



HOW TO LEAD YOUR PROVIDERS

Managing your Physicians

PEOPLE CENTRIC
CONSULTING GROUP®

© Copyright People Centric Consulting Group, LLC

ICAHN PHYSICIAN LEADERSHIP

I had the opportunity to lead a Physician's Leadership program for ICAHN.

Why do you think they signed up for the program?



ICAHN PHYSICIAN LEADERSHIP

Physician Concerns:

- 1) My voice isn't heard by administration
- 2) I'm working on my own on an island
- 3) I want to make a positive impact
- 4) I'm too busy



ICAHN PHYSICIAN LEADERSHIP

They want to help solve problems, but they feel like they aren't given the opportunity and often are excluded.



ICAHN PHYSICIAN LEADERSHIP

We then asked them
a key question:

“Why do you think you
might be excluded?”



ICAHN PHYSICIAN LEADERSHIP

Physicians Admitted:

- 1) I'm a difficult personality
- 2) I know nothing about managing people
- 3) I think I have the answers, which probably annoys others



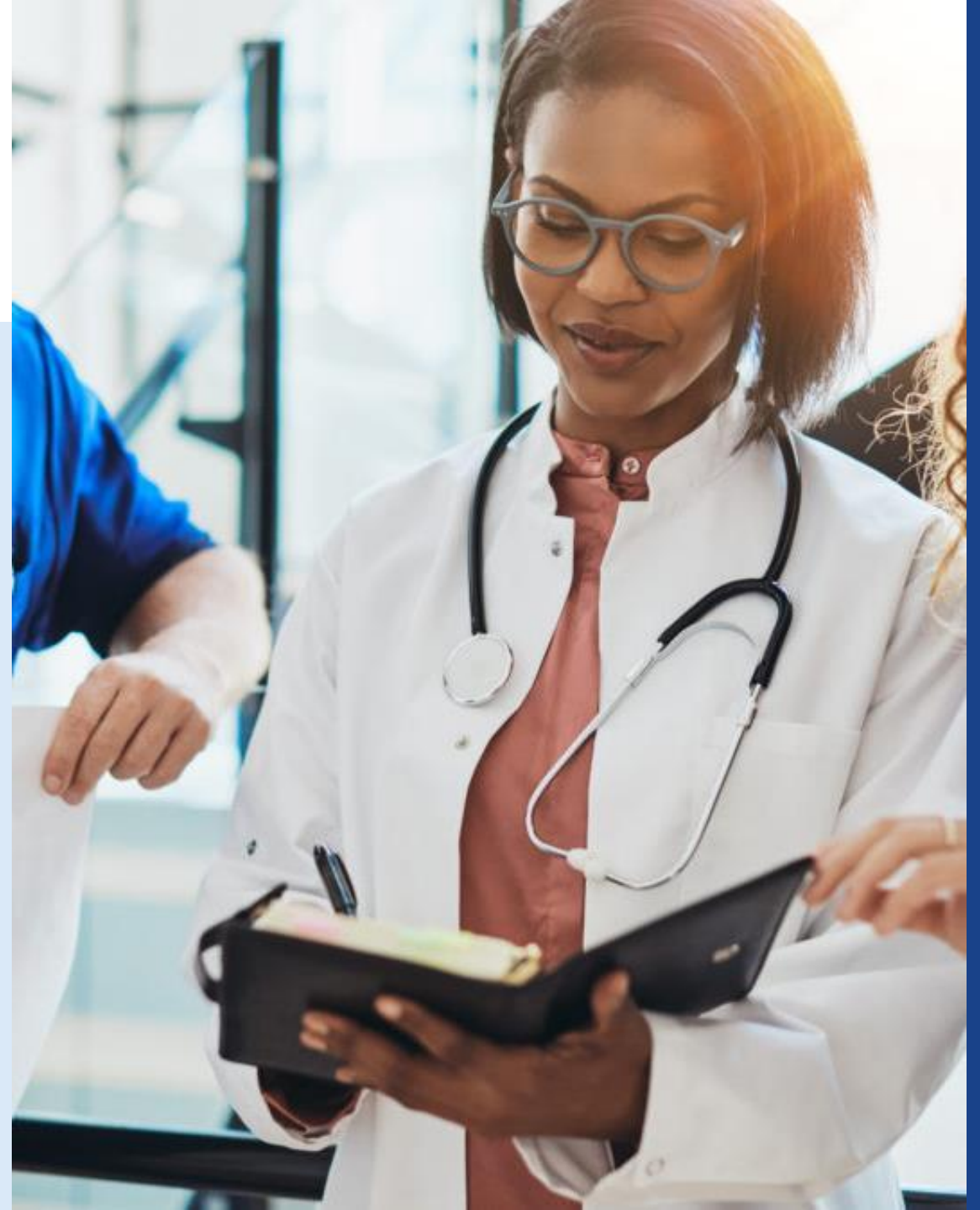
A group of healthcare professionals, including a man in a white coat and glasses, a woman in a white coat, and a man in a white coat and glasses, are gathered around a table, looking at a tablet. The image is overlaid with a semi-transparent blue banner.

