



Engaging Physicians: A Manual to Physician Partnership

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Instruction Manual

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Introduction

PowerPoint presentations are included for each stage of the nine stages of “Engaging Physicians.” Each presentation includes learning objectives, key concepts, lecture content, summary and individual teaching notes, where appropriate. References are made throughout the PowerPoint notes section directing users to the book or the Studer Group website for further information. The major teaching outcomes are:

- ✓ Analyze the nine stages introduced in *Engaging Physicians*
- ✓ Evaluate the physician’s role in the culture and outcomes of a healthcare organization
- ✓ Describe the how-to techniques to engage and train physicians to drive organizational performance and apply knowledge of the techniques to a real-world healthcare setting
- ✓ Create a personal understanding of how to interact with physicians for maximal benefit of the organization and its employees

Teaching Objectives

- The students will describe the nine stages of physician engagement.
- The students will explain why physician buy in and partnership is key to the success of any healthcare organization.
- The students will diagnose three significant factors negatively impacting physician-staff relationships today.
- The students will evaluate the importance of systems improvement and methods of creating physicians’ acceptance of change.
- The students will assess their roles in coaching physicians and staff to collaborate through the process of buy in, engagement, leadership, accountability, and trust.
- Students will apply the knowledge gained by offering four ways in which the concepts will impact daily performance, short- and long-terms goals, and employee relations.

Competencies Addressed

The American College of Healthcare Executives (ACHE) established critical domains of competency in healthcare management (2010). The ones most relevant to this course and targeted for driving toward proficiency are as follows:

- Communication and relationship management: relationship management and communication skills.
- Leadership: leadership skills and behavior, organizational climate and culture, communication vision, and managing change.
- Professionalism: personal and professional accountability and professional development and lifelong learning.
- Knowledge of the healthcare environment: healthcare personnel and the community and environment.
- Business skills and knowledge: general management, human resource management, organizational dynamics and governance, strategic planning and marketing, and quality improvement.

Probing Questions

Consider using these questions for general discussion and introduction of the subject at the start of the class. They are listed at the beginning of each stage.

Probing Questions:

What makes physicians tick? Why should you care about this?

Possible responses:

Part 1: What makes physicians tick?

- Helping people
- Extrinsic/intrinsic motivation
- Money
- Prestige/recognition
- Knowing the role they play in the goals of the organization

Part 2: Why should you care?

- Understanding the motivations of people with whom we work is essential to the success of an organization.
- Physicians play a large role in the success of an organization and can make or break organizational outcomes, quality of care, and service efforts provided by the organization.
- When physicians, nurses, and administration work together, shared goals are achieved at a much higher rate.
- Physicians are discriminating and purposeful in engaging in organizational change. Ultimately, physicians will do for the organization what the organization has done for them.