



# LEARNING SESSION 2: TEAMWORK & ENGAGEMENT: THE HEART OF HEALTHCARE

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# Disclosures

Robert Hulyk, MHA, ABC – Director of Physician Advocacy

- **Employer:** Doctors of BC, Full time
- **Industry Relationships:** None
- **Conflicts:** None to declare

# What is physician engagement?

*“The active and positive contribution of physicians within their normal working roles to maintain and enhance the performance of the organization, which itself recognizes this commitment by supporting and encouraging high-quality care.”*

Doctors of BC, January 2014

# What does it really mean?

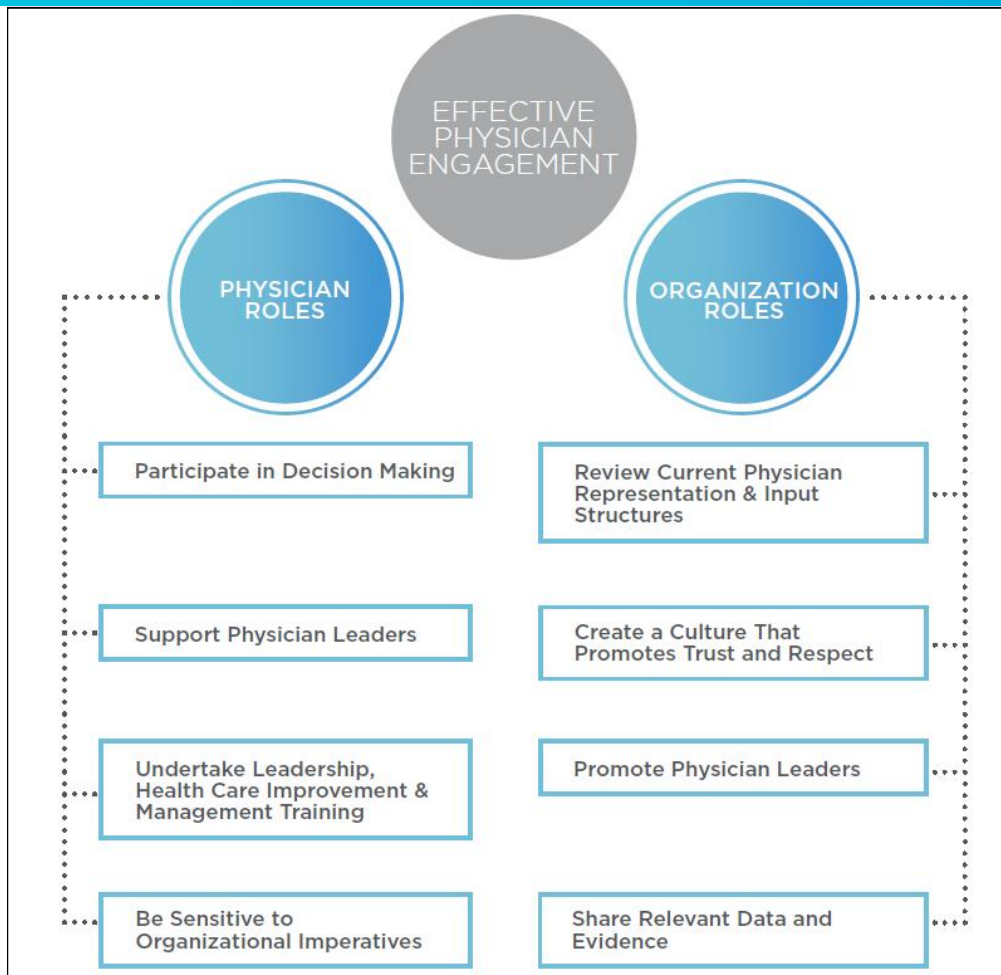
- I feel safe here, I can raise ideas and issues without worry
- I feel I make a real contribution
- I am able to do my job (and I'm not burnt out)
- I want to work here, and would recommend working here to others

# Where are we now in BC?

- I am satisfied with this organization as a place to practice medicine.