PROVIDER ENGAGEMENT

Top Performing Healthcare Systems Engage their Providers

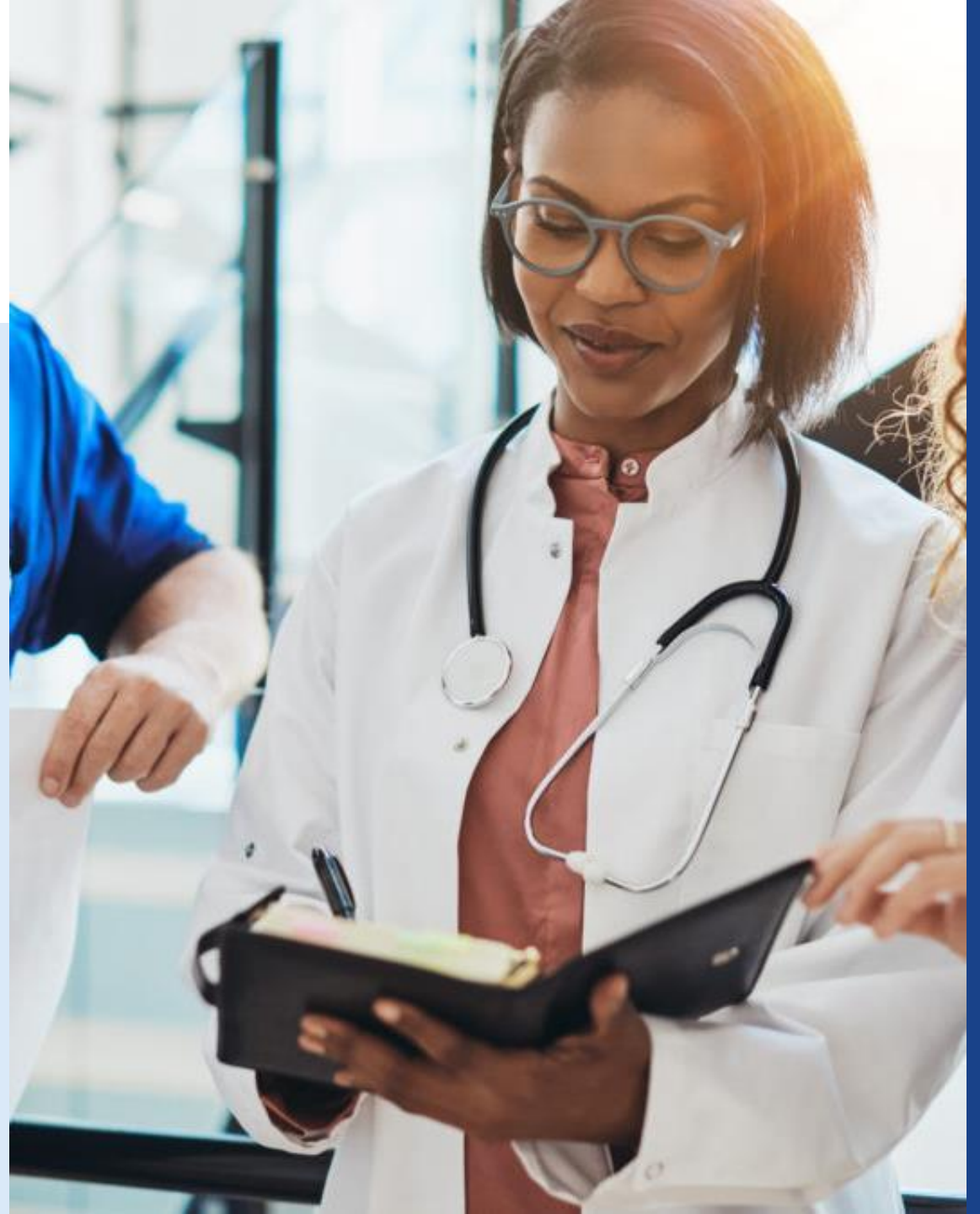
LEADING YOURSELF

Physicians who are **engaged** with their organization are **26%** more productive (adds **\$460K** per year per physician)



LEADING YOURSELF

In the top performing institutions, **46%** of physicians are engaged (in average institutions, it's **33%**)



LEADING YOUR STAFF

<https://www.nursechoice.com> > profiles-and-features

Nurse vs. Doctor: Deal with a Difficult Doctor | NurseChoice

Jul 19, 2019 – "Sometimes a **doctor** might be **hard to work** with because of a **difficult** patient issue that day," suggests Chirag Shah, MD, founder of Accessa Labs ...

