How to Use Your Physician Executive Council Onsite

2018

Look inside for:

• Planning guidance for a successful session
• 14 available topics, including market updates, best practices, and skill-building workshops
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Service in Brief

Overview of the Onsite Service

The Physician Executive Council’s Onsite Service brings a senior member of the Council’s faculty to member organizations to present frontier market trends, introduce best practices, and work with physician leaders to address implementation challenges.

Our onsite offerings fall into three main categories:

- **Market updates** review the latest trends impacting the health care marketplace and highlight the implications for clinical strategy and physician leaders. They incorporate classroom presentation with group discussion and are designed for the full physician leadership team—including executives, service line leaders, medical directors, department chairs, and current and emerging physician leaders.

- **Best practice seminars** present industry best practices to help guide clinical strategy. They incorporate classroom presentation with group discussion and are primarily designed for executive-level leaders. On occasion, they may also be appropriate for non-executive physician leaders, e.g., service line leaders or department chairs.

- **Interactive skill-building workshops** teach participants the skills they need to succeed as physician leaders. They are designed for the full physician leadership team—including executives, service line leaders, medical directors, department chairs, and current and emerging physician leaders.

We provide tailored service, depth of knowledge, and expert facilitation and delivery. We encourage member organizations—especially those that have yet to participate in an onsite presentation—to take advantage of this highly regarded service. There is no additional fee associated with your onsite session; it is included in your Physician Executive Council membership.

How to Use This Guide

This Guide to the Onsite Service provides tips for partnering with your onsite faculty member to plan and schedule your presentation and descriptions of available onsite offerings.
The Road Map for a Successful Onsite

1 Schedule Your Onsite

Action Steps
- Contact your Membership Advisor to schedule your onsite
- Schedule your onsite presentation at least three months in advance of the desired date
- Consider integrating your onsite presentation into a standing forum, such as a board or executive retreat, annual strategic planning session, or leadership training summit
- Do not finalize your onsite topic before your pre-onsite call with a Physician Executive Council faculty member

2 Join a Planning Call

Action Steps
- Participate in a pre-onsite call with a Physician Executive Council faculty member at least six weeks before the presentation
- With the help of the faculty member, finalize the audience, topic, format, and logistics of the presentation

3 Prepare on the “Day Of”

Action Steps
- Meet with faculty member at least 30 minutes before presentation begins to review event details and any last-minute changes or requests
- Ensure all supporting materials (i.e., books, handouts) are available in sufficient numbers
- Test audiovisual equipment
- Encourage active audience participation at the start of the presentation
- Work with your faculty member to identify follow-up support, such as subsequent presentations, follow-up resources, or audience questions to bring back to the Physician Executive Council research team
Market Updates

- A New Era of Disruption, Competition, and Cost Pressure
- What the Changing Market Means for Physician Leaders
- Accelerate Your Care Variation Reduction Strategy
- The Evolving Physician Leadership Team
A New Era of Disruption, Competition, and Cost Pressure

Recommended Audience
• Physician Executives
• Service Line Leaders
• Department Chairs
• Current and Emerging Physician Leaders

Teaching Methodology
This presentation incorporates classroom presentation and group discussion.

Typical Length
• 1.5 hours
• Can be customized to meet audience and needs

GOAL
Learn the latest trends in health care and the implications for health system strategy.

OVERVIEW
In a marked shift, the private sector is now leading the charge on health care transformation. We can attribute some of this change to politics—after years of using CMS programs to catalyze private-sector change, the current administration seems to prefer taking its cues from industry rather than the other way around.

But politics aside, many of the emerging trends and potential solutions to America’s health care challenges have been brewing for some time—and we can expect them to continue regardless of who is in power.

This presentation provides an objective analysis of the impact of emerging trends on health system strategy.

