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## Physician Engagement As a Catalyst for Clinical and Financial Improvement

Session 280, March 8, 2018

With **Jonathan Bush**, CEO, athenahealth

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Thomas Jefferson University & Jefferson Health

# ENGAGED

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# Conflict of Interest

Jonathan Bush, BA, MBA

Stephen Klasko, BS, MD, MBA

Has no real or apparent conflicts of interest to report.

# Agenda

- The Symptom: Burnout
- The Problem:
  - Administrative overload
  - Limited access to the tools and data necessary to provide care
  - Bureaucracy that limits physician autonomy
- The Solution:
  - Providing tools, resources, and latitude to drive engagement
  - Fostering a culture of leadership among physicians

## Learning Objectives

- Explain the concept of physician capability and the role it plays in physician engagement
- Identify the current biases of medical education and the shift that needs to be made in order to create capable physicians of tomorrow
- Discuss the “interactive action” model and its implications for healthcare organizations
- Distinguish how to effectively deploy technology that better matches provider needs, eliminates work and engages rather than hinders physicians
- Recognize the importance of “followership,” teamwork and collaboration as integral parts of effective leadership



# Physician Engagement As a Catalyst for Clinical and Financial Improvement



54%

Physicians report one  
symptom of burnout





# 54%

Physicians report one  
symptom of burnout

**Excess of bureaucratic  
tasks**

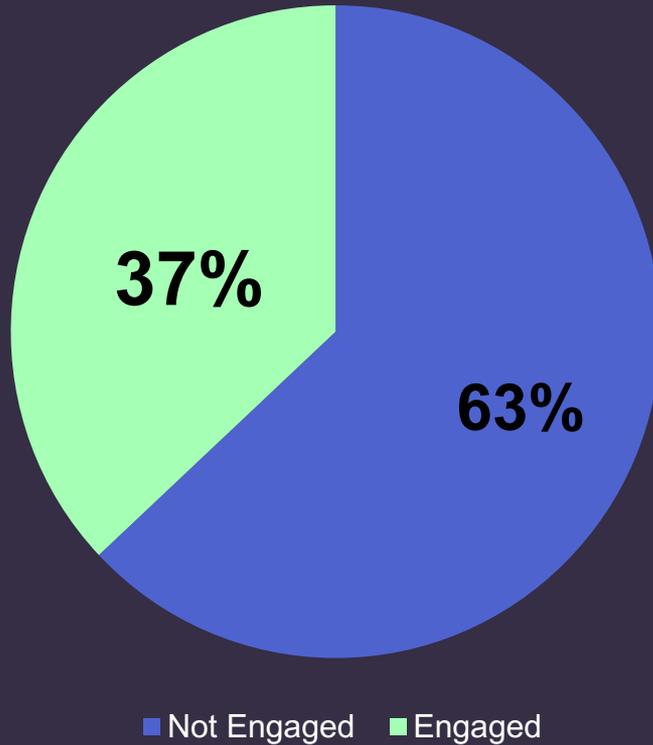
**Overworked &  
sleep-deprived**

**Constant change**

**Increasing technology  
demands**

**Lost autonomy due to  
consolidation**

**Loss of friendship and  
collegiality**



## Components of Engagement

I would **recommend** my organization to a friend or relative as a place to receive top-quality clinical care

I am often inspired to go **above and beyond** what is required

I am very likely to be working for my current organization **3 years** from now

Sample: 2,011 physicians surveyed on Epocrates.

