

# A Physician CEO Shares the "Special Sauce" to Align and Engage Physician Providers

**Kevin Lewis, M.D., President and CEO, SSM Health Medical Group**

**Susan Emerson, SVP Strategic Planning & Business Development,  
Private Health News / MedNews Plus**

# Agenda

- Our Engagement Journey and its Impact
- The Key Ingredients of our “Special Sauce”
- Suggested Ingredients to make your own Special Sauce
  - ▶ What you can “cook up” tomorrow



# Learning Objectives

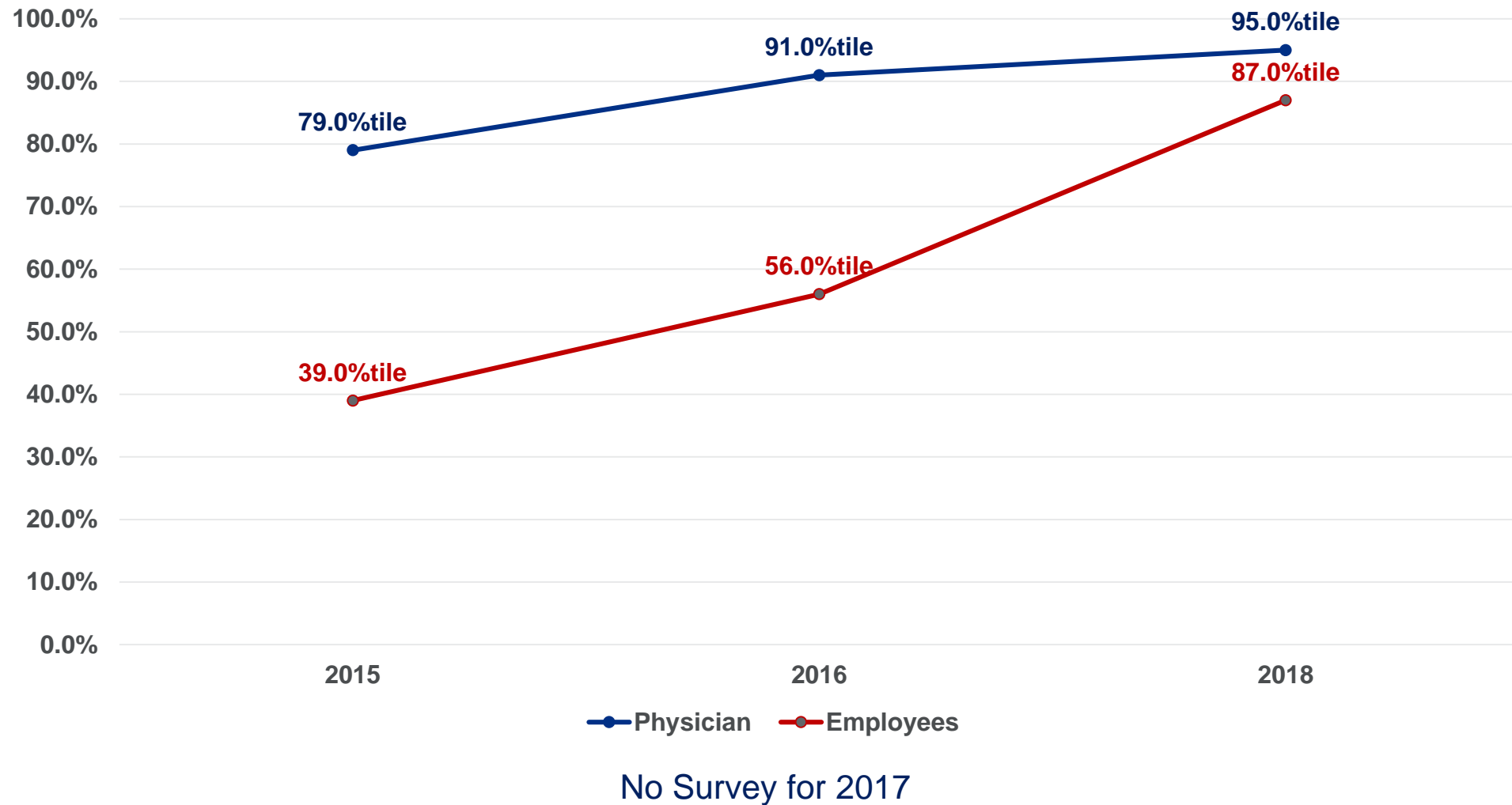
1. Determine whether existing **Mission, Vision, and Values** truly resonate with physicians and, if not, what to do about it.
2. Address how current physician **Selection, Onboarding, and “Re-Boarding”** programs can be reimagined for greater success by tapping into the high achievement drive inherent with most physicians.
3. Learn key approaches to **Physician and Staff Communication** that will have an impact.