LEARNING OBJECTIVES
After attending this session, participants will understand:
• How outside disruptors are reshaping health care as we know it
• The major themes disrupting health care from within, including vertical mega-mergers and the shift to deliver care outside the hospital setting
• What it will take for hospitals to remain competitive, now and in the future
What the Changing Market Means for Physician Leaders

Recommended Audience
• Physician Executives
• Service Line Leaders
• Department Chairs
• Current and Emerging Physician Leaders

Teaching Methodology
This workshop incorporates classroom presentation and group discussion.

Typical Length
• 3 hours
• Can be customized to meet audience and needs

GOAL
Learn about the trends shaping today’s health care market and the opportunities they present to make meaningful physician leadership contributions.

OVERVIEW
From payment reform to changing consumer expectations, the health care market is constantly evolving. Physician leaders have an opportunity to partner with the health system to navigate this changing landscape—however, many physicians lack the strategic information and understanding of industry context to fully leverage their role.

This workshop provides physician leaders with the knowledge and skills they need to make meaningful leadership contributions in today’s rapidly changing health care market.

LEARNING OBJECTIVES
After attending this session, participants will understand:
• The most significant industry trends for their organizations and their departments
• How market forces impact the local organization
• How to respond to emerging challenges and opportunities
Accelerate Your Care Variation Reduction Strategy

Recommended Audience
• Physician Executives
• Service Line Leaders
• Department Chairs
• Current and Emerging Physician Leaders

Teaching Methodology
This presentation incorporates classroom presentation and group discussion.

Typical Length
• 1.5 hours
• Can be customized to meet audience and needs

GOAL
Learn why reducing care variation is critical to executing on your strategic goals in today’s market and what it takes to advance a successful care variation reduction strategy.

OVERVIEW
In a world of declining reimbursement and heightened margin pressure, all health systems must focus on reducing unwarranted care variation to remain competitive. However, many organizations lack the knowledge necessary to execute a successful care variation reduction strategy.

This presentation covers the challenges organizations face nationwide, the Advisory Board’s framework for minimizing care variation at scale, and in-depth case studies from leading organizations.

LEARNING OBJECTIVES
After attending this session, participants will understand:
• The market pressures creating new urgency for care variation reduction
• Why historical care variation reduction efforts have fallen short
• The key competencies necessary to execute on a successful care variation reduction strategy

Want to Learn More?
advisory.com/research/health-care-advisory-board/white-papers/2016/the-system-blueprint-for-clinical-standardization
advisory.com/research/physician-executive-council/studies/2015/realizing-system-wide-clinical-standardization
The Evolving Physician Leadership Team

**Recommended Audience**
- Physician Executives
- Service Line Leaders
- Department Chairs

**Teaching Methodology**
This presentation incorporates classroom presentation and group discussion.

**Typical Length**
- 1.5 hours
- Can be customized to meet audience and needs

**GOAL**
Learn how health system executives are restructuring physician leadership roles to support changing organizational strategy and goals.

**OVERVIEW**
Health systems are counting on physician leaders now more than ever to drive change in an increasingly value-driven market. Despite investing heavily in leadership training, many physician executives report their organizations fail to see a sufficient return on these investments. A major part of the problem is an outdated leadership structure—many organizations have vague, duplicative, and unevenly scoped roles and reporting relationships that have failed to evolve alongside the health care industry.

This presentation covers the major trends reshaping how physician leaders are deployed in health systems today.

**LEARNING OBJECTIVES**
After attending this session, participants will understand:
- Why legacy leadership structures are suboptimal for today’s health care organizations
- What types of support and training physician leaders need to succeed
- How to optimize existing leadership structures to promote coordination across facilities

**Want to Learn More?**
Best Practice Seminars

- Capturing the Full Value of the Hospitalist Program
- Engaging Physicians in Patient Experience
- Create Care Standards Your Front Line Will Embrace
- Achieve Better Clinical Decision Support with Fewer Alerts
- The 80/20 of Care Variation Reduction
- Your Data-Driven Road Map for Physician Engagement
Capturing the Full Value of the Hospitalist Program

GOAL
Learn how to capture hospitalist program ROI by supporting hospitalists to advance quality outcomes.