People also search for

nurses standing up to doctors doctor yelling at nurse
doctors bullying nurses why do doctors treat nurses badly
working with physicians why are doctors so rude to staff

<https://work.chron.com> > Careers > Other Jobs

How to Deal With Difficult Doctors as a Nurse - Work - Chron ...

Mar 12, 2019 – Try to keep your **doctor/nurse** relationship as professional as possible, especially in front of patients. Walk away from the situation and calmly ...

<https://www.karger.com> > Article > Fulltext

Dealing with Difficult Medical Colleagues - FullText

by J de Leon · 2018 · Cited by 6 – The operating room can be a particularly **difficult work** ... **nurse-physician** relationships: impact on **nurse** satisfaction and retention.

<https://nurse.org> > articles > how-to-deal-with-difficult-...

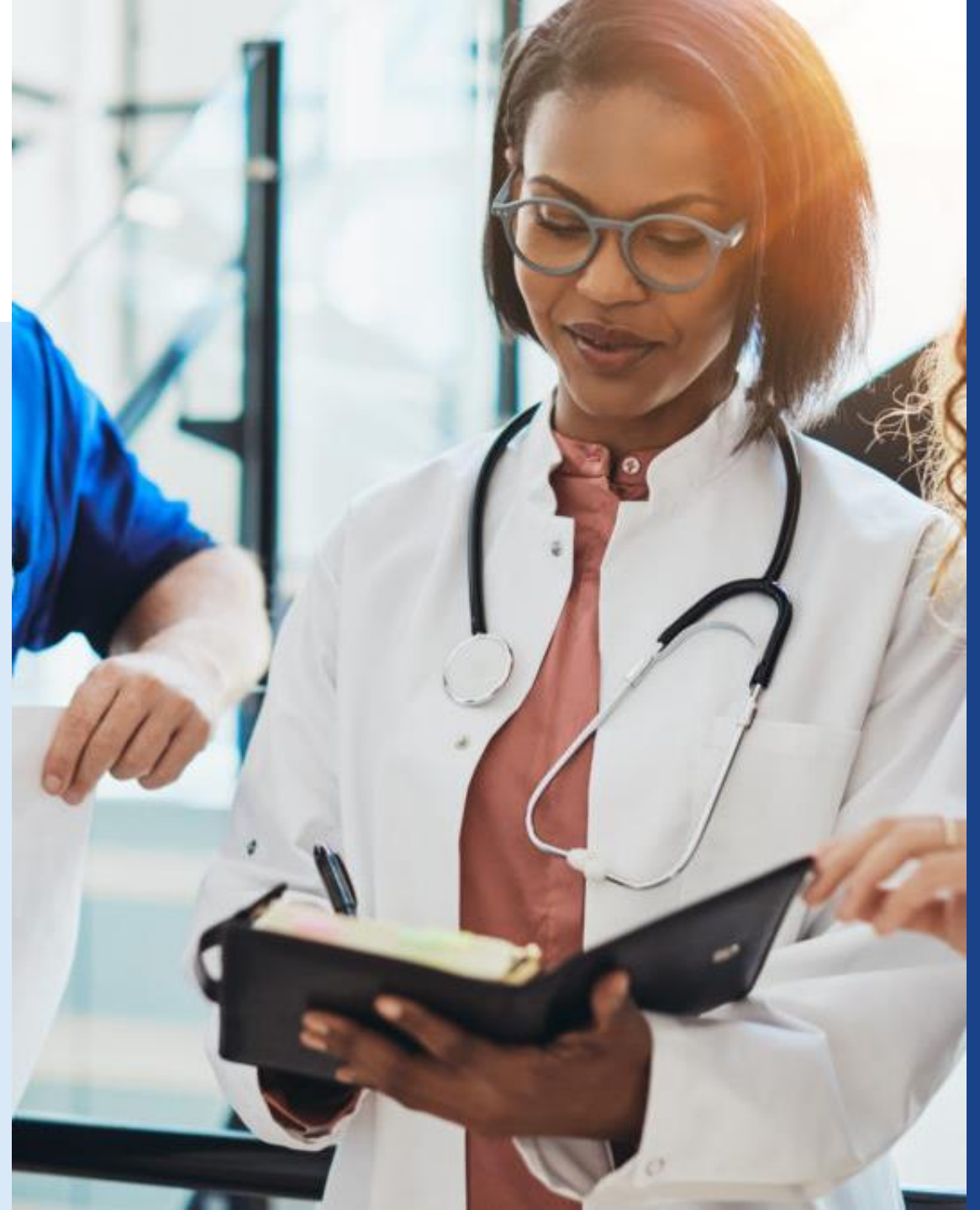
Nurse Expert Advice: How To Deal With Doctors Who Bully