**46% of BC doctors say “Yes”**

**Source:** Doctors of BC 2018 Engagement Survey, Conducted by HSO Canada.



## Partnering with Physicians

### Policy Statement

January 2014

# What else about engagement?

- Measure it
- Focus on quality and patient care first. Then modify structures, processes and support
- Empower quality improvement

# How we do this?





# Disclosure

Doreen Perschon, MA - Principal, EnGauge Consulting

- **Employer:** Self-Employed
- **Industry Relationships:** None
- **Conflicts:** None to declare

# One Patient's Story



## SIGNIFICANT DISSATISFACTION:

- *“Unfortunate experience...”*
- *“Gong show...”*
- *“Everyone knew it was dismal...”*

## SIGNIFICANT SATISFACTION:

- *“Well organized...”*
- *“Friendly & professional...”*
- *“Treated as a **person**, not just a **number**...”*

# Moving the Needle

- I am able to consistently provide safe, timely and quality patient care.

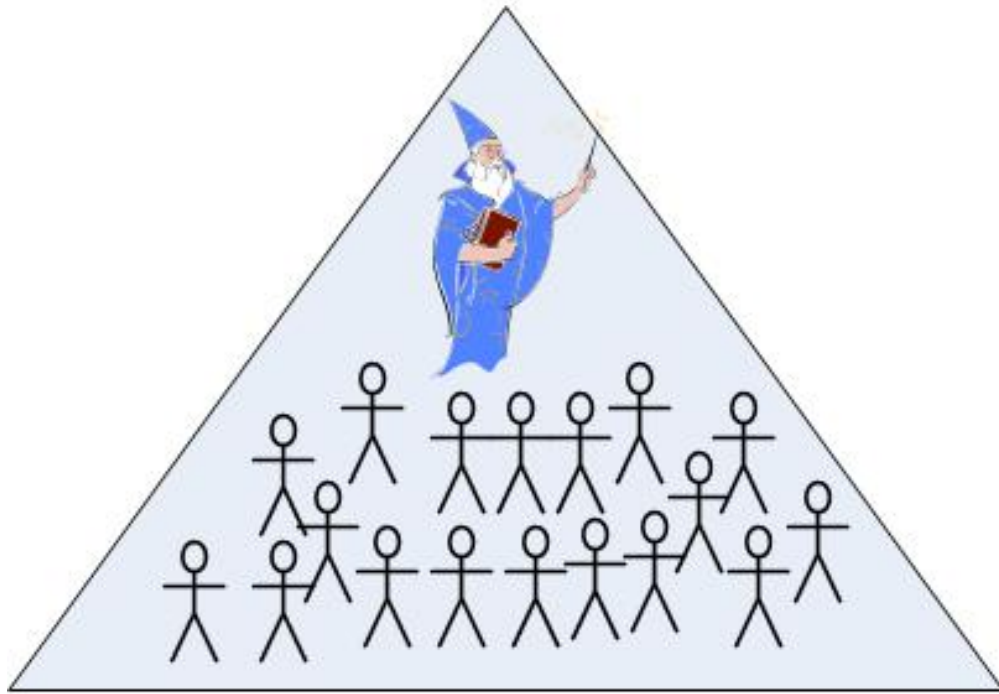
