Disclosure Statement

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Why Round?

What is Rounding?

How to Execute Rounding for Purpose
Physicians are People Too!
## What Physicians Want

<table>
<thead>
<tr>
<th>Satisfier</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>QUALITY</td>
<td>Physicians want to know their patients are receiving quality care and a great patient experience.</td>
</tr>
<tr>
<td>EFFICIENCY</td>
<td>Physicians want efficient systems and to work with team members who have the information needed at hand to discuss their patients.</td>
</tr>
<tr>
<td>INPUT</td>
<td>Physicians need a seat at the table to provide input when decisions are being made that affect clinical outcomes. Round on physicians and consistently ask them, &quot;Do you have everything you need to provide excellent care to your patient?&quot;</td>
</tr>
<tr>
<td>APPRECIATION</td>
<td>Physicians value a &quot;thank you&quot; and acknowledgment when things are going well. They also want to see follow-up on their input in the form of tangible change.</td>
</tr>
</tbody>
</table>

Rounding for Outcomes: Physician Leaders Rounding on Physicians

All percentages represent 5+4 on a 5-point scale; i.e., Strongly Agree + Agree.
More Frequent Rounding Increases Satisfaction and Willingness to Recommend

Willingness to Recommend as a Place of Work

Tactic Implemented:
Leader Rounding on Staff and Physicians

Source: Oregon Integrated Health System; 8700 employees. Results are one year following implementation of Leader Rounding on Staff and Physicians; Staff and physicians rounded on at least monthly had the highest satisfaction levels.
Rounding for Outcomes

• Before you round tell physicians why you are rounding and what you’ll be asking about

• Establish a rounding plan / times on your calendar

• Each round: 5 minutes per round, plus:
  – Time to act when improvement needed
  – Document information gained
  – Capture wins with instant recognition-verbal thank yous on the spot and quick e-mails

• Close the loop
Rounding on Physicians for Outcomes

• Make a human and personal connection

• Ask, “What is working well?”

• Ask, “Do you have everything you need to provide excellent care to your patient?”

• Ask, “Anybody to reward and recognize?”

Frequency matters- our high performing partners round on their physicians at least quarterly
Question:

“What will improve recruitment, retention, morale, productivity, and profitability, you have complete control over it and you do not have to put it in the capital budget?”

REWARD and RECOGNITION
Role Play – Rounding on a Loyal Doctor

• Senior employed physician
• The provider is very happy with the system and staff
• Provider not very demanding
  – Terminal happiness 😊
• Loves everyone and everything
  – Who can I recognize for you = Everyone around here does a great job. I don’t want to just pick one out
  – What is working well? = I love taking care of my patients here and have for years
  – What is not working so well for you or your patients? = With a pat on your back the provider replies “nothing – all of you are doing a great job”
Role Play – Pair up and give it a try
Rounding on an **Loyal** Doctor
It is Okay to be Uncomfortable at First
Role Play – Rounding on a Skeptical Doctor

• Provider is/has:
  – Very busy doesn’t have much time
  – Reluctant
  – Complained about things in the past, but in his/her mind nothing substantive has ever been done about the complaints
• A perceived lack of responsiveness
Role Play – Pair up and give it a try
Rounding on a Skeptical Doctor
Getting Started…

• Prioritizing who to round on
• Setting up a rounding schedule
Physician Quadrants

1. Loyal
2. Want to be Aligned
3. Skeptic
4. Naysayer
## Physician Quadrants

### Know Your Physicians

<table>
<thead>
<tr>
<th>LEVEL OF SUPPORT FOR CHANGE</th>
<th>DESCRIPTION</th>
<th>KEY ACTIONS</th>
</tr>
</thead>
</table>
| Quadrant 1 “Loyal”          | Physicians who are inherently loyal. They see the value in the changes the organization is making and will actively support them. | - Thank them for their support at a group or individual meeting.  
- Ask what the system does well and what it could do better.  
- Send a note to departments they compliment giving credit to the physicians.  
- Focus on key areas of improvement. |
| Quadrant 2 “Want to be aligned” | They want to be on board, but there is one thing that keeps them from being aligned with system leaders (e.g. an operational or political issue; frustration with a particular individual). | - Use the same actions as above.  
- If you cannot address a concern, say so and explain why. Physicians would rather hear a “no” than be left in limbo. |
| Quadrant 3 “Skeptical”      | Skeptics hang in the balance. These individuals have many issues and concerns. The organization will need to be relentless to move them, but they can be moved. | - Be especially persistent in capturing wins, as this group will have more concerns. |
| Quadrant 4 “Naysayer”       | These physicians will likely never be on board.                               | - Resist the temptation to make believers out of these physicians. They only represent a small percentage of the medical staff. |
Let’s Try It - Physician Quadrant Exercise

• Place your physicians into quadrants
Setting Up a Rounding Schedule…
Setting Up a Rounding Schedule...

The output of the Physician Quadrant Exercise becomes the input for your Rounding Schedule.

<table>
<thead>
<tr>
<th></th>
<th>Month 1</th>
<th>Month 2</th>
<th>Month 3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Week 1</td>
<td>Week 2</td>
<td>Week 3</td>
</tr>
<tr>
<td>Q1</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
</tr>
<tr>
<td>Q2</td>
<td>Gray</td>
<td>Green</td>
<td>Green</td>
</tr>
<tr>
<td>Q3</td>
<td>Gray</td>
<td>Gray</td>
<td>Gray</td>
</tr>
</tbody>
</table>
Rounding Pocket Card

Name: ____________________  Date: __________  Location: ________________

What is working well? ____________________________________________________

___________________________________________________________

Do you have the tools and equipment you need to do your job? _________________

___________________________________________________________

Which systems are working/not working? Ideas to address? ____________________

___________________________________________________________

Are there peers or depts/clinics to be recognized? ___________________________

___________________________________________________________

Follow-up: ____________________________________________________________________________
# Rounding Log

## RE10: PHYSICIAN LEADER ROUNding LOG – 12-MONTH SUMMARY

<table>
<thead>
<tr>
<th>Year:</th>
<th>Leader Name:</th>
<th>Physician Name:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Date of Rounding:</th>
<th>Q1 (Jan.-March)</th>
<th>Q2 (April-June)</th>
<th>Q3 (July-Sept.)</th>
<th>Q4 (Oct.-Dec.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relationship building—what did I learn about this person?</td>
<td></td>
<td></td>
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<tr>
<td>What is working well for you today?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Care provider/colleague I can recognize and why?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Physician I can recognize and why?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>“Do you have everything you need to provide excellent care?” (Tools and equipment needed to do your job)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Systems you want to improve and your ideas to fix?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Tough Questions:</strong> Ask for and discuss other tough questions you need to address or have heard while rounding</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>What are you going to do now?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Who will you reward and recognize based on rounding?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• What are barriers/issues, etc. you need to resolve?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Is there anything to add to the stoplight report?</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
**Linkage for Session | Rounding on Providers: Why, What, and How**

<table>
<thead>
<tr>
<th>Rounding on Physicians</th>
<th>Activity</th>
<th>Person Responsible</th>
<th>Completed Yes or No</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Read Engaging Physicians, pages 62-67</td>
<td>Physician Leader</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Create a rounding schedule</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Round on at least one provider – be prepared to talk about it on June WebEx</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Document on rounding log</td>
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</tbody>
</table>
Questions?