

2023 HEALTHTRUST UNIVERSITY CONFERENCE

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Bridging the Divide: Suits & Scrubs Part II

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Disclosures

- James Bruffey, M.D., has a vested interest in, or an affiliation with SeaSpine Holdings Corp. & Orthofix Medical Inc.
- The moderator & other panelists have no real or perceived conflicts of interest related to this presentation

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Learning Objectives

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

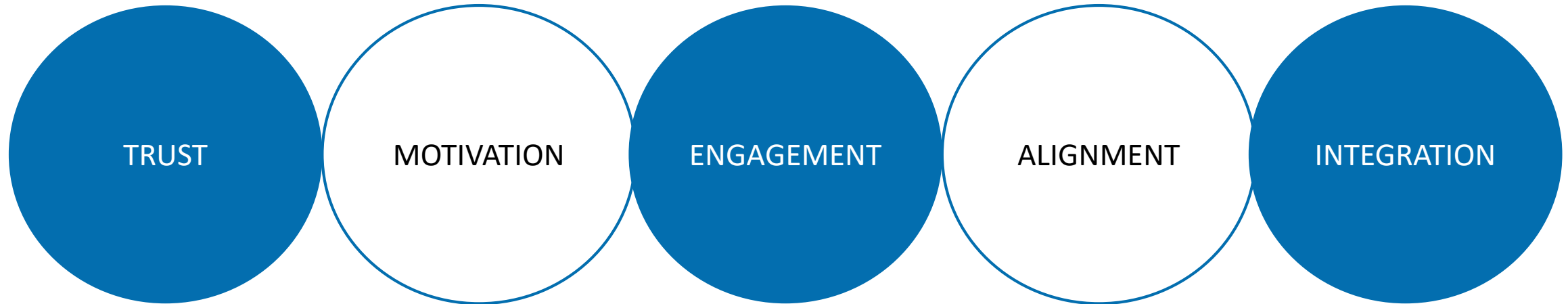
1. Identify methods for building relationships between clinicians and executive leadership.
2. Recall current factors impacting healthcare supply chain.
3. Recognize concepts to assist with improved clinician and executive relationships within their own organization.



Bridging the Divide: Suits & Scrubs Part II

A Panel Discussion

Physician & Executive Relationships



“Leadership without mutual trust is a contradiction in terms.”

— Warren Bennis, leadership expert, professor & author

Source: MacLeod L. Trust: The Key to Building Stronger Physician Relationships. Physician leadership journal. 2015;2(4):24. Accessed December 27, 2022. <https://search.ebscohost.com/login.aspx?direct=true&db=mnh&AN=26285391&site=ehost-live>.

Current Factors Impacting Supply Chain

Establishing a relationship between physicians and supply chain is crucial. With the impact of global supply chain issues, communication, trust and alignment will be keys for success.

- Supply Chain Disruptions
 - Unavailable or costly raw materials/shipping constraints
 - Increasing costs
 - Environmental factors/changing regulations
- Staffing Shortages – Workforce, Freight and Shipping
- Physician Preference – Medical Devices, Innovation



Sources: KPMG. Six key trends impacting Global supply chains in 2022 - KPMG Global. KPMG. Published December 20, 2021. <https://kpmg.com/xx/en/home/insights/2021/12/six-key-trends-impacting-global-supply-chains-in-2022.html>

Eckler J, Schneller ES. Physician Leaders' Roles in Supply Chain Management. Physician leadership journal. 2015;2(6):22-25. Accessed December 27, 2022.

Polling Question #1

Does your facility currently have active physician involvement in your Value Analysis team initiatives (supply chain initiatives)?

- A. Yes – highly engaged in all clinical categories
- B. Yes – moderately engaged, but only strategic categories
- C. Yes – minimally engaged, no consistency
- D. No – not engaged at all
- E. I don't know



Methods for Building Relationships

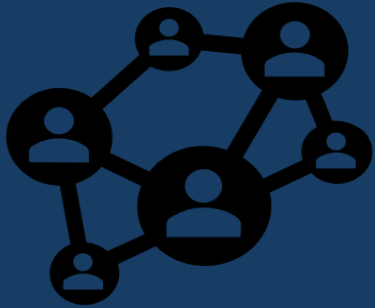


Physicians & Executives

Physicians can act as change agents & help gain alignment toward a common goal.

- Understand current landscape of relationships
- Early engagement to align around common goals
- Open communication to share concerns, ask questions
- Collaboration and partnership will drive patient-centered decisions
- Leverage evidence to understand quality and outcomes
- Transparency of cost and goals

Concepts to Improve Existing Relationships



To improve systemwide transparency, organizations must include frontline clinicians in management decisions

- **Focus on trust and understand motivations**
- **Impact of executive turnover**
- **Shared patient-centered goals**
- **Identify opportunities for physician-directed reinvestment**
- **Preserve physician autonomy and respect**
- **Opportunities for continued collaboration**

Sources:

- Vilendrer S, Amano A, Asch SM, Brown-Johnson C, Lu AC, Maggio P. Engaging Frontline Physicians in Value Improvement: A Qualitative Evaluation of Physician-Directed Reinvestment. *Journal of Healthcare Leadership*. 2022;14:31-45. doi:10.2147/JHL.S335763.
- Pooja Chandrashekar and Sachin H. Jain. 3/2019. "Understanding and Fixing the Growing Divide Between Physicians and Healthcare Administrators." *The Journal of Medical Practice Management*.
- Sullivan EE, Stephenson AL, Hoffman AR. Engaging Physicians in Leadership: Motivations, Challenges, and Identity-Based Considerations. *J Healthc Manag*. 2022;67(4):254-265. Published 2022 Jul 1. doi:10.1097/JHM-D-21-00224

CE Credit Deadline: 8/25/23

Confidential: Not for distribution

Polling Question #2

Executive turn over remains at a high level, has this changing leadership impacted the physician/executive team relationship?

- A. Yes, it was a positive transition
- B. Yes, it was challenging
- C. No
- D. I don't know

Managing Conflict



Communication misstep

Perceived financial value over clinical importance

Difference of opinion related to strategy

Polling Question #3

At your facility, what factor plays the biggest role in conflicts occurring within executive & physician relationships?



- A. Lack of miscommunication
- B. Misaligned goals
- C. Lack of transparency
- D. Lack of trust
- E. I don't know

Suits & Scrubs, Key Takeaways

- Remain up to date on current supply chain climate
- Build trust with physician teams
- Engage early and often
- Open communication and collaboration
- Work to manage any conflict



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Thank you...

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