

2023 HEALTHTRUST UNIVERSITY CONFERENCE

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OPTIMIZING OUTCOMES

Effective Communication & Physician Engagement for Successful Value Analysis

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Disclosures

- The presenters have no real or perceived conflicts of interest related to this presentation.

Note: This program may contain the mention of suppliers, brands, products, services or drugs presented in a case study or comparative format using evidence-based research. Such examples are intended for educational and informational purposes and should not be perceived as an endorsement of any particular supplier, brand, product, service or drug.

Learning Objectives

At the end of this session, participants should be able to:

1. Identify key members of a successful Value Analysis team.
2. Describe strategies for effective communication and collaboration with value analysis key stakeholders.
3. Recall methods to assist in overcoming physician pushback and obtaining their support.

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HealthTrust Value Analysis Boot Camp

A High Level Overview

HealthTrust Value Analysis Boot Camp

- A highly interactive and educational program for professionals transitioning to Value Analysis.
 - Goal: Enhance participant knowledge and foundational skills in order to support success.
 - Led by seasoned value analysis professionals who share best practices, professional wisdom and lessons learned.
- ❖ Checklists and other templates may be found on the [HealthTrust Knowledge Insights](#) portal

HealthTrust Value Analysis Boot Camp

- 9 IDNs represented
- Break-out groups
- Networking opportunity
- Participant comments
 - “Great job, enjoyed networking with other members”
 - “Learned the need to have a Charter and updated vendor policies”
 - “Appreciate learning the extent of the value of the HT resources that I haven’t been taking advantage of (HT Workplan, Advisor, Huddle)”





Communication Foundations

A Quick Review

Foundations for Communication



Strategies:

Early engagement
Consider your audience
Body language awareness

Clear and concise
Develop standard process
Review and proofread
Evidence based decision-making

Feedback to inform strategy
Facilitate group or peer discussions
Probing questions

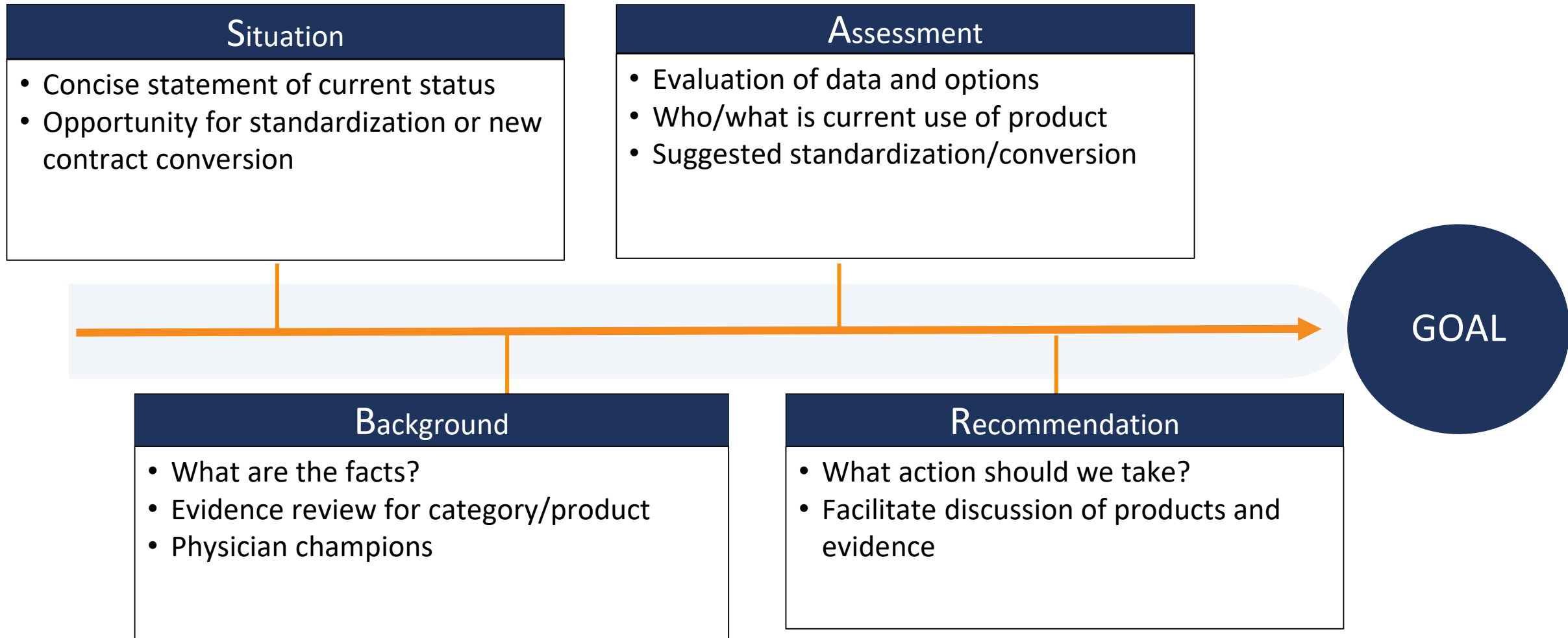
Source: Indeed Career Guide. 4 Types of Communication and How to Improve Them. <https://www.indeed.com/career-advice/career-development/types-of-communication>. Published February 3, 2023. Accessed June 3, 2023.

