

Orientation of New Physicians and Clinicians

Strategies for Long-Term
Success

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BROWN PHYSICIANS, INC.

**Sure, the “Great Resignation” is upon us...
But things have been tight for a long time**

LIFE CHANGES

**4.3 million people quit their jobs in
January as the Great Resignation
shows no sign of slowing down**

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LEADERSHIP

**Why Your Business Should Be
Focusing On People During The
Great Resignation**

Recruiters Respond to the Great Resignation in 2022

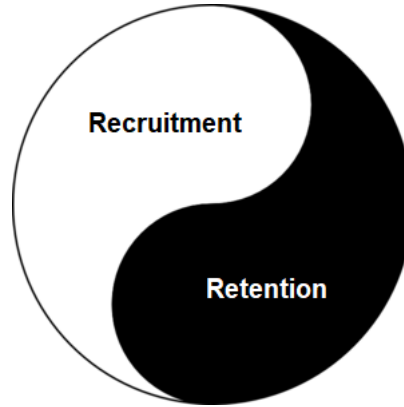
Soaring hiring demand presents singular opening for talent acquisition



The Great Resignation: Why Physicians are Quitting and How Administrators can Mitigate the Impact on Care Delivery

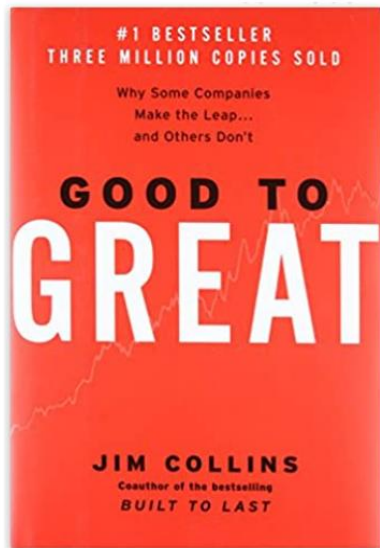
Which Is More Important: Recruitment or Retention?

Both!



**As medical leaders we need to do many things well at the same time.
Avoid the Tyranny of the “Or”**

Culture Eats Strategy for Breakfast



- Get the right people on your team
- Get them into the right seats on the bus
- Define who you are... and your vision of where you are going
- Are people excited to join your team?

