



Keeping Physicians InforMD: Building an Engaging Physicians Communications Program from the Ground Up

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Outline/Agenda

Communicating with physicians can be challenging. How do communicators balance what their organizations need their Medical Staff members to know vs. what they want to hear; on which platform do doctors prefer to receive information vs. what resources are available to engage them? Let's start at the beginning.

Learning Objectives:

1. Participants will be able to list the six key characteristics of physicians and how to leverage those in communications.
2. Participants will be able identify the steps needed to build an engaging physician communications program.
3. Participants will be able to measure success and identify opportunities for building on that success in the future.

A Snapshot of Methodist Le Bonheur Healthcare



Methodist University Hospital

BEDS	ASSOCIATES	DISCHARGES	ED VISITS
583	2,277	16,531	54,602



Methodist North Hospital

BEDS	ASSOCIATES	DISCHARGES	ED VISITS
280	958	8,785	56,154



Methodist South Hospital

BEDS	ASSOCIATES	DISCHARGES	ED VISITS
156	642	5,461	54,117



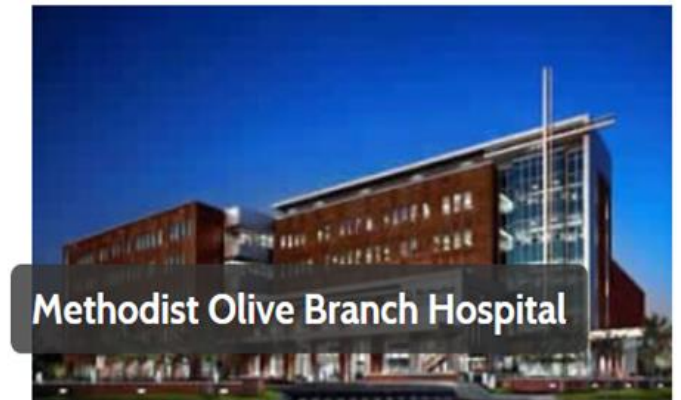
Methodist Le Bonheur Germantown Hospital

