

# Enhancing Physician Engagement and Leadership in Health System Transformation

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## INTRODUCTION

In recent years, healthcare transformation has shifted to a team based, integrated and collaborative approach, where there is a greater opportunity and expectation for physicians to engage as team members.

It is well recognized that physicians have a vital role in health system transformation and therefore their engagement provides a greater opportunity for improvement and change

Engagement and leadership can provide opportunities for physicians to continue their clinical work, while expanding their role of influence to the larger healthcare system.

## PURPOSE

This action research project created an opportunity to engage Department of Medicine physicians in conversation and dialogue about the key factors that have impacted their engagement in health system transformation.

## METHODOLOGY

- Multiple method qualitative inquiry using semi-structured interviews (8) and a world café session (10).
- Group one participants completed interviews and group two participated in World Café Session.
- Qualitative Thematic Analysis completed to define themes that were expanded during the world café session.



## WHAT WAS HEARD

### Qualitative Thematic Process

Figure 1. Overarching theme of building a culture of engagement and the individual themes that build that culture



Figure 2. Prioritization of the 5 themes by importance to participants



## LESSONS LEARNED

- Engagement requires trust, leadership and collaboration.
- Engagement is influenced by personal motivation and experience.
- Promote respect by recognizing the different perspectives about work priorities.
- Provide physicians with the information required to make an informed decisions early.
- Effective communication processes need to be transparent and shared openly.
- Provide continuous support, development and leadership training skills for physicians at all levels.

## WHAT CAN BE DONE

- Create a culture of physician engagement that clarifies the behaviours to be developed and integrated into the organization and leadership plans.
- Create and develop a framework to support the expectation and opportunity for engagement.
- Develop an engagement communication plan that includes inquiry, dialogue and innovation.
- Physician engagement requires lifelong leadership development programs.
- Creation of an incentive program that recognizes performance and promotion.

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