What’s Up Doc:
Building Physician Engagement in the 21st Century

Presented By:
Adam S. Holzberg, DO, FACOG
Mark Angelo, MD, FACP
Cooper University Health Care
Camden, NJ
Execution Framework: Evidence-Based Leadership℠

**LEADER EVALUATION**
Implement an organization-wide leadership evaluation system to hardwire objective accountability.

**LEADER DEVELOPMENT**
Create process to assist leaders in developing skills and leadership competencies necessary to attain desired results.

**MUST HAVES®**
Rounding, Thank You Notes, Employee Selection, Pre and Post Phone Calls, Key Words at Key Times.

**PERFORMANCE GAP**
Re-recruit high and middle performers, Move low performers up or out.

**STANDARDIZATION**
Agendas by pillar, peer interviewing, 30/90 day sessions, pillar goals.

**ACCELERATORS**
Leader Evaluation Manager®
Validation Matrix℠
Provider Feedback System℠
Studer Group Rounding
Patient Call Manager™
Mark Angelo, MD, FACP

- Lead Champion, Patient Experience Initiative
- Head, Division of Palliative Medicine
- Medical Director, Center for Population Health
Adam S. Holzberg, DO, FACOG

- Physician Champion/Chair, Physician Engagement Committee
- Division Head, Female Pelvic Medicine & Reconstructive Surgery
- Medical Director, Ambulatory Clinical Documentation Improvement Program
Today’s Goal

• Explain Cooper’s challenges with physician engagement as an academic, inner-city hospital.

• Provide practical tools to address those challenges.

• Show positive physician response.
Cooper University Health Care

- 635-bed University-based academic hospital
- Only Level I Trauma Center in South Jersey
- Over 700 physicians
- More than 100 outpatient facilities across South Jersey
- Surgery Center and 3 Urgent Care Centers
Camden, New Jersey

• Across bridge from Philadelphia, PA
• Population of 65,000
• One of nation’s poorest cities – 42% of residents live below the poverty line.
• Average household income ~$26K; NJ average household income ~$71K.
To serve, to heal, to educate.

We accomplish our mission through innovative and effective systems of care and by bringing people and resources together, creating value for our patients and the community.
• New medical school graduated its first class in May
• Received full accreditation in June
• Four-year MD granting
• Unique program featuring clinical work in first year and community service requirements.
MD Anderson Cancer Center at Cooper

- Cooper partnered with one of the nation’s premiere cancer centers, MD Anderson, in 2013.
- Clinical trials, protocols, tumor board, shared resources.
- Changing the market. More than 90,000 patient encounters last year alone.
Strategic Imperative

Develop an organization-wide *culture of service* to enhance the patient, employee and physician experience in order to build customer loyalty.
Our Studer Journey

- Began in 2015
- Develop Leaders
- Identified Physician Champions to drive engagement
Physician Engagement at Cooper

- 2014 Advisory Board Survey
- Physician engagement lowest quartile
- Stagnant engagement results
Defining Engagement Categories

Engagement Profile
By Category and Index Score Range

- **Engaged:** Go above and beyond to see the organization succeed, tying personal success directly to that of organization.
- **Ambivalent:** Lacking emotional commitment to organization.
- **Disengaged:** Tend to be most vocal, actively detracting from quality of workplace for peers.
- **Content:** See job as paycheck more than anything else.
Identified Strengths

- Leadership interest
- Strong EMR strategy
- Good working relationships among clinicians
- Highest scoring areas of practice:
  - Pathology; Vascular Surgery; Psychiatry; Pediatric Neurology; Radiation Oncology; Neonatology; Critical Care Medicine; Perinatology; and Emergency Medicine Adult
Identified Opportunities

- Better physician recognition
- Need for supplies and technologies to succeed
- Greater autonomy
- Lowest scoring areas of practice:
  - Infectious Diseases; Otolaryngology; Nephrology; Endocrinology, Surgery Trauma; Neurology, General Pediatrics; Radiology; Ob/Gyn; Gynecological Oncology; and Hematology/Oncology
Physician Engagement at Cooper

...its a new day
Physician Engagement at Cooper Means:

Inspiring physicians to truly own their role in the healthcare system and find ways to improve that system.

To Serve. To Heal. To Educate.
Leadership: Committee of Peers

Physician Engagement Committee

Dr. Nidhi Agrawal  Dr. Kristin Brill  Dr. Michael Chansky  Dr. Krysta Contino  Dr. Anat Feingold

Dr. Michael Goodman  Dr. Adam Holzberg  Dr. Daniel Hyman  Dr. Elias Iliadis  Dr. Philip Koren

Dr. Joseph Lombardi  Dr. Mark Pollard  Dr. John Porter  Dr. Jean-Sebastien Rachoin  Dr. William Sirover

Dr. Esteban Troyanovich
## PHYSICIAN STOPLIGHT REPORT -- SUMMARY

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## Quality Care & Cost Experience for Patients

What aspects of clinical or service quality are going well for your patients? What needs work?