**57% increase in 14 months**

**Source:** KGH ED Engagement Re-Survey 2017

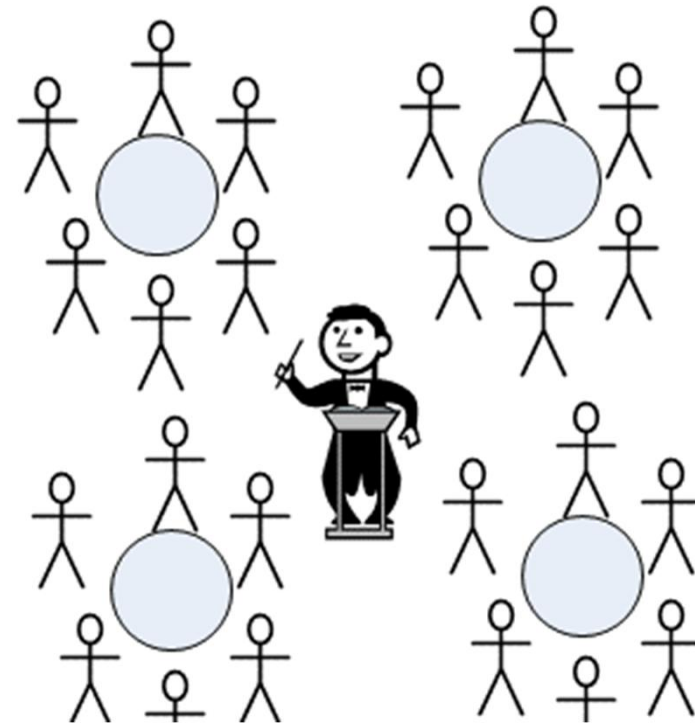
# Leadership



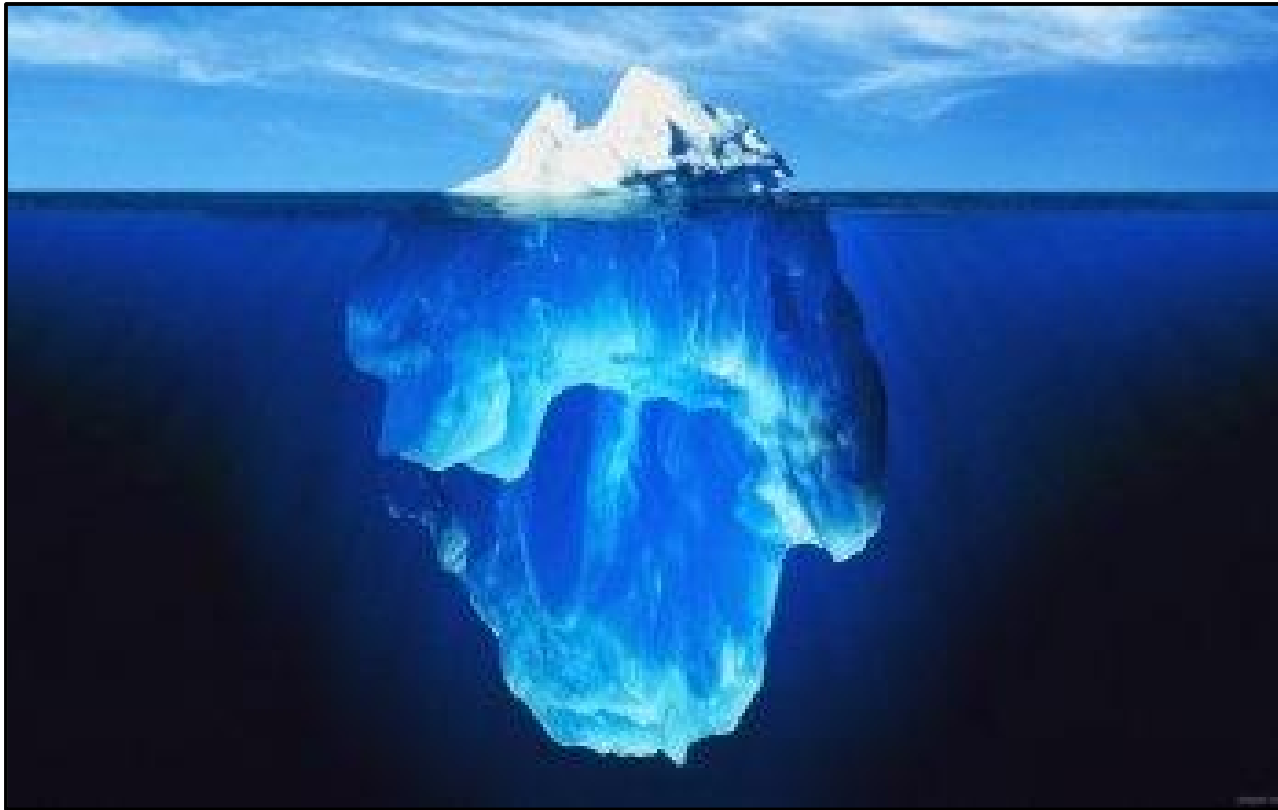
# TECHNICAL



# ADAPTIVE



# Culture

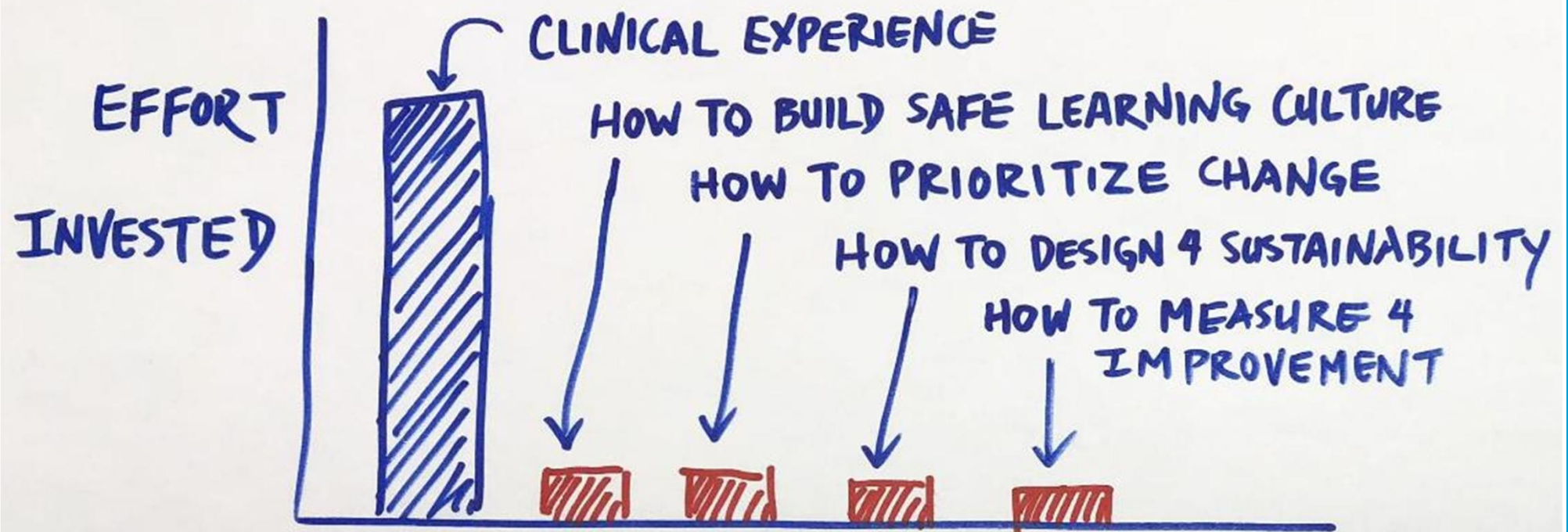


# Disclosures

Lawrence Yang, MD CCFP – PQI Faculty  
Head of Family Medicine, Surrey Memorial Hospital

- **Industry Relationships:**
  - moderated for once for Abbott & Boehringer
  - Have been to an advisory meeting for Allergan and Purdue
- **Conflicts:** None to declare

