Essentials to Building an Effective Chest Pain Team: Selecting Your Physician Champion

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Presenter Disclosure Information

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FINANCIAL DISCLOSURE:
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Nothing to disclose
Objectives

• Discern the important components of an organized, comprehensive approach to peer review for physician champion selection, interdisciplinary team involvement at the program level.

Alarming Statistics

• “Coronary heart disease alone caused approximately 1 of every 6 deaths in the United States in 2010.
• Approximately every 34 seconds, 1 American has a coronary event, and approximately every 1 minute 23 seconds, and American will die of one.”

Prevalence

> 8 million visits to the Emergency Department for Chest Pain

What do we need to do

• Start with building a team
  • **Physician Champion for the program**
  • Administration
    • Manager of the ED
    • Charge nurse in the ED
    • Manager of Clinical Decision Unit
    • Managers of units that take care of Chest Pain/AMI patients
    • Manager of Nuclear Medicine
    • Cath Lab
  • Cardiac Rehab
  • Pharmacy
  • EMS
Need for Physician Leaders

“Physician led Process Redesign Creates Better Value”

• Health care reform is necessitating doing more with less. Necessary changes in **systems** and **culture** required to improve **quality** and **efficiency** while reducing **cost** cannot happen without strong physician engagement.

• *Healthcare’s new [physician] leaders must organize doctors into teams;... improve processes; and dismantle dysfunctional cultures.*
  • “Turning doctors into leaders.” -Thomas Lee, MD, HBR

Let’s Start Building Our Program

• **Select your physician champion**
  • How do we select the physician champion?
Physician Background

• Primary focus in own practice (business model)
• Traditions are deeply imbedded
• Focus on individual patient, not the system
• Value autonomy, protection and entitlement
• The invisible hold of the status quo is very strong

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Understanding Physician Values

• Accountability/liability
• Doctrine of “Captain of the ship”
Physician Champion Primary Role

• “To serve in a leadership capacity promoting and implementing changes in healthcare delivery that create value and benefit their patients.”

Quality Tools for Problem Solving

Barriers to Physician Engagement

• Burnout
• Culture of autonomy and individualism vs teamwork
• Lack of training in teamwork and systems thinking
• Lack of a **shared vision** for improvement
Lack of Shared Vision has Consequences for Change Implementation

- Self interest rules, especially when resources shrink
- Change initiatives seem disconnected from reality
- Physicians and others do not engage if the destination isn’t one they aspire to...particularly if it means self sacrifice

Challenges To A Shared Vision

- Relationship between administration and physicians are strained
- Physicians do not readily acknowledge their interdependence
- Vision process is often superficial (eg., PR)
- No clear method to achieve vision
Investing in Shared Vision

• Helps reduce anxiety and bring focus to the work
• Meets the needs of the newer generation
• Responds to a hunger for a better life

• PHYSICIAN CHAMPIONS need to connect the dots

Who are these Champions for change?

• Usually, a minority of Medical Staff
• Highly respected for clinical expertise
• Willing to challenge the status quo
• Capacity to command the attention of others
• Ability to ignite passion in others for QI
• “Always the same people”
Physician Champion Attributes

- What attributes do you think are most important for a champion to have?

Roger’s Innovation Adoption Curve

Trying to convince the mass of a new idea is useless. Convince early adopters first.
Approaching Potential Physician Leaders

Need a good response to the following:

- Why me?
- Why now?
- Why should I care?
- What is in it for me?
WHY ME?

• Perceived as credible and respected
• Highly knowledgeable in area of expertise
• Willing to share knowledge with others
• Willing to support and advocate for change
• Good communicator
• Leads by example
• Unafraid to influence
• Wide peer and social network
• Able to defend self against aggressive incursions

WHY NOW?

• “Establishing a sense of urgency is crucial to gaining needed cooperation. With complacency high, transformation usually fails because few people are even interested in working on the change problem....People will find a thousand ingenious ways to withhold cooperation from a process that they sincerely think is unnecessary or wrongheaded.” -John Kotter, A Sense of Urgency
Why Now?