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## Feedback on Physician

What was the last time you received feedback on your performance?

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## Personal & Professional Development

What was the last time you reviewed feedback on your professional development plan?

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## Recognition & Awards

What were the last time you received recognition or awards?

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## Support & Resources

What additional support or resources would you like to have?

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## Other

What else would you like to discuss?

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**Stoplight Reports**
## Completed Requests

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<tr>
<td>Stipend for cell phones increased to $50 as of 1/15/16 pay check</td>
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<tr>
<td>Physician break out sessions added at LDI</td>
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<tr>
<td>Fields enabled in EPIC to show name of prescriber on medications listed</td>
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<tr>
<td>Physician Training has been shortened by adjusting the agenda</td>
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<tr>
<td>Designated parking places for physician emergencies</td>
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<tr>
<td>Created Physician Engagement Committee and Physician Forums to discuss improvement</td>
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<tr>
<td>CG CHAPS video completed by Physician Champions &amp; Engagement Team</td>
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<tr>
<td>Additional amenities added to Attending Lounge (soda machine, soup)</td>
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Can’t Complete At This Time and Here’s Why

<table>
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<tr>
<th>Daycare for employees to be discussed in 2017</th>
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<tr>
<td>No venue large enough in Southern NJ to accommodate amount of people that attend Cooper Gala.</td>
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<tr>
<td>Spanish Translation of AVS problematic because once information translated cannot be verified by practitioners not fluent in Spanish</td>
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<tr>
<td>Gymnasium not an option on site at hospital due to space constraints</td>
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FAQ’s CG CAHPS

Accordingly, the Centers for Medicare and Medicaid Services (CMS) release of physician practice data online will only reflect CG-CAHPS surveys and thus will only apply to physicians with office practices. Patient experience for hospital-based physicians is captured as a conglomerate score in HCAHPS and is part of the hospital survey.

At some point this year, CMS will publish physician practice data for patient experience online and this data will be available to the public. CMS will initially publish the data at the “group practice” level (a "group practice" is defined as a single Taxpayer Identification Number (TIN) with 2 or more Eligible Professionals (EP’s) - identified by Individual National Provider Identifier (NPI)) who have reassigned their billing rights to the TIN). CMS has not yet stated when individual physician data is going to be reported on their "physician compare" website. Cooper has your individual physician data available now. We believe that the best approach for using this data is to give you your own data. This will provide our physicians the opportunity for improvement (if needed) before their data is published online.

Cooper has developed a scorecard (sample attached) for reporting data to physicians. You will be receiving your report monthly to your Cooper email address. It includes your mean “top box” percentage and the percentile rank compared to physicians across the country. The six questions have individual results and roll up to an overall score in a composite called PHYSICIAN COMMUNICATION QUALITY. Please note that the bottom row contains the mean “top box” percentage and percentile rank for your group, so that you can compare your overall Physician Communication Quality data to the other physicians in your group here at Cooper.

The Studer Group website offers many tools and resources to support our initiatives. To access this information you must register on the Studer Group website by creating a username and log in – this link will auto-populate fields and complete your registration with ease.  https://www.studergroup.com/create-account?orgID=26218
## Physician CG CAHPS 2015 Year - To - Date Patient Experience Scorecard

<table>
<thead>
<tr>
<th>CG CAHPS - Physician Communication Quality Question</th>
<th>Sample</th>
<th>Top Box</th>
<th>All Facilities %LE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Did Provider explain things in a way that was easy to understand?</td>
<td>31</td>
<td>96.8</td>
<td>96 %LE</td>
</tr>
<tr>
<td>Did Provider listen carefully to you?</td>
<td>31</td>
<td>100.0</td>
<td>99 %LE</td>
</tr>
<tr>
<td>Did Provider give you easy to understand information about health questions or concerns?</td>
<td>28</td>
<td>92.9</td>
<td>61 %LE</td>
</tr>
<tr>
<td>Did Provider seem to know the important information about your medical history?</td>
<td>31</td>
<td>100.0</td>
<td>99 %LE</td>
</tr>
<tr>
<td>Did Provider show respect for what you had to say?</td>
<td>31</td>
<td>100.0</td>
<td>99 %LE</td>
</tr>
<tr>
<td>Did Provider spend enough time with you?</td>
<td>31</td>
<td>96.8</td>
<td>97 %LE</td>
</tr>
<tr>
<td>PHYSICIAN COMMUNICATION QUALITY</td>
<td>31</td>
<td>97.7</td>
<td>99 %LE</td>
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### Discipline: Cardiology

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<th>Sample</th>
<th>Top Box</th>
<th>All Facilities %LE</th>
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<tr>
<td></td>
<td>1499</td>
<td>95.8</td>
<td>96 %LE</td>
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**Emailed to:**

durkin-kathleen@cooperhealth.edu
JOIN US FOR AN EVENING OF FUN & MUSIC WITH YOUR COOPER COLLEAGUES

Cooper University Physicians Summit and Networking Event

Wednesday
May 4, 2016
6 p.m.

