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Transforming Physician Culture: A Journey From Golf to Basketball (Adapt or Die)

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HTNYS

Bolton Landing

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Administrators and doctors speak a different language.



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The Language of Finance
versus
The Language of Clinical
Medicine

Apostrophe S
versus
S Apostrophe



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The Physician Culture

- Autonomy
- Absence of collective identity
- Leadership is illegitimate
- Town hall democracy
- Collective decision making

Generational Differences





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Generational Differences

- Value hierarchy
- Changing nature of relationship
- Choice of specialty
- Shift work
- Response to new technology



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**Relationship Is the Outcome
(the EMR gets in the way)**

**The Process is the Outcome
(creating the portable EMR is
the deliverable)**



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Who in the physician community has signature authority?



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There is No Such Thing as Physicians

Age

Gender

Generation

Personality

Primary Care/Specialist

Town/Gown

Loyal/Splitter



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Rowing slides



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The Need for a Portfolio of Physician Relationships

- MSO
- Efficiency/effectiveness
- Information systems/regulatory compliance
- Joint ventures
- Management services contracting
- Contracted relationships (ER, Anesthesia, Laboratory, Imaging)
- EMPLOYMENT



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Key Alignment Strategies

- Slinky (square root of N)
- Invest in physician leadership and management skills
- Customer centric
- Golf to volleyball
- Balanced accountability



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Key Alignment Strategies

- Pilot (prototype)
- Intolerance of disruptive behavior
- Polarity management
- Boundaries and minimum specs
- Docs aren't fungible
- Values/performance matrix



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Key Alignment Strategies

- Recruit/retain (Southwest/Ritz Carlton)
- Franklin Covey
- Understand the dissemination of innovation
- Appreciative inquiry



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Make Them an Offer They Can't Refuse

- Change their perception so that engaging in the behavior you seek will serve to enhance what it is that they personally value

- *Chuck Dwyer*



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Key Alignment Strategies

- Analog to digital
- Redesign work
 - Lean
 - Reduce patient anxiety
 - Celebrate



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Jeffrey Pfeffer

- Cross-train
- Share data
- Provide immediate feedback
- Have skin in the game
- Commitment to peers
 - Shared performance rewards, not individual incentives



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Build Stage 4 Tribes

- How to simultaneously specialize and integrate?
- From I to We to Us
- Solo performers to jazz ensemble



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Build Stage 4 Tribes

- Shared purpose
- Shared values (covenant-specific behaviors)
- Vision set by the source of the capital
- It's all about the intangibles
 - What
 - Why
 - Who



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Build Stage 4 Tribes

- Clear expectations
- Provide resources
- Real time metrics (the guides and gauges)
- “Partnership” not employment



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Pride in Performance

- Productivity drives morale . . . not the opposite



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Establish a True Governance Model

Abandon Town Hall Democracy



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The Few...The Proud

- It's not for everyone
- Don't settle for mediocrity ... migrate toward the mean
- Aim for perfection through design
- Skill, will, and teamwork



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The SEAL story