Apr 25, 2018 – **Nursing** is **hard** enough as is, but some **doctors** can make normal routines and day-to-day **work** more **difficult**. Here's how to deal with these ...

<https://rnspeak.com> > Nursing Blog

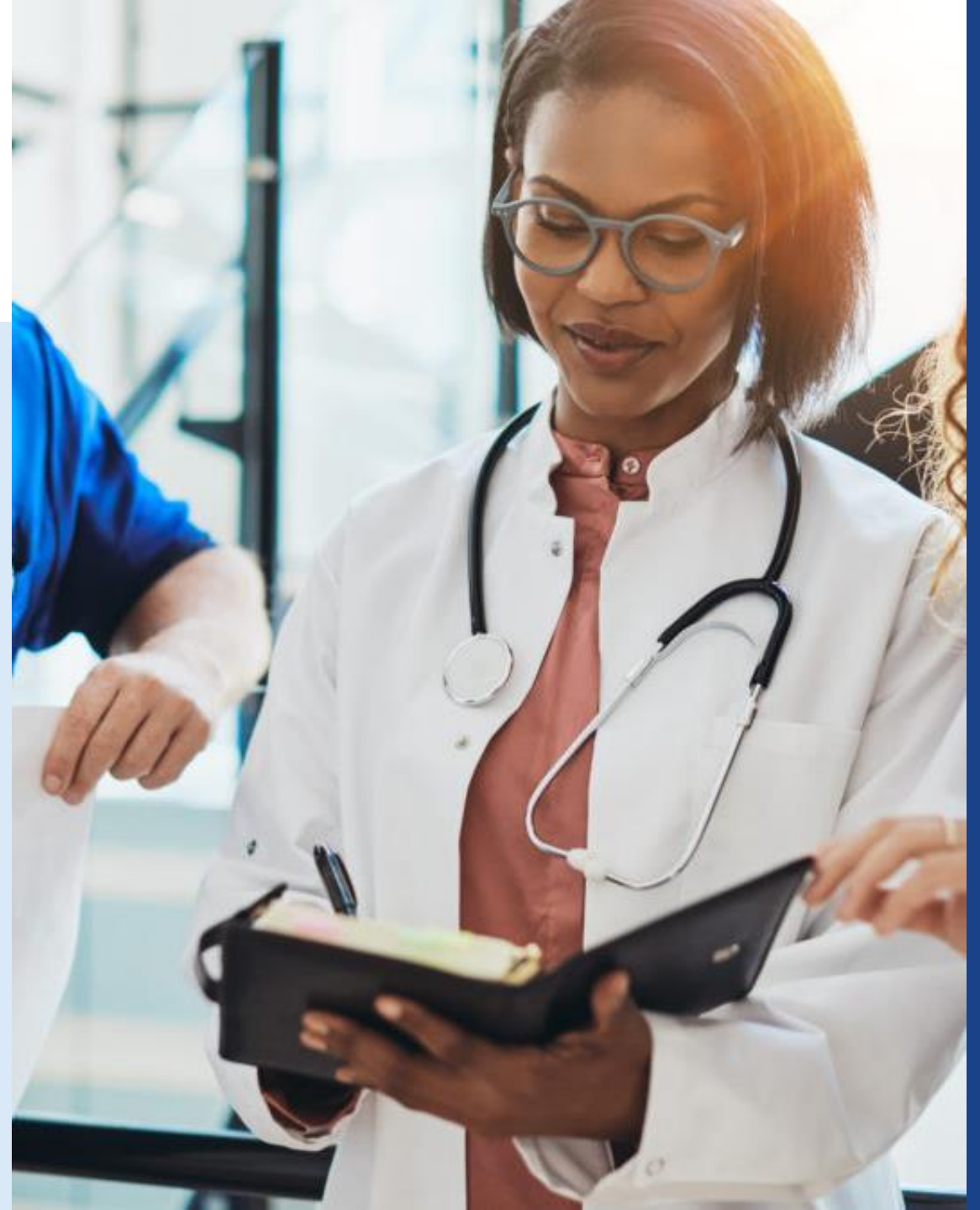
7 Highly Effective Ways In Dealing With Difficult Doctors

Jun 5, 2019 – When dealing with **difficult doctors**, one must understand ... part of the **nurse's** job to be ready to encounter **difficulties** in the **work** area.



