How to create and maintain a healthy practice
Stressed out

Burned out

Fatigued

Conflicted

Anxious

Overwhelmed

Confused

Too much to do

Not enough time

Why can’t we all work together?

Annoyed

Constant changes

We need more help
Patients

Practice

Other stakeholders

Each other

Shared Purpose
Physician, heal thyself!
The ancient wisdom that lives behind current trends towards prevention and wellness
Basic Premise -

- We no longer have the luxury of choosing whether to care for the patient or care for the practice.
- In each and every act we must care for both!
Another way of saying this is, we need to always balance...
Building blocks of healthy practices – the People Side

- Shared Purpose and Vision
- Shared Values
- Alignment
- Teamwork
- Trust
- Growth
- Wellness
Purpose

• Everyone in our organization understands our purpose/mission

“Efforts and courage are not enough without purpose and direction.”

- John F. Kennedy
Values

Everyone in the organization knows our shared values

“When your values are clear to you, making decisions becomes easier.”

- Roy Disney
Alignment

Our organization “walks the talk”

“Unity is strength... when there is teamwork and collaboration, wonderful things can be achieved.”

- Mattie Stepanek
Teamwork

Team members value the strengths and contributions of each person

“Strengths are not activities you're good at, they're activities that strengthen you. A strength is an activity that before you're doing it you look forward to doing it; while you're doing it, time goes by quickly and you can concentrate; after you've done it, it seems to fulfill a need of yours.”

- Marcus Buckingham
Trust

Communication is respectful and professional, regardless of position

“To effectively communicate, we must realize that we are all different in the way we perceive the world and use this understanding as a guide to our communication with others.”

- Tony Robbins
Growth

We encourage professional growth

“A passive approach to professional growth will leave you by the wayside.”

- Tom Peters
Wellness

We facilitate healthy habits around nutrition, exercise and stress reduction

“To keep the body in good health is a duty... otherwise we shall not be able to keep our mind strong and clear.”

- Buddha
Caring

Patients

Other Stakeholders

Caring

Each Other

Practice
Building blocks for healthy practices – the Profit Side

- Knowledge that is applied
  - Consistently
  - Accurately
  - Thoroughly
  - Timely
- Accountability
- Adaptability
Ignorance is the curse of God; knowledge is the wing wherewith we fly to heaven.”

—William Shakespeare

Knowledge

We strive to be accurate, complete, and timely, in a consistent manner

—William Shakespeare
Accountability

We set aside time to make a plan and time to work the plan

“Accountability breeds response-ability. “

- Stephen Covey
Adaptability

We are appropriately responsive to the ever-changing landscape

“If you don't like change, you're going to like irrelevance even less.”
- General Eric Shinseki
Where to gain knowledge about your practice

- **Accounts Receivable Reports** – how long is it taking to get paid? How do the payer sources compare, what is the ratio of insurance to patient balances

- **Financial Reports** – What types of adjustments are being made, how are your patients paying, what is your production and revenue coming from, who is doing what

- **Patient Reports** – learn about diagnoses and procedure incidence, the growth or decline of particular populations of patients

- **Schedule Reports** – who is cancelling, no showing, daily demand on resources

- **Other Reports**
Essential Reports
Helpful Queries – mining your EMR data

- The status of your orders?
- Find out which patients are taking what medications?
- What orders were written by whom and for what?
- Where are you sending your patients for ancillary services?
- What documents are pending signature?
- Just about anything concerning an Order, A Patient, A document generated in the EMR
Using information strategically

- Once you have a clear vision/mission – where you want to be
- Once you have a current picture of the practice – where you are
- Create strategic plan to take you from here to there
  - What will it take to get there?
    - Resources, time, talent and treasure
      - Strategies, tactics and action items
  - What does success look like?
    - Benchmarks
Setting benchmarks –

- Measure what matters
  - Queries can be created to support your measures
- Include your staff – they have great ideas
- Mix it up – diverse workgroups create better plans
- Be transparent – share your plans and your progress
SMART benchmarks

- Specific
- Measurable
- Achievable
- Relevant
- Time-bound
SMART Benchmark Example:

- **Problem** – Providers are not signing notes in a timely manner and causing problems downstream. Research shows that 50% of the time they are not signed within 24 hours.

- **Solution** – sign them!

- **SMART Benchmark** –
  - By October 31, 2016, 75% of all office notes are to be signed by the provider within 24 hours of the patient encounter.
  - By December 31, 2016, 95% of all office notes are to be signed by the provider within 24 hours of the patient encounter.
Accountability and Adaptability

- Revisit your benchmarks periodically
- Hitting the mark? Celebrate!
- Not hitting the mark?
  - Review and revise
    - Check your metrics, are you measuring the right thing?
    - Are you looking in the right place, correct criteria?
    - Has something changed that you need to take into account?
    - Get another perspective to help you see a fuller picture
“Thriving is more fun than surviving!”
- Gayle Gottlich
  Pathfinder Consulting