Source: athenahealth, 2016

Engaged = strongly agreed (6) or agreed (5) with all three statements

# Resources

# Tools

# Latitude

AKA “physician capability”

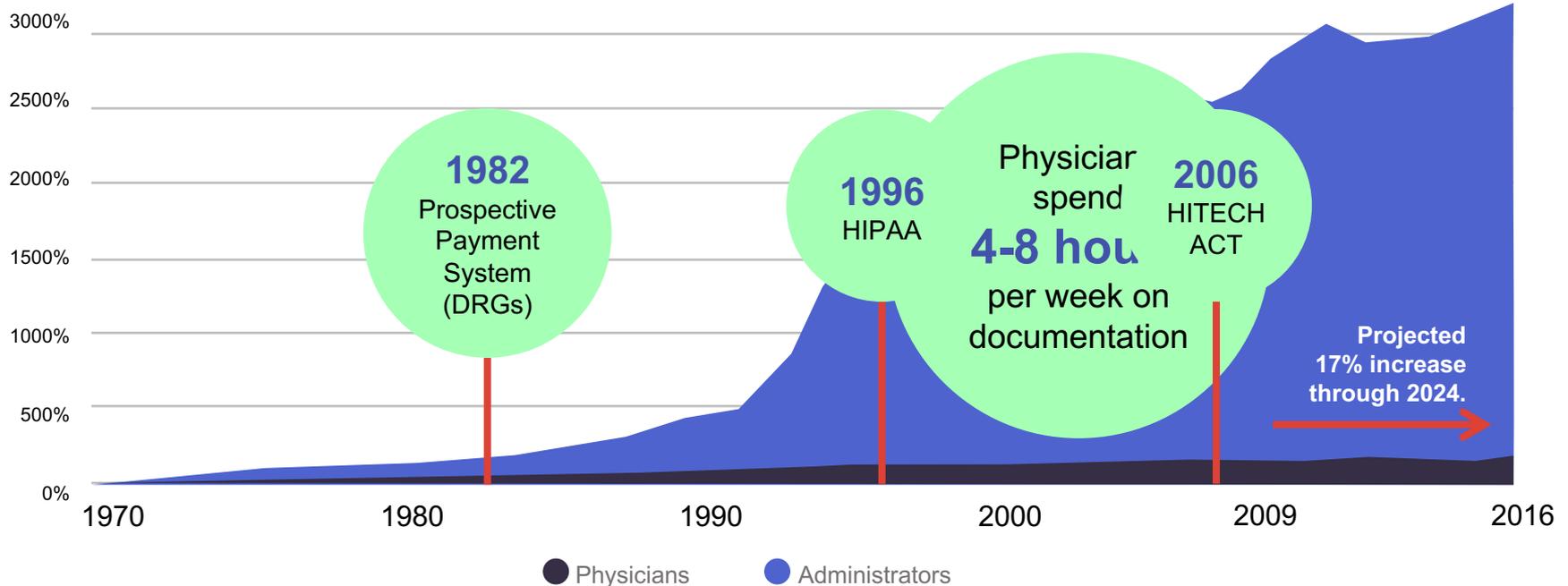
# Resources

Resources definition: I have the tools and resources I need to properly care for my patients



# Despite increasing administrators, physicians are still overwhelmed by administrative work

## Growth of Physicians and Administrators, 1970-2016



**Why?**



# Tools

Tools definition: I have the tools and resources I need to properly care for my patients









**Why?**



# Latitude

Latitude definition: I have the latitude I need to provide high quality care to my patients

Source: athenaResearch survey of 1,029 practicing physicians, April 2017.





