



**Health**

Hunter New England  
Local Health District

# Doctors Leading Change:

## John Hunter Hospital Perspective

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7 December 2016



# John Hunter Hospital: Vision



John Hunter Hospital is committed to provide each patient with world class care, exceptional service and the compassion that we would want for ourselves and our loved ones.



# John Hunter Hospital:



- About 640 beds: 440 ED accessible for adults
- FY15-16: 76,474 ED presentations (ETP 65.4%): 26,316 admissions
- Tertiary Referral Centre for Northern NSW:
  - Trauma, Neurosurgery, Stroke/INR, Cardiothoracic Surgery, ICU, Renal etc.
- About 600 medical staff:
  - approx. 360 senior: 200 staff specialists; 160 VMOs
  - Approx. 250 junior: 90 PGY2/PGY2; training programs ++
- Built in 1980s: Now physically constrained;
  - No hybrid theatre(s)
  - About half ICU/HDU beds of a comparable TRH
  - Small ED for total presentations: EDSSU not co-located
- Need a new hospital!!



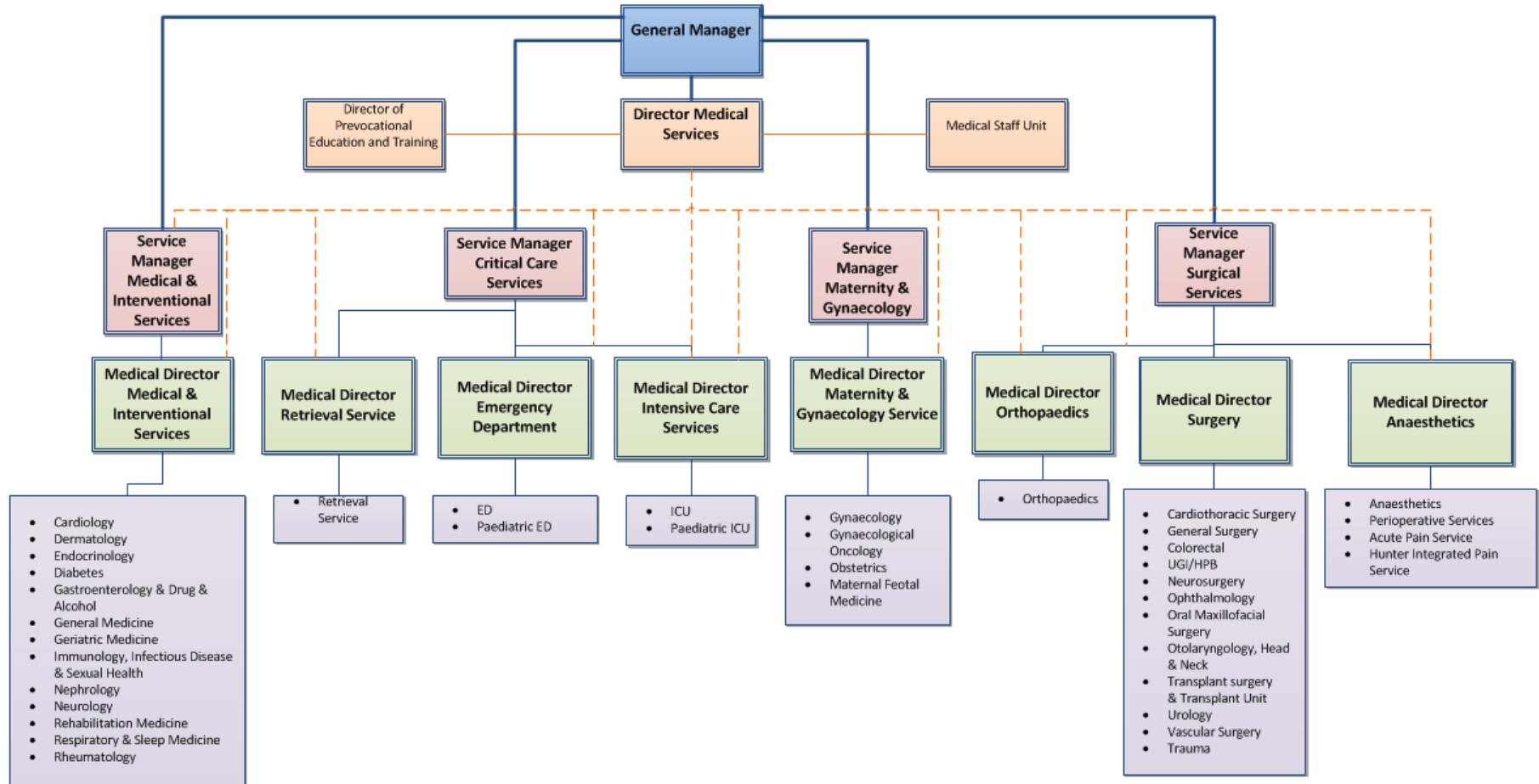
# Medical Leadership at JHH



- Opened January 1991:
  - Decentralised matrix structure designed along the lines of a US academic centre: Medical Clinician Managers as the operational leader of each division and department
  - Administrator appointed August 1991
  - Medical staff removed from operational roles in late 1990s due to problems with accountability, especially financial
- First DMS appointed in March 2014:
  - Now four major services with 8 Medical Directors and 32 Heads of Department
  - Senior medical staff coordinating group: JHH Medical Leadership Team
- Tripartite partnerships:
  - JHH: General Manager; Director of Nursing & Midwifery; DMS;
  - Services: Service Manager; Manager of Nursing Services; MD