BEDS	ASSOCIATES	DISCHARGES	ED VISITS
319	1,676	18,133	46,282



Le Bonheur Children's Hospital

BEDS	ASSOCIATES	DISCHARGES	ED VISITS
255	1,997	6,877	50,812



Methodist Olive Branch Hospital

BEDS	ASSOCIATES	DISCHARGES	ED VISITS
73	404	4,048	35,766

Serving Memphis and the Mid-South

\$1.9B

In Revenue

1,666

Licensed Beds

1.395M

Population Base

\$229M

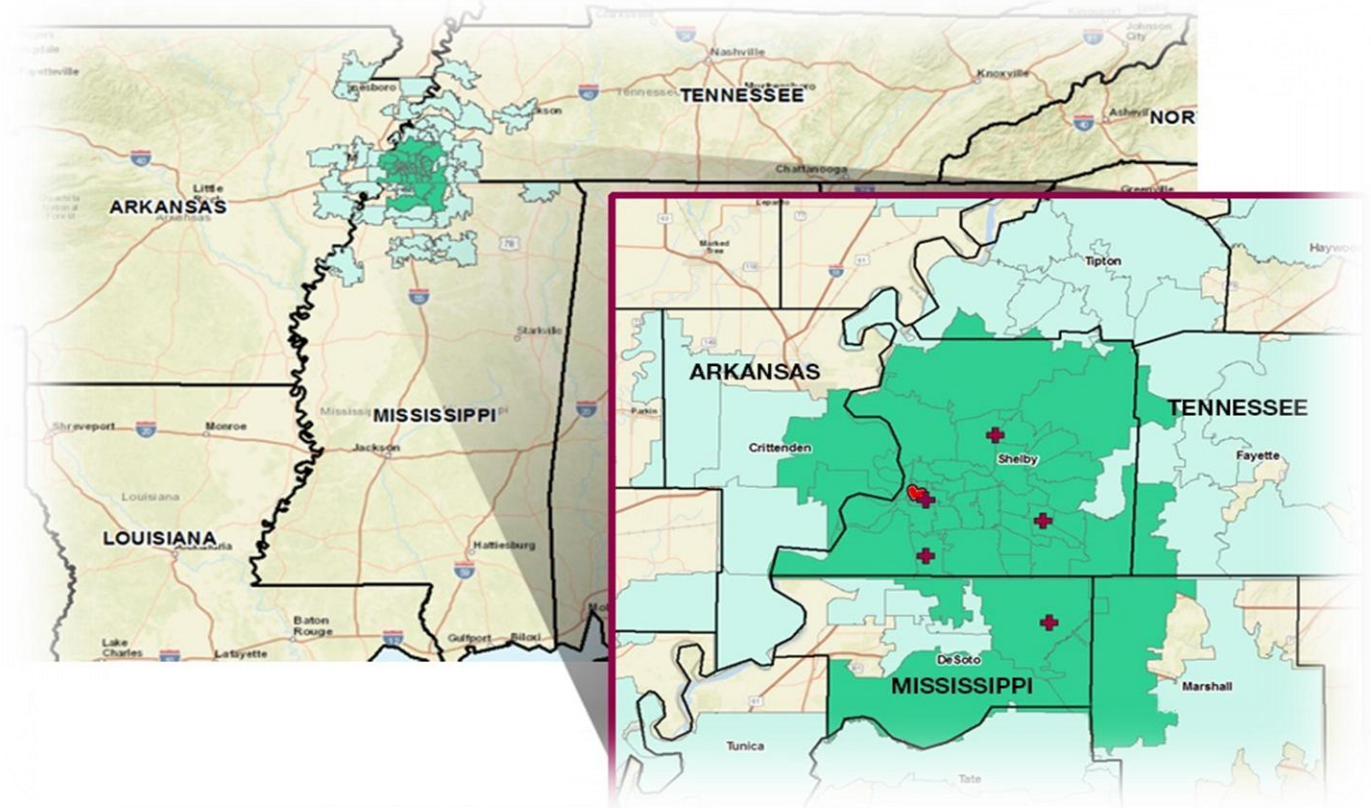
Community Benefit

13K

Associates

2,450

Employed and Affiliated Providers



6

Hospitals

69

Practice Sites

31

Surgical & Diagnostic Outpatient Centers



MLH



Levee



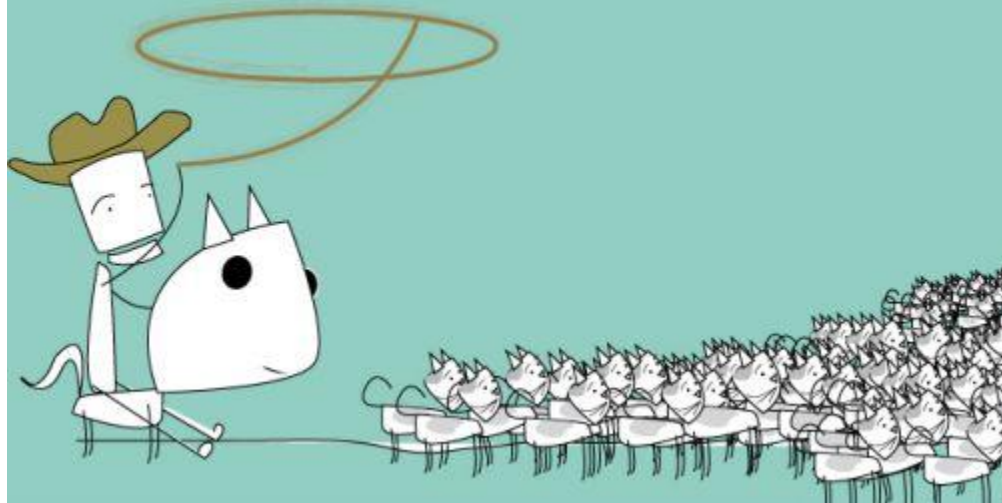
PSA, 75% of Inpatient Discharges



SSA, Next 15% of Inpatient Discharges

Plus Home Medical Equipment, Home Health and a Residential Hospice.

it's like herding cats.



What Challenges Do You Face When Communicating with Physicians?

