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Project Description

My goal for this project was to improve physician engagement at Riverside University Health System (RUHS) as a way to increase physician satisfaction.

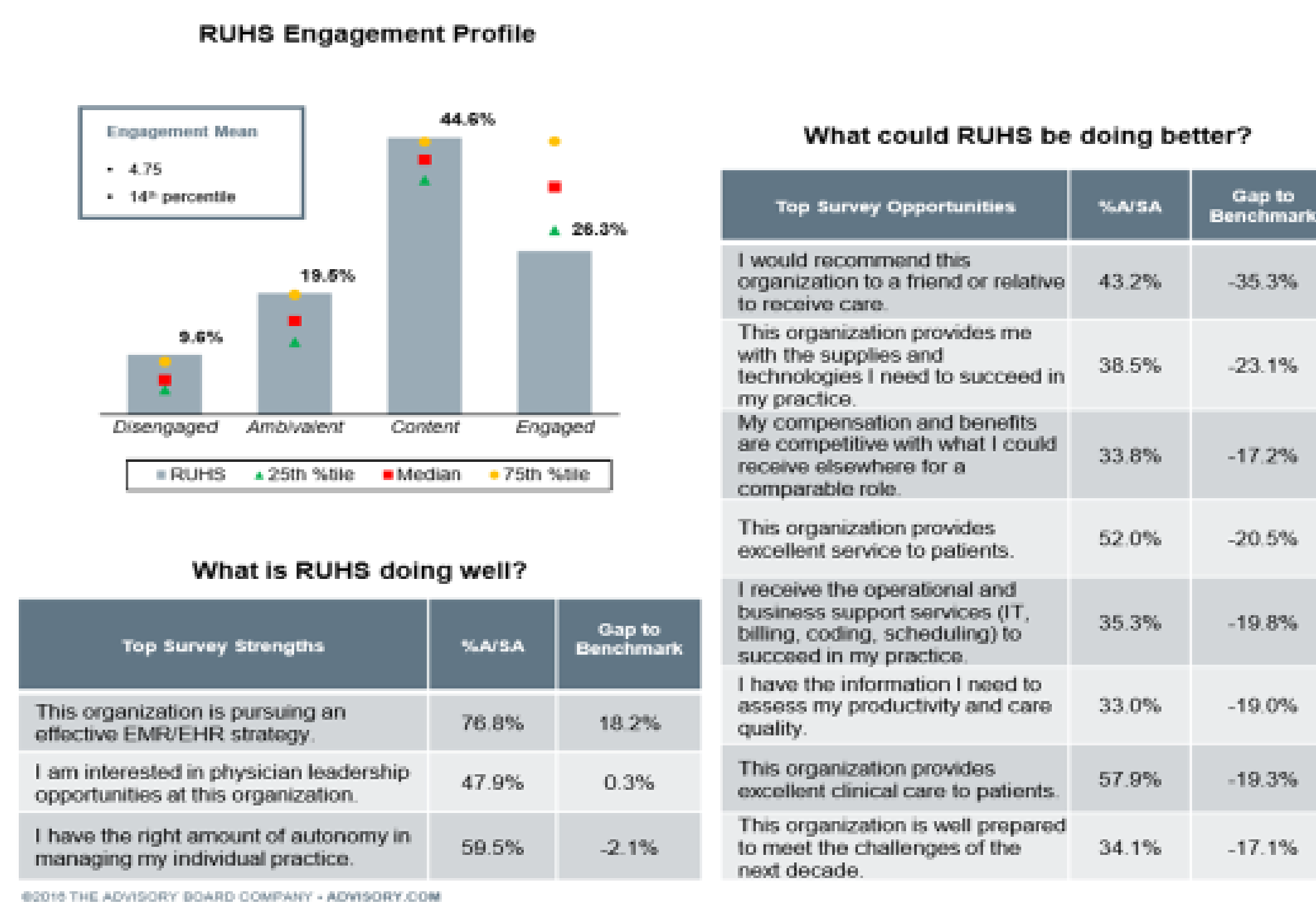
Problem Statement:

In 2016, a physician engagement survey at RUHS revealed concerns about lack of communication between Administration and front-line physicians. I wanted to explore the nature of this communication problem and then create ways to improve the communication so that Administration can become aware of and better support physicians' needs.

Discovery:

- Fifty interviews with RUHS physicians in different departments at the medical center and in the community health centers were conducted.
- Redesign the original survey based on physician interview data.
- Administer the new version of the survey in 2018.