Strong support from management accountants

# JHH Medical Leadership Structure



# Personal Ideas on Medical Leadership for Change



- IHI Triple Aim: recurring theme
  - Improving the individual experience of care;
  - improving the health of populations;
  - reducing per capita cost of care
- Keith Grint: Management style depends on the problem:
  - Critical: Crisis: Command and Control; usually short-term
  - Tame: Known cause: Managerial systems; rosters etc
  - Wicked: Complex: e.g changing culture and practices:  
Leadership essential: Involves ‘clumsy solutions’
- Studer Excellence:
  - An evidence-based ‘operating system’ for safe and effective health care; every patient, every time. Highly structured and applicable widely.

‘Culture beats strategy every time’



# Enhancing Medical Culture and Engagement (IHI)



- Discover common purpose: The ‘Why’
  - Patient outcomes and experience
  - Academic performance
  - Reduce hassles and wasted time
- Maximise consistency of messages
  - Build consensus for change and stick to it
- Get results
  - Fundamental to maintaining credibility
- Show courage and be accountable
  - Especially with behaviour and competency



# What Has Been Achieved: 2014 - 2016



- Reduction in Hospital Standardised Mortality Ratios
- Improved harmony and performance of particular departments
- Increased involvement of medical staff in managing complaints and incidents
- Agreed priorities for capital works: eg hybrid theatre(s), ED
- Projects to improve administrative processes for medical staff
  - Review of managerial allowances
  - Review of the management of annual and TESL leave
  - Development of an annual planner
  - Review of outside practice
- Measuring perceived engagement and care by medical staff





