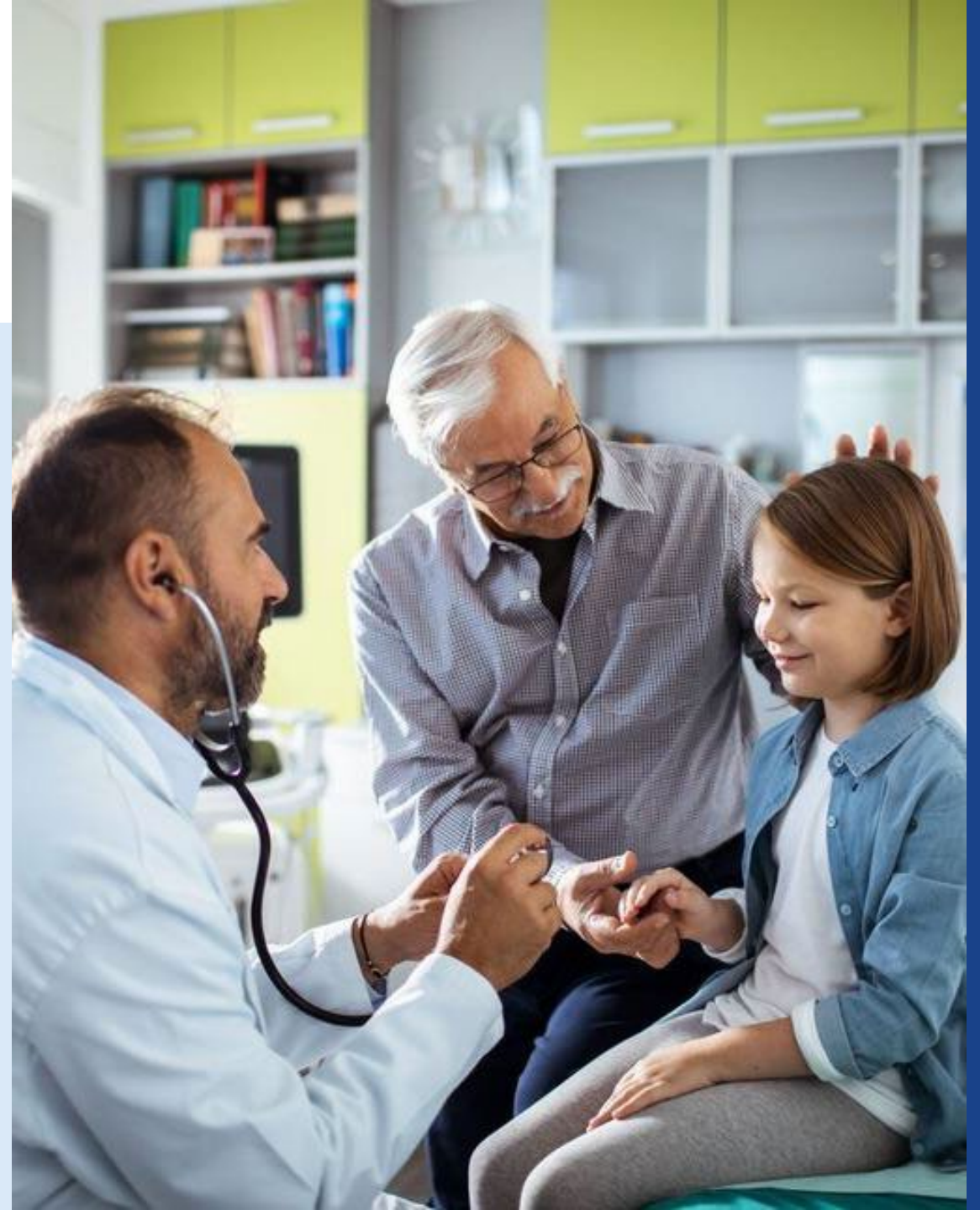
WARNING:

We are going to share generalized traits, which means we are literally going to stereotype.



