Greeley Medical Staff Institute

Presents a 60-minute audioconference

The power of the pyramid:
Achieving great physician performance

Presented by

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Chairman and executive director

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Vice president and practice director of quality and patient safety
The “Power of the pyramid: Achieving great physician performance” audioconference materials package is published by The Greeley Medical Staff Institute, 200 Hoods Lane, P.O. Box 1168, Marblehead, MA 01945.

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Agenda

The bad apple theory v. performance improvement

The power of the pyramid

Achieving great physician performance

Dimensions of physician performance
  • Technical quality of care
  • Quality of service
  • Resource utilization
  • Peer and coworker relationships
  • Contributions to the hospital and the community

Physician feedback
  • Systematic and timely
  • Collegial and helpful
  • Positive and negative
  • Use data as a starting point for identifying improvement opportunities
  • Not “Why are you bad?” but “Why are you different?”
  • Praise in public, chastise in private
About your sponsors

About The Greeley Company

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About The Greeley Medical Staff Institute

The Greeley Medical Staff Institute is a unique membership organization dedicated to serving the needs of hospital and medical staff leaders who recognize the importance of effective physician relationships to their hospital's success. Members of the institute receive exclusive access to high-level, nationally renowned consulting experts—all former physicians and hospital leaders—who work closely with you and members of your staff to develop and implement a multifaceted relationship-building program. Each customized program is designed to reduce hospital costs, build effective medical staff leadership, develop a succession strategy, comply with regulatory requirements, meet public accountability for quality, and train staff to practice safe and effective medicine.
Speaker profiles

Robert J. Marder, MD

Robert J. Marder, MD, is vice president of The Greeley Company, a division of HCPro, Inc., and practice director of quality and patient safety. In this role, he does extensive speaking and consulting with hospitals and healthcare systems throughout the country in the areas of hospital and medical staff performance improvement, peer review, patient safety/error reduction, medical staff development, and case management.

Marder began his full-time involvement in performance improvement in 1988 as the national project director for clinical indicator development and its use at the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) in Oak Brook Terrace, IL. During his three years in this role, he managed five expert national task forces developing indicators for the JCAHO Agenda for Change and conducted extensive training workshops in the use of performance measures in quality improvement.

Richard A. Sheff, MD

Richard A. Sheff, MD, serves as chair and executive director for The Greeley Company. He is a leading faculty member for Greeley’s national seminars and provides educational and consulting services in a wide range of areas including governance, hospital and medical staff performance improvement, managing poor quality and disruptive physicians, patient safety and error reduction, credentialing, medical staff effectiveness and redesign, medical staff leadership development, strategic planning, and regulatory compliance. He has also authored numerous books on healthcare-related topics, is a popular national speaker, and serves on the faculty of the American College of Physician Executives and The Governance Institute. His previous positions include VPMA, IPA president, PHO medical director, president of a corporation that owned and operated physician practices, and group practice medical director.

Sheff has taught at Tufts University School of Medicine, where he has had responsibilities for curriculum development, student advising, and research, and he has served as chair of the Massachusetts Academy of Family Practice Research Committee. He is a graduate of the University of Pennsylvania School of Medicine and the Brown University residency program in family practice. In addition, Sheff is a recipient of the Keasbey Scholarship for the Study of Politics and Philosophy at Oxford University.
The power of the pyramid
Achieving great physician performance

The bad apple theory vs.
performance improvement

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The power of the pyramid: Achieving great physician performance

EXHIBIT A

The bad apple theory vs. performance improvement

The power of the pyramid
Achieving great physician performance

Appoint excellent physicians
The power of the pyramid
Achieving great physician performance

Appoint excellent physicians
Set and communicate expectations

Dimensions of physician performance

- Technical quality of care
- Quality of service
- Resource utilization
- Peer and coworker relationships
- Contributions to the hospital and the community
The power of the pyramid
Achieving great physician performance

- Appoint excellent physicians
- Set and communicate expectations
- Measure performance compared to expectations
  - Provide periodic feedback

The power of the pyramid
Achieving great physician performance
Physician feedback

- Systematic and timely
- Collegial and helpful
- Positive and negative
- Use data as a starting point for identifying improvement opportunities
  - Not “Why are you bad?”, but “Why are you different?”
- Praise in public, chastise in private

The power of the pyramid

*Achieving great physician performance*

- Appoint excellent physicians
- Set and communicate expectations
- Measure performance compared to expectations
- Provide periodic feedback
- Manage poor performance
The power of the pyramid
Achieving great physician performance

1. Appoint excellent physicians
2. Set and communicate expectations
3. Measure actual performance
4. Provide periodic feedback
5. Manage poor performance
6. Take corrective action

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• long-term care
• medical staff
• nursing
• pharmacy
• physician practice
• quality/patient safety
• safety

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attended

“The power of the pyramid: Achieving great physician performance”

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Rick Sheff
Chairman and Executive Director
The Greeley Company