# STRATEGIC DEVELOPMENT OF THE PHYSICIAN LEADER



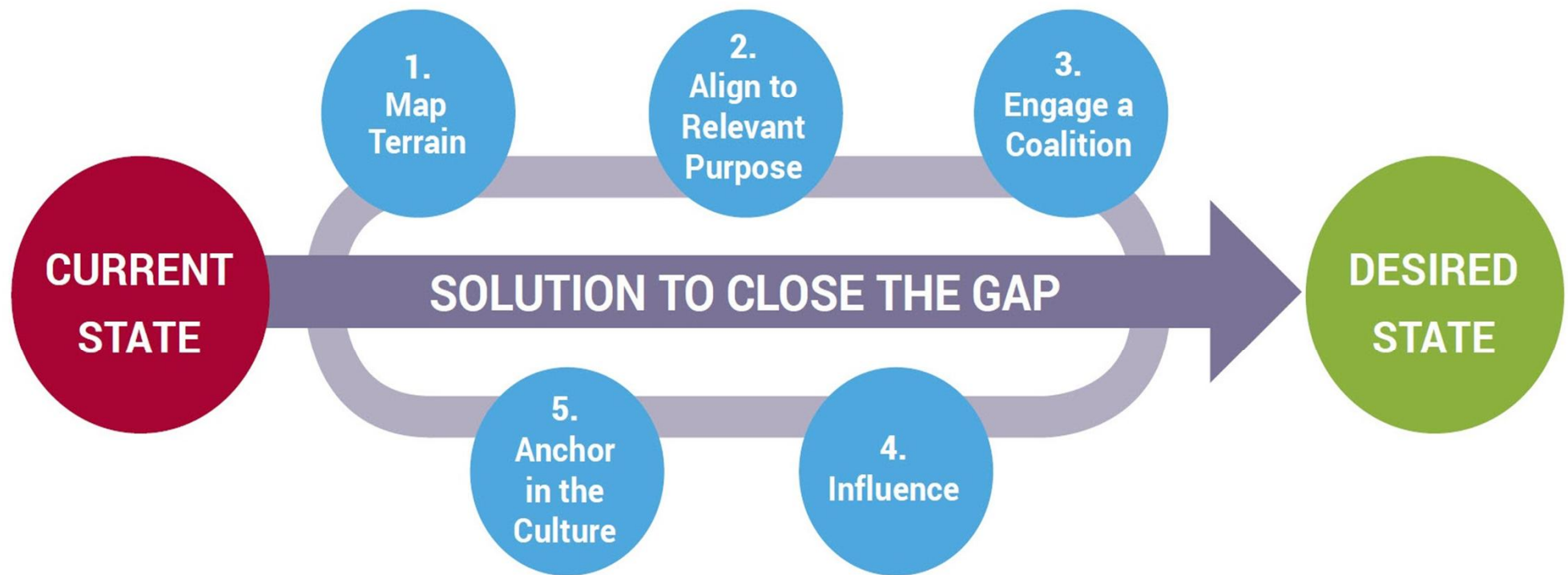
Source: @healthcaredashboard



# Frail Seniors Traveling Nurse Project



# Physician Engagement Roadmap



Handout



## Engage the Patient Voice

Mrs Adrienne Haynes



## Team Leaders Show:

- **Authenticity:** express your vulnerability, humility
- **Integrity:** being ready to do what you say
- **Good Intentions:** wishing well



*-Julian Treasure  
Author of "Sound  
Business"*



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# FACILITATOR'S TOOLBOX

### TIMEBOXING

Be clear about how long something will take, and keep the team honest.

### OWN THE ROOM

Change and master your surroundings to create the flow and dynamic you choose.

### ACTIVE LISTENING

Repeat back and ask, "is there more?"  
Also, dig in and ask "why is that?"

### GENERATE AND SELECT

Give people time to think and generate... then ask them to share only their top items.

### THE PARKING LOT

It can be cheesy, but it works. If you can't get to it, or it's the wrong time, put it in the parking lot.

### VISUAL CAPTURE

Get people to write their ideas down and put them up. One idea per post-it helps.

### SILENCE

It can be uncomfortable, but waiting for someone to respond can be worth it.

### RULES OF THE ROOM

Co-create the rules of the room with your team, and share the responsibility for good behavior.



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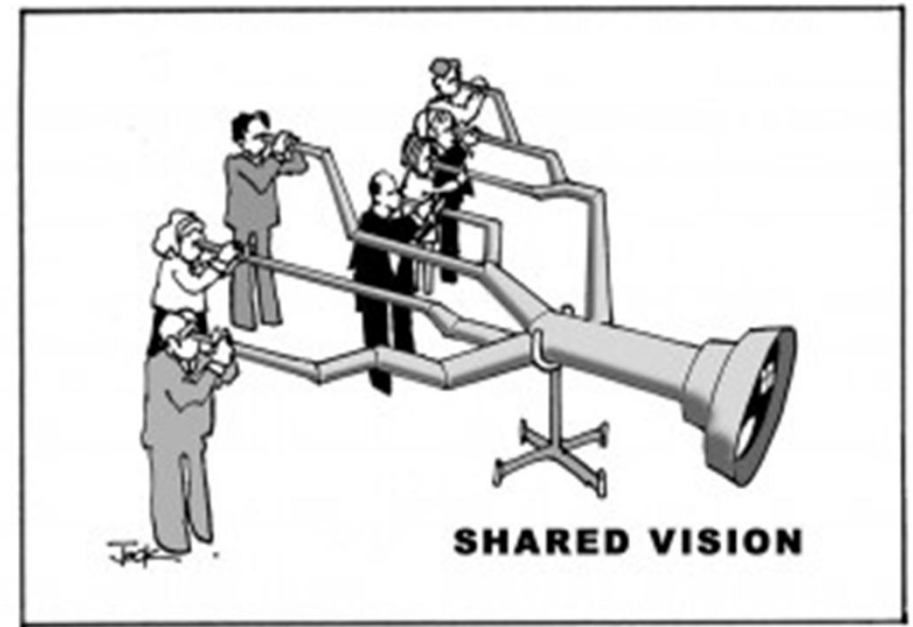
For more info, tools, and workshops, check out:  
[www.thedesigngym.com](http://www.thedesigngym.com) | [@thedesigngym](https://twitter.com/thedesigngym)