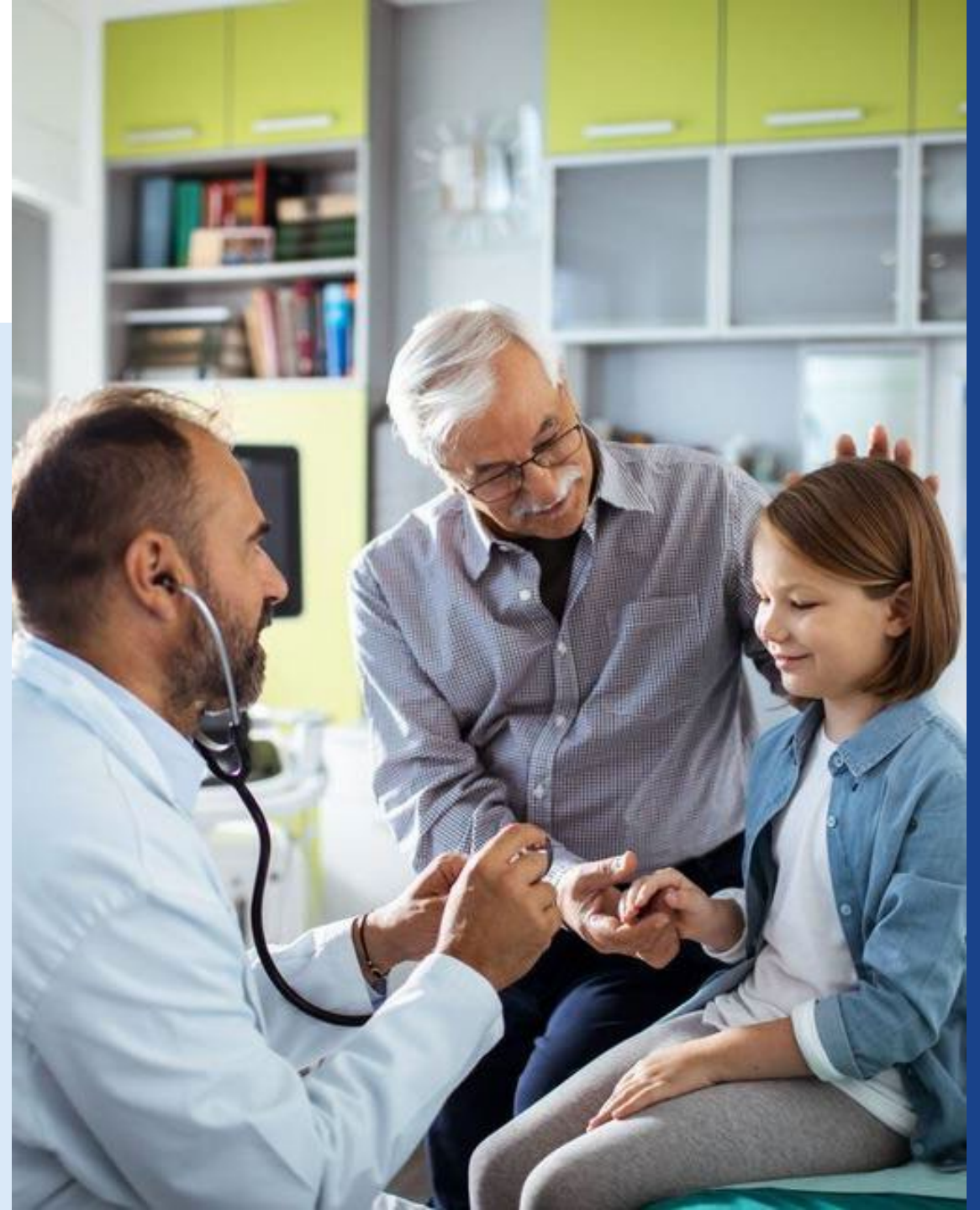
HOW PHYSICIANS LEAD

Physicians spend the most formative years of their lives surrounded almost exclusively by other physicians.