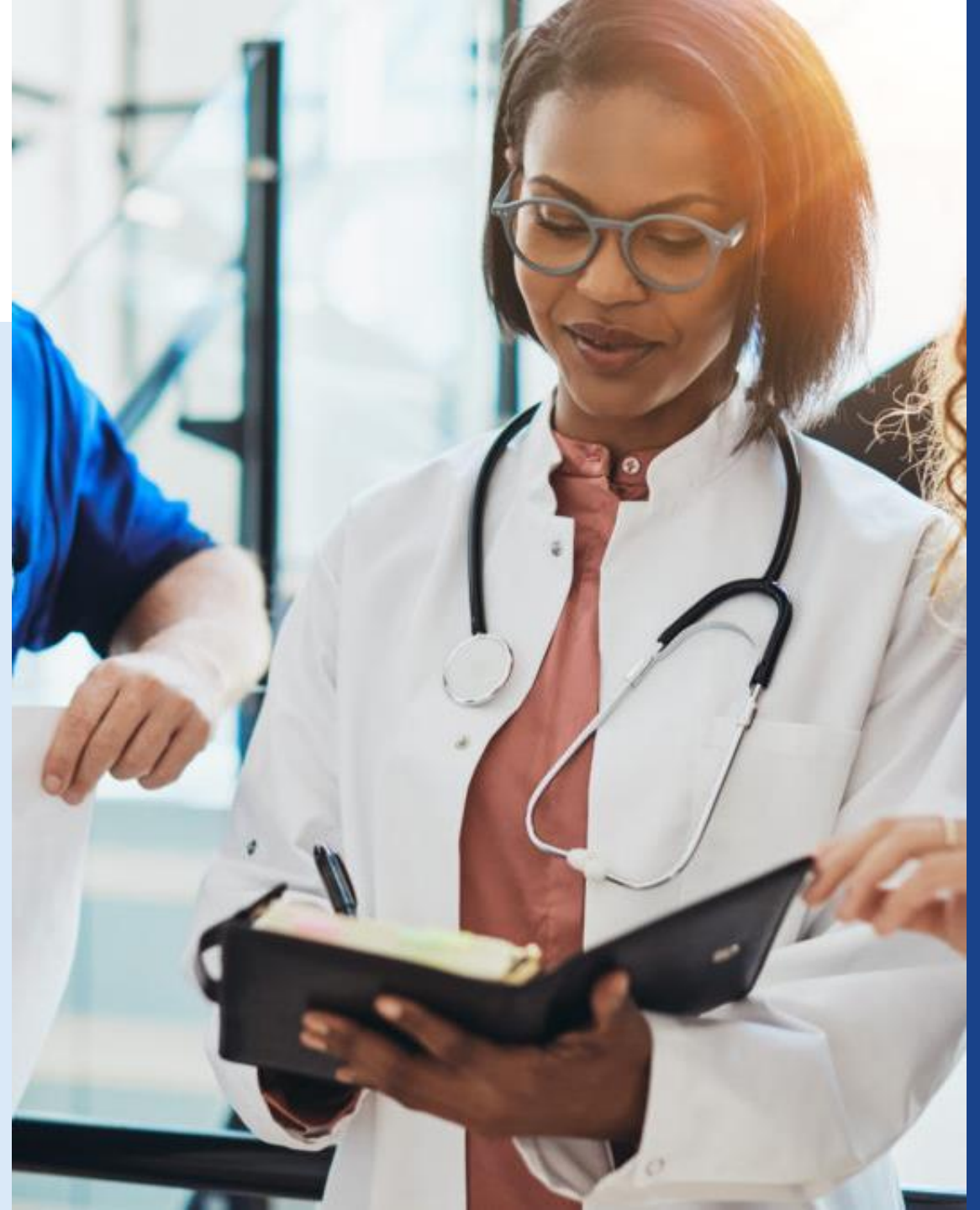
LEADING YOUR STAFF

30% of Physicians say they experience rudeness or aggressiveness from other health professionals on a weekly basis.