# SSM Health Medical Group - Oklahoma

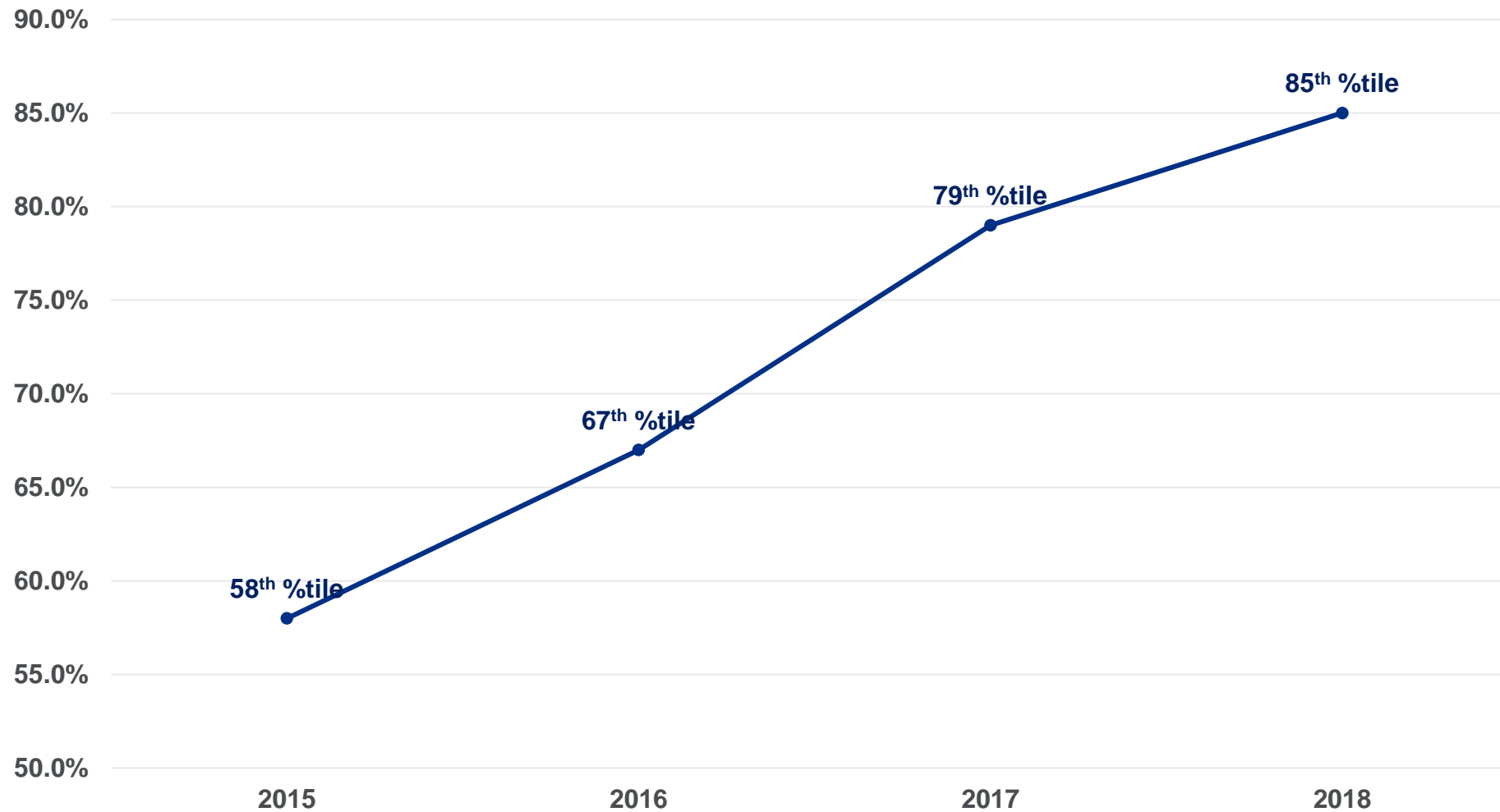
## Our Journey