• Cost of doing nothing exceeds cost of change
• Cold, hard facts on performance and lack of sustainability
• Gap between aspiration and reality (where are we in relationship to stellar organizations)
• The personal impact of incidents (stories of near misses or complications)

What is in it for ME?

Discover A Common Vision Or Purpose

• Physicians will embrace a vision when:
  • They are at the table when vision is created
  • It benefits them in a specific way
  • Communication is delivered by respected leaders
  • It is physician led
  • Destination is irresistible
What is in it for ME?

**Physician Buy-In**
- Patient is at the center
- Improves patient compliance
- Improves clinical outcomes
- Improves patient satisfaction
- Increases growth and market share
- Reduces malpractice risk
- Improves physician satisfaction

Activate the Physician Champions

- Engage early adopters
- Understand their motivation
- Assess readiness for change
- Assess their educational deficit
- Provide support (meetings, clerical, etc.)
- Ask naysayers for their input early (could become early adopters)
Key administrative skills for Physician Champions

• Team building
• Conflict resolution/ negotiations
• Strategic and tactical planning
• Persuasive communication
  (One on one, no ppts)
• Financial decision making
Physician Champion

- Candidates:
  - Cardiologist?
  - ED Physician?

Advantages and disadvantages ...

Selection Methods

- Nomination & elections
- Physician preference
- Other ...
Job Description

• Title
• Reports to
• Qualifications
• Basic Functions
• Duties and Responsibilities
• How will their time be allocated

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Job Description

• **Title**: Medical Director, Chest Pain Program
• **Reports to**: 
  • VPMA or Chief of Medical Staff
• **Qualifications**
  • Board certified?
  • Good standing within the hospital medical staff
  • How much experience should they have
  • Ability to implement change
  • Ability to problem solve and make decisions
  • History of positive relations with colleagues, support staff, administrators and patients
Job Description- Basic Functions

• The Medical Director or Chest Pain Champion shall exercise leadership in the program development, refinement of services, and referral base growth of the clinical service area. Has primary responsibility for the coordination of all clinical activities related to the chest pain center. Assists in development of long range and short range plans. Responsible for promoting high standards of practice through development of policies, protocols, and practice guidelines; participates in performance improvement monitoring. Serves as primary communicator to physicians in the Emergency Department and Cardiology section regarding Chest Pain Center activities and development.

Job Description- Duties and Responsibilities

• Overall, duties and responsibilities should cover 6 different areas:
  • Administration
  • Program Initiatives
  • Performance Improvement
  • Clinical Education
  • Community Outreach
  • Knowledge and Skill
Job Description - Duties and Responsibilities

1. Guide and direct the development of patient care programs that are comprehensive and reflect guideline based care for Acute Coronary Syndrome (ACS) treatment, research, and rehabilitation.

2. Develop goals for the program that are in line with the mission of the organization.

3. Assist with the development and writing of policies, protocols and practice guidelines for chest pain patients.

4. Promote a cooperative and collaborative working environment among the clinical disciplines involved in the care of the chest pain.

5. Participate in chest pain marketing activities.

6. Participates in public education in the area of treatment and prevention of heart disease.

7. Participates in education of other physicians.

8. Directs the multidisciplinary team approach to providing quality and timely care and support to chest pain patients.

9. Represents the hospital in the promotion of the Chest Pain Center as a center of excellence.

10. Works with the Chest Pain Center Committee to enhance Chest Pain services performance by establishing ways to measure, communicate, and improve patient satisfaction and physician satisfaction.
Job Description - Time Allocation

• Attend monthly Chest Pain Committee Meetings
• Review of the performance improvement data, and assist with developing PI plans and implementation
• Peer and staff education on best practices and evidence based practice in the care, treatment, and diagnosis of the chest pain/ACS patient

In Summary

• Appropriate selection of a Medical Director/Champion is critical to the success of the Chest Pain Program
• Active participation and leadership by the Medical Director is key for the success of the program
• Identify and communicate the Medical Director’s responsibilities, no surprises
• Have a job description available for potential candidates
• Patient outcomes rely on strong leadership and direction provided by the Medical Director or Champion, and the Chest Pain Coordinator
In Summary

“Coming together is a beginning, keeping together is progress, working together is success.”

Henry Ford

Questions