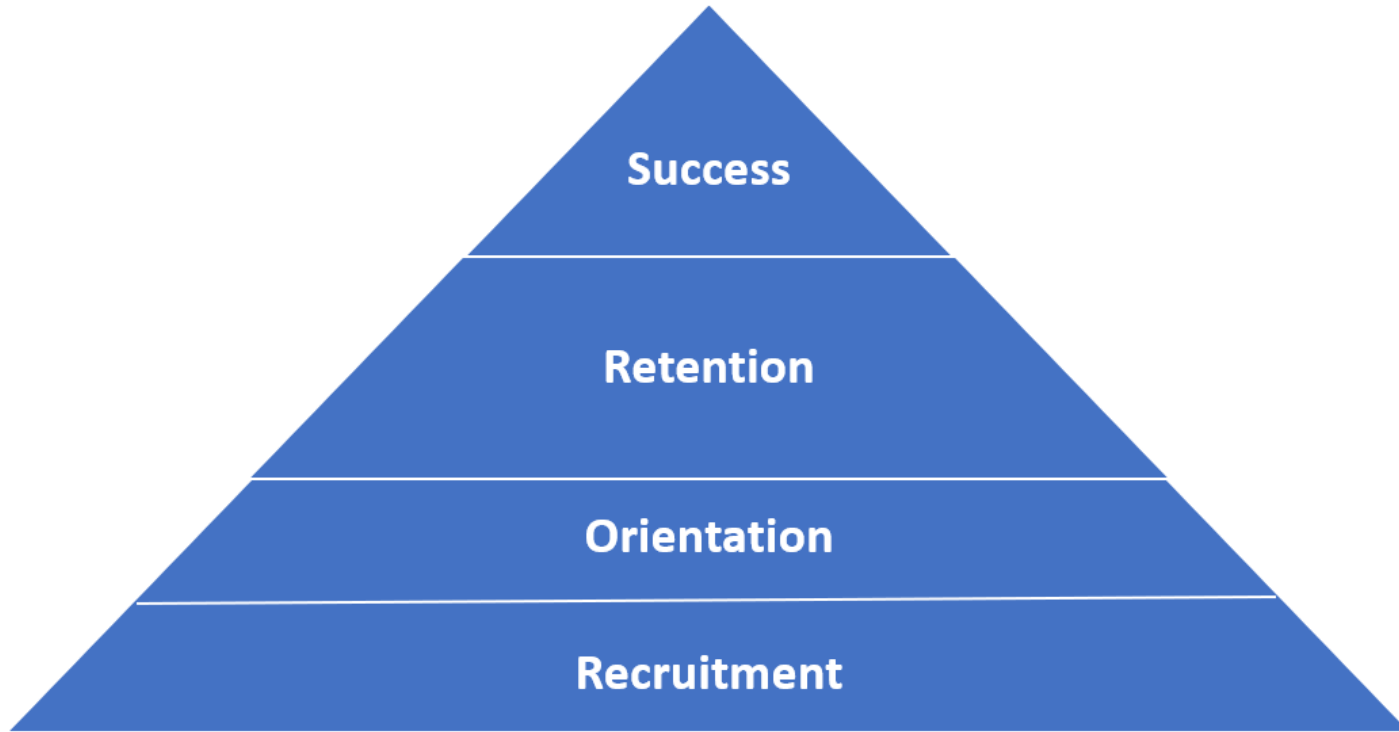
With a tip of the hat to Jim Collins and team

Orientation is Only One Facet of a Comprehensive Workforce Strategy

Orientation is the watershed moment for:

- **Sharing Your Practice's Culture and Values**
- **Discussing Duties and Professional Expectations**
- **Building Relationships with Colleagues**

And is arguably the most important thing you're going to do this week



What resources does your practice invest in new clinicians to assure long term success in team-based care?

Michelle Anvar, MD



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Provider on boarding

- Formal onboarding / ambassador program
- Mentoring
- Opportunity for growth
- Flexibility
- Culture – clinical care, research, teaching

Team based care orientation

- Quarterly meetings
 - Practice level meetings
 - Regular reporting
 - Understanding infrastructure
-

Andrew Saal, MD MPH



Screen Everyone Early in Recruitment – Can They Succeed at Team Based Care?

*Let's say an eager medical assistant performs a point-of-care A1c on your patient and the results on the chart before you walk in the room... **What do you think?***

*Now let's say that same person gets an A1c on every patient, every time... **How do you respond?***

Can They Succeed at Team Based Care?

How do you respond when your support team isn't perfect?

3 Broad Types of Responses:

- I scold them...
- I tell them not to worry. I'll just order it myself...
- I teach them...

I teach them!

This candidate is collaborative and empowers their team.

The culture of team-based care is one where the RN, MA, and allied health professionals can approach the physician to ask questions. They can also have advice and background information on the patient. Is that candidate wise enough to listen?

Orientation at PCHC

- Standardized pathway for new physicians and practitioners
- Two weeks. No kidding.
- Sure, there's EHR training...
- But a significant portion of the time is spent **shadowing high performing teams** and **covering common material** with a medical director

