

The first step in getting physicians on board is to identify physicians who have the most influence on hospital operations (e.g. their role, impact on revenue). Then divide this group into four quadrants, based upon their level of support for change. This allows you to address their unique drivers, fix concerns, and follow up afterwards to capture the win.

| Know Your Physicians | | |
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| Quadrant | Description | Key Actions |
| Quadrant 1 "Loyal" | Physicians who are inherently loyal. They see the value in the changes the organization is making and will actively support them. | <ul style="list-style-type: none"> > Thank them for their support at a group or individual meeting. > Ask what the hospital does well and what it could do better. > Send a note to departments they compliment, giving credit to the physician. > Focus on key areas of improvement. |
| Quadrant 2 "Want to be aligned" | They want to be on board, but there is one thing that keeps them from being aligned with hospital leaders (e.g. an operational or political issue; frustration with a particular individual). | <ul style="list-style-type: none"> > Use the same actions as above > If you cannot address a concern, say so and explain why. (Physicians would rather hear a "no" than be left in limbo.) |
| Quadrant 3 "Skeptical" | Skepticals hang in the balance. These individuals have many issues and concerns so the organization will need to be relentless to move them, but they can be moved. | <ul style="list-style-type: none"> > Be especially persistent on capturing wins, as this group will have more concerns. |
| Quadrant 4 "Naysayer" | These physicians will likely never be on board. | <ul style="list-style-type: none"> > Resist the temptation to make believers out of these physicians. > Focus on meeting the needs of physicians in quadrants one, two, and three, which typically make up 90% of the medical staff. |