

Solution Action Teams

SAT

The PDi Physician Survey©
Measuring & Improving Performance



PEOPLE
PROCESS
PERFORMANCE

SAT
IMPROVEMENTS



PDi Solution Action Teams[®] SAT



PEOPLE

PROCESS



PERFORMANCE





PDi Solution Action Teams®

Introduction

The PDi Physician Survey® Solution Action Team (**SAT**) Process® is a reliable and valid measurement tool and performance improvement cycle designed to improve loyal and productive relationships with physicians, administration, employees, board of directors and, ultimately, patients.

The PDi Physician Survey® **SAT** Process® provides a comprehensive and detailed method for assessing physician satisfaction and loyalty with a Healthcare organization's administrative team, board of directors and employees, including the technical, service and specific hospital department support a Healthcare organization provides.

The PDi Physician Survey® **SAT** Process® will help you understand how your physicians perceive the organization and how likely they are to make patient and physician recruitment referrals. PDi uses a customized and flexible approach with each project and guides the Healthcare organization's management in implementing specific improvement actions that directly contribute to quality patient care and overall healthcare success for all stakeholders.

Meeting the Challenges

What threatens physician satisfaction and loyalty levels? We have found that reduced autonomy, poor communication, inadequate collaboration and increased time demands leave physicians feeling disengaged and dissatisfied. This can affect every aspect of your organization, including:

- Decreased Patient Satisfaction
- Decreased Employee Satisfaction
- Decreased Physician Satisfaction
- Increased Physician Defections
- Slowdowns in Admissions and Revenue
- Damage to the Hospital's Reputation

Physician satisfaction and loyalty are linked inseparably to employee and patient satisfaction. A hospital cannot improve and sustain the satisfaction of one party without addressing the other two. Our experience shows us that physician satisfaction and loyalty are challenging to build. The PDi Physician Survey® **SAT** Process® meets the challenges through the PDi communication and collaboration success cycle.



The PDi SAT Communication & Collaboration Improvement Cycle©



When healthcare organizations utilize the PDi SAT Communication & Collaboration Improvement Cycle© they will have a proven process to **Dx** and **Rx** the results of the PDi Physician Survey©. In brief, the PDi SAT process will both focus and actually implement improvements through the formation of highly effective teams of physicians, administration and other key stakeholders. Each SAT is lead by an experienced and highly qualified PDi consultant who will work with all participants to implement productive solutions.

The PDi **SAT** process will foster productive engagement with physicians, administration and other key healthcare and hospital stakeholder(s) through proven and highly effective individual and team based communications and collaboration.

- Increase Positive Physician Engagement
 - Increase Positive Administration Engagement
 - Increase Positive Employee Engagement
 - Improve Physician Satisfaction & Loyalty
 - Improve administration Satisfaction & Loyalty
 - Improve Employee Satisfaction & Loyalty
 - Enhance the Healthcare Organization's & Hospital's Reputation
- ...and advance the bottom line for all participants.



The PDI Physician Survey© SAT Results

The information obtained from the PDI Physician Survey© SAT Process© provides the executive administrative team, physicians, board of directors and employees with insights that directly impacts performance and supports positive physician communication and collaboration in the following ways:

- Increases patient referrals and physician recruitment support.
- Strengthens the quality of physician services.
- Improves the quality of patient care.
- Identifies the healthcare services and technology improvements necessary to stay competitive and increase physician referrals.
- Correlates the linkages between physician satisfaction, administrative team satisfaction and employee satisfaction. These linkages will give you the complete picture for focusing improvement efforts.
- Determines the key drivers of physician satisfaction/loyalty.
- Enhances department specific and organization wide processes.
- Provides a detailed roadmap for action planning.
- Recommends specific solutions.
- Facilitates ongoing change efforts.

The PDI Physician Survey© SAT Process© also includes a write-in comments section, which allows your physicians to provide additional open-ended feedback about the healthcare organization.

PDI will provide you with the Key Drivers of Excellence - areas statistically identified to most influence physicians' satisfaction and loyalty - giving you the focus you need to start improving relationships with your physicians today. Our unique and proven step-by-step process of presenting and discussing the survey results helps you understand what most impacts physicians' perceptions; most importantly, where and when to begin your improvement efforts.

The PDI Physician Survey© SAT Depth & Scope

The PDI Physician Survey© and SAT Communication & Collaboration Process© examines all aspects of physician relationships with the healthcare organization so that they can be more effectively managed. Each item on the survey is combined with other related survey items to produce an integrated performance model including:

Physician Selection Preferences:

Effective leadership begins by assessing what goals physicians' value, and then provides a performance path that leads to those desired outcomes. The values and motivations that led physicians to join the health care organization provide a foundation to understand the satisfaction and loyalty outcomes.

