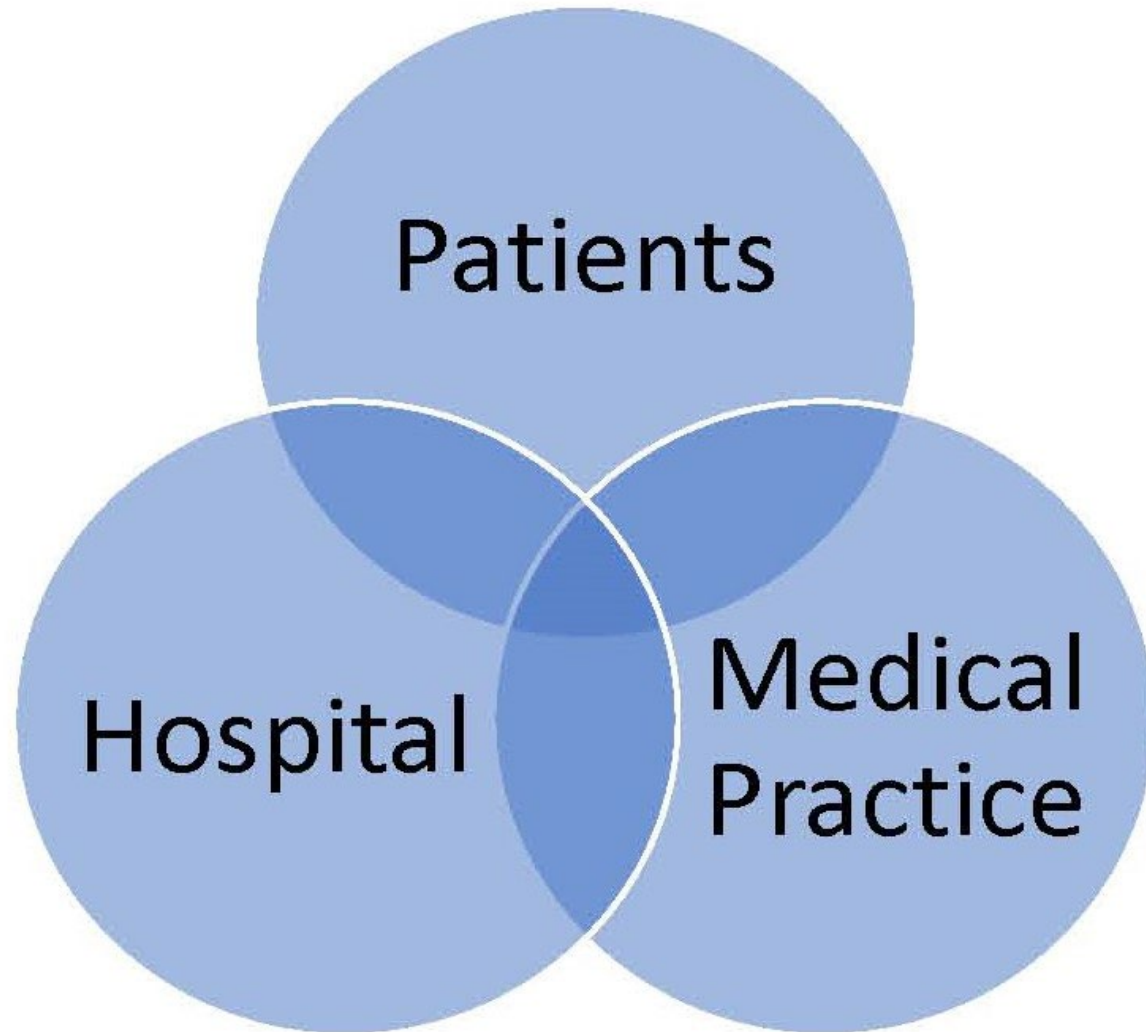




Cultivating the Physician/CEO Relationship



**Illinois Critical Access Hospital Network
2022 Spring Member Meeting**

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Kirby Medical Group**



**Steven D. Tenhouse, Chief Executive Officer
Kirby Medical Center**



The current state of affairs

“...relationships between frontline physicians and administrators are severely strained in many healthcare organizations, and trust is at an all-time low.”

- “Building Bridges Between Physicians and Administrators,” American Medical Association, 2021