OVERVIEW
Hospitalists care for a large proportion of inpatients, making them a “scalable force for quality.” Yet, few hospitalist programs have been fully leveraged to advance outcomes, and only about a third of executives report feeling confident they have a high-performing hospitalist program.

This presentation covers four imperatives to position your hospitalist program to drive transformational quality improvement.

LEARNING OBJECTIVES
After attending this session, participants will be able to:
• Establish a shared set of priorities and goals across hospitalist groups
• Effectively scope hospitalist and AP roles to ensure hospitalists are working at top of license
• Assess the potential of emerging care delivery models to promote hospitalist ownership of quality improvement

CONTENT
Realign Hospitalists with Hospital Priorities
• Set minimum standards to reduce performance variability between hospitalist groups
• Assess gaps between the hospitalist program and hospital priorities to reset alignment

Optimize Hospitalist Role
• Refine medical comanagement model to maximize hospitalist impact
• Scope advanced practitioner role to balance autonomy with physician oversight

Position Hospitalists for Quality Improvement
• Institute shared prioritization for QI initiatives
• Hardwire connectivity between hospitalists and quality department
• Assess impact of unit-based models to increase hospitalist accountability

Establish Role in Accountable Care
• Establish hospitalist connectivity with strategically important SNFs
• Deploy hospitalists to transitional care clinics

Want to Learn More?
Engaging Physicians in Patient Experience

**Recommended Audience**
- Physician Executives
- Patient Experience Staff

**Teaching Methodology**
This presentation incorporates classroom presentation and group discussion.

**Typical Length**
- 1.5 hours
- Can be customized to meet audience and needs

**GOAL**
Learn how to empower physicians to drive patient experience improvement.

**OVERVIEW**
Physicians have the ability to improve patient experience more than any other member of the care team. However, many physicians fail to recognize their unique role or the profound impact of patient experience on quality outcomes. This presentation defines physicians' role in driving patient experience and covers strategies to engage physicians in patient experience initiatives.

**LEARNING OBJECTIVES**
After attending this session, participants will be able to:
- Explain to physicians the impact of their role on patient experience outcomes
- Strategically message performance data to mitigate potential pushback
- Identify the right training format to cultivate physicians' interpersonal skills

**CONTENT**
Build a Patient Experience Organization
- Secure executive-level support for patient experience improvement
- Define a comprehensive long-term vision

Define the Unique Role of Physicians in Patient Experience
- Clarify how physicians impact patient experience
- Secure buy-in by appealing to physician motivators

Leverage Data for Performance Improvement
- Unblind physician performance data for maximum impact
- Shorten the data feedback loop

Strengthen Physicians’ Patient Experience Skills
- Develop physician empathy skills
- Emphasize patient-centered communication

**Want to Learn More?**
Create Care Standards Your Front Line Will Embrace

**Recommended Audience**
- Physician Executives
- Service Line Leaders
- Department Chairs
- Current and Emerging Physician Leaders

**Teaching Methodology**
This presentation incorporates classroom presentation and group discussion.

**Typical Length**
- 2.5 hours
- Can be customized to meet audience and needs

**GOAL**
Learn how to equip physician leaders to design care standards that can be successfully embedded into daily practice.

**OVERVIEW**
Reducing unwarranted care variation is critical for improving both quality and financial performance within and across hospitals. A common pitfall, however, is that care standards are often designed without workflow in mind, making it difficult to translate them into daily practice. As a result, frontline clinicians struggle to follow the standards and often abandon them.

This presentation covers tactics for designing and rolling out care standards that are actionable at the front line.