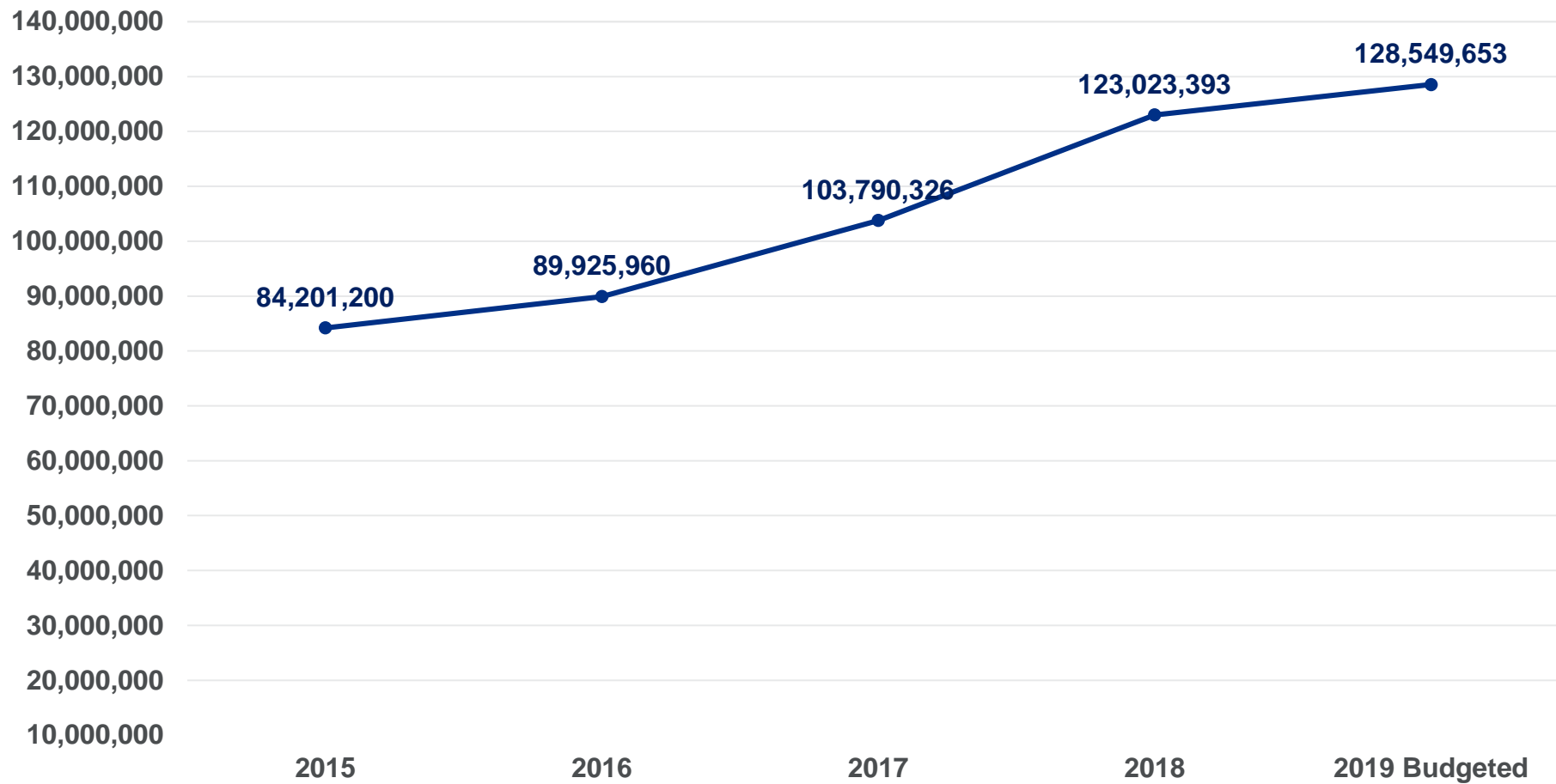
# SSM Health Medical Group - Oklahoma Physician and Employee Satisfaction for CY/FY 2015-2018