# Impact of Doctors Leading Change

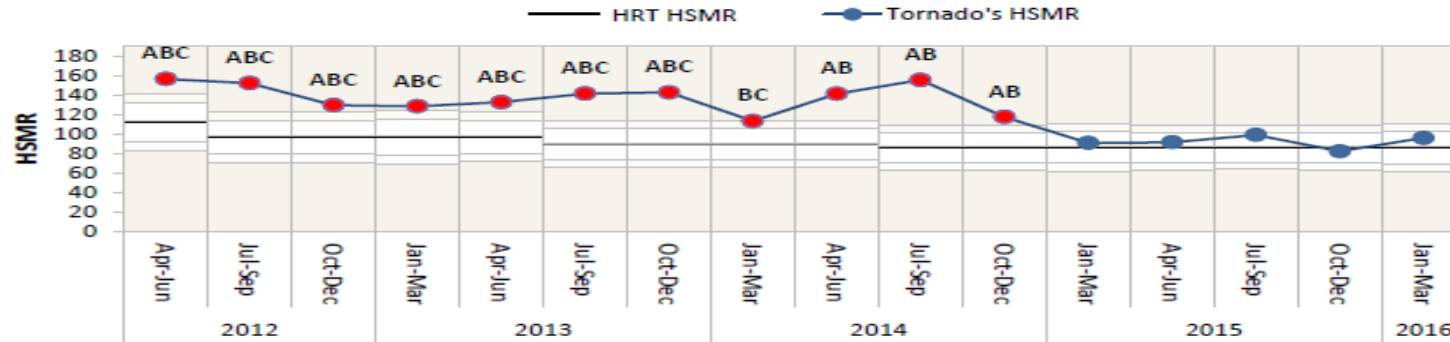


Mortality Report

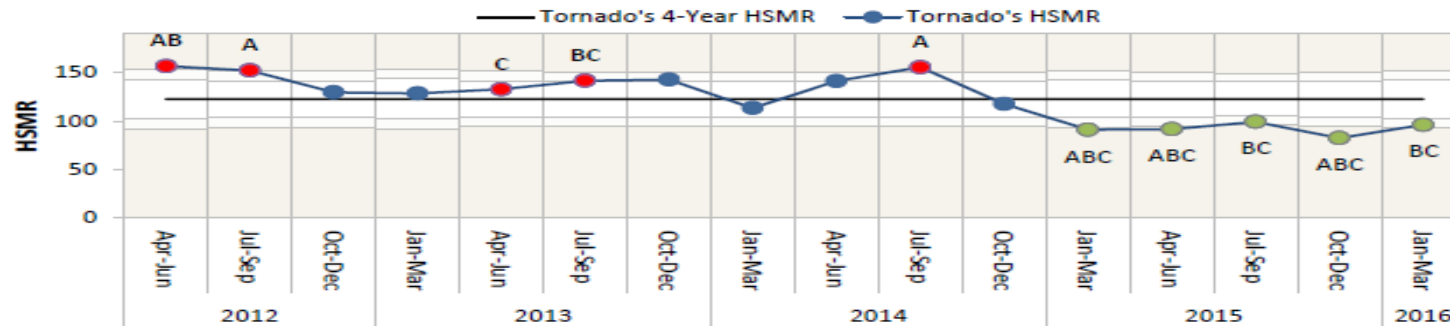
Confidential discussion draft

## HSMR trend

Tornado's HSMR trend compared to the whole of HRT for each period



Tornado's HSMR trend compared to Tornado's own 4-year HSMR of 123





## CAHPS® Family of Surveys (Gold standard for survey methodology in healthcare)

### Consumer Assessment of Healthcare Providers and Systems

- **Family of surveys** designed to assess patient perception of care quality
- Allows **comparisons** of hospitals so that consumers can make choices
- HCAHPS linkage to value-based purchasing reimbursement to hospitals; CG CAHPS linkage coming



## CG CAHPS Core Questions & Composites

*15 questions grouped in 5 composites*

### Getting Timely Appointments, Care, and Information (Access)

- Getting appointments for urgent care
- Getting appointments for routine care or check-ups
- Getting an answer to a medical question during regular office hours
- Getting an answer to a medical question after regular office hours
- Wait time for appointment to start

### Courteous and Helpful Office Staff

- Clerks and receptionists were helpful
- Clerks and receptionists treat you with courtesy and respect

### Provider (Doctor) – Patient Communication

- Provider explanations easy to understand
- Provider listens carefully
- Provider gives easy to understand information
- Provider knows important information about medical history
- Provider shows respect for what you have to say
- Provider spends enough time with you

### Test Results

- Follow up on Test Results

### Rating of the Provider (Doctor)

- Overall rating of your Provider

# Medical Leadership for Change: Patient Experience



- As part of its Excellence program, HNELHD has been using Patient Experience Trackers (PETs) in its wards, outpatients and other patient care areas
- In response to concerns raised about the engagement of medical staff with patients and their families, the JHH developed 2 PETs to capture feedback from patients on what they perceive to be the care and engagement by medical staff in the wards and outpatient clinics.
- The data collected will provide feedback to doctors, initially by ward and teams but ideally individually, about their patients' perceptions
- The data will guide quality improvement activities across the hospital.
- In the future it is conceivable that data such as this will be used, together with relevant clinical service and academic information, to provide departments and individual doctors with evidence about their performance.