**Capability and Teamwork:**

The foundation of the PDI Physician Survey© **SAT** model is a physician's satisfaction with their work, hospital and their team, where they spend most of their working life. Satisfaction and loyalty are supported by functional teams, well-designed jobs, and the selection of quality employees with well-matched attitudes and skill sets.

Organization Structure and Leadership:

Systems, structures and leaders are powerful moderators of physician satisfaction and loyalty. A good leader and/or enabling structures can often compensate for attitude or skill problems in individuals and teams. On the other hand, ineffective leaders and stifling healthcare bureaucracies almost inevitably undermine the satisfaction and loyalty of even the best teams and employees.

Expectations:

This section of the PDI Physician Survey© **SAT** assesses which areas of the healthcare organization are meeting physician expectations, and where the organization is falling short of the mark.

Problem Resolution:

Mistakes happen, and if they are handled quickly and appropriately, they have minimal effect on satisfaction and loyalty. In fact, research suggests that superior problem resolution can actually strengthen loyalty by improving confidence in the healthcare organization's ability to deliver what was promised or quickly make it right.

Position Priorities:

Understanding what could tempt physicians to leave is critical in understanding how to manage the health care organization to convince them to stay.

Satisfaction:

Health care organizations that take care of their physicians, staff and patients, while building a solid financial foundation for future growth and development, will provide satisfaction for those working there. Satisfaction levels vary according to priorities.

Loyalty: Loyalty is built by delivering more than the physicians, staff or the patient expects - the experience of being surprised and delighted. Health care organizations who fulfill the priorities of their staff and provide superior value to their patients win their loyalty.



Healthcare Excellence

Make your hospital an excellent place for physicians to practice medicine. PDi fully supports this straightforward goal and understands all of the related implications. After all, your hospital's success hinges on your relationships with physicians—those who practice at your hospital and those who refer patients. When it gets right down to it, physicians want quality of care for their patients, positive communications with staff, efficient operations, appreciation, and input. The PDi **SAT** Process[©] will help you meet the needs and expectations of one of your most important partners in care-physicians.

Optimal Physician Participation

The PDi Physician Survey[©] **SAT** Process[©] brings clarity to the expectations, perceptions, and needs of your medical staff. Using the 24/7 web based and user friendly format customized to your healthcare organization's unique needs, you'll find out exactly what your physicians are thinking. With our extensive experience in leading the PDi Physician Survey[©] **SAT** Process[©] and using our proven methodology, PDi can guarantee that a valid sample of your physicians will participate - even your heaviest admitters and busiest physicians. That's a claim you won't find among other consulting companies. In fact, PDi will not "close" the survey administration until a valid and reliable sample of your physicians do indeed participate. In over 20 years of administering surveys, we have never closed a survey before a valid sample had been obtained

PDi Physician Satisfaction & Loyalty Research

Ongoing physician satisfaction and loyalty research is an essential part of the PDi commitment to improving the depth and scope of our healthcare consulting services. All of our individual projects' data, information and lessons learned are analyzed and are further linked with our benchmarks and best practices. In short, all of our clients benefit from our ongoing research and practice applications.

Efficient Databases & Internal Benchmarks

Healthcare organizations need to know where they stand compared to other to other Healthcare organizations. PDi will provide you with the PDi Rating Scorecard[©] which clearly describes your survey ratings as they pertain to the general healthcare industry. PDi maintains an extensive and continually updated database of physician responses, providing a baseline from which you can gauge and compare your survey data. The PDi Physician Survey[©] contains 60 items and can be customized to fit any additional healthcare organizational requirements. PDi also provide our clients with ongoing internal benchmarks and significant trending analysis to measure what we consider the most important comparison, namely, your own rate of improvement. It is crucial that our Healthcare clients have the information they need to understand and improve internal trends. We make sure that they do.



PDi Expertise

PDi consultants leverage both depth and breadth of experience and resources, to deliver measurable value for the healthcare organizations, teams and individuals with whom we have the privilege of working with.

We are focused on applying the PDi Physician Survey© and PDi Solution Action Team Process© to enhance People, Processes and Performance:

1. Identify Hospital & Physician Communication & Collaboration Common Ground
2. Focus upon Behavioral Based Improvements Efforts
3. Provide Ongoing Support to Ensure High Performance Success.

We are committed to developing a value based partnership and are uniquely equipped to provide our Healthcare clients with integrated and cost competitive consulting services. Our focus is on measurable changes in behavior that leads to a significant improvement in the quality of healthcare and business results.

Please contact us through our web site www.pdisurvey.com or contact our PDi healthcare expert to discuss the best options for your organization.

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