PHYSICIAN ENGAGEMENT SURVEY RESULTS



Goal:

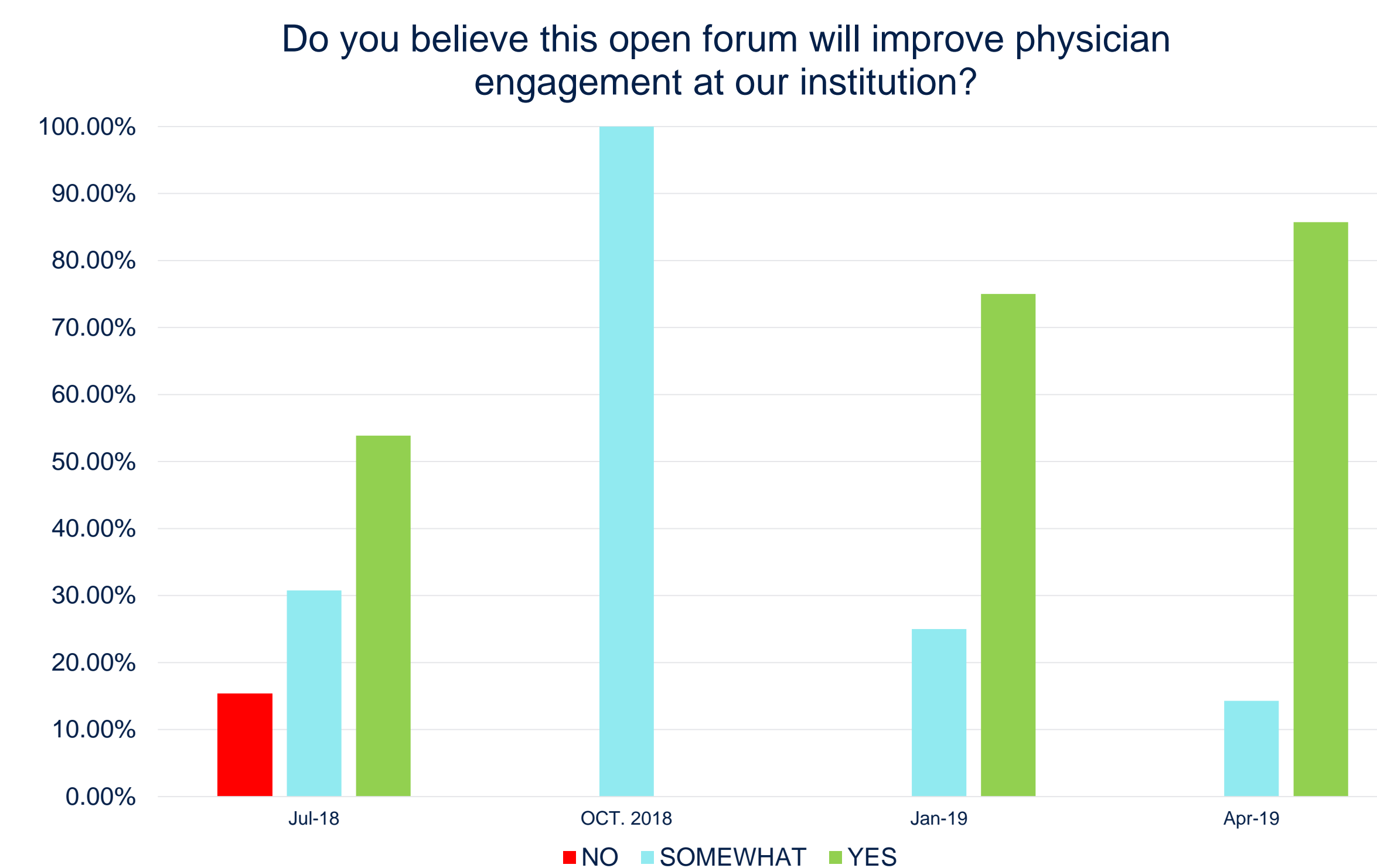
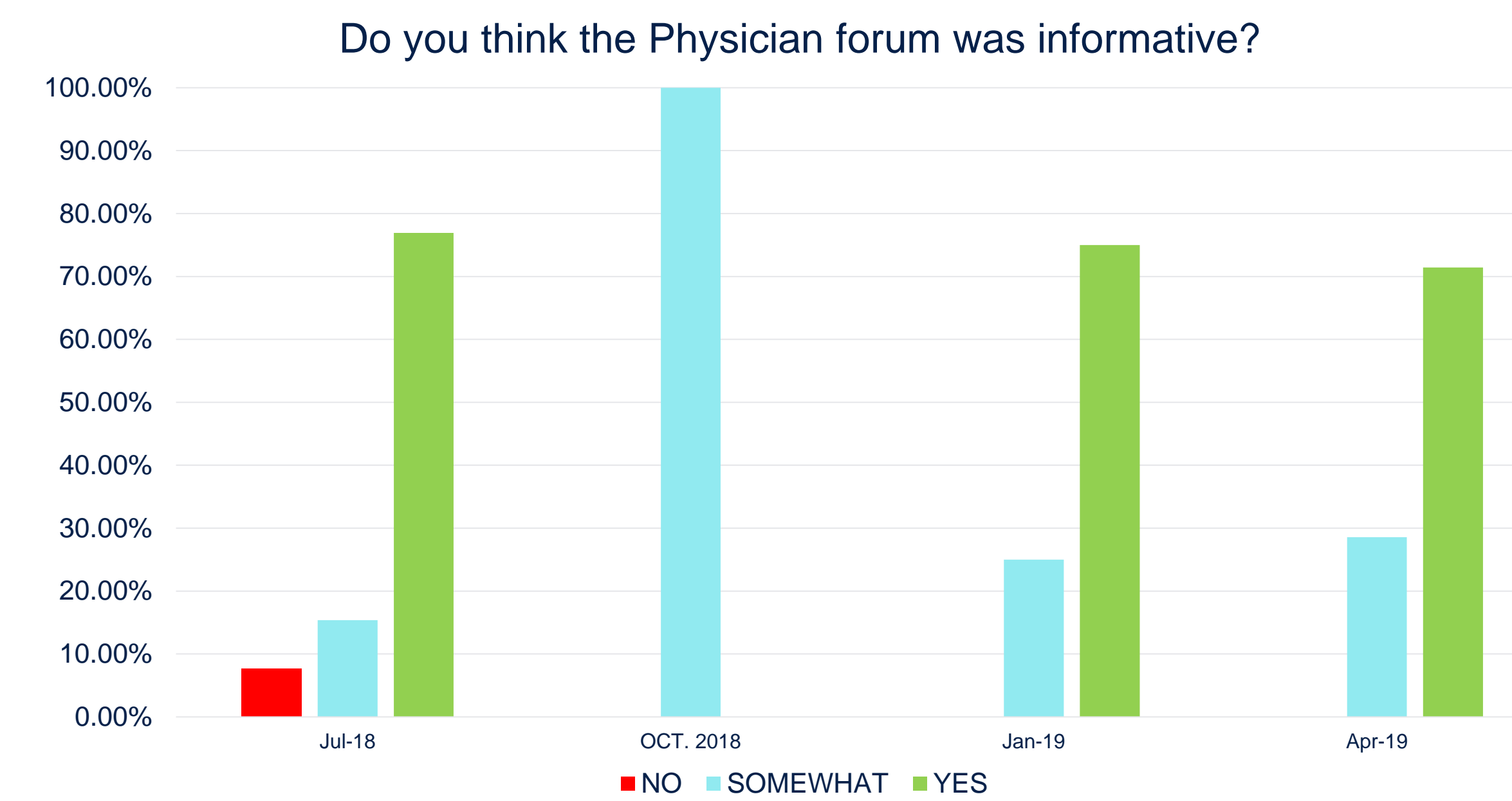
Improve communication between RUHS administration and front-line physicians based on 2018 survey results.