Position-Specific Orientation - Providers Training Overview Tiffany Lee, MD



PCHC New Employee Orientation, Tuesday January 4, 2022		
PCHC Welcome <ul style="list-style-type: none"> • PCHC Operations* • Payroll* • Benefits* • PCHC Overview+ • Additional training in Litmos+ 	9:00am - 12:00pm	Eddy St 695 Eddy Street Providence RI 02905
----- BREAK -----	12:00 pm - 1:00 pm	-----
Clinical Training 1 <ul style="list-style-type: none"> • Care Team Role & Responsibilities* • Team-Based Care at PCHC* • Diversity and Patient Care at PCHC* • Integrated Behavioral Health* 	1:00 pm - 3:00 pm	Online training system available through ADP/Litmos
Continue with online trainings	3:00 pm - 5:00 pm	Online training system available through ADP/Litmos
Wednesday – January 5, 2022		
EHR Training #1* <ul style="list-style-type: none"> • PCHC & HCN Logins, Desktop Overview & Intergy EHR Login • Intergy EHR Overview (Navigation/Tabs/Screens) 	8:30 am - 12:00 pm	Felicia Silva, RN *On Skype, through Outlook meeting invites
----- BREAK -----	12:00 pm - 1:00 pm	-----
Provider Training 1 - Welcome, Introductions & Agenda <ul style="list-style-type: none"> • FQHC 101 & Economics • Quality Improvement & Health Reform (Insurances & CTC) 	1:00 pm - 5:00 pm	Andrew Saaf, MD and/or Nadine Hewamudalige, MD Warwick Office
Thursday – January 6, 2022		
Site Observation @ Olneyville	1:00 pm - 3:00 pm	Lonice Thomas, MD
----- BREAK -----	3:00 pm - 4:00 pm	-----
Site Observation @ Olneyville	4:00 pm - 8:00 pm	Lonice Thomas, MD
Monday – January 10, 2022		

Wait a Second. Did You Say Two Weeks?

How am I supposed to sell that to leadership?

It Makes Business Sense

Physicians Turnover Costs us 100-200k every time

Making this investment up-front prevents problems and improves long-term performance

Ramp up time for that new doc is 1-2 years no matter what you do

So do it right the first time and prevent poor performance later

ROI = a handful of missed encounters now versus better performance over many years

It Improves Culture and Morale

You never have a second chance to make a first impression

Clearly state professional duties and expectations

Shadowing high performing teams reinforces team dynamics

It Improves Long-term Performance

Learning how to get things done the right way = improved efficiency and less burnout

What Happens During a Two-Week Orientation?

In addition to the basic HR on-boarding functions,
new clinicians receive the following things...

Day One – The Talk

An open discussion with a medical director regarding

* **The professional expectations** of being a clinician here

- A document to review, discuss, and sign. Topics include Commitment, Integrity, Collaboration, Patient Focus, Accountability, Teamwork, Respect, and more...

* **The operational expectations**

- Clinic hours, arrival times, schedules, production targets, quality of care, and the central role of team care

Respect

Respect is honor, value, admiration, esteem, regard, and particular consideration. Respect is deserved and earned by each individual. These actions help ensure a considerate, professional work place, making it a part of our environment and culture.

- Treat all people with dignity and respect no matter what their race, religion, gender, size, age, country of origin or position in the organization.
- Implement policies and procedures consistently so people feel that they are treated fairly and equally.
- Be supportive. Praise more than you criticize.
- Actively listen to what others have to say before expressing your viewpoint.
- Treat patients, visitors and coworkers with courtesy, politeness and kindness.
- Encourage coworkers to express opinions and ideas.
- Encourage praise and recognition from employee to employee as well as from the supervisor.
- Provide an equal opportunity for employees to participate in committees, training, task forces, or continuous improvement teams.
- Use people's ideas and involve them to change or improve work processes.

What Happens During a Two-Week Orientation?

Shadow High Performing Teams

5+ half days spread over the two weeks

There are 1,001 process that you can't teach on paper. They need to be experienced.

- Huddles, delegation, standing orders, population health managers, IBH warm hand-offs, nurse care managers, transitions of care, clinical pharmacy consulting...

Additional benefits

- Creates mentoring relationships
- Don't forget to thank and reward those who provide this critical function!



If you want to foster team care,
you need to train people within
high-performing teams

What Happens During a Two-Week Orientation?