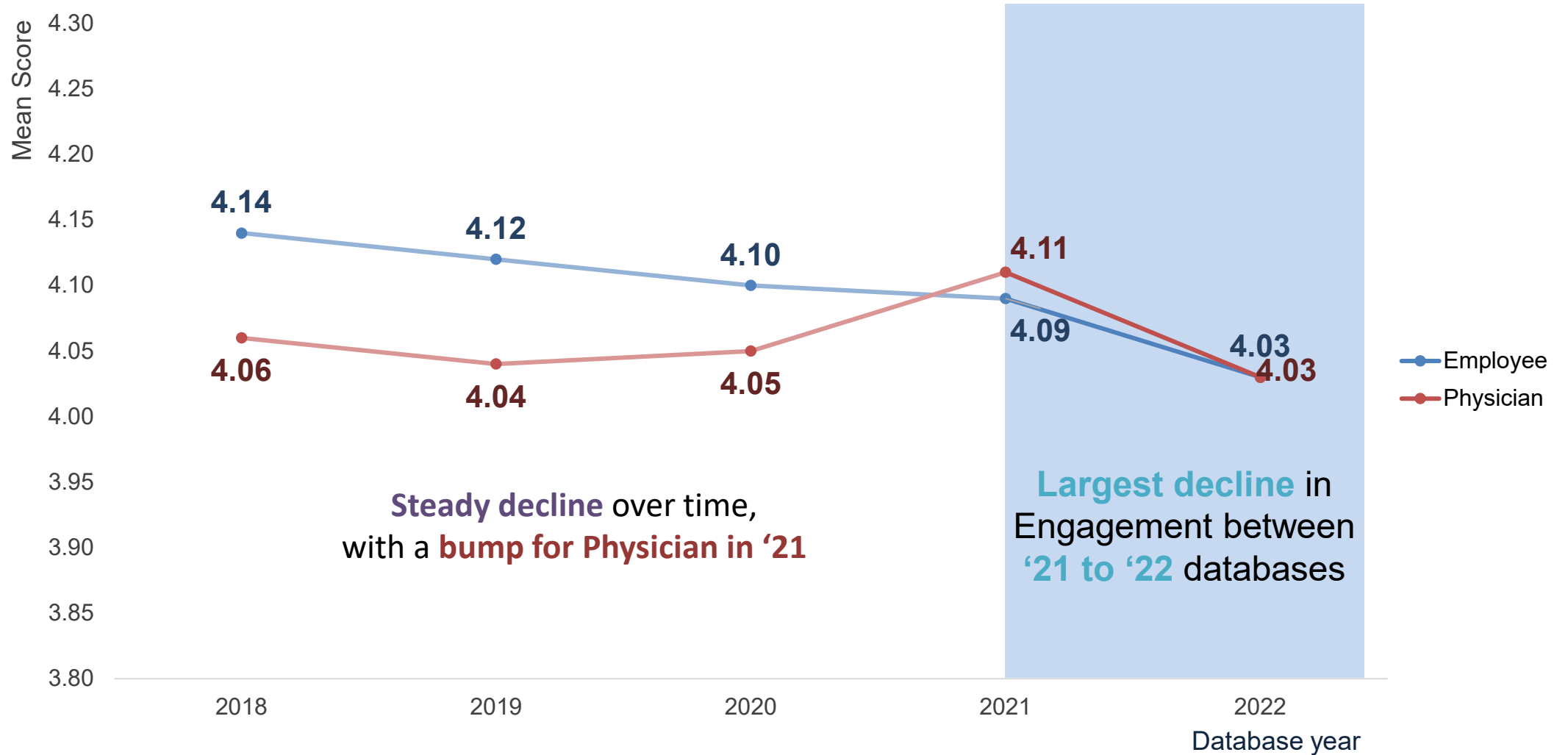


The statistics are not good

- Physicians
 - Only 32% of physicians consider themselves “engaged,” ***
 - Shortage of 21,000 to 55,000 primary care physicians predicted by 2033, **
 - 30% of physicians are not working in the same job 2-3 years later, ***
- CEOs
 - Average CEO tenure is 3.5 years with 56% of turnover involuntary, *
 - Within nine months of a CEO appointment, almost half of CFOs, COOs, and CIOs are fired, *
 - Within two months of a CEO appointment, 87% of Chief Medical Officers (CMOs) are replaced, *
 - Physician cost of turnover is roughly \$1.2 million.



Press Ganey Engagement Trending



Press Ganey Survey Items with Greatest Decline for Physicians

Item	2022	2021	Diff
My patients feel cared for at this hospital.	3.94	4.30	-.36
I am satisfied with the availability of beds at this hospital.	3.49	3.84	-.35
I am satisfied with the ease of the scheduling process for my patients.	3.48	3.81	-.33
This hospital is appropriately staffed to provide high-quality care to patients.	3.24	3.49	-.25
I am satisfied with the degree of input I have with my schedule.	3.87	4.08	-.21
I am satisfied with my ability to admit patients to the appropriate unit.	4.02	4.19	-.17
Overall, I am satisfied with the expertise of the nursing staff.	4.04	4.21	-.17
I am satisfied with the competency of clinical staff.	4.14	4.31	-.17
There is a climate of trust in this organization.	3.77	3.93	-.16
The quality of patient care has improved during the past 12 months.	3.43	3.58	-.15

*Engagement and Alignment Items Removed

Causes of physician frustration



- “Seriously, another EMR change?”
- More quality measures, less staff, same hours available in the day to see patients
- Little control over our schedule
- Little input or discussion about decisions that affect us
- Medical decisions being made without physician input



Causes of CEO frustration

- “Didn’t we just talk/email/memo about this last week?”
- Physicians wanting to be involved in the decision, but not the process
- Lack of understanding of the big picture of the organization
- More regulation and requirements and less revenue





The mission common to all of us



Patient Care

What is a common element leading to frustration?



Communication



Diagnose and treat the problem





Preventative care for the relationship





Statistics can be good!

- Engaged physicians are 26% more productive, generate an additional \$460,000 in revenue, per year, per physician, and generate around 51% more in patient referrals for the organization ****
- Organizations with physician engagement in the top quartile have an average net margin of 5.5% compared to those with physician engagement in the bottom quartile with a (3.1%) average net margin. *****



Wait, there is more!

- Health care systems in the top quartile for physician engagement in 2014–2015 had lower rates for most hospital-acquired infections than those in the bottom quartile. They also had shorter lengths of stay, fewer readmissions, better hospital-acquired condition (HAC) scores and lower Patient Safety and Adverse Events Composite (PSI 90) scores. *****



Questions?



Bibliography

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- **** “What Too Many Hospitals Are Overlooking” Gallup Business Journal, February 2015
- ***** “Achieving Excellence – The Convergency of Safety, Quality, Experience and Caregiver Engagement” Press Ganey, 2017