HOW PHYSICIANS LEAD

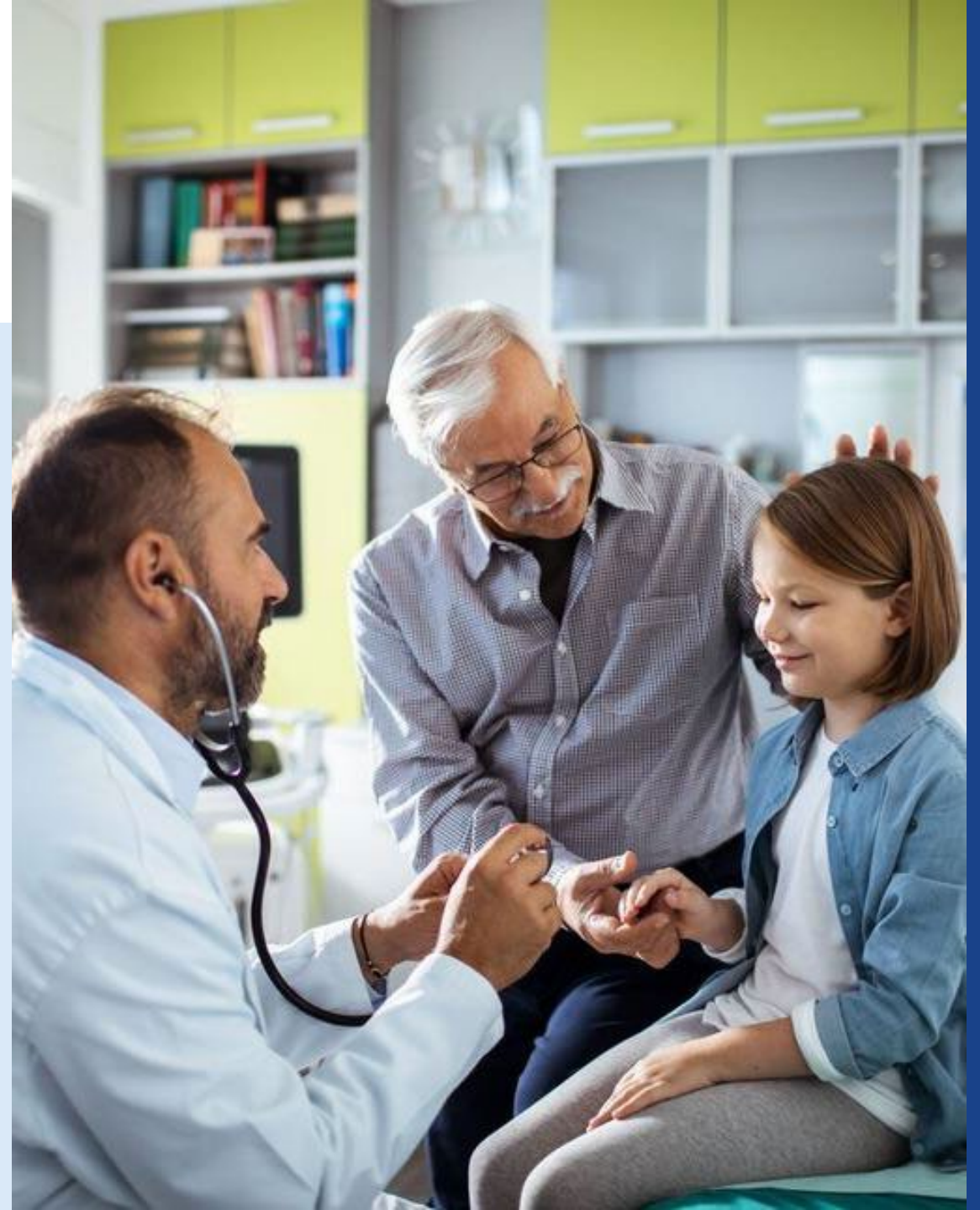
Because of this, physicians must accept and demonstrate common physician norms and values to be accepted and successful in their clinical practice.





