Leadership to Advance the Future of Physician Relations

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Our Time Together

1. Share ideas for internal positioning and alignment - people, process and analytics
2. Offer management techniques to hire, train and motivate talent
3. Provide a resource to encourage personal assessment for success
Where Are You?

- Leadership connectivity
- Team endorsement
- Systems and process
- Future vision and tools
Leadership Platform

Communication is the backdrop for every element

- High functioning field team
- Visibility with the right people
- Trusted relationships inside and out
- Measurement
- Infrastructure
- 46 hospitals
- 975+ access points
- 5,700+ licensed beds
- 44,000+ employees
- 10,400 physicians
- 30 ambulatory surgery centers
- 151 outpatient ancillary facilities
- 164 primary care clinics
- 472 specialty clinics
- 4 urgent care clinics
- 4 senior care centers
- 24 pharmacies
- 5.1 million patient encounters annually
DEPARTMENT OF PHYSICIAN RELATIONS – BAYLOR SCOTT & WHITE CENTRAL DIVISION

- Department created in 2007
- 5 liaisons
- 1 liaison directing internal outreach and communications
- 1 assistant/database administrator (works remotely)
- Both suburban and rural outreach
- Key Metric: Referral Increase (Primarily Outpatient)
- Highly leverage Salesforce.com database for program metrics, reporting, and facilitation of referral processing

referral.sw.org
Creating the Infrastructure

“Average leaders have quotes.
Good leaders have a plan.
Exceptional leaders have a system.”
- Urban Meyer

Keys To Success

1. Program priorities match those of the institution
2. Maintain open lines of communication with leaders
3. Measure both inputs and outcomes
4. Adapt to changes
Measurement Points

- Physicians visited
- Visits
- Facilitation (doctor-to-doctor) visits coordinated
- Targeted Services Promoted
- Market intelligence items submitted
- Doctors remotely connected to EMR
- Issues submitted
- % issues resolved within specs
- Emails collected
- Newsletters sent
- Physician surveys administered
## Toolkit – Measuring Outputs (Results)

### Volume Change - Key Services

<table>
<thead>
<tr>
<th>Service</th>
<th>LFY To Date</th>
<th>CFY To Date</th>
<th>Referral Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cancer</td>
<td>1,685</td>
<td>1,867</td>
<td>10.80%</td>
</tr>
<tr>
<td>Cardiovascular</td>
<td>1,338</td>
<td>1,598</td>
<td>19.43%</td>
</tr>
<tr>
<td>Neurosciences</td>
<td>3,073</td>
<td>3,241</td>
<td>5.47%</td>
</tr>
<tr>
<td>Orthopedics</td>
<td>2,725</td>
<td>2,563</td>
<td>-5.94%</td>
</tr>
<tr>
<td>Pediatrics</td>
<td>7,649</td>
<td>9,418</td>
<td>23.13%</td>
</tr>
<tr>
<td>Transplant</td>
<td>313</td>
<td>390</td>
<td>24.60%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>16,783</td>
<td>19,077</td>
<td>13.67%</td>
</tr>
</tbody>
</table>

### Volume Change - Region

<table>
<thead>
<tr>
<th>Service</th>
<th>LFY To Date</th>
<th>CFY To Date</th>
<th>Referral Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homer</td>
<td>2,132</td>
<td>2,257</td>
<td>5.86%</td>
</tr>
<tr>
<td>Marge</td>
<td>1,011</td>
<td>1,382</td>
<td>36.70%</td>
</tr>
<tr>
<td>Lisa</td>
<td>220</td>
<td>206</td>
<td>-6.10%</td>
</tr>
<tr>
<td>Bart</td>
<td>2,127</td>
<td>3,085</td>
<td>45.04%</td>
</tr>
<tr>
<td>Maggie</td>
<td>5,226</td>
<td>5,524</td>
<td>5.70%</td>
</tr>
</tbody>
</table>

### Measurement Points

- Referral Change
  - Key Services
  - Region
  - Internal
  - Top Practices
- Market Share
- Avg. Daily Census
- Claims
Leadership Model for... Change