Come and be entertained by the Raft Debate:

Who should survive? The cardiologist (Heintz), the hospitalist (Kupersmith), or the traumatologist (Ross). They will debate. The audience will decide...

LOCATION | Cooper House | 5300 North Park Drive
Pennsauken, NJ

Questions and Information
Adam S. Holzberg, DO
Holzberg.Adam@CooperHealth.edu
Jill Sayre Lawlor
Lawlor.Jill@CooperHealth.edu

Social Events
Positive Comments

Physician Engagement at Cooper Means:

Owning, Doing & Teaching...

To Serve. To Heal. To Educate.
We’re Listening

- LDI (Division Heads and Department Chairs)
- ***Physician Rounding***
- Physician Forums
Physician Engagement at Cooper Means:

Someone is listening & responding to physician concerns, suggestions.

To Serve. To Heal. To Educate.
We’re Listening

Make Your Voice Heard!

Email your questions, thoughts and ideas to

WhatsUpDoc@cooperhealth.edu

Improving the Cooper Experience Through Physician Engagement

Attend our quarterly Physician Forums led by your physician colleagues.
We’re Listening

Suggestion Boxes

- Anonymous
- Available online

Make a Communication Connection!

Describe your idea/comment:

What are the benefits of your idea:

Please fix the loud music in the Coffee Shop.

Please also have the air conditioners checked & cleaned.

Additional comments or suggestions:

Thank you,

Maxim Sunga
We’re Listening

Suggestions Approved

• Physician lockers installed.

• First floor parking for physicians on emergency calls.
Physician Engagement at Cooper Means:

- Having the tools I need
- (front desk, medical assistants, telephone support)

To Serve. To Heal. To Educate.
clindoc@cooperhealth.edu

- Online resource
- Documentation questions answered
Connect the DOCS Blog

It’s Employee Safety Month. Free safety tips this week!

Tables will be outside of the cafeteria in the Kelemen Building from 8 a.m. to 9 a.m. and 12 p.m. to 1 p.m. Read more.

- **June 8, 2016**: Safe Patient Handling, Back Safety/Ergonomics
- **June 15, 2016**: Violence Prevention, Behavioral Rapid Response Team (BRRT), Hazardous Chemicals
- **June 22, 2016**: Sharps/Personal Protective Equipment, Standard Precautions
- **June 29, 2016**: General Safety, Fall Prevention, and Handwashing

In the News at Cooper

Presenting Safety Tips During Employee Safety Month

JUNE 21, 2016

Learn how you can form healthier habits and create a safer environment by utilizing these safety tips. Read more.

Have Heart-Healthy Recipes to Share? There’s Still Time to Submit

JUNE 21, 2016

Learn how to share your heart-healthy recipes.
Physician Engagement at Cooper Means:

HAVING A VOICE NOW, WHEN IT FELT LIKE WE DIDN'T HAVE ONE IN THE PAST... WHICH HAS MADE WORKING AT COOPER A HAPPIER EXPERIENCE!

IT IS MOST APPRECIATED!
Physician Engagement mirrors Patient Experience

- Show courtesy and respect.
- Listen carefully.
- Fully explain decisions and options.
CG CAHPS Score Improvements

Doctors' Offices: Physician Communication (CGCAHPS)

Percentile Rank

- 2015-1Q: 43%
- 2015-2Q: 48%
- 2015-3Q: 51%
- 2015-4Q: 53%
- 2016-1Q: 58%
HCAHPS Score Improvement

Inpatient Areas: Physician Communication (HCAHPS)

Percentile Rank

- 2015-1Q: 18%
- 2015-2Q: 20%
- 2015-3Q: 39%
- 2015-4Q: 34%
- 2016-1Q: 48%
Physician Engagement at Cooper Means:

Administration truly cares about the needs and ideas of their physician staff.

To Serve. To Heal. To Educate.
EVALUATION REMINDER:

We want your feedback to get better and so you can receive continuing education credits. Please evaluate the session.

Studer Conferences
Thank You!

Mark Angelo, MD, FACP
Angelo-mark@cooperhealth.edu

Adam S. Holzberg, DO, FACOG
Holzberg-adam@cooperhealth.edu