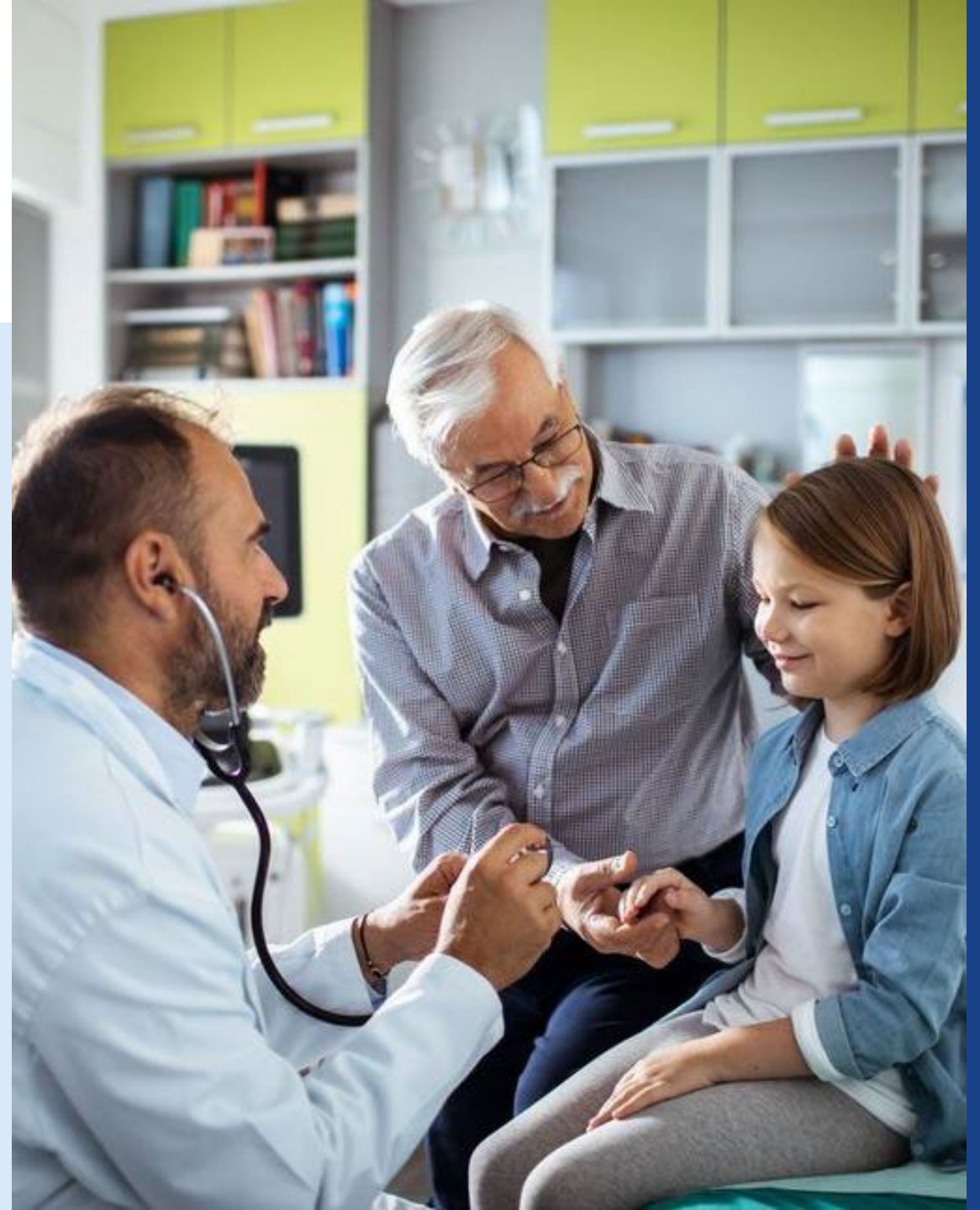
HOW PHYSICIANS LEAD

This is also why
specialists often seem
to have similar traits.