Audience Poll Question: #1 of 4

Which of the following statements are not a good strategy when speaking to a physician? *(Select all that apply)*

- A. We are changing products in order to save the hospital money.
- B. The vendor said there is no need for in-servicing because this product is the same as what you are currently using, it's just cheaper.
- C. This product has gone through the Value Analysis committee and has been recommended to use.
- D. All the other doctors are using this product and have not had any issues.

Communication Tool | Sample – SBAR



Source: SBAR Tool: Situation-Background-Assessment-Recommendation. Institute for Healthcare Improvement. <http://www.ihl.org/resources/Pages/Tools/SBARToolkit.aspx>.

SBAR Example

SBAR Communication From Physician to Leadership for Community Service

Situation	Community X has a population that includes many residents with mental health needs. However, mental healthcare is fragmented and not tied to primary care or to the community hospital.
Background	Community X is a rural community with one critical access hospital (CAH) that does not provide mental health services. Patients with mental health issues are seen in the emergency department, which is ineffective and costly. There are no systematic referral systems among the hospital, primary care physicians, and mental health practitioners.
Assessment	A collaborative care model among the hospital, primary care and mental health practitioners needs to be developed to provide patients with better mental healthcare.
Recommendation	Hospital leadership needs to seek out mental health practitioners in the community for discussion. Additionally, leadership should consult with the American Psychiatric Association to review the applicability of their collaborative care model to Community X.

Source: <https://asq.org/quality-resources/sbar>

Audience Poll Question: #2 of 4

What methods of communication does your health system use to communicate information about product implementations? *(Select all that apply)*

- A. Email
- B. Flyer
- C. Flyer with QR code
- D. SBAR
- E. Text message
- F. Verbal



Value Analysis Communication Plan

Pearls for Communicating with Key Stakeholders

Value Analysis Communication Plan



Source: Advisory Board. Tools to communication across the physician enterprise. 2020. Accessed June 3, 2023. <https://www.advisory.com/topics/physician-engagement-and-burnout/2020/07/physician-communication-toolkit>

Communicating With Key Stakeholders



Physician Partners

- Communicate to develop relationships, build trust and gain alignment
- Understand engagement preferences (group vs. peer to peer)
- Lead with evidence, outcomes and patient focused goals
- Connect the initiative to their priorities



Administrative Leaders

- Communicate to inform and gain approval
- Facilitate discussions with physicians
- Provide regular communication about initiatives



Department Leaders

- Communicate to inform and gain collaboration
- Present initiatives, clinical value and evidence
- Share education plan and establish timelines

Source: HealthTrust Performance Group. Getting doctors involved is a crucial component of a value analysis team. The Source. <https://healthtrustpg.com/thesource/cqo/value-analysis/successfully-engaging-physicians-in-value-analysis/>. Published Q2, 2023. Accessed June 2, 2023

Advisory Board. Tools to communication across the physician enterprise. 2020. Accessed June 3, 2023. <https://www.advisory.com/topics/physician-engagement-and-burnout/2020/07/physician-communication-toolkit>

Audience Poll Question: #3 of 4

Are all key stakeholders aware of all product conversions and implementations that take place within your organization? *(Select one)*

- A. Yes
- B. No
- C. Not sure



Physician Engagement

Engaging Physicians & Addressing Pushback



The most effective value analysis teams will include physicians as part of the process.