**LEARNING OBJECTIVES**
After attending this session, participants will be able to:
- Assemble care standard design teams with the right people and skillsets
- Equip design teams to create care standards that proactively account for workflow considerations
- Collect and leverage frontline feedback to drive care standard adherence

**CONTENT**

Frontload Workflow Considerations
- Address workflow constraints before approving a care standard for rollout
- Identify enablers to support care standard adherence

Professionalize the Design Team
- Assemble dedicated design team with the right skills to create actionable care standards
- Clearly define design team member roles

Anticipate Local Roadblocks
- Assign facility implementation lead to identify areas of potential pushback
- Assess readiness for care standard rollout through impact inventory

Hardwire Channels for Iteration
- Establish channels to collect feedback from frontline clinicians
- Define “non-negotiable” elements of care standards that must be universally followed

**Want to Learn More?**
Achieve Better Clinical Decision Support with Fewer Alerts

**Goal**
Learn how physician executives can help overhaul CDS strategy to realize the full value of CDS.

**Overview**
Clinical decision support (CDS) has the potential to improve health care by reducing adverse events, enhancing clinical outcomes, increasing efficiency, and lowering costs. Unfortunately, due to poorly designed alerts and order sets, most health systems struggle to realize the benefits of CDS, and many find it actually hinders care delivery. In addition, although high-performing CDS is critical to succeed on key strategic priorities like care variation reduction and quality improvement, physician executives rarely give CDS the attention it deserves.

This presentation provides seven strategies for physician executives to drive the organization to realize the full value of CDS.

**Learning Objectives**
After attending this session, participants will be able to:
- Identify low-value alerts that can be removed without sacrificing quality
- Break through the tendency to over alert
- Reengineer the CDS request process to ensure new CDS is aligned with clinical strategy

**Content**
Reduce Alert Noise
- Categorically purge low-value alerts
- Prioritize specificity over sensitivity
- Engage providers to identify needless alerts

Build Higher-Value CDS
- Map CDS requests to strategic goals
- Apply objective criteria to prioritize requests
- Focus CDS requests on problems, not solutions
- Expand medical staff imagination

Want to Learn More?
The 80/20 of Care Variation Reduction

**Recommended Audience**
- Physician Executives
- Service Line Leaders
- Department Chairs
- Current and Emerging Physician Leaders

**Teaching Methodology**
This presentation incorporates classroom presentation and group discussion.

**Typical Length**
- 2.5 hours
- Can be customized to meet audience and needs

**GOAL**
Learn how organizations have prioritized, scoped, and achieved care variation reduction for four top-opportunity conditions.

**OVERVIEW**
At most hospitals, care variation reduction can unlock a multi-million dollar cost savings and quality improvement opportunity. But as CMOs seek to unlock those opportunities, they find that they wrestle with the intricacies involved in scoping the initiative and building effective implementation supports for clinicians.

This presentation provides detailed case studies of four early-mover health systems that have successfully standardized care for an individual condition, including AMI, stroke, sepsis, and COPD. Additionally, this presentation includes implementation resources from each of the four profiled organizations to help jumpstart your own efforts.

**LEARNING OBJECTIVES**
After attending this session, participants will be able to:
- Efficiently identify their organization’s top improvement opportunities by APR-DRG\(^1\) and quantify potential savings
- Jumpstart efforts to reduce care variation on four specific high-opportunity conditions
- Craft a CVR strategy for their organization that includes all necessary steps to successfully design and embed new standards into practice

**CONTENT**
Advisory Board’s Care Variation Shortlist
- Rank-ordered list of top 30 conditions with greatest potential for cost savings from reducing unwarranted care variation

Four In-Depth Case Profiles
- Atrium Health’s Acute Myocardial Infarction (AMI) CVR Initiative
- Christiana Care Health System’s Stroke CVR Initiative
- Emory Healthcare’s Sepsis CVR Initiative
- Mission Health System’s Chronic Obstructive Pulmonary Disease (COPD) CVR Initiative

Condition-Specific CVR Starter Kits from Profiled Organizations
- Care standard documents
- Patient and staff education materials
- Implementation support materials

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\(^1\) All patients refined diagnosis related groups.
Your Data-Driven Road Map for Physician Engagement

Recommended Audience
• Physician Executives
• Service Line Leaders
• Department Chairs
• Current and Emerging Physician Leaders

Teaching Methodology
This presentation incorporates classroom presentation and group discussion.

Typical Length
• 3 hours
• Can be customized to meet audience and needs

GOAL
Learn how to strengthen physician engagement in an era of limited resources.