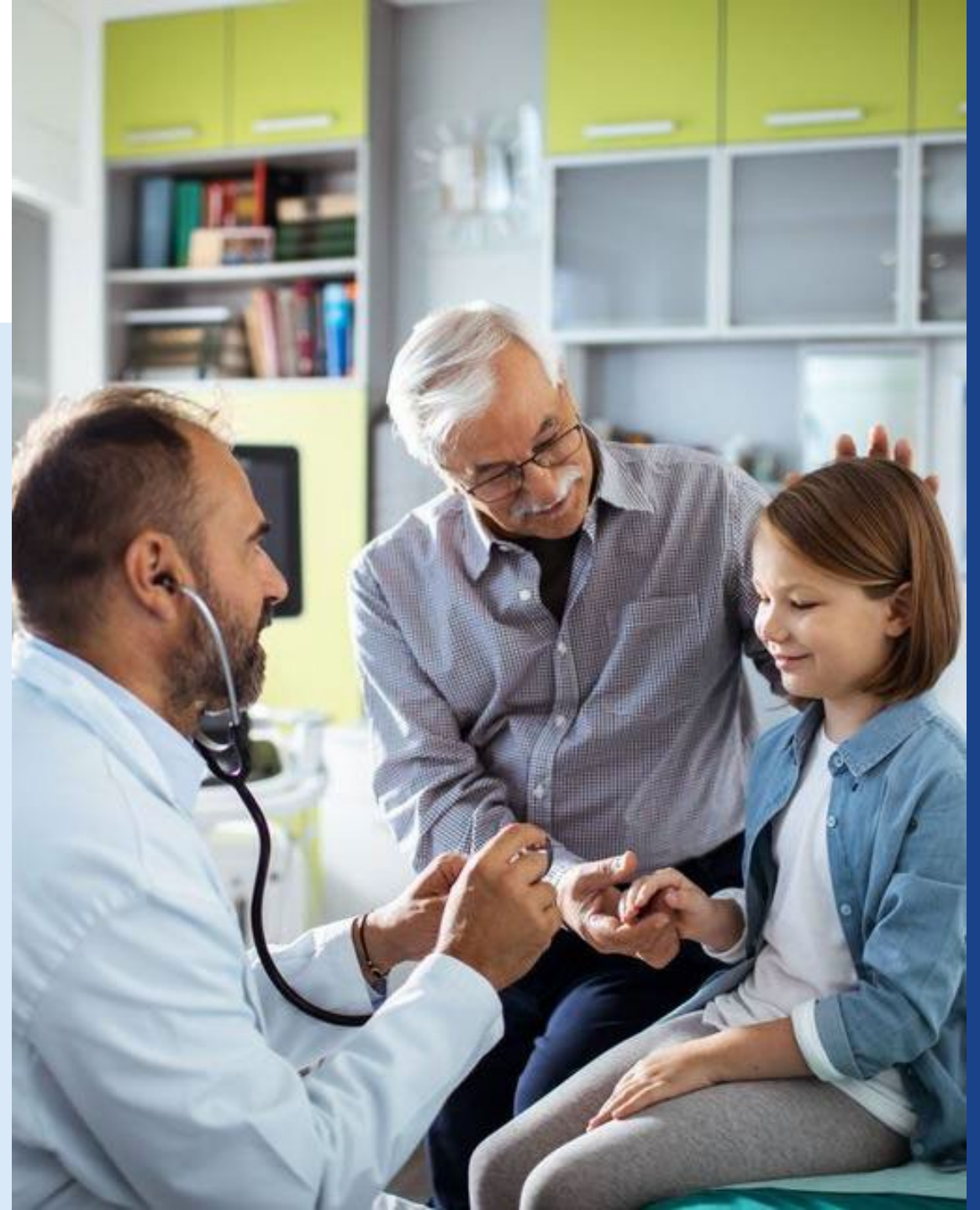
HOW PHYSICIANS LEAD

Physicians tend to learn
these 9 key
behaviors...



9 KEY LEARNED PHYSICIAN BEHAVIORS

1. Doer
2. 1:1 Interactions
3. Reactive Personalities
4. Require Immediate Gratification
5. Deciders
6. Value Autonomy
7. Independent
8. Patient Advocate
9. Identify with Profession





PHYSICIAN

- Doers
 - Action-Oriented
 - Hands-on/ Directly involved in the work

MANAGER

- Planners / Designers
 - Work through a process
 - Facilitate activities that accomplish the work



PHYSICIAN

- 1:1 Interactions
 - Patient/Provider oriented
 - Meetings are a waste of time

MANAGER

- 1:N Interactions
 - High group interaction
 - Meetings are how we work together



PHYSICIAN

- Reactive Personalities
 - Waits for their services to be needed/requested

MANAGER

- Proactive Personalities
 - Anticipates future needs



PHYSICIAN

- Require Immediate Gratification
 - Wants to quickly see results from their action/ intervention
 - Frustrated when this doesn't happen

MANAGER

- Accept Delayed Gratification
 - Seldom experience immediate results from their work
 - Accepts this as a part of the job



PHYSICIAN

- Deciders
 - Independent problem-solvers
 - Ultimate authority and responsibility

MANAGER

- Delegators
 - Manage the process of problem solving
 - Avoid being seen as authoritarian



PHYSICIAN

- Value Autonomy
 - Responsibility to the patient and their profession
 - Not subordinate to others

MANAGER

- Value Collaboration
 - Facilitate and support the merging of ideas
 - What's best for the greater good?

PHYSICIAN

- Independent
 - Enjoys making decisions
 - Low need for inclusion
 - High need to take charge

MANAGER

- Participative
 - Avoids independent actions
 - Facilitates involvement of others
 - Recognizes the need to include others

PHYSICIAN

- Patient Advocate
 - Patient protector
 - If the patient needs it, get it
 - Specific, individualized decisions

MANAGER

- Organization Advocate
 - Representative of the whole org
 - Maximizes efficiency, productivity, and assets
 - Decisions for the greater whole



