Contents

F01	reword, Elizabeth Ransom, MD, FACS	XV
Pre	face	xix
Acl	Acknowledgments	
Int	roduction, <i>Carson F. Dye</i>	1
	Overview of Chapters	6
1.	Preparing Physicians to Be Engaged, Margot Savoy	11
	Defining Engagement	12
	What Is Physician Engagement?	13
	Practical Approaches to Engage Physicians	17
	Conclusion	43
2.	Physician Engagement as an Antidote to Burnout,	
	Kevin M. Casey	47
	Impact on the Healthcare Institution	49
	Spotting Burnout	50
	Conclusion	63
3.	The Electronic Health Record, Walter C. Kerschl	67
	Start with the Why	67
	Moving Past the Why	69
	The What	69
	The IKEA Effect	74

	The How	74
	Building Satisfaction with the EHR	79
	Physician Well-Being	81
	Conclusion	83
4.	Making the Most of the Chief Medical Officer,	
	Terry R. McWilliams	87
	Does the Organization Need a CMO?	88
	Knowing What to Look For	91
	Characteristics That Support Physician	
	Engagement	98
	Where Candidates Come From	99
	Business Suit or White Lab Coat?	
	The CMO's Dilemma	101
	The CMO Cannot Do It All	103
	Physician Leadership Councils	103
	Conclusion	104
5.	Dyads, Triads, and Quads, Oh My!	
	Terry R. McWilliams	107
	Management Dyads	108
	Management Triads	119
	Management Quads—or Dual Dyads	120
	Conclusion	122
6.	Assessing Physicians for Leadership, Kevin M. Casey	125
	The Conundrum	126
	Nonnegotiable Characteristics	127
	The Three Cs of Leadership	128
	Working Clinically	134
	Physician Executive Skills	136
	Early Identification of Physician Leaders	139
	Strengths Versus Weaknesses	140
	-	

	Continued Growth	141
	Conclusion	142
7.	Supply-Chain Issues, Scott B. Ransom	145
	Traditional Efforts to Improve the Supply Chain	147
	Engaging Physicians in Optimizing	
	Supply Utilization	149
	Balancing Quality, Efficiency, Access, and Cost	150
	Systematic Literature Reviews and Product	
	Assessments	151
	Transparency of Data	153
	Physician Coaching	157
	Group Meetings	159
	Clinician Training for Best Practices	160
	Reducing Conflicts of Interest	160
	Financial Incentives	161
	The Physician Leader's Role	162
	Conclusion	163
8.	The Roles of Boards of Trustees, <i>Bhagwan Satiani</i> and Mary Dillhoff	167
	Board Representation Important as Part of	
	Physician Engagement	168
	Why Hospital Boards Need a Physician Presence	169
	Roadblocks to Increasing Physician Representation	174
	Misconceptions That Are Holding Physicians Back from Boards	176
	A Roadmap for Physicians Wanting to Sit on	170
	Hospital Boards	177
	How to Engage Physicians from a Board Perspective	178
	How to Succeed as a Physician Board Member	182
	How Not to Succeed as a Physician Board Member	184
	Conclusion	185

9.	Quality: A Cornerstone of Physician Engagement,	101
	John Byrnes	191
	How Physician Culture and Attributes Drive Engagement and Quality	195
	Celebrating Successes	202
	Rewards and Recognition	202
	Conclusion	203
	Conclusion	207
10.	Disruptive Physician Behavior, Lily Jung Henson	211
	Disruptive Behavior Defined	212
	Scope of the Problem	212
	Causes of Disruptive Physician Behavior	213
	Consequences of Disruptive Physician Behavior	216
	Prevention of Disruptive Physician Behavior	217
	Management of Disruptive Physician Behavior	222
	The Vanderbilt Model	223
	Conclusion	225
11.	Physician Leadership Development, Bhagwan	
	Satiani and Daniel Eiferman	233
	Physician Representation in Leadership Roles	234
	A Team Sport	235
	Physicians' Changing Roles as Employees	237
	Evidence to Support Leadership Training for Physicians	238
	Selected Physicians Leadership Training Organizations	240
	History and Development of the Wexner Medical	
	Center Faculty Leadership Institute Training	244
	Internally Developed Versus External Leadership	
	Programs	254
	Conclusion	255
12.	Telehealth, Kevin Post	261
	The Need for Physician Engagement in the	
	Future of Telehealth	262

	The Impact of Telehealth on Medical Providers	263
	Telehealth Expectations for Medical Providers	264
	Telehealth Training and Support for Medical	
	Providers	265
	Personal Impact of Telehealth on Medical Providers	266
	Impact of Telehealth on Consumers and the Patient-to-Provider Relationship	267
	Telehealth Care Platforms and Portfolios	268
	Common Uses of Virtual Care	269
	Physician Engagement Strategies for Telehealth	271
	Barriers to Physician Acceptance of Telehealth	273
	Aligning Telehealth Strategies with the Mission and Values of an Engaged Health System	274
	Conclusion	277
13.	Engagement Ideas from the Front Lines, Carson F. Dye	279
	Communication	279
	Culture	282
	Finding Commonality	285
	Building Trust	287
	Participation in Decision-Making	289
	Show Appreciation and Recognition	290
	Leadership Development	292
	Organizational Structure	294
	The EHR	295
	Understanding What They Do	297
	Helping Them to Understand What You Do	298
	Economics	299
	Setting Clear Expectations	299
	Additional Thoughts from Healthcare Leaders	300
	Participants in the Survey	300

14. Measuring Physician Engagement, Ka and Carson F. Dye	itherine A. Meese 301
Why Measure Engagement?	301
How to Measure?	303
Whom to Measure?	307
What to Measure?	308
What to Do with This Information?	311
Conclusion	311
Concrasion	<i>3</i> 11
Conclusion: Summing Up the Book's Less	sons,
Carson F. Dye	313
Ready Physicians to Be Engaged	314
Reduce Burnout First; Then Engage	314
The Electronic Health Record	314
Having a Chief Medical Officer Is No	ot a
Guarantee Engagement Will Occu	r 315
Dyads, Triads, and Quad Dyads	315
Assessing Physicians for Leadership	315
Supply Chain	316
Getting Physicians Engaged on Board	ds 316
Using Quality to Drive Engagement	316
Disruptive Physician Behavior	316
Physician Leadership Development P	rograms 317
Telehealth	317
Thoughts from the Trenches	317
The Importance of Measurement	318
For More Theory Behind This Book	318
Index	319
About the Editor	
About the Contributors	