Physician Engagement

Physician champion selection:

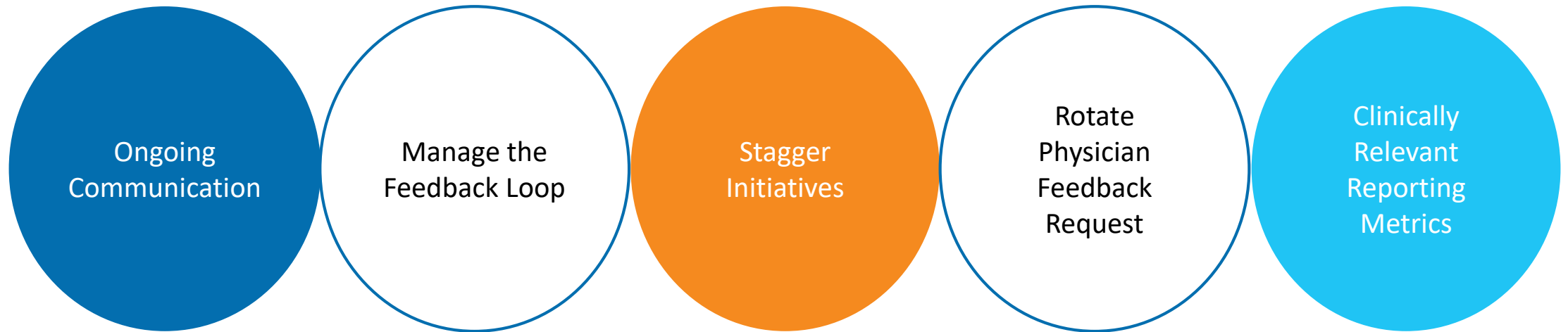
- Seek to create a network of current and new physicians
- Good communication skills, champion for change, respected by peers

Make it meaningful:

- Use champion to build support, develop strategy and gain buy-in
- Communicate early and often, listen carefully, ask questions
- Leverage peer-to-peer relationships
- Follow through on plan, report follow-up data

Source: HealthTrust Performance Group. Getting doctors involved is a crucial component of a value analysis team. *The Source*. <https://healthtrustpg.com/thesource/cqo/value-analysis/successfully-engaging-physicians-in-value-analysis/>. Published Q2, 2023. Accessed June 2, 2023

Ongoing Cycle of Physicians Engagement



Source: HealthTrust Performance Group. Getting doctors involved is a crucial component of a value analysis team. *The Source*. <https://healthtrustpg.com/thesource/cqo/value-analysis/successfully-engaging-physicians-in-value-analysis/>. Published Q2, 2023. Accessed June 2, 2023

Audience Poll Question: #4 of 4

Do you currently have a physician champion for your value analysis team?
(Select one)

- A. Yes
- B. No
- C. Not sure

Example: Product Comparison Best Practice – Surgical Mitral Valves

Product Attributes	Mitral Valve A	Mitral Valve B	Mitral Valve C	Mitral Valve D	Mitral Valve E
Pricing Color Code					
Mechanism	A fabricated porcine valve fitted to a flexible acetal homopolymer stent covered in polyester fabric. Xenograft tissue undergoes a sodium dodecyl sulfate surfactant (T6) treatment intended to remove phospholipids and mitigate calcification.	A porcine valve mounted onto a cloth-covered flexible stent surrounded by a scalloped suture ring. Valve undergoes an amino acid treatment intended to mitigate calcification and is preserved in glutaraldehyde.	A tissue-based valve with an anti-calcification treatment technology. Mitral Valve C is constructed of 3 separate porcine leaflets intended to optimize leaflet coaptation and features the Flex system.	Bovine pericardial valve that features a low profile, saddle shape, and asymmetrical design that were developed to facilitate proper positioning and optimize blood flow.	Saddle shaped sewing cuffs mimics the native mitral annulus, handles pressure of the mitral position, lowest profile does not obstruct blood flow through the left ventricular outflow tract. Bovine pericardial tissue leaflets designed to last under the stressful pressures associated with the MV operation.
Discussion					Mitral Valve E (anti-calcification) designed for Younger Patient Population.
Indications	Replacement of malfunctioning native or prosthetic mitral heart valve	Patients who require replacement of their native or prosthetic aortic and mitral valves	Surgical Mitral Heart Valve Replacement	Mitral Heart Valve Replacement	Mitral Heart Valve Replacement
Clinical Studies	<p>Include a summary of clinical study findings for each product with a reference list to share with key stakeholders for review as needed</p>				