# SSM Health Medical Group – Oklahoma Patient Satisfaction for CY/FY 2015-2018



# SSM Health Medical Group - Oklahoma Revenue for CY/FY 2015-2018



# Mission, Vision & Values – Oh, My!

- Do they resonate?
- Are they lived?
- Why does this matter?



# Name that Mission

Above all else, we are committed to the care and improvement of human life.



# Name that Vision

We envision a strong, vibrant Catholic health ministry in the United States which will lead to the transformation of healthcare. We will ensure service that is committed to health and well-being for our communities and that responds to the needs of individuals throughout the life cycle. We will expand the role of laity, in both leadership and sponsorship, to ensure a Catholic health ministry in the future.



# Name those Values

- Dignity
- Collaboration
- Justice
- Stewardship
- Excellence



# SSM Health

## ■ Mission

- Through our exceptional healthcare services, we reveal the healing presence of God.

## ■ Values

- Compassion
- Respect
- Excellence
- Stewardship
- Community

## ■ Vision

- Through our participation in the healing ministry of Jesus Christ, communities, especially those that are economically, physically and socially marginalized, will experience improved health in mind, body, spirit and environment within the financial limits of the system.

# SSM Medical Group - Oklahoma

## ■ Vision

- To be the first, foremost, and future of healthcare in Oklahoma

## ■ Slogans

- “On a journey from relevant to indispensable”
- “Grow bigger. Act smaller.”
- “Be predisposed to action and saying yes”

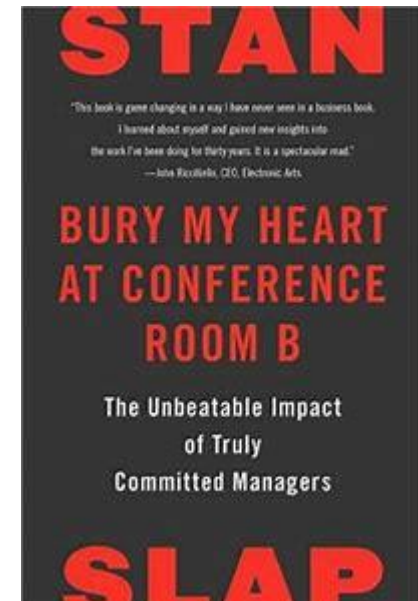
# Selecting, Onboarding & “Re-Boarding”



Bringing on the right physicians, in the right way

# Physician Selection

- More than just filling a workforce need
- Will they embrace your mission and vision while upholding your values?
  - *Bury My Heart at Conference Room B* – Stan Slap
- Will they enhance or detract from your culture?
- How involved is senior leadership in the process?



# Physician Onboarding

- *7 Best Practices for Physician Onboarding* – Anne Carrie
  - [www.hospitalrecruiting.com](http://www.hospitalrecruiting.com)
    - Create an Onboarding Plan
    - Inform Proper Channels
    - Provide Networking Opportunities
    - Communicate Regularly
    - Track Progress
    - Track Growth
    - Review the Process and Follow Up



# “Re-boarding” and Maximizing Achievement

- Recruitment really begins once a physician has started in your organization
- Is the average for your organization above average when compared to everyone else?
  - Set the bar high while being reasonable
  - Ask two questions:
    - How can the physician help the organization get there?
    - How can the organization help the physician get there?
- Use language that imagines the future at a personal level
  - Example: “What do you hope our relationship will look like 3 years from now?”

# Communication



Good Communication is the Key to All Relationships

“People will forget what you did, they will forget what you said,  
but they will never forget how you made them feel.”