PHYSICIAN

- Identify with Profession
 - This is where I practice my profession

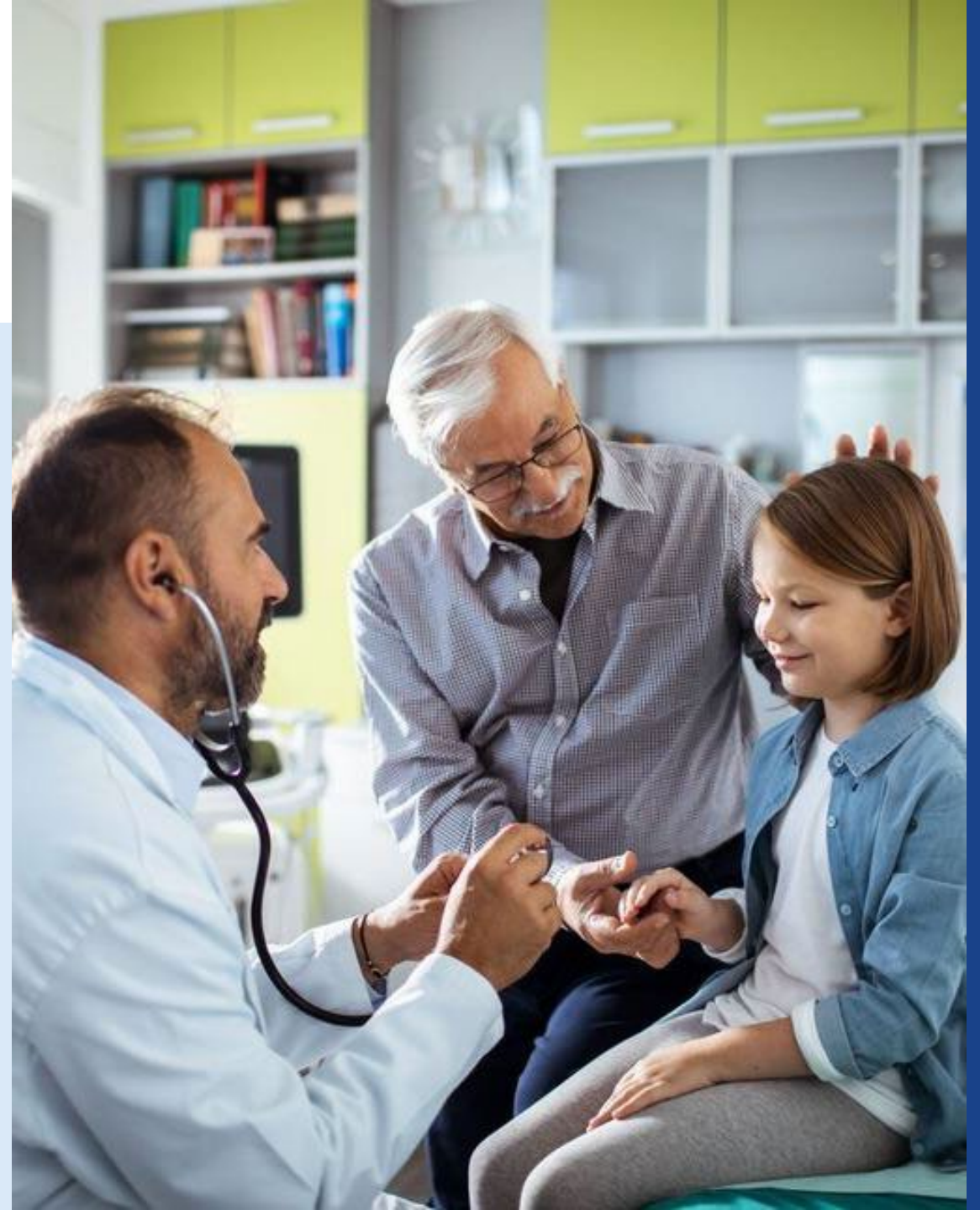
MANAGER

- Identify with Organization
 - This is where I belong



HOW PHYSICIANS LEAD

Some habits that make physicians good doctors can make them inherently bad managers.



A blurred background image showing a group of healthcare professionals, including a man in a white lab coat and a woman in a white lab coat, engaged in a discussion or meeting. The image is overlaid with a semi-transparent blue banner.

PROVIDER ENGAGEMENT

Top Performing Healthcare Systems Engage their Providers

LEADING YOURSELF

Physicians who are **engaged** with their organization are **26%** more productive (adds **\$460K** per year per physician).



LEADING YOURSELF

In the top performing institutions, **46%** of physicians are engaged.

In average institutions, it's **33%**.





LEADING YOUR STAFF

30% of physicians say they experience rudeness or aggressiveness from other health professionals on a weekly basis.



LEADING YOUR STAFF

36% of physicians
report being bullied in
the last year.





LEADING YOUR ADMINISTRATION

STORY

A group of physicians led an effort to replace the entire administration of a hospital. One of the physicians sent the following email before the vote to an administrator...