Favorable
 Slight Increase
 Premium
 Significant Premium

Addressing Pushback

- Remember, we are working toward the same goal, sitting around the same table
- Ask questions, seek to understand
 - Have one-on-one personal conversations to build relationships
 - Leverage your physician champion(s)
 - Use administrative champion as an advocate
 - Share and discuss evidence and outcomes
- Respect physician schedules
- Recognize and thank them

Source: HealthTrust Performance Group. Getting doctors involved is a crucial component of a value analysis team. The Source. <https://healthtrustpg.com/thesource/cqo/value-analysis/successfully-engaging-physicians-in-value-analysis/>. Published Q2, 2023. Accessed June 2, 2023



Effective Communication & Physician Engagement

Key Take-a-ways

- Verbal/Non-verbal, Written/Visual, Listening
- Strategies: Early engagement, standard processes, evidence-based decision-making
- Assess communication techniques
- Physician engagement: Build trust, gain alignment, common goals



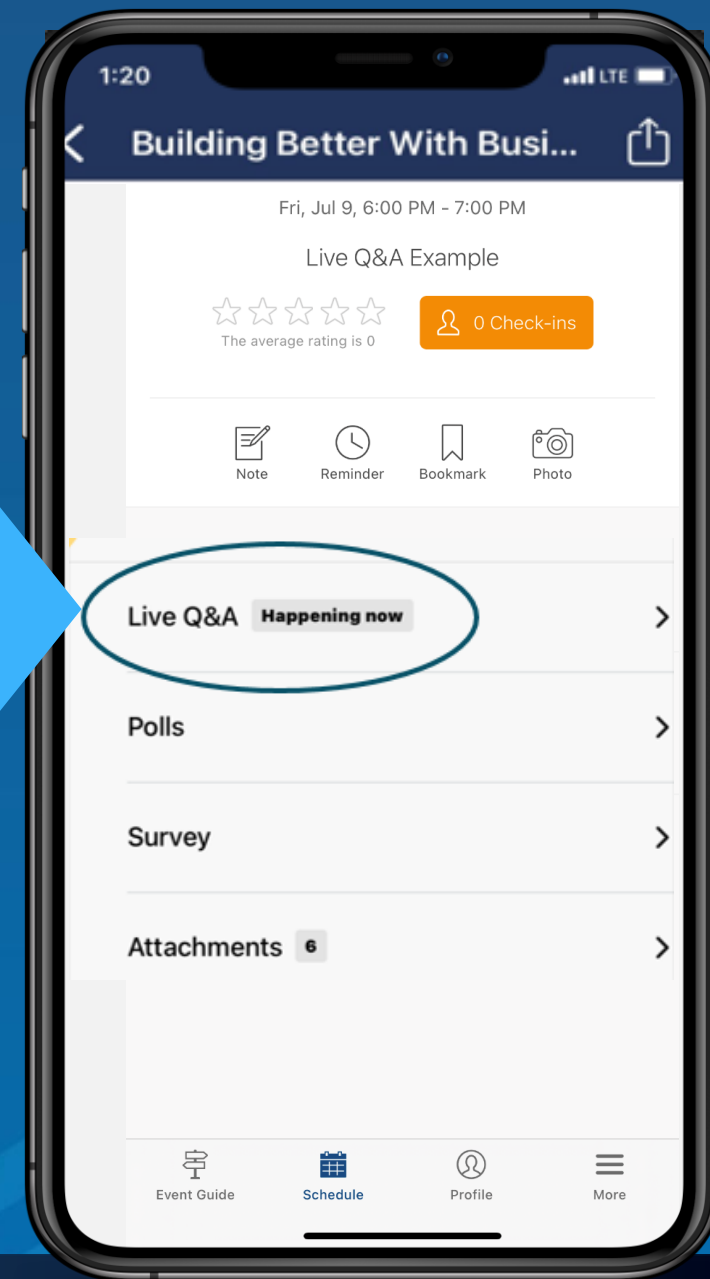
Develop a clear vision for what success looks like and ensure that the goals of the initiative are aligned with the physicians involved.



Audience Q&A

Use the conference mobile app to ask your question

- › Select session name
- › Click on “Live Q&A,” then “Ask a Question”
- › Type your question & hit “Submit”
- › Send in any time; Qs will be held until the end of the session



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Thank you...

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