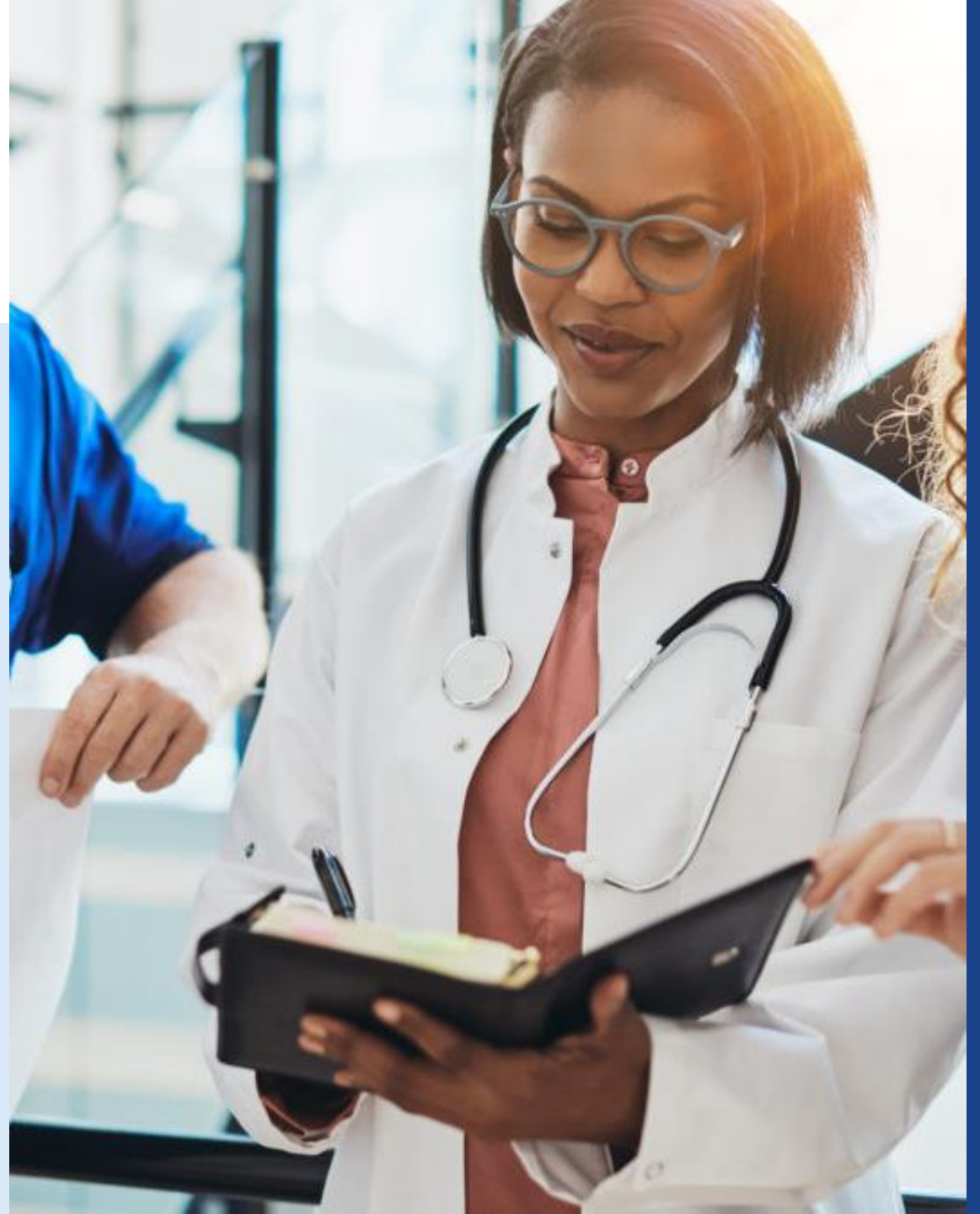
LEADING YOUR STAFF

36% of Physicians
report being bullied in
the last year



LEADING YOUR ADMINISTRATION

A group of physicians led an effort to replace the entire administration of a hospital. One of the physicians sent the following email before the vote to an administrator...



LEADING YOUR ADMINISTRATION

“You are a #%&. Crash and burn as you deserve to do!! This will be a NO vote and the end of the OMA. Sincerely, #&*\$ YOU and the OMA!!!”



