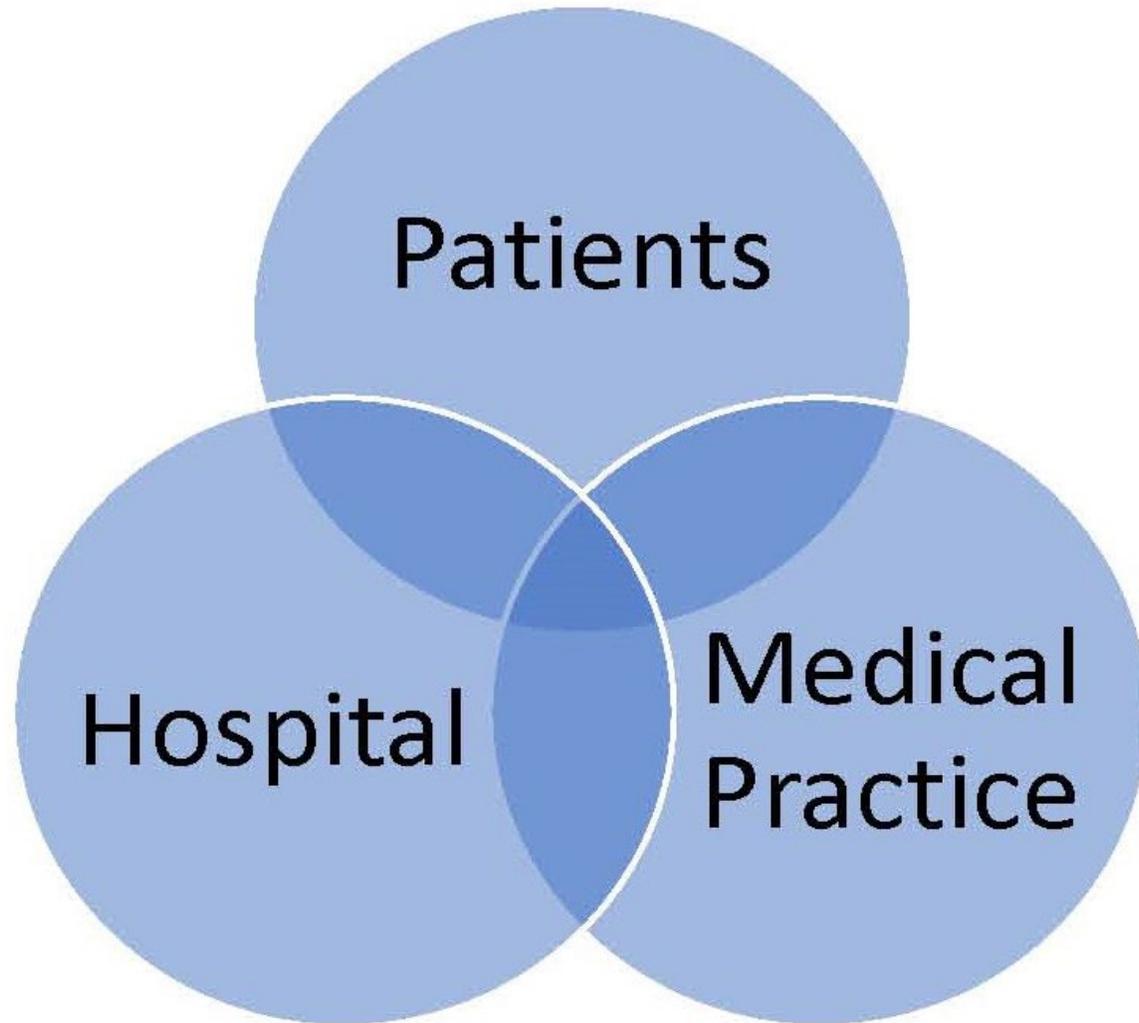




Cultivating the Physician/CEO Relationship



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

May 24, 2022



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Kirby Medical Group**



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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