OVERVIEW
Strong physician engagement has a positive impact on a host of CMO priorities including: provider retention, patient experience, care quality, and organizational costs. However, resource constraints make it increasingly difficult for medical leaders to turn the dial on engagement—especially across both employed and independent physician groups.

This presentation provides strategic guidance on how to scope your physician engagement strategy and 15 best practices to maximize the return on your efforts.

LEARNING OBJECTIVES
After attending this session, participants will be able to:
• Prioritize specific physicians and engagement tactics on which to focus
• Effectively solicit physician input on both strategic and day-to-day issues
• Recognize physicians for professionally meaningful work in a timely fashion
• Re-scope physician leadership roles to make them more attractive

CONTENT
Translate Market Forces into Physician Terms
• Physician Market Intensive
• Market Force Course

Communicate Executive Action Through Convenient, Curated Channels
• Structured Leader Rounding
• Executive-Led Virtual Brownbags
• Physician Communication Hierarchy

Hardwire Physician Involvement in Strategic Decisions
• CEO Cabinet
• Physician Think Tanks

Solicit Actionable Input About Physician Irritants
• Leader-Driven Solution Sourcing
• Simplified Scenario Planning
• One-Hour Input Escalation

Embed Meaningful Recognition Into Workflow
• Challenge Coins
• Patient-Driven Recognition
• Kudos Button

Create “Bite-Sized” Leadership Opportunities
• Physician Sounding Board
• Peer-Executive Liaisons
Interactive Skill-Building Workshops

- Reduce Stress and Burnout
- Overcome Barriers to High-Reliability Care
- Win Physician Buy-In for Change
- What Your Patients Really Want
Reduce Stress and Burnout

**Recommended Audience**
- Physician Executives
- Service Line Leaders
- Department Chairs
- Current and Emerging Physician Leaders

**Teaching Methodology**
This workshop incorporates classroom presentation, group discussions, application exercises, scenarios, and personal reflection.

**Typical Length**
- 2-4 hours
- Can be customized to meet audience and needs

**GOAL**
Learn strategies to more effectively manage work-related stress and prevent burnout.

**OVERVIEW**
More than half of physicians report feeling burned out due to the never-ending list of mandates and unrelenting pace of change in today’s health care industry. Amidst these challenges, physicians struggle to stay energized, prioritize their time, and see the impact of their work.

This workshop is designed to give physicians more ownership and control of their stress in the workplace. Participants will learn proven tactics to work more sustainably, reduce stress in the short-term, and prevent or reverse burnout over time.

**LEARNING OBJECTIVES**
After attending this session, participants will be able to:
- Identify unhealthy responses to stress
- Know when and how to say “no” and ask for help
- Prioritize workload to focus time and energy on the most impactful tasks
- Build work relationships that provide needed support

**CONTENT**

Respond to Stress
- Identify default stress reactions that can actually worsen stress levels
- Learn how to react to stress more productively in the moment

Clarify Priorities
- Identify a limited number of organizational and personal priorities
- Align one’s calendar and to-do list to focus time and energy on the right activities

Advocate for Oneself
- Make successful requests for help in the workplace
- Gain the confidence to say “no” to keep one’s workload manageable

Build Supportive Relationships
- Take advantage of existing opportunities to receive more support from colleagues
- Make long-term investments in relationships to create a meaningful support network
Overcome Barriers to High-Reliability Care

**Recommended Audience**
- Physician Executives
- Service Line Leaders
- Department Chairs
- Current and Emerging Physician Leaders

**Teaching Methodology**
This workshop incorporates classroom presentation, group discussion, application exercises, and skill-building role plays.

**Typical Length**
- 3 hours
- Can be customized to meet audience and needs

**GOAL**
Learn how to use your leadership role to promote adherence to evidence-based care standards.

**OVERVIEW**
Despite mounting support that evidence-based care standards save lives, lower costs, and improve quality—care variation still persists. Physician leaders are uniquely qualified to help their organization adopt care standards, but many lack the training necessary to succeed.