- Maya Angelou

# Communicate from a “Physician Wellbeing” POV



Wednesday, March 20, 2019

## Epic Training for Providers

All Epic class and personalization lab registrations must be done no later than Friday, March 29, 2019. All e-Learnings must be completed prior to attending class.

How to Sign Up for an Epic Class visual guides are available for [employed providers](#) and [non-employed providers](#). The non-employed provider class sign up sheet is available [here](#).

If you have any questions about training, please email [EpicTrainingReq@memorial.org](mailto:EpicTrainingReq@memorial.org). For more information about Epic at CHI Memorial, visit [memorial.org/epic](http://memorial.org/epic) or view the Destination Epic page on Mnet.

**ACC: Wrapping Heart Devices in Antibacterial Mesh Cuts Infections**  
**Drug-eluting absorbable envelope - CME/CE Eligible**

[Click here for full article >>](#)

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Friday, June 21, 2019



Our Choctaw clinic has grown substantially in the past couple of years. We anticipate that to continue as the new Eastern Turnpike extension is constructed and we create a new location in that community for our providers to deliver care. One of our newer physicians in Choctaw is Dr. Kemi Osholake. I love visiting our clinic there as all of the providers and staff always act like they are really happy to see me! Even if they are faking it, I certainly appreciate it.

**I was born and completed high school in Nigeria before moving to Canada in 2001.**

**I moved to Oklahoma after marrying my high school friend in 2017. We are now blessed with a 10 month old son.**



**I consider every waking day a blessing as I am able to live out my calling and enjoy being a part of something much bigger than myself.**

All Epilepsy Types, Ages Have Some Risk for Sudden Death  
Early discussion with patients, families advised - CME/CE Eligible

[Click here for full article >>](#)

[Add to Personal Library >>](#)

Older Women with Osteoporosis, Comorbidities at High Risk of Hip Fracture  
Women 80 and older are good candidates for drug therapy despite age - CME/CE Eligible

# Most Effective Channels

- **Face to Face**

- The “Highest Touch”
- Face to Face is an important channel for critical messages, but...
- Not scalable, especially the larger the organization.

- **Email**

- 73% physicians prefer email\*

# Content is just as important as the Channel

Many scalable efforts (email, newsletters, portals, etc.) aren't effective because they are not:

- mobile friendly
  - 50% physicians use smart phones as their primary device and read email “on the go”, so mobile optimization is a must\*
- relevant (not physician centric vs practice/ hospital / system centric)
- breaking thru the clutter

Does your messaging support the work of the physician?

- Piggybacks on an existing physician behavior
- Offers something of value *to the physician that is relevant to them*

*An example...*

# WIIFM?

77% physicians prefer communication about continuing medical education opportunities.<sup>3</sup>

Can you piggyback on this?



Thursday, July 11, 2019



In addition to all of our great providers, our group is blessed with an administrative team that cares deeply about our mission, vision, and values and works extremely hard in our pursuit of exceptional. Focusing on wellness and burnout prevention is a team effort requiring the input and attention of clinicians and the administrative team alike. Denise Roper has provided us a reminder that we are involved in a team sport where the wellbeing of the whole team is critical to our success.

## Wellness Tip of the Month



Denise Roper, Administrative Director  
with Peggy, one of her  
3 fur babies

- Across the country, health care systems are finally taking new steps to better support provider well-being, but lest we forget **our staff**.
- Most healthcare workers are at an increased risk for stress syndrome due to the intensity and pace of their work, coupled with the emotional bonds they form with the patients they help take care of every day.
- Chances are high that if you as a provider are feeling burned out, **your staff** is as well. Faced with the same rising pressures to produce better outcomes at lower costs, we seem to constantly be in a state of change. The shift might be good for patients, but behind the scenes, **our staff** is burning out at alarming rates.

Your administrative and clinical staff are not immune to the same unrelenting stress that you experience, but it may manifest itself differently and be hard to detect if not paying attention. If you notice the following in **your staff**, please take a minute to engage with the employee to see if you can help:

- Frequent errors
- Decreased empathy
- Reduced patient satisfaction
- Peer complaints

It is up to each of us to acknowledge the wellness of the **staff** that takes care of you as well as your patients.