• Embrace

• Adapt

• Lead
## Referral Retention Results

<table>
<thead>
<tr>
<th>Region</th>
<th>Baseline - Average monthly referrals leaving system</th>
<th>Baseline % leakage</th>
<th>Latest Month Measured - # of referrals leaving</th>
<th>Latest Month Measured - % of referrals leaving</th>
</tr>
</thead>
<tbody>
<tr>
<td>Round Rock</td>
<td>210</td>
<td>5.6%</td>
<td>173</td>
<td>3.6%</td>
</tr>
<tr>
<td>Temple</td>
<td>189</td>
<td>2.3%</td>
<td>209</td>
<td>1.9%</td>
</tr>
<tr>
<td>Waco</td>
<td>216</td>
<td>17.6%</td>
<td>137</td>
<td>9.1%</td>
</tr>
<tr>
<td>Total</td>
<td>617</td>
<td>4.7%</td>
<td>519</td>
<td>3.8%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Patients Retained – Annualized:</th>
<th>1,170</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual impact:</td>
<td>$785,749</td>
</tr>
</tbody>
</table>
TALENT MATTERS
Provider Relations Team:
- 1 Group Director
- 1 Regional Outreach Manager
- 5 Provider Relations Managers
- 1 Executive Assistant

Advanced referral development and retention, practice alignment strategies, and 1st year experience/on-boarding
**Purpose:** Create, implement, and drive volume and retention through physician relationship strategy for the entire MNDOG group.

**Scope:**
- Grow Systems Of Care
- Grow Individual Care Delivery
- Physician Alignment and Retention
- Communication Outside In
- Communication Inside Out
- Field Intel
- Issue Resolution
- Measure Volume Gains
**Purpose:**
Grow volume to Systems of Care and services that are operationally ready for promotion

**Purpose:**
Maintain and improve physician/satisfaction while maintaining loyal volume

**Purpose:**
To create a seamless and efficient integration process new physicians to the medical staff and/or community

**Purpose:**
Identify and soften primary care/specialty practices for alignment strategies with MNDOG
Your Talent

- Ability to understand and discuss larger strategic messages while connecting specific needs of physicians
- Navigate the heavy lifting
- Longevity, quick to respond, and ability to finish the race
- Effective Communication Styles
- The “Heart”: Drives growth and provides real value
- Strong sense of accountability
Alignement Of Talent With Strategy

Sales can be taught, but is your organization equipped to train a medical sales representative?

**Hire what you can’t train for.**

- Engage/recruit a good leader of provider relations in your organization. Experience is essential!
  - Assess and evaluate current team and structure to meet the organizational needs
  - Develop and coach field team members
  - Advance the program from individual relationship selling to a sustainable system growth model
  - Maximize sales efforts via internal relationships
  - Provide stability for providers in a changing market

The average cost for training each medical sales representative is $150,000
So What Does It Take?

A good leader of provider relations will demonstrate the following:

✓ Maintain good visibility
✓ Hire the right people or manage appropriately
✓ Manage the many agendas
✓ Use analytics to showcase results
✓ Understand the importance to align with other hospitals
✓ Know what control to keep and what to share
✓ Not allow the talent to manage the director
✓ Prioritize the system strategies
Success Starts Here

Here’s what we know about the must haves for successful sales people:

• Compensation. It’s important, both for recruitment and retention
• Career advancement opportunities
• Pride in what they do

“Happy salespeople, happy sales”
The Right Kind Of Sales Experience

• Benefit to hiring medical sales professionals
  – Trained to ask for the business
  – Execute a consultative sales process
  – Navigate physician practices and referral process
  – Invested in healthcare
  – Ability to understand and communicate clinical information
Motivating Your Talent

Congratulations! You have the right talent, now let’s motivate them;

- On-going training helps strengthen retention
  - Shadowing physicians
  - Conference budget/outside sales training
- Incorporate individual strengths and/or interests
- Involvement in key decision making
- Incentivize $ appropriately
- Remember people pleasers will take on the world. PRIORITIZE!
Plug and Play Your Talent

• How all the individuals work together to elevate the team
  – Education
  – Talent management