LEADING YOUR ADMINISTRATION

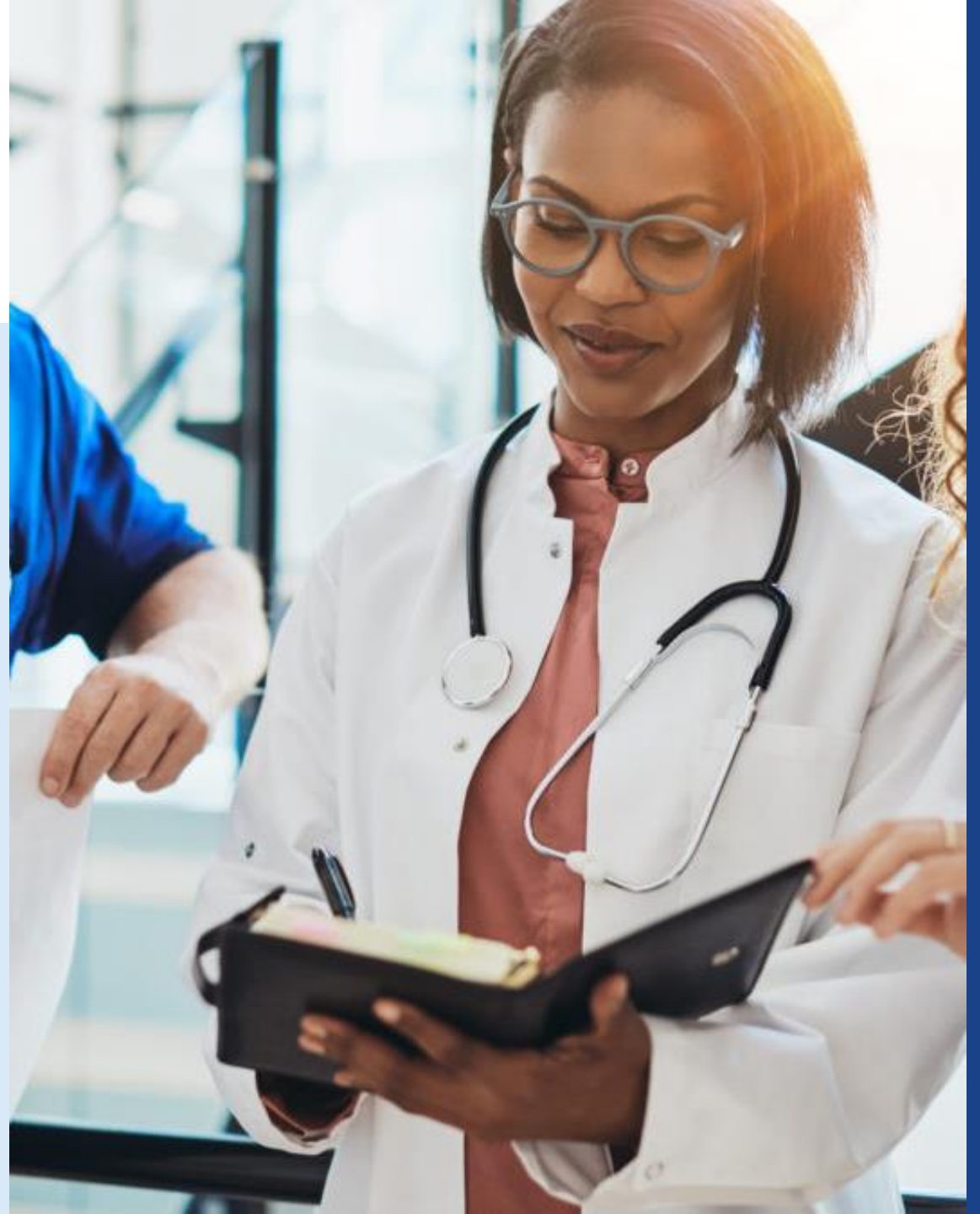
A physician at this institution who was working with the administration was told...