# Medical Leadership for Change: Patient Experience



## Feedback template: Engagement with doctors in hospital

| Q# | Question                                                                                                                | Short Question     | Question Weighting | Answer Option 1      | Answer Option 2      | Answer Option 3 | Answer Option 4       | Answer Option 5       |
|----|-------------------------------------------------------------------------------------------------------------------------|--------------------|--------------------|----------------------|----------------------|-----------------|-----------------------|-----------------------|
| 1  | I feel that doctors listen to me when I talk about my concerns or when I have questions                                 | Listening          | 20                 |                      | Always (100)         | Sometimes (67)  | Seldom (33)           | Never (0)             |
| 2  | I feel that the doctors are doing everything they can to manage my pain during my hospital stay                         | manage my pain     | 20                 | Strongly Agree (100) | Agree (67)           | Disagree (33)   | Strongly Disagree (0) | Not Applicable (N/A)  |
| 3  | I was involved as much as I wanted to be in the decisions about my care                                                 | Changes to my care | 20                 |                      | Strongly Agree (100) | Agree (67)      | Disagree (33)         | Strongly Disagree (0) |
| 4  | During this hospital stay, doctors have explained to me the reasons for any new medications in a way I could understand | new medications    | 20                 | Strongly Agree (100) | Agree (67)           | Disagree (33)   | Strongly Disagree (0) | Not Applicable (N/A)  |
| 5  | Overall, I am satisfied with the care I received                                                                        | Overall Care       | 20                 |                      | Strongly Agree (100) | Agree (67)      | Disagree (33)         | Strongly Disagree (0) |

## Feedback template: Care from doctors in hospital

| Q# | Question                                                                       | Short Question        | Question Weighting | Answer Option 1 | Answer Option 2      | Answer Option 3 | Answer Option 4 | Answer Option 5       |
|----|--------------------------------------------------------------------------------|-----------------------|--------------------|-----------------|----------------------|-----------------|-----------------|-----------------------|
| 1  | All doctors, involved in my care introduced themselves to me.                  | Introduction          | 20                 |                 | Always (100)         | Sometimes (67)  | Seldom (33)     | Never (0)             |
| 2  | I have been treated with courtesy and respect by every doctor who cared for me | courtesy and respect  | 20                 |                 | Always (100)         | Sometimes (67)  | Seldom (33)     | Never (0)             |
| 3  | I was involved as much as I wanted to be in the decisions about my care        | Changes to my care    | 20                 |                 | Strongly Agree (100) | Agree (67)      | Disagree (33)   | Strongly Disagree (0) |
| 4  | I understand the reason for this admission and my plan of care                 | patient well informed | 20                 |                 | Strongly Agree (100) | Agree (67)      | Disagree (33)   | Strongly Disagree (0) |
| 5  | Overall, I am satisfied with the care I received                               | Overall Care          | 20                 |                 | Strongly Agree (100) | Agree (67)      | Disagree (33)   | Strongly Disagree (0) |



# Medical Leadership for Change – Physician Compact (TOH)



## THE OTTAWA HOSPITAL / PHYSICIAN ENGAGEMENT AGREEMENT

### The Hospital's Commitment to Physicians

### Values of The Ottawa Hospital

### Physicians' Commitment to The Hospital

#### Commitment to Quality

- Foster a culture of excellence in quality of care within an academic environment.
- Strive to develop a culture infused with, and informed by, our organization's four values.
- Support this commitment to quality by choosing measures that are relevant, context sensitive, meaningful and objective.
- Cultivate a culture of trust. To that end, evaluations of processes, systems and people must be timely, candid and constructive.

- Champion the development and adoption of organizational processes, practices and policies that drive excellence in quality of care within an academic environment.
- Provide quality patient care. Measure progress.
- Actively work with the hospital. Acknowledge your key role in improving individual and hospital care processes to boost quality and safety.

#### Compassion

- Create an environment that contributes to physical and emotional health.
- Provide care in a manner consistent with patient- and family-centred principles.
- Promote physician and staff health and well-being.

- Recognize patients as the primary focus of our collective efforts and advocate on their behalf.
- Protect patient privacy and dignity.
- Communicate with patients and families in a clear, timely, supportive, engaged and empathetic manner.

#### Working Together

- Make decisions and allocate resources in a consultative manner: listen to stakeholders, be transparent and assume accountability for those decisions.
- Share information and communicate directly and proactively in an honest, consistent and meaningful way.
- Ensure that organizational processes and clinical systems are effective; that they recognize and respect the relationship of physicians with the hospital and patients, and align with the hospital's core values.
- Recognize and celebrate the accomplishments of physicians and staff.
- Demonstrate clear, effective and transparent leadership.

- Engage with others, actively listen to them, communicate respectfully, and consider their ideas.
- Participate in decision-making. Practice in accordance with group decisions.
- Use resources in an appropriate way and be accountable for utilization.
- Work within and respect organizational processes and clinical systems.
- Treat co-workers as you would like to be treated.

#### Respect for the Individual

- Treat everyone at The Ottawa Hospital with fairness, equity and respect.
- Value and respect diversity.

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Dr. Jack Kitts, TOH President & CEO

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Physician Name

\_\_\_\_\_  
Physician Signature

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Dept/Division Head Signature

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Date