• Scalability of the model
  – New hospitals
  – New clinics
  – New programs

• Field focused
Supportive Leadership Team

• Were you intentional in the structure, or did it “just happen”?
• Recognize the opportunities to create more depth in current program
• Create a culture within a culture
• Provider relations is not operations
• Don’t sit and wait for intel, engage first
• Protect any intel you receive
• Your sales team will try to tie you into the process - embrace it!
• Connect provider relations with leadership
• You want community providers to perceive them as high-level, connected to key decision makers
FUTURE STATE

A PERSONAL PLAN
Leadership for the Future

Strategic Obligations
1. Context
2. Nimbleness
3. Professional intelligence

Tactical Implementation
1. Platform of current success
2. Strong reliable tools
3. Smarts: internal and external
4. Talent
5. Vision to support the right risk
6. Political capital

- What do I know?
- What do I leverage?
- Who can help me learn?
- What’s my aptitude for present/future?
- Can I change? Can my team?
- Do I have a solid program?
- What’s our internal visibility score?
- Does my talent have the skills and desire to do what’s needed?
Getting Strategic

Everyone talks about being strategic... are you?

Attributes of adaptive strategic thinkers

1. Anticipate
2. Think critically
3. Interpret
4. Decide
5. Align
6. Learn
1. Clear Expectations

People perform better when they know what is expected of them. You own this and the obligation to create the right environment.

Ask
1. Do I have clear, measurable personal goals
2. Do I use positive team pressure to motivate top tier performance
3. How do I personally motivate, reward and inspire my team
4. Is my coaching style conducive to a solid use of sales process, but one that allows for diversity in the scripting and the style

2. Important Tools

1. Data and analytics- targeting and results
2. Operational involvement and buy-in
3. Talent coaching and evaluation tools
4. Field intelligence methods
5. Issue resolution process
6. Listen to everything, everywhere, all the time
3. Relentlessly Pursue Impact

- Growth is earning what the leaders need you to from the field
- Data is a non-negotiable for targeting, tracking and demonstrating impact
- Impact today may be volume
- Ask
  - What is the right impact measure for my organization today- tomorrow?
  - What’s trusted? What’s available?
  - Who can be a data friend?
  - How do I deal with naysayers?
  - Am I able to use the tools I have to create urgency?
4. Talent
The best and most challenging part of the role

- Control freaks about the right stuff
- Loyal to their customers
- Great salespeople do the same thing everyday
- Achievers
- Focus
- Mental toughness
- Optimistic with a dose of paranoia

Hire well
Fast ramp up
Cut if you need
Train
Motivate
Feedback and clear goals
Monitor and develop
5. Lead Well

Effective communication and effective people management were identified as the first and second most essential components for effective leadership. BTW, 3rd was empathy and emotional intelligence

• Balance your “leading” between your constituents. Leaders peers and your team
  Off balance = trouble
• Keep your team informed. It is hard to over-communicate
• Manage good staff and those who are not- the baggage of allowing underperformers hurts your credibility
• Work hard, laugh with them

Ask
• How would my team score me in these areas?
• How do my leaders feel about my overall leadership with my team?
• Do my team members stay with me, if not, why not?
• What’s the best approach to take on one of these areas?
6. Manage Change

1. Create the reason
2. Get them to see it
3. Build change partners
4. Set a clear course
5. Formal/informal - every type of communication
6. Make it happen
7. Call out success stories
8. Make it part of the new infrastructure and plan

Having a structure and plan does not mean we are stagnant.
7. Spend Political Capital Wisely

*Pay attention to timing*
*Sometimes you need to spend - spend smart*
*Chain of command is alive and well*
*Have your facts together*

**ACTIONS**
1. Collaboration: up and down the chain, initiate
2. Give credit to others in addition to taking credit for your process
3. Ask to be involved with external facing/physician focused meetings
4. Proactively pull people together
Messages to Take with You

1. Communication with organizational leaders is paramount to success
2. Facilitate a results-driven environment
3. Create a program that can adapt to various organizational needs, market dynamics, and staff strengths
4. Hire what you are not able to train for
5. Start with the right leader of provider relations
6. Don’t settle when hiring, find the right one
7. Involve your provider relations team in strategy
8. Invest in yourself and your skills
9. Change is our new market reality, invest in being an expert in managing it

Questions? Comments?
THANK YOU!

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