PRACTICING EXCELLENCE: A Physician Skill-Building Approach To The Patient Experience

Stephen C. Beeson, MD
Founder, The Physician Effectiveness Project
Author, Practicing Excellence and Engaging Physicians
Physician Director, The Sharp Experience
A BIG Question

What sort of physicians will we need to implement evidence-based, highly coordinated, team-based, patient centered, physician led care that delivers high value, safety and patient participation?
The Effective Physician

- Clinically skilled and complies with clinical pathways/evidence-based care
- Patient centered, communicates well, high patient loyalty
- Respectful and supportive of staff and willing to lead the clinical team
- Collegial and collaborative with physician colleagues
- Manages resources effectively and is clinically efficient
- Supportive of a group mission and willing to do their part to execute the organizational mission
The Sharp Rees-Stealy Story

Skill-building physicians was one of the fundamental mechanisms that helped physicians transition from the sixth percentile in patient satisfaction to the top medical group in the State of California.
Skill Building for Physicians Also Serves to…

- Transition from nagging to helping
- Improve physicians skill and performance in vital skills
- Create physician consistency in key areas through shared learning and awareness
Training Works When:

- We believed the change was important (buy-in)
- The destination is crystal clear (vision)
- There was a compelling need to change (current performance)
- Expectations were clear and disseminated (behavioral standards)
- Our change effort was measured and reported back
- We knew how to do the change (training)
Skill Building Methods

- Physician coaches
  - One-on-one coaching
  - Group training
- Web-based learning management systems (PracticingExcellence.com) to scale skill building across complex systems
- Performance feedback dashboards
- Leader positioning (led by attendings)
What Did We Train?

- Patient Centeredness
- High Performing Teams
- Quality and Safety
- Leadership and Influence
- Building a Group Culture
Content Trained

- Time neutral
- Framed around clinical care, shared decision-making and trust
- NOT “doing it for the score”
- Built credibility of the patient feedback loops
- Told stories
- Queried physicians “what happened when you tried the new skill?”
Advancing Physician Effectiveness

I Have Confidence in the Care Team

Listened to Me

Cared about Me

The Patient Experience Delivered

Advancing Physician Effectiveness
New Skills

- Confidence in the team
  - How we introduce ourselves
  - How we position our team
  - Referencing prior work-up
  - Explaining a medication
  - Explaining a diagnosis
New Skills

- Listened to me
  - Let the patient speak without interruption
  - Paraphrase the patient history
  - Use continuers
  - Ask the patient – “What would you like to achieve?”
  - Frame the relationship – “We are a team and we will provide the best recommendations medicine has to offer, but decisions will be made together.”
New Skills

- Cares about me
  - Non-verbal “cluster”
  - Expression of empathy
  - “Tell me about yourself”
  - Sharing a little about yourself
  - Sit facing patient
  - Properly using and working with the EHR
An Evidence-Based Approach to the Patient Experience

Charm is a set of clinical communication skills that can be taught and mastered.

A Code of Conduct

- A consensus communication of who you are
- A communication of a behavioral expectation
- A step to create consistency
THE PHYSICIAN CODE

SHARPE
Rena-Sturdy
Medical Group

The mission of Sharp Rena-Sturdy Medical Group is to improve the health of our community through a caring partnership
with patients, physicians, and employees. This goal is realized through the pursuit of excellence in patient care, constant
improvement, and excellent employee relations.

Our ability to achieve this goal is dependent on the support of a dedicated and highly skilled workforce. We are
committed to fostering a work environment that provides opportunities for professional growth and offers
opportunities for personal growth.

RELATIONSHIP TO STAFF—WE WILL

- Treat staff with dignity and respect.
- Work to build a team where open communication, cooperation, and mutual respect are emphasized.
- Work to make staff happy by supporting them in personal and professional growth.
- Develop and communicate with those around us in a positive and cooperative way.
- Acknowledge those who allow us to do what we do.
- Look for opportunities to change things.
- Listen to the ideas of others and take action to ensure safe and effective changes.
- Value each other's efforts.
- Work in concert as a team.
- Work to create a healthy climate in support of our patients.

RELATIONSHIP TO PATIENTS—WE WILL

- Treat patients with respect and dignity.
- Learn about the person as well as the condition.
- Work together with our patients in team.
- Make sure our patients are cared for.
- Embrace and encourage those in our patients and the above guidelines to ensure safe and effective care.
- Thank patients for telling us if we are wrong.
- Every patient is unique through our treatment.

Signed: Saul C. Berman
Chief, Rena-Sturdy Medical Group, Department of Family Practice
The Trust of Medicine, Clinic administration, lack of care until it does not work.
Enrolling Others in a Vision to Transform Care Requires An Appeal to The Heart, Not Just The Brain

Comments from The Heart of Change
by John Kotter

“The central challenge... is changing peoples’ behavior. The core problem without question is behavior—what people do, and the need for significant shifts in what people do.”

“Changing behavior is less a matter of giving people analysis to influence their thoughts than helping them to see a truth to influence their feelings. Both thinking and feeling are essential, and both are found in successful organizations, but the heart of change is in the emotions. The flow of see-feel-change is more powerful than that of analysis-think-change.”
“Whether you think you can, or you can’t, you are right.”

Henry Ford
Thank You

- Stephen@PracticingExcellence.com
- 619-272-2212
- The Physician Effectiveness Project at PracticingExcellence.com