**Why?**

Resources

Tools

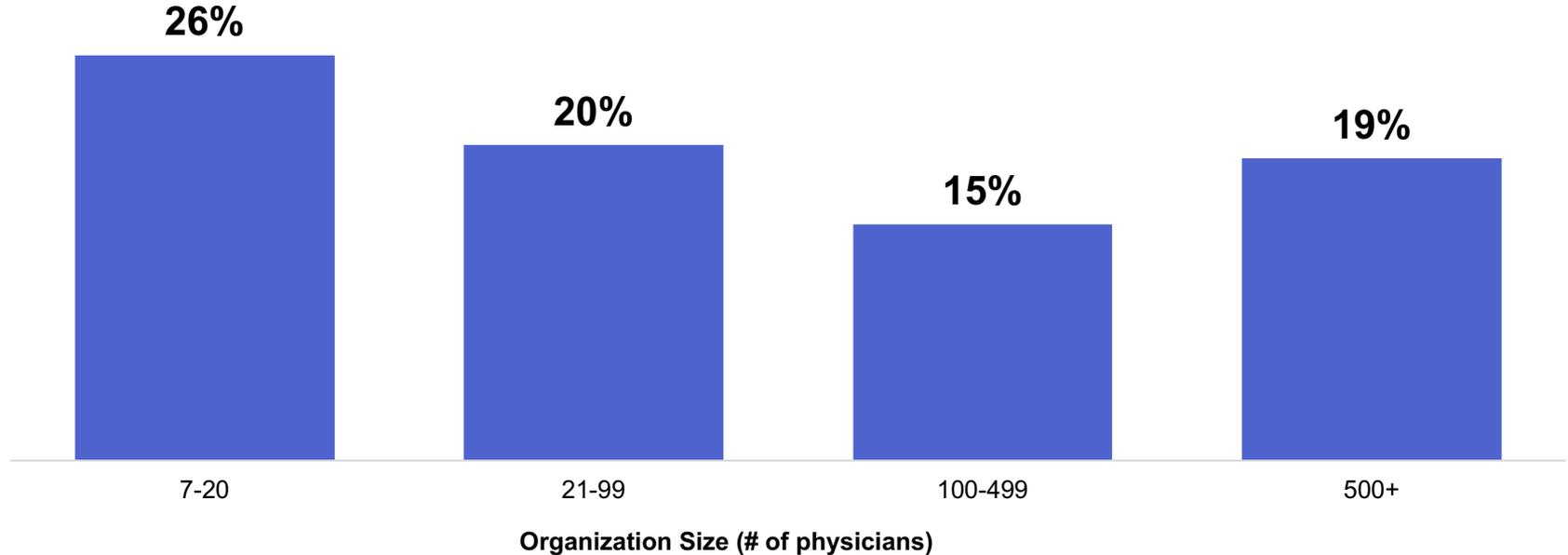
Latitude



**What impact does physician capability have on burnout and engagement within a workforce?**

# The larger the size of an organization, the less engaged its physicians

Share of physicians who are engaged by organization size

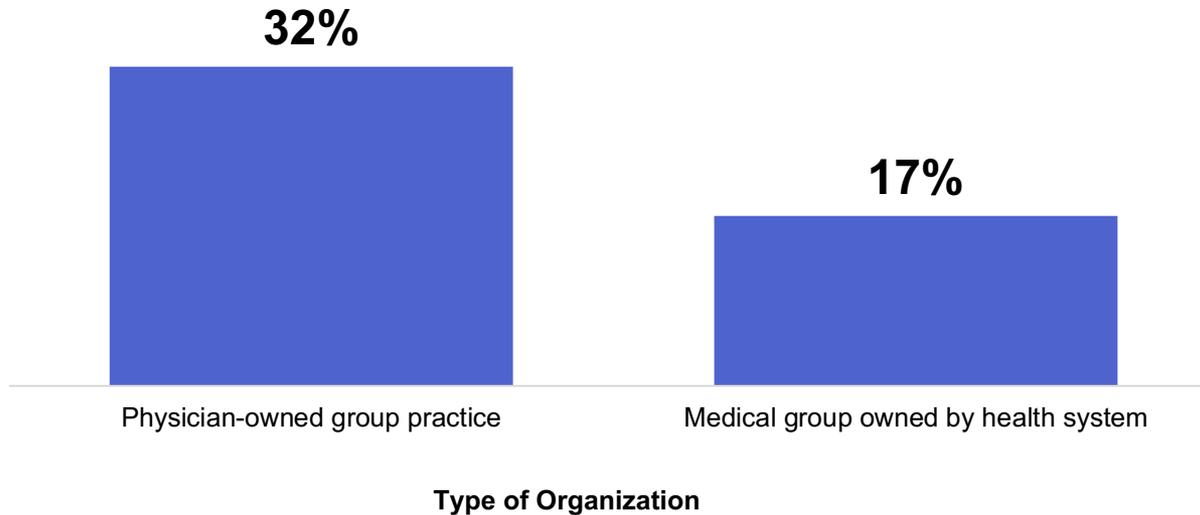