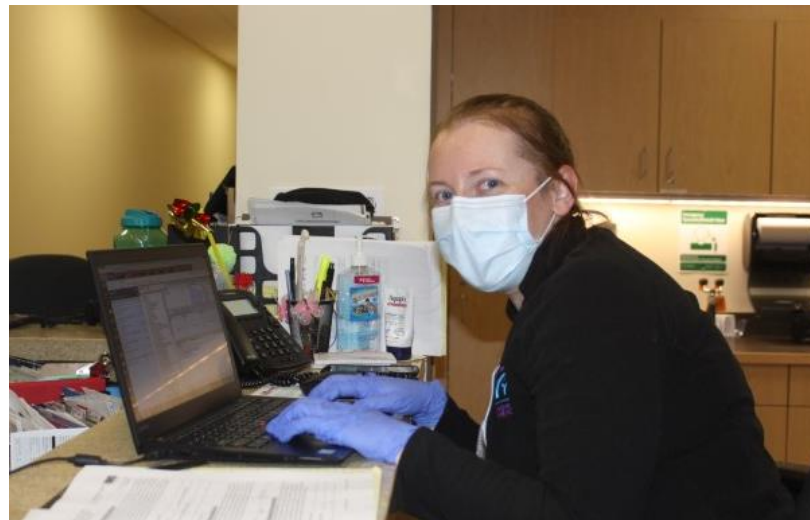
EHR Training

3-4 half days spread over the two weeks

Reason #1 Reduce burnout, improve quality of life.

Reasons #2 - 99 Everything else in value-based care and population health:

- * **How to record key quality measures**
 - where does that A1c need to be in the chart?
- * **Referrals management**
 - make the right decision the easiest thing to do
- * **Medication list management**
 - polypharmacy kills, access the PBM history
- * **Problem list management**
 - clean and succinct, with the high value HCC diagnoses visible and ready to go in the next note



Teach problem-based documentation. Train and retrain. Super-users circle back weeks and months later to help correct workflows and task box management (efficiency) and to make certain that key quality data is captured correctly.

What Happens During a Two-Week Orientation?

Medical Director Didactics

2-3 half days spread over the two weeks

If you could go back in time to your first month as a physician... what advice would you offer?

That's the curriculum.

- 2 Behavior Change Strategies
- 2 Effective Communication of Risk
- 2 Emotional Intelligence and Preventing Burnout
- 2 Motivational Interviewing
- 2 Seven Skills for Clinicians
- 2 Ten Sins of Office Medicine
- 2 Video Visit Etiquette Tips
- 2 Words to Avoid to Improve Patient Communication
- 3 Eight Ways to Lower Practice Stress 2015-11
- 3 Habits for Reducing Work After Clinic 2019-05
- 3 Humility in Leadership 2018-06
- 3 Leading Upwards
- 3 Managing Your EHR Tasks
- 3 Promoting Positivity in Your Practice
- 4 340B Program 101
- 4 Best Practices with Chronic Pain Patients 2018
- 4 De-Prescribing Meds (fpm) 2018-06
- 4 How to Interpret Patterns in the RIPMP
- 4 Medicare Annual Wellness Visits - checklist
- 4 Pain Management Guidelines 2018
- 4 PCHC Antibiotogram 2019
- 4 Pneumonia Empiric Abx 2017
- 4 Primary Care and Substance Abuse Treatment (part 1)
- 4 Primary Care and Substance Abuse Treatment (part 2)
- 4 Reverse Syphilis Screening Summary 2017
- 4 Suboxone 101 (afp)
- 5 Care for Minors 2019-02 v4
- 5 Pediatric Vaccines and Screenings 2021-09
- 5 SDOH Screening (fpm) 2018-06
- 6 HCC Coding - How to beat the measure (1)
- 6 HCC Coding - How to beat the measure (2)
- 6 Why HCC Codes
- 7 Death Certificate Completion
- 7 Disability 101
- 7 Disability Exams 101 (aafp)
- 7 Emotional Support Animals
- 7 Immigration Forms
- 7 n-648 (immigration exemption)
- 7 RIPTA bus passes
- 7 Temporary Disability Insurance
- 7 Workers Comp

What Happens During a Two-Week Orientation?