Let's Start with Some Research



Engagement and Satisfaction

DDM Marketing + Communications

- Physician engagement leads to better patient AND business outcomes
- Successful engagement programs:
 - Are clear, efficient
 - Provide opportunities for feedback
 - Build trust, understanding and respect
 - Encourage champions



Source: SHSMD white paper, *Improving Physician Engagement and Satisfaction*

Making Connections – Case Study

Trinity Health of New England

Physician engagement and alignment initiative provided opportunity to refresh physician communications

Results:

- 50% read quarterly e-newsletter immediately.
- 83% found it valuable.
- 56% said it increased knowledge of referral and consultative resources.

Source: SHSMD case study, *Creating an Ecosystem to Foster Physician Engagement and Grow Referrals*

Figure 2.

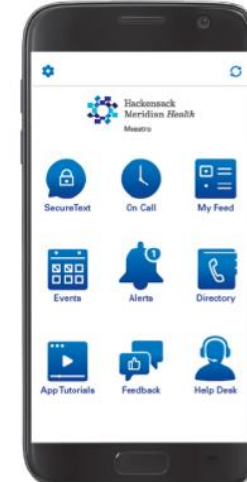


New Maestro, New Tune – Case Study

Hackensack Meridian Health

Created Maestro to:

- Save time for physicians
- Coordinate care and improve quality
- Improve physician engagement with system communications
- Help physicians refer within their system.



- **Centralized digital platform** for physicians to easily access the tools, resources and information they need and care about.
- Ability for the physician enterprise to deliver **targeted communications** to physicians across the network.
- Unique, high-quality **product experience based on physician input** to improve engagement.

100%

Pilot users who installed Maestro

1,200

Physicians who activated Maestro system-wide within the first two weeks

A+

Feedback from physicians who overwhelmingly praised and utilized Maestro

New CathLab

HMH invested in building a new CathLab after our research and communications tool revealed the extent of the delays and lost revenue

Source: Digital Health Strategies case study

Listening to the Voice of Physicians



Tip: Go to them and meet in person when you can.

Talk to:

- Physicians! 😊
- Physician leaders and C-Suite leaders
- Others who work closely with physicians

Ask about things like:

- Perceptions about communication
- What's going well and what's not working
- How they prefer to receive information
- What tools they use most



What is Life Like for Physicians?

Do we really understand their world?

Being asked to do more with less

Battling burnout

Represent multiple generations

Need to be celebrated

Want to hear about progress + outcome

Want to hear from physician leaders first

Love data; often think in absolutes

Survey Says



Qualitative data from interviews
+
Quantitative data from surveying
=
The secret sauce

The Big Reveal

Hope abounds:

- Physicians *will* read the things they find interesting.
- They *are* checking email – they just want less of it.
- Unsurprisingly, they are interested in:
 - Patient care updates
 - Policy changes
 - Strategic direction of organization
 - News from the Medical Staff



Physician Characteristics and Personas Help Solve the Mystery



Six Common Physician Characteristics



Patient-centric

Put patients first, care about healing

Experienced

Experts in their profession; value experience

Curious

Eager to learn new things; scientists by trade

Busy

Manage competing priorities; incentivized to be productive

Protocolled

Used to evidenced-based practice

Risk-averse

Reluctant to invest in outcomes with high uncertainty; value vetted outcomes

Source: Advisory Board

Leveraging These Characteristics in Communications



Patient-centric

Talk about both business *and* patient care impacts



Experienced

Establish credibility; explain *how* solutions were created.



Curious

Explain decisions; use quantitative data; expect questions.



Busy

Clearly communicate the WIFMs; get to the point.



Protocolled

Detail why a change is worth it; build in flexibility and autonomy.



Risk-averse

Explain outcomes and evaluation process; share how others have done it.

Source: Advisory Board

Putting a Face to a Name

Focused on RVUs

Struggles to fit administrative work into schedule

Most plugged in to system; more likely to read internal messaging



Dr. PCP
(employed)

Works various shifts; fast paced patient care

Tuned in to physician group and patient care metrics

Rarely reads system messaging



Dr. Emergency



Dr. Academic/Specialist

More focused on academic happenings

Sees patients at multiple facilities in and outside system

Uses online tools primarily to access clinical applications



Dr. Hospitalist
(employed)