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# Team Leaders Effectively Share Visions:

- Daring
- Vivid & guiding
- Appeal to emotions & logic
- Match community needs
- Said in 30 seconds



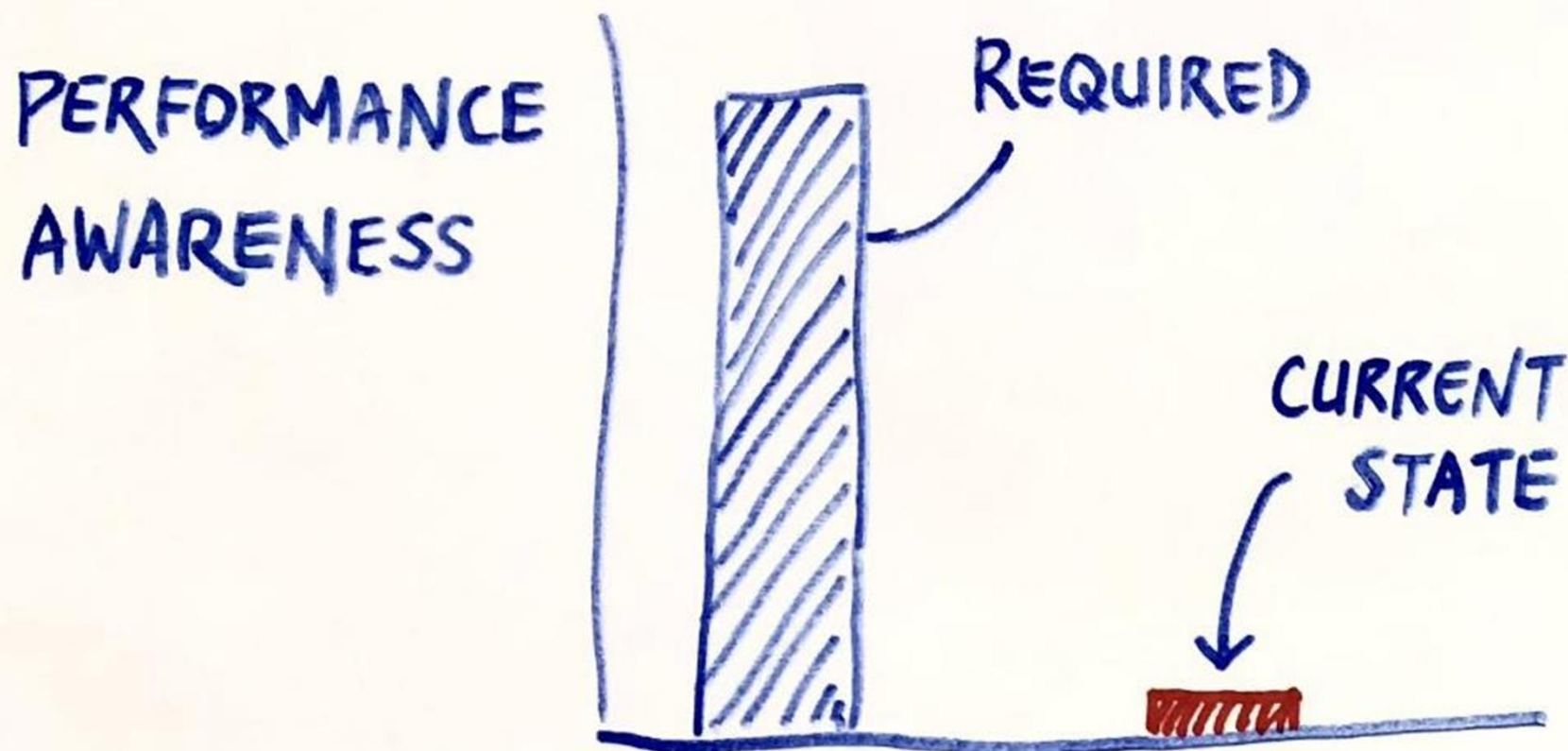


## High Functioning Teams

- Prioritize
- Systems
- Perspective



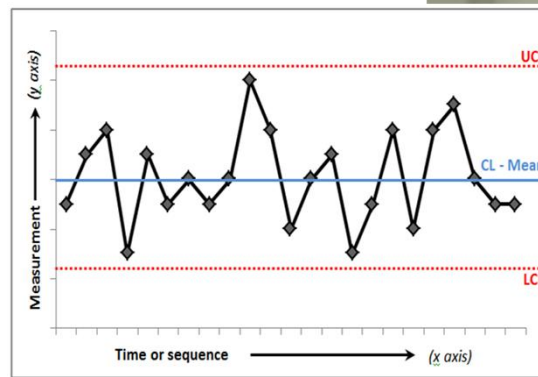