Sample: 2,011 physicians surveyed on Epocrates.

Source: athenahealth, 2016

## And physician-led practices show higher levels of engagement than owned organizations

Share of physicians who are engaged by organization type

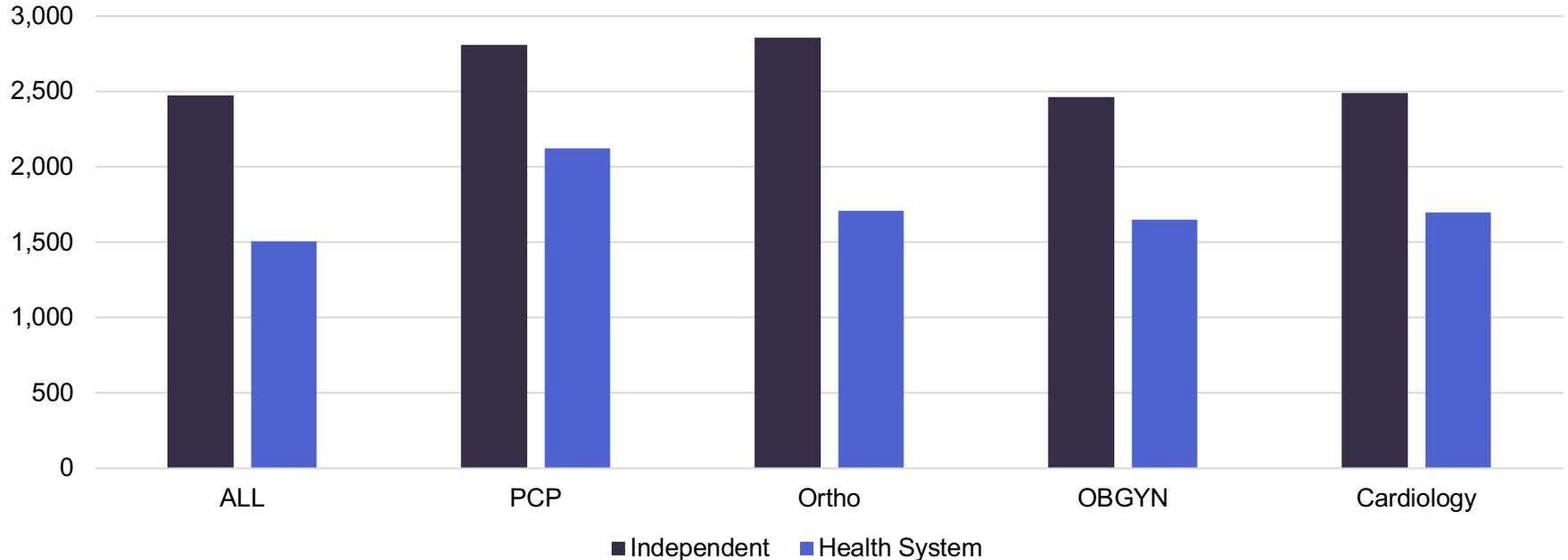


Sample: 2,011 physicians surveyed on Epocrates.