LEADING YOUR ADMINISTRATION

“You are a #%&. Crash and burn as you deserve to do!! This will be a NO vote and the end of the OMA. Sincerely, #&*\$ YOU and the OMA!!!”





LEADING YOUR ADMINISTRATION

A physician at this institution who was working *with* the administration was told...





LEADING YOUR ADMINISTRATION

“I hope none of your patients need to come here to have any kind of investigative radiology done.”

- Radiologist



LEADING YOUR ADMINISTRATION

At the same time,
administrators often
avoid physicians and
make decisions without
their input.



A blurred background image showing a group of diverse people in a meeting or collaborative work environment. They are gathered around a table, looking at documents or devices. The image is overlaid with a semi-transparent blue filter.

LEADING YOUR PROVIDERS

4 Tips for Leading Providers

LEADING YOUR PROVIDERS

4 Tips:

- Clearly Define Roles
- Give Freedom with a Framework
- Engage Them
- Hold Them Accountable



CLEARLY DEFINE ROLES

Hierarchy Rules

- Everyone has 1 boss
- No dotted lines
- Reasonable number of direct reports
- Be cautious of “lead” positions (responsibility without authority)



CLEARLY DEFINE ROLES

Jobs vs. Roles

- Everyone has 1 Job (ex: VP of Clinics)
- Most people have multiple roles (Manager, Clinic Operations, Physician Relations)



CLEARLY DEFINE ROLES

Physicians have roles
too, even owners...



CLEARLY DEFINE ROLES

Physician owners have the power to tell a front desk person how to do their job, but it should normally not be part of their role.



CLEARLY DEFINE ROLES

Healthy Admin / Owner Roles

- Owners: manage the Admin
- Admin: oversee staff and operations



CLEARLY DEFINE ROLES

Unhealthy Admin / Owner Roles

- Owners: micromanage the practice
- Admin: assistant to the Owners



Your organization is **perfectly designed** to get the results you are currently getting.

CLEARLY DEFINE ROLES

Hard Truth:

Many physician owned clinics are **badly designed.**



CLEARLY DEFINE ROLES

Where do you start?

- Have a strategic discussion about what you want “the machine” to do.
- How do we best design the machine?



CLEARLY DEFINE ROLES

Insight:

Most physicians don't want to play all those other roles anyway!



FREEDOM WITH A FRAMEWORK

One problem we see is that administrators give their physicians too much freedom.

“What would you like to do?”



FREEDOM WITH A FRAMEWORK

True Story

A physicians group buys a series of car washes, which the administrator is then asked to oversee.

The car washes fail miserably, and the administrator hates their life.



FREEDOM WITH A FRAMEWORK

Strategic Planning is critical to keeping your physicians and staff aligned.



FREEDOM WITH A FRAMEWORK

Good Strategic Planning

- ✓ Start with Staff and Physician Feedback
- ✓ Keep Financials front and center
- ✓ SOAR Analysis (Strengths, Opportunities, Aspirations, Results)
- ✓ Set 3-5 Key Objectives
- ✓ Flexible Plan for Execution with an ongoing communication cadence



FREEDOM WITH A FRAMEWORK

Good Strategic Planning

- ✓ Clear roles in execution (whose job is it?)
- ✓ Use an outside facilitator for planning and execution (accountability)



It's not fair, but Physicians are often more likely to listen to an outside expert than they are to listen to inside experts.

ENGAGE THEM!

True Story

A clinic develops a code that is announced over the intercom when a certain physician is in a bad mood.



ENGAGE THEM!

It's common to think that it's easier to avoid some physicians than to engage them, but this often ends badly.



ENGAGE THEM!

Tips

- Regular 1:1 check-ins with administration
- Clear measures of success (KPI's)
- Give regular feedback (positive and negative)
- Give opportunities to ask questions
- Offer mentors to new physicians



HOLD THEM ACCOUNTABLE

OBVIOUS STATEMENT

Physicians bring your
practice a lot of money.



HOLD THEM ACCOUNTABLE

LESS OBVIOUS STATEMENT

Bad physicians cost
your practice a lot of
money.



HOLD THEM ACCOUNTABLE

Bad Physicians:

- Don't keep up with charting
- Are too hard on staff, creating turnover / bad culture
- Make mistakes



HOLD THEM ACCOUNTABLE

Bad Physicians:

A physician that is too hard on staff makes it harder to hire and retain talent. Turnover costs are very real.



HOLD THEM ACCOUNTABLE

PUNCH LINE

You can deal with difficult physicians just like you deal with difficult employees.