Medical Director Didactics

Work-Life Balance Skills

Burnout recognition and prevention

How Decisions Are Made by Clinical Leadership

Empower the stakeholder. Innovation is honored.

The Art of the Huddle

Roles and responsibilities

RN standing orders – how to support them

Delegation, communication

Coding Coding Coding

99214s are your friend, decision-making and documentation (CPT)

HCC coding drives risk adjustment (ICD-10)

Clean problem lists will make your life easier



What Happens During a Two-Week Orientation?

Medical Director Didactics

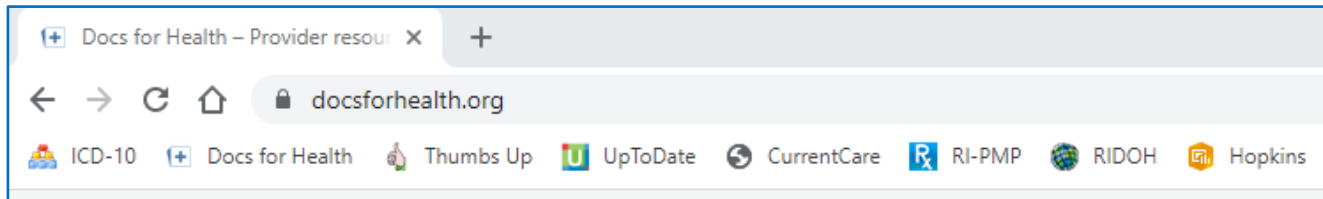
Clinical Informatics 101

Recognize that EHRs are part of the problem

Finding information in outside records (CurrentCare)

PBM history – adherence and other prescribers

ePSS and other apps to guide evidence-based medicine



How to Practice Medicine Without Fear and Not to Get Sued

Customer Service

Recognize common diagnostic pitfalls

What Happens During a Two-Week Orientation?

Medical Director Didactics

“Practical Advice for Green Clinicians”

- A humorous summary of fifty things I wish someone had told me: Evidence-based medicine and Choosing Wisely. This is a living document that continues to evolve.
- The humorous delivery helps create a non-judgmental environment.
- Reviewing these most common lessons helps to define in-house standards of care and normalizes evidence-based medicine.

What Happens During a Two-Week Orientation?

Think before you order a lab or image

- What would you do with the information?

Be judicious with antibiotics.

- 3 day-old colds with green mucus are not caused by azithromycin-deficiency

The

Vitamin D screening – just don't do it. Lab data interpretation is muddy at best, and there's no evidence to support screening asymptomatic people. (And if there's no evidence, the insurance company may not pay... and then your patient gets stuck with the lab bill... not cool.)

Vitamin D screening part 2 – But screen them if... they have osteoporosis, kidney disease or active TB. Secondary Vitamin D deficiency is real, can cause problems, and actually is covered by insurance companies (assuming you link the lab test to one of the covered ICD10 codes)

Chronic Ambien is not good! Has instant gratification *ever* been a risk-free strategy? How many people do you know that have successfully stopped taking this medicine (or any controlled sleeping medication)?

What Happens During a Two-Week Orientation?

Medical Director Didactics

Orientation Never Ends

- Why “lifelong learners” succeed
- Site lead physicians check in regularly with new clinicians
- EHR trainers visit again and again
- Clinical mentorship is essential
- Develop your next generation of medical leaders

COREY LYON, DO, AIMEE F. ENGLISH, MD, AND PETER CHABOT SMITH, MD

A Team-Based Care Model That Improves Job Satisfaction

Expanding the role of medical assistants to better support providers can improve not only traditional outcomes but also job satisfaction.



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Questions?