Source: athenahealth, 2016

# On top of all that, larger health systems have fewer appointments per year than independent physicians

Visits per year

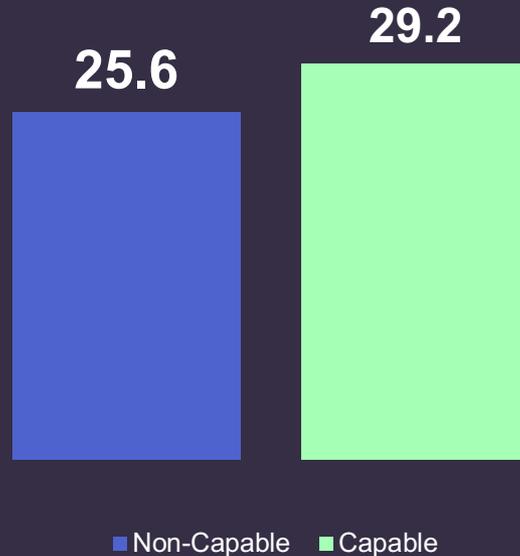


Source: athenaResearch

Sample: 66 million visits across 43,000 athenaNet physicians, for appointments in 2016. Limited to MD level providers for practices live on athenaNet since Jan 1, 2016. Excludes retail clinics and hospitals.

# Capable physicians are more productive

## Higher Productivity (wRVU/Day) Among Physicians with Self-Perceived Capability



**So what?**

**Example A**  
The wrong way

**Example B**  
The right way

Resources

Call center volume increased  
**200%**

**In-app**  
help courses

Tools

Productivity increased by  
**11%**

**Free**  
with incremental value over time

Latitude

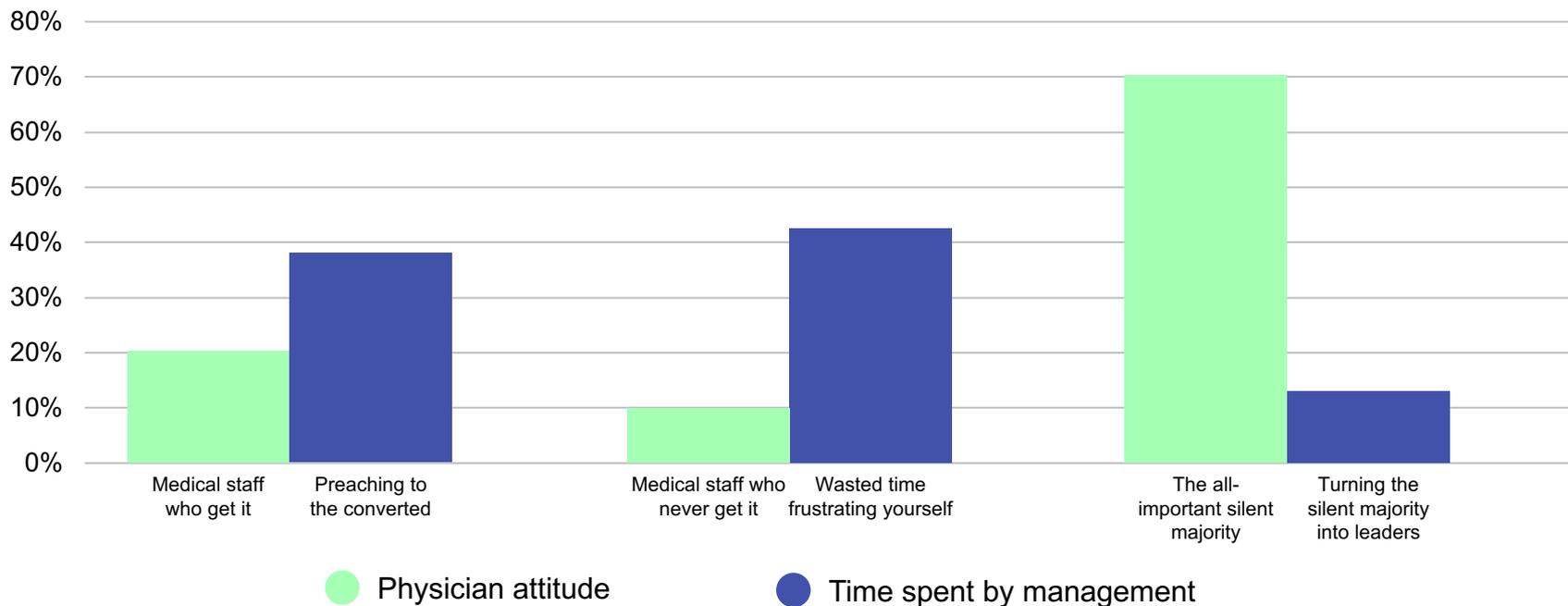
**No choice**  
(Hubris)

