

Foreword

GIVEN THE INDUSTRY realities of growing consumerism and incentive-based reimbursement, today's healthcare leaders are asking a question that is increasingly urgent and important: "What do you do if your doctors are not getting the patient satisfaction scores they should?"

This book provides the answer—not by prescribing what physicians should do differently, but by focusing on the *leader's* role in supporting highly effective physician–patient interactions in his or her organization.

Professionals tasked with raising physicians' patient satisfaction scores include health system C-suite executives (CEOs, CMOs, COOs, and now CXOs), medical directors and vice presidents of physician services, and physician and nonphysician leaders of larger and medium-sized private practices. This book is for all of them.

Bo Snyder's work advising healthcare leaders on the Baldrige journey gives him intimate knowledge of "best practice." His book is broad and practical in the variety of resources it provides—essentially a toolbox not only of proven strategies and methods but also of checklists, scorecards, assessments, inventories, and questionnaires that can be easily adapted or used as is. It intersperses how-to information with war stories from the author and other healthcare leaders, making it an interesting and engaging read.

Our industry has a huge, unmet need in helping doctors better engage with their patients. By jumping into this challenge with both feet, healthcare leaders can improve care for patients, build financial stability for their organizations, and have more satisfied and engaged doctors.

John R. Griffith

Professor Emeritus

Department of Health Management and Policy

School of Public Health, University of Michigan, Ann Arbor