On the move throughout day

Loyal to facility and engaged with facility leaders and happenings

Skims internal messaging on-the-go



Putting the Building Blocks Together

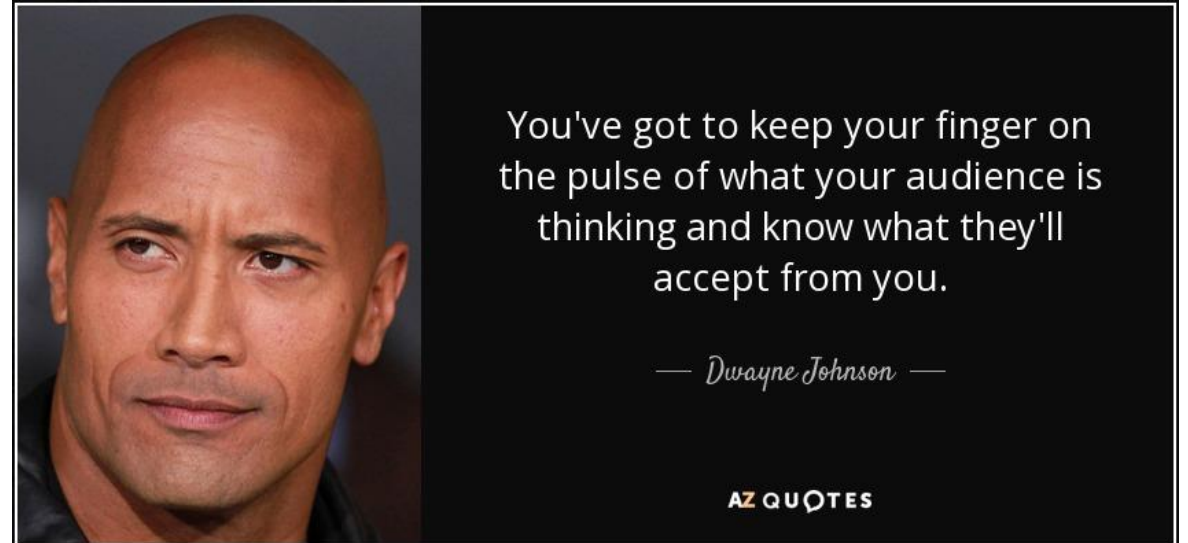
Guiding Principles – aka the Map

- Message discipline
- Transparency and managing expectations
- Fostering greater team/system thinking



Keeping a Finger on the Pulse

- Build relationships
- Stay on top of emerging issues and hot topics
- Weave communication tools into existing physician meetings
- Create a dedicated email box for physician content ideas and feedback



What Physicians Need to Know



- Timely information targeted to physicians and providers
- Shares look, feel and cadence of other strategic communications.
- Short, succinct sections
- Delivered weekly

Opportunities to Recognize and Go In-Depth



- Delivered the first week of each month
- Longer format; more content variety

Laying the Groundwork Before Launch



- Populate the plan with those interviewed early on
- Provide tools for champions to share
- Build excitement at physician meetings
- Build your distribution list

Measuring Success

- Where physicians look for important organizational updates
- Significant one-off message reduction
- Email open rates nearly double industry standard
- Follow-up survey in the works



Next Year and Beyond



- Optimize and build on success
- Leverage new digital tools over time or refresh old ones
- Tailor content for employed vs. non-employed

Three Key Take-Aways

1. Keep the key characteristics of physicians in mind when communicating.
2. Do the research, including interviewing and surveying a variety of physicians.
3. Leverage the tools, resources and budget you have to get started and grow from there.





Questions?

Please be sure to complete the session evaluation!



Speaker Biography

- Dana Johnson-Perry, M.Ed., is a seasoned communications and marketing leader with nearly 20 years of experience in healthcare.
- She is skilled in writing, copyediting, storytelling, content creation, social media strategy, online reputation and brand management, as well as corporate, executive and clinical communications.
- In her current role at Methodist Le Bonheur Healthcare, Dana spearheads physician communications and is the communications lead for the system's Epic and Workday digital transformation journey.
- She also serves as communications co-chair on the PRSA Memphis board and is a SHSMD DEI Committee member.



Bibliography/References

- SHSMD– [Improving Physician Engagement and Satisfaction](#)
- Advisory Board – [Inside the Mind of a Physician](#)
- SHSMD – [Creating an Ecosystem to Foster Physician Engagement and Grow Referrals](#)
- Digital Health Strategies – [Digitize and Centralize Physician Communications](#)