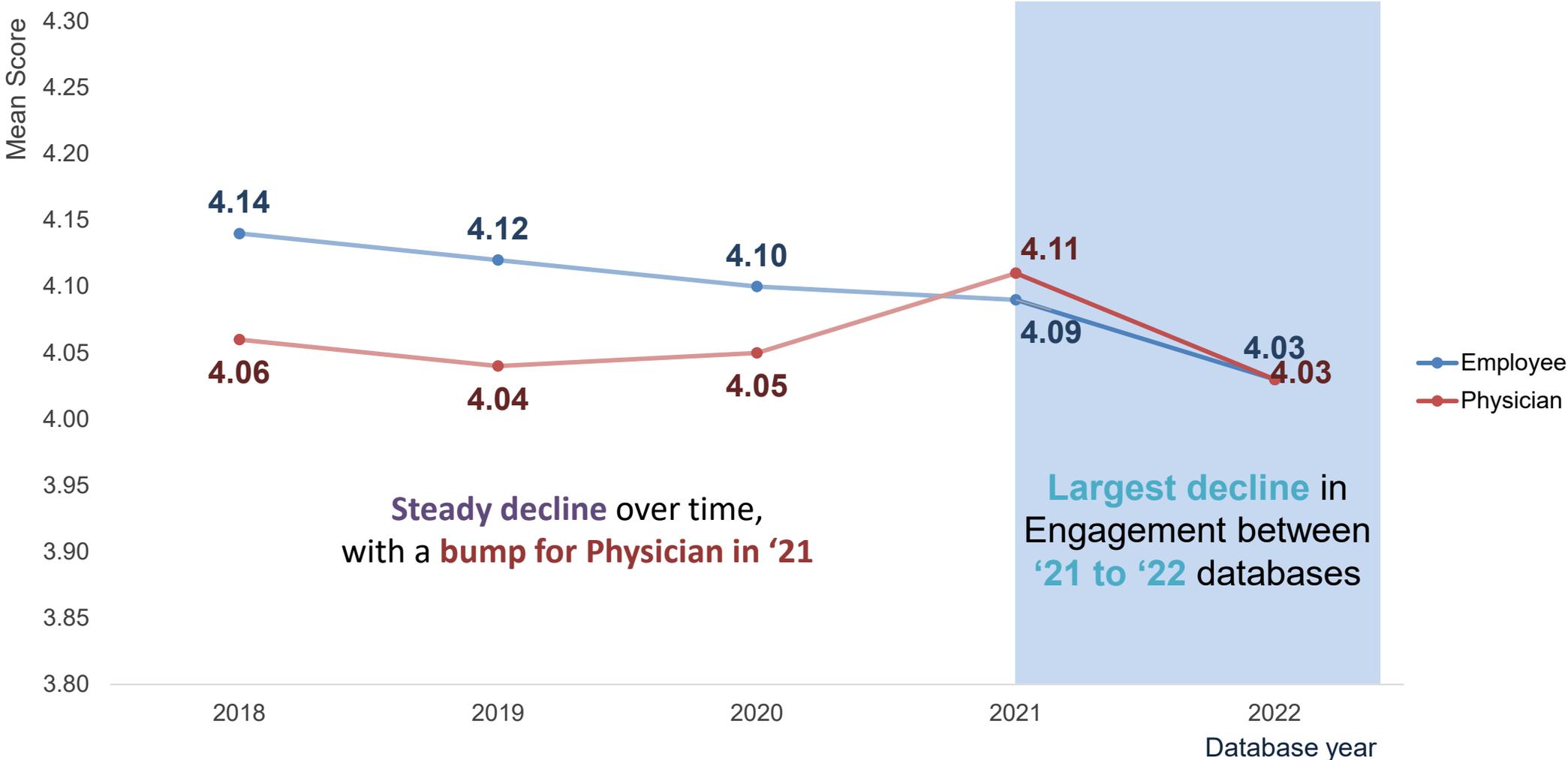
- Physicians

- 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



Steady decline over time,
with a **bump for Physician in '21**

Largest decline in
Engagement between
'21 to '22 databases

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