**Choice**  
(Agile)

## The wrong way

# Wasting time worrying about the wrong doctors

Time administrators spent with physicians based on their attitudes



The **right** way

JOLT

**325%**

improvement in dealing with difficult issues and situations

**133%** improvement to lead others

**200%** improvement to work in teams

**167%** improvement to effectively communicate and influence

**250%** improvement in loyalty to the organization

**80%** improvement in the willingness to serve in a leadership capacity

**140%** improvement to manage the practice

**125%** improvement to impact practice volume/revenue

**150%** improvement in the commitment to and active engagement in ensuring TIC's success

**350%** improvement to think strategically

**“Technology will replace 80% of  
what doctors do.”**

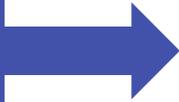
- Dr. Rowan Molnar

**“Any doctor that can be replaced by  
a computer should be.”**

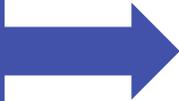
- Vinod Khosla

# Bias and baggage physicians bring to the table

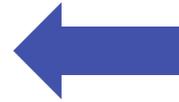
**Competitive  
bias**



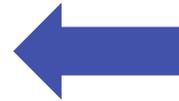
**Autonomy  
bias**



**Hierarchy  
bias**



**Creativity  
bias**

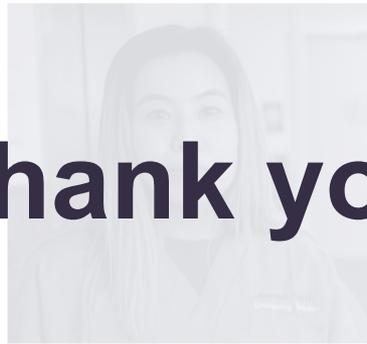
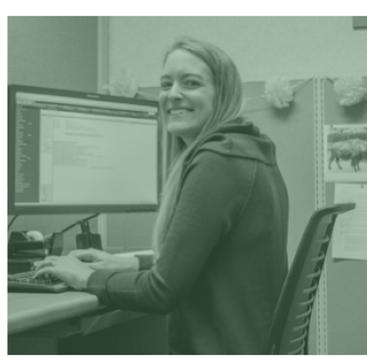
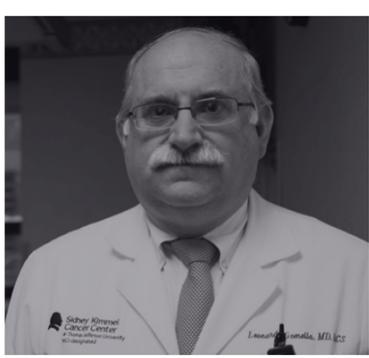
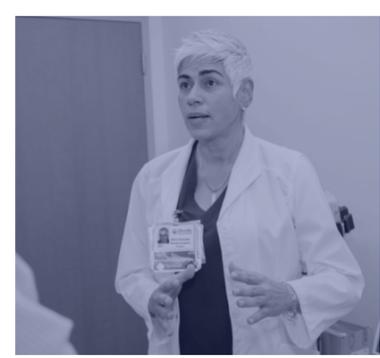












**Thank you**

# Questions

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