LEADING YOUR ADMINISTRATION

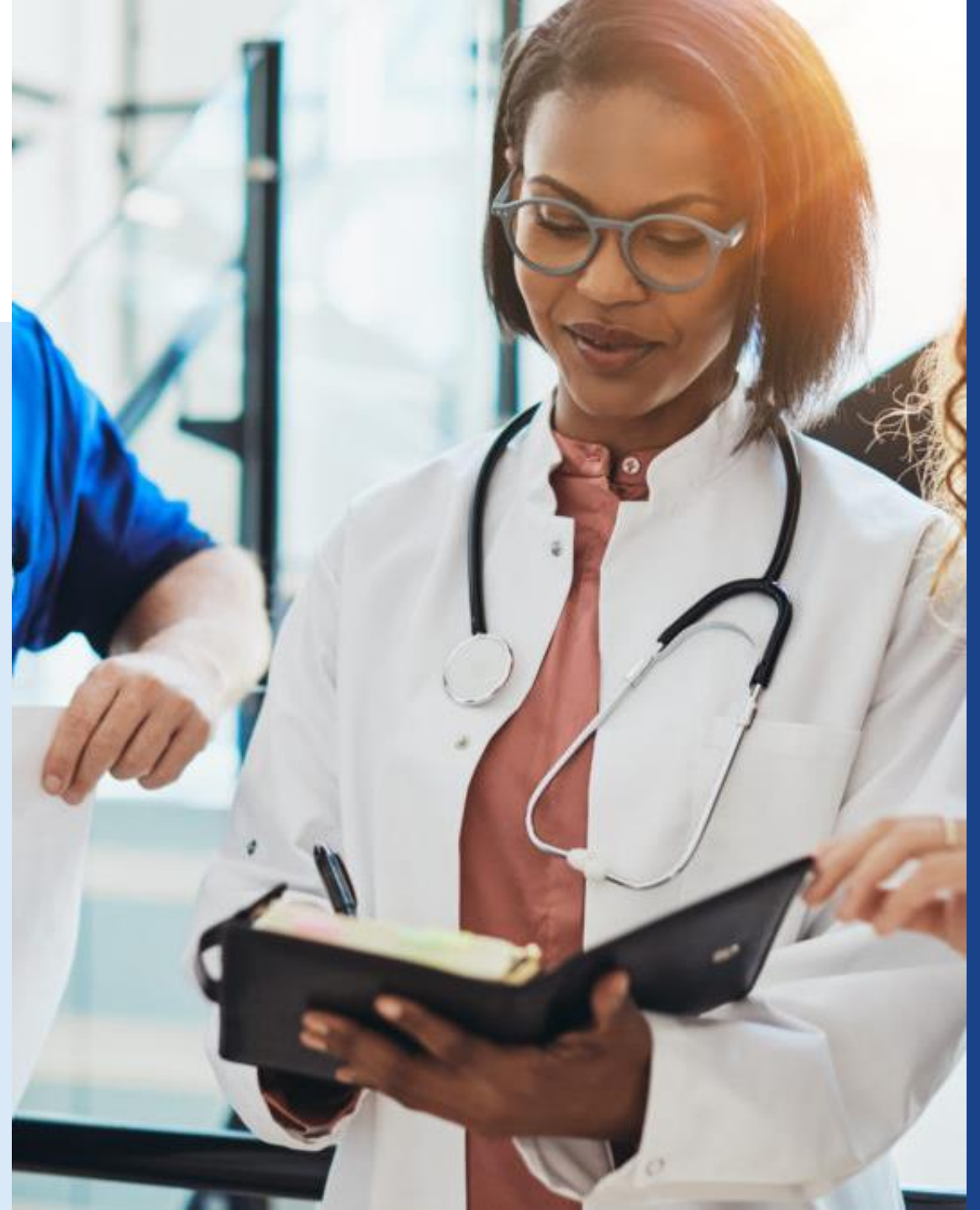
“I hope none of your patients need to come here to have any kind of investigative radiology done”

- Radiologist



LEADING YOUR ADMINISTRATION

At the same time, administrators often avoid physicians and make decisions without their input.





MANAGING YOUR PROVIDERS

4 Tips for Managing Providers

ICAHN PHYSICIAN LEADERSHIP

Structure

- Know who your boss is
- Know who the staff reports to
- No dotted lines
- Reasonable number of direct reports
- Mentors for younger providers



ICAHN PHYSICIAN LEADERSHIP

Communicate

- Regular meetings with team (staff, supervisor, peers)
- Clear measures of success / linked to strategic plan
- Give regular feedback (positive and negative)
- Opportunities to ask questions
- Great onboarding of new physicians



ICAHN PHYSICIAN LEADERSHIP

Right Person

- Performance Fit vs Culture Fit
- Be willing to move on if needed



ICAHN PHYSICIAN LEADERSHIP

Engage Them

- Give them a chance to solve problems (don't just collect demands)
- Check Ins (How's it going?)



PUNCH LINE

Disengaged
Providers create
both financial and
culture issues.

TIPS

- 1) Structure
- 2) Communicate
- 3) Right Person
- 4) Engage Them



QUESTIONS?

CONNECT WITH US



www.peoplecentric.com

417.887.6760

admin@peopleccg.com