HOLD THEM ACCOUNTABLE

INSIGHT

If the physician owns their difficulties, it is worth a lot of time and investment to help them to become better. If not...



TRUTH

Disengaged providers create both financial and culture issues.

TIPS

- 1) Clearly Define Roles
- 2) Freedom Within a Framework
- 3) Engage Them
- 4) Hold Them Accountable

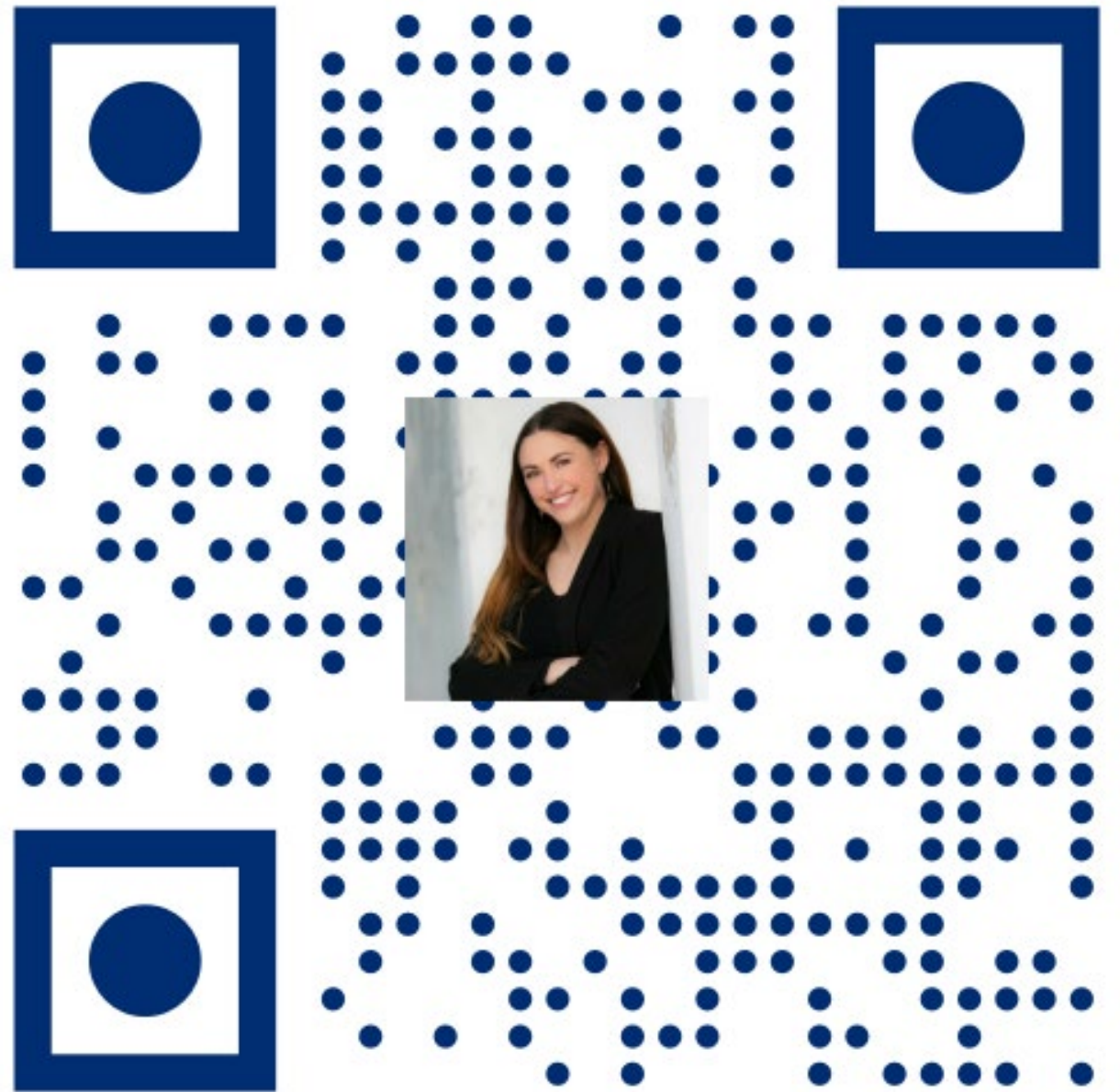


QUESTIONS?



CONTACT ME

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information





INTERESTED IN LEARNING MORE ABOUT
STRATEGIC PLANNING OR EVALUATING YOUR
PRACTICE?

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