Outcome-oriented Objectives:

- Establish Quarterly Medical Staff Forum. Chief Medical Officer attends every forum and provides updates to medical staff.
- Administration approved a budget for building a physicians' lounge in the medical center. The lounge offers a private setting for new physicians to meet medical staff and foster communication between physicians from different departments.
- Establish Physician Well-Being Committee and Physician Wellness Committee.

Results

Medical Staff Forum



Lessons Learned

- Keeping the lines of communication open in a large medical institution is very challenging. Without good communication physicians feel they have no power in decision making. We found new ways to open the communication.
- The Quarterly Medical Staff Forum, future Physician Lounge and Physician Well-Being committee have had positive impact on the physicians' impressions on the quality of communication between administration and the medical staff.
- These new ways of disseminating information also helped Administration get in touch with physicians' concerns.
- With this project, we are building the momentum for further improvements such as CMO's informal chat sessions in the physicians' lounge.

Next Steps:

- Administer the Physicians' engagement survey again in November 2019.
- Physician engagement index increased from 4.75 to 4.87 in 2018 survey. We hope to increase physician engagement index from 4.87 to 5.00 in 2019 survey.
- Continue Quarterly Medical Staff Forum.
- Enhance physician support through the Physician Well-Being Committee and Physician Wellness Committee.

Mission Model Canvas

Key Partners <ul style="list-style-type: none"> • Chief Executive Officer • Chief Medical Officer • Chief of Staff 	Key Activities <ul style="list-style-type: none"> • Establish Quarterly Medical Staff Forum • Establish Physicians Well-Being Committee 	Value Propositions <ul style="list-style-type: none"> • Improving physicians engagement • Improving physician's satisfaction 	Buy-in & Support <ul style="list-style-type: none"> • Chief Executive Officer • Chief Medical Officer • Chief of Staff • Medical Directors 	Beneficiaries <ul style="list-style-type: none"> • Physicians at Riverside University Health System
Key Resources <ul style="list-style-type: none"> • Chief Executive Officer • Chief Medical officer • Chief of Staff • Medical Staff Coordinator • Consultant company 		Deployment <ul style="list-style-type: none"> • Quarterly Medical Staff Forum • Physician Well-being Committee 		
Mission Budget/Cost <ul style="list-style-type: none"> • Consultant company: \$85,000 • Medical staff coordinator salary • Physician champion time • Physician lounge: \$280,000 			Mission Achievement/Impact Factors <ul style="list-style-type: none"> • Improve physicians/administration communication • Approved budget for physicians' lounge 	