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

Physician Employees

No Survey for 2017
SSM Health Medical Group – Oklahoma
Patient Satisfaction for CY/FY 2015-2018
SSM Health Medical Group - Oklahoma
Revenue for CY/FY 2015-2018

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>84,201,200</td>
</tr>
<tr>
<td>2016</td>
<td>89,925,960</td>
</tr>
<tr>
<td>2017</td>
<td>103,790,326</td>
</tr>
<tr>
<td>2018</td>
<td>123,023,393</td>
</tr>
<tr>
<td>2019 Budgeted</td>
<td>128,549,653</td>
</tr>
</tbody>
</table>
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
  - 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?”
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 EpicTrainingReg@memorial.org. For more information about Epic at CHI Memorial, visit memorial.epic.org or view the Destination Epic page on Nnet.

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

Click here for full article >> Add to Personal Library >>

Friday, June 21, 2019

Weekly Message from:
Kevin L. Lewis, MD, President

Our CHI Memorial clinic has grown substantially in the past couple of years. We anticipate that to continue as the new Eastern Tennessee economic is strengthened and we create new locations in that community for our providers to deliver care. One of our new physicians is Chester DeKeni작. Other physicians have received wonderful feedback about our care and staff always tell me they are really happy to see us. Even if they are new, they are always very positive.

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

Allergy news. 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, Consistency at Risk of Hip Fracture
Women 80 and older are good candidates for dual 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…
77% physicians prefer communication about continuing medical education opportunities. Can you piggyback on this?
Wednesday, July 31, 2019

SSM Health

Weekly Message From:
Kevin L. Lewis, MD, President

INTERVENTIONAL PAIN MANAGEMENT HAS A NEW LOCATION

Starting Monday, June 24th
Interventional Pain Management will be at our new location, 4915 S.W. 12th Street, Suite 200, Mission, KS.

NEUROSURGERY HAS A NEW LOCATION

Starting Monday, June 24th
Neurosurgery will now be at our Mission, KS 4915 S.W. 12th Street, Suite 200, Mission, KS.


complicated

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 collected your ePREScribing yet, please contact me and we will get someone out to your clinic to get you signed up.

Email: Tabitha.D.Daniely@ssmhealth.com or Text/Call: 405-308-6946

Epic Upgrade coming August 10, 2019

Top 10 Changes Impacting Ambulatory Clinicians

This is an Oklahoma State Law, effective Jan. 1, 2020.

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

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

Click here for full article >> Add to Personal Library >>

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 details.
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

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: a program called by St. Louis Cardiology. The SCORE program, under the direction of Dr. Randy Mengal, is located at the SSM Health Saint Anthony West campus at NW 50th and Santa Fe and is an important part of our Medical Group.

The program is a comprehensive health evaluation, nutrition and lifestyle evaluation, designed to complement our provider-patient relationships. During my visits to the SCORE program, the doctors were willing to document the importance. What a great team they have! I am encouraging everyone enrolled under St. Louis Cardiology 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!
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.
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

- Bury My Heart at Conference Room B – Stan Slap
- https://www.hospitalrecruiting.com/blog/5500/7-best-practices-for-physician-onboarding/
- The Studer Group
- Annual HCP Communications Report 2018, HLD LLC.
- The Advisory Board Company - Physician Engagement Survey 2014
- MedNews Plus - Physician Satisfaction Survey Benchmarks 2019