# IMPACTFUL USE OF DASHBOARDS FOR HEALTH SYSTEM PRIORITIES





# Team Outcome Dashboard Transparency

## Success Rate

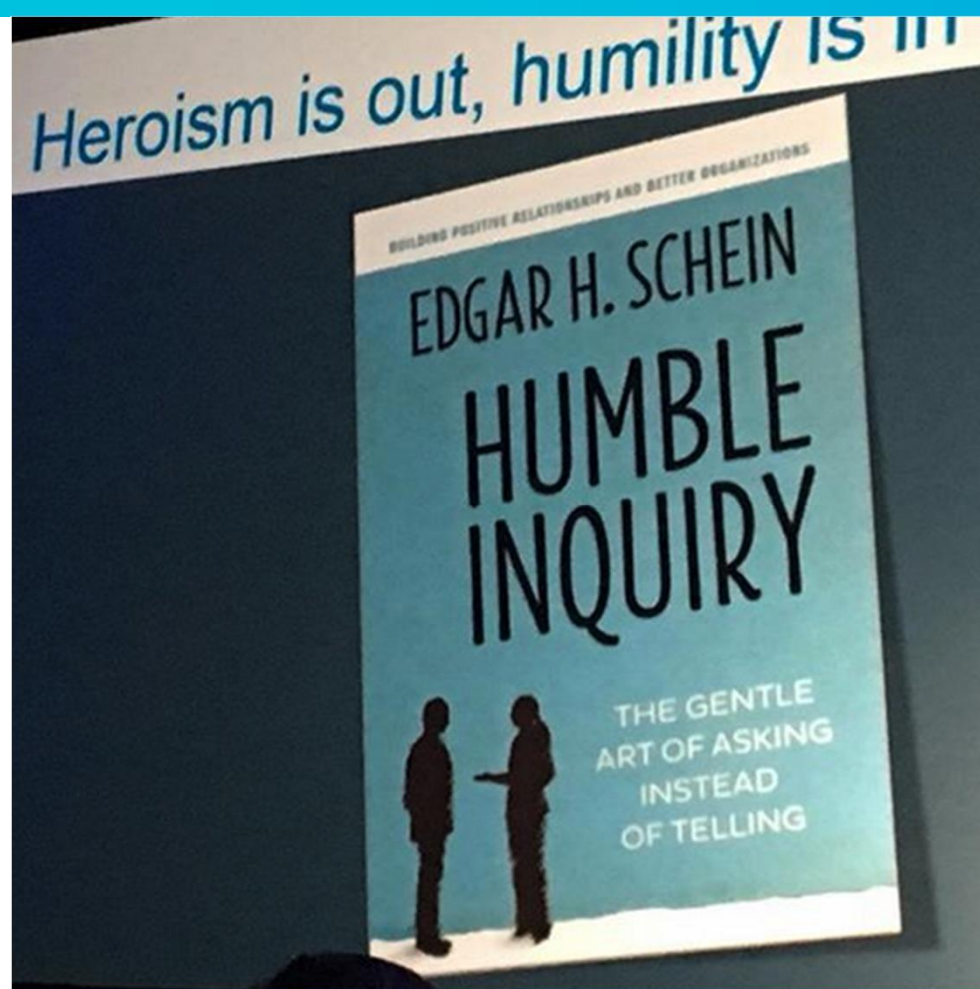


# High functioning Healthcare Teams

- 5 to 12 members
- Goal & role clarity
- Meet twice per month
- Protected time
- Aim to cross-silos



“24 karat or Fools Gold?”  
Lyubovnikova et al 2015



“Healthcare and QI are a team sport”

@curtsmecher