Rimegepant Superior to Placebo in Migraine - CME/CE Eligible

[Click here for full article >>](#) [Add to Personal Library >>](#)

Subarachnoid Hemorrhage Outcomes Improved with Earlier EVT - CME/CE Eligible

[Click here for full article >>](#) [Add to Personal Library >>](#)



Wednesday, July 31, 2019



## Regarding The 2019 EPIC Upgrade From Dr. Tabitha Danley

Friends,  
In an effort to give you *more education* with quick cool videos from EPIC as well as tip sheets, and the ability to "play around" in the playground before the Epic upgrade on Aug 10, please click the red hyperlink for the [2019 EPIC Training Instructions Guide](#).

I have also included the slide show of the ["TOP 10" Things Changing In Ambulatory EPIC](#), so you can try some of the new functionality. Have fun, and remember, nothing you build will exist after midnight... this is just the Play environment.

Please let me know if you have questions.

Complications Following Device Implant Linked to Hospital Performing Procedure - CME/CE Eligible

[Click here for full article >>](#) [Add to Personal Library >>](#)



Thursday, June 27, 2019



### INTERVENTIONAL PAIN MANAGEMENT HAS A NEW LOCATION



Left to Right  
Saleeh Arulkumar, MD, Patrick Prevo, MD  
Eduardo Garcia, PA-C

Starting Monday, June 24th  
Interventional Pain Management  
will be at their new location.  
SSM Health Neurosciences Bldg.  
800 NW 9th St, Suite 201

### NEUROSURGERY HAS A NEW LOCATION



Hakim Shakir, MD  
Jessica Platt, PA-C

Starting Monday, June 24th  
Neurosurgery  
will be at their new location.  
SSM Health Neurosciences Bldg.  
800 NW 9th St, Suite 201

"We decided to wait until it hit 90 degrees outside before moving Neurosurgery from the POB to the 2nd floor of Neurotopia. Engineering, IT, telecom, and biomedical have been wonderful throughout the move. Jill Ryan has been great in helping us prepare for this transition. We'll continue to unpack today and tomorrow and start seeing patients on Monday, June 24th. Over the next few weeks, be on the lookout for a grand opening event." Mark Ngo, Associate Director

### Have you completed your Clinician Well-Being Online Survey?



Medications with Anticholinergic Effects Linked to Dementia  
Psychiatric, bladder, epilepsy, and Parkinson's drugs cited - CME/CE Eligible

[Click here for full article >>](#) [Add to Personal Library >>](#)

New Analysis Reveals Dapagliflozin Kidney Benefit  
SGLT2 inhibitor slows kidney disease progression in T2D - CME/CE Eligible

[Click here for full article >>](#) [Add to Personal Library >>](#)



Important Updates from Dr. Danley

To Chad Tamplin

## IMPORTANT UPDATES

**Electronic Prescribing of Controlled Substances**  
is required for all schedule II medications and ADD/ADHD medications.

- This is an Oklahoma State Law, effective Jan. 1 2020.
- If you have enrolled before, you must re-enroll before the end of July.
- If you have never enrolled before, now is the time! It's easy! You just need your driver's license. If you have not enrolled/re-enrolled yet please contact me and we will get someone out to your clinic to get you signed up!

Email: [Tabitha.D.Danley@ssmhealth.com](mailto:Tabitha.D.Danley@ssmhealth.com) or Text/Call Cell: 405-308-5946

**Epic Upgrade coming August 10, 2019**  
Please click link below  
**Top 10 Changes Impacting Ambulatory Clinicians**  
as a preview for changes.

- This is about the major changes.
- BIGGEST change is Order entry is going away. [Top 10 Changes Impacting Ambulatory Clinicians](#)
- Upcoming SKYPE meeting to go over these updates.
- Stay tuned for dates.