This workshop provides physicians leaders the insights, strategies, and skills they need to successfully implement care standards and drive adherence.

**LEARNING OBJECTIVES**
After attending this session, participants will be able to:
- Apply best practices for designing, prioritizing, and implementing care standards
- Secure stakeholder support for their change efforts
- Provide ongoing support to other physicians to increase the likelihood of care standard adoption

**CONTENT**
**Design Care Standards**
- Determine when and how to involve physicians in the creation of care standards
- Understand how to set expectations that care consistency is an organizational priority

**Implement Care Standards**
- Evaluate prioritization criteria for care standard rollout
- Assess how to pilot and phase care standard implementation to ensure future adoption
- Recognize how post-pilot debriefs can be used to surface key “lessons learned”

**Provide Ongoing Support**
- Understand the organization’s most common barriers to care standard adherence
- Explore how to provide physicians with access to experts and critical performance data
- Practice how to have coaching conversations with noncompliant physicians
Win Physician Buy-In for Change

Recommended Audience
• Physician Executives
• Service Line Leaders
• Department Chairs
• Current and Emerging Physician Leaders

Teaching Methodology
This workshop incorporates classroom presentation, scenarios, and individual and group exercises.

Typical Length
• 2-4 hours
• Can be customized to meet audience and needs

GOAL
Learn how to engage physicians in change by soliciting actionable input.

OVERVIEW
Physician leaders are well-positioned to advance high-priority change initiatives, yet often struggle to involve their physician colleagues at the right time and in the right ways. This workshop will teach leaders how they can involve physicians early in the change management process—when physician input can still impact the final outcome.

LEARNING OBJECTIVES
After attending this session, participants will be able to:
• Proactively identify the type of physician input needed to advance change
• Introduce initiatives to physicians in a way that builds buy-in and leadership credibility
• Learn from physician complaints by responding objectively in-the-moment
• Facilitate productive group discussions that result in actionable input

CONTENT
Clarify the Mission
• Determine what specific type of frontline input is needed to advance a change

Pre-Wire the Change
• Identify who will have an outsized reaction—and impact—on the change
• Strategically introduce the change during targeted one-on-one conversations

Redirect Complaints In-The-Moment
• Objectively respond to colleagues’ complaints about change
• Uncover hidden insights and input from complaints

Facilitate a Group Input Session
• Match meeting structure to the specific type of frontline input needed
• Keep group discussions on track
What Your Patients Really Want

Recommended Audience
• Physician Executives
• Service Line Leaders
• Department Chairs
• Current and Emerging Physician Leaders

Teaching Methodology
This workshop incorporates classroom presentation, data interpretation, and group discussion.

Typical Length
• 3 hours
• Can be customized to meet audience and needs

GOAL
Learn how to redesign physician practice to meet consumer preferences and attract and retain patients.

OVERVIEW
Health care is becoming a more consumer-driven market. Patients are demanding more from their care than ever before, and they are increasingly willing to shop around for providers. Physician leaders are well positioned to help rethink the consumer experience to attract and retain patients, but improvement depends on understanding and delivering against patient expectations.

This workshop provides insight into today’s consumer preferences and pinpoints organization-specific opportunities to redesign physician practice to meet patient expectations.

LEARNING OBJECTIVES
After attending this session, participants will understand patient preferences and be able to:
• Pinpoint the organization’s biggest opportunities to become more consumer-oriented
• Identify concrete ways to satisfy consumer expectations

CONTENT
Understand Patient Expectations
• Analyze survey results to uncover the most important factors in patient care decisions
• Learn how to attract new patients and what it takes to keep them coming back

Pinpoint Improvement Opportunities
• Assess the organization’s performance against high-priority consumer expectations
• Discuss common strengths and vulnerabilities across physician practices

Brainstorm Consumer-Oriented Improvements
• Generate a list of improvement ideas that are feasible and tailored to participants’ practices and patients
• Share innovative ideas from sites across the organization
• Draw inspiration from industry best practices