# SSM Health Medical Group Communication Channels

- **Rounding** – by leaders, “miniature army”
- **Liaison team**
- **MedNews Plus**
- **Huddles at a site of care** – making the big small, *including* non clinical depts.
- **Texting** – very judicious, alternative to rounding and deeply personal from Kevin, more about relationships
- **Quarterly all group meeting**
- **EMR Screen Saver** – can’t help but see this message
- **Mail** – not so much Direct Mail to providers, but like them to receive something at home, so send Personal Notes
- **Print Materials** – but digital organization, so pdfs are more the norm



# Selling to ourselves



Kevin L. Lewis, M.D. President and CEO <newsletter@ssmhealth.com>  
Breaking News and Updates from SSM Health Medical Group  
To Susan Emerson



Monday, July 22, 2019

## Message from Kevin L. Lewis, MD Know your SCORE!

When I returned to SSM Health Oklahoma 4 months ago, I decided I must take advantage of a free benefit to employees of the system covered by Saints Care. The SCORE program, under the direction of Dr. Randy Morgan, is located at the SSM Health Saint Anthony North campus at NW 63rd and Santa Fe and is an important part of our Medical Group.

This program is a comprehensive health, nutrition, and fitness evaluation designed to be complimentary to one's usual health provider relationships. During my visit to the SCORE program, the cameras were rolling to document the experience. What a great team they have! I am encouraging everyone covered under Saints Care to not miss out on this opportunity.



# Suggested Ingredients for your Special Sauce

## Mission, Vision & Values:

- Perform an honest assessment of whether these have truly captured the “head and heart” of providers
- If they resonate and are lived, create an action plan that leverages that fact
- If they do not resonate, consider creating a sub-vision and slogans to rally around

# Suggested Ingredients for your Special Sauce

## Selecting, Onboarding & Re-Boarding:

- Never sacrifice culture for the sake of one individual
- Identify a senior leader (preferably a physician) who is willing to own provider recruitment and maintain intimate involvement with the process
- Create or revise the provider onboarding plan for success
- Recruiting really begins once a provider has joined the organization. Consider how your approach should change with that in mind.
- Give providers a long term vision of what life will be like in your organization

# Suggested Ingredients for your Special Sauce

## Communication:

- Use communication to build *community connectedness* as a primary function and the sharing of facts as a secondary function.
- Use communication to build ambassadors for the brand and services.
- Use the “highest touch” communication method whenever possible.
- Piggyback on existing physician behaviors.
- Be relevant.
- Make it fun.
- Avoid terms like “employed” or “contracted”.
- In addition to formal marketing, use the providers more:
  - Peer to peer is powerful. Feature providers in their own words.

# Questions?

**Please be sure to complete the session evaluation on the mobile app!**

# Speaker Biography

Kevin Lewis, M.D.  
President and CEO  
SSM Medical Group – Oklahoma  
[Kevin.Lewis@ssmhealth.com](mailto:Kevin.Lewis@ssmhealth.com)



Dr. Lewis is Regional President of SSM Health Medical Group – Oklahoma. He serves as senior clinical leader for the region and has executive responsibility for all physician and ambulatory operations in a large integrated delivery system.

He served as Chief Medical Officer at Parkridge Health System, as well as CHI Memorial Health Care System, both in Chattanooga, Tennessee.

He also served as Chief Medical Officer at Graymark Healthcare, Inc., in Oklahoma City. He received his medical degree from the University of Texas Health Science Center at San Antonio and is board certified in Pulmonary, Critical Care and Sleep Medicine.

# Speaker Biography

Susan Emerson  
SVP Planning & Business Development  
Private Health News  
[semerson@privatehealthnews.com](mailto:semerson@privatehealthnews.com)



Susan Emerson is Senior Vice President of Strategic Planning & Business Development at Private Health News, an e-communication company whose programs help healthcare providers connect with their key audiences: consumers through **My Health e-News™**; physicians/nurses/and allied medical professionals through **MedNews Plus™**; and seniors and their family caregivers through **Active Daily Living™**.

Susan has over 15 years of diverse experience in the healthcare space in successfully marketing, developing and managing cutting-edge communication programs for over five hundred hospitals throughout the United States. She holds a journalism degree from West Virginia University.



# Bibliography/References



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- MedNews Plus - Physician Satisfaction Survey Benchmarks 2019