The Administrative and Clinical Dyad

Clarifying Roles and Prioritizing
Effectively Together

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Mayo Clinic

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January 22, 2019
Join us for upcoming CAPC events

➔ Upcoming Webinars:
  – **Identifying Champions for Palliative Care: Driving Growth through Partnerships and Coordinated Care** with Maria Carney, MD and Tara Liberman, DO
    February 6, 2019 at 1:00pm ET
  – **Improving Team Effectiveness: Prevalence and Predictors of Burnout Among Hospice and Palliative Care Clinicians: An Interdisciplinary Team Perspective** with Constance Dahlin MSN, ANP-BC, ACHPN, FPCN, FAAN, Rev. George Handzo, BCC, Arif Kamal, MD, MBA, MHS, Victoria Leff, LCSW
    February 27, 2019 at 3:30pm ET

➔ Virtual Office Hours:
  – **Evaluating Models for Palliative Care in the Community** with John Morris, MD, FAAHPM
    January 23, 2019 at 2:00pm ET
  – **Improving Team Effectiveness** with Tom Gualtieri-Reed, MBA and Andy Esch, MD, MBA
    January 31, 2019 at 4:00pm ET

Register at www.capc.org/providers/webinars-and-virtual-office-hours/
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Outline

→ The value of an effective administrative and clinical leadership team

→ Role clarity and responsibilities

→ Six critical areas of joint responsibilities

→ Tips and lessons learned for building an effective relationship with your administrative/clinical partner
Mayo Clinic

FACTS:
10 Acute Hospitals (4200+ beds; 140K+ Admissions)
3 Large Specialty Clinics (Destination)
84 Primary Care Clinics
4800 Physician and Scientists
59,000 Allied Health Staff

CENTER FOR PALLIATIVE MEDICINE:
25+ Physicians; 30+ NPPAs; IDT approach – RN, SW, Chaplain, Pharmacist

PALLIATIVE MEDICINE SERVICE LINE LINES

OUTPATIENT
- Palliative Medicine Clinics
- Transitional Care

INTERMEDIATE
- Supportive Care

INPATIENT
- Consultation Service
- Palliative Care Unit
- Hospice GIP

OFF-CAMPUS
- Palliative Home Care
- Hospice
- Telemedicine

Focused Services Lines & Collaboration

- Cancer
- Cardiovascular
- Transplant
- Neurology & Neurosurgery
- Primary Palliative Care
- Pulmonary
- Emergency Department
- Nephrology
- Intensive Care Unit
- Critical Care
As the field of palliative care has grown, so has the size of teams and administrative responsibilities

- Budgets, personnel, etc.

Expansion and growth across settings requires more operational and clinical coordination

- Scheduling, transitions, community resource partnerships, etc.

Navigating evolving, complex business and organizational relationships

- Health care consolidation, health system or enterprise organizational structures, payer-provider partnerships, etc.
# Role Clarity and Responsibilities

A successful admin-clinical partnership starts with understanding shared responsibilities and clarifying roles:

<table>
<thead>
<tr>
<th>Administrative</th>
<th>Joint Leadership</th>
<th>Clinical</th>
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</thead>
<tbody>
<tr>
<td>Hiring and onboarding</td>
<td>Direct patient care and clinical quality</td>
<td>Others…</td>
</tr>
<tr>
<td>Personnel management and human resource policies</td>
<td>Referral relationships</td>
<td></td>
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<tr>
<td>Budget and business planning</td>
<td>Clinical staff training &amp; competencies</td>
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<tr>
<td>Operations (scheduling, space)</td>
<td>Clinical processes, policies, and documentation</td>
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<tr>
<td>Program processes (efficiency, team health)</td>
<td>Patient and family communication</td>
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<tr>
<td>Others…</td>
<td>Others…</td>
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The Foundations of an Effective Partnership

- The bringing together of clinical and administrative talents to achieve the program’s vision

- Collegiality and mutual support

- Communication and trust
Six Areas of Joint Responsibility

1. Align program goals and vision to organization’s

2. Ensure program is well integrated into the local system of care

3. Continuously recognize improvement opportunities and act as a catalyst for realizing these improvements
Six Areas of Joint Responsibility

4. Act as facilitator and generator of new ideas and mediator on difficult issues

5. Bring awareness of current external issues such as payment, legislative topics, alternative delivery models, etc.

6. Support the leadership and career development of clinical and administrative staff
Ensuring Effective Communication with Each Other and the Team

➔ Meet regularly with your clinical/administrative partner
➔ Ensure mutual understanding of program goals and problems/issues
➔ Foster an open dialogue about challenges
➔ Research issues together
➔ Brainstorm and play devil’s advocate with each other
➔ Regularly solicit input from the team and others involved when making decisions or prioritizing the program
➔ To effectively lead together, share as much about the decision making processes, clearly state problems, and communicate agreed upon decisions as quickly as possible to the team

Be on the same page…avoid triangulation
Building Trust with your Clinical or Administrative Partner

➔ Develop mutual accountability and conspire for each other’s success
➔ Do what you say you will do
➔ Practice honesty and transparency
➔ Check your ego at the door
➔ Build a safe relationship so you can talk through easy or difficult issues

If you prioritize building a relationship and trust with one another, then respecting differences is easier
Practical Tips for an Effective Partnership

1. **Meet on a regular basis** - to build a natural rapport with other

2. **Avoid making assumptions** about each others perspectives
   - Do not assume clinicians solve all problems by asking for more staff
   - Do not assume all administrators want efficiency over quality

3. **Foster an open dialogue** – develop a practice of informally checking in with each other
   - “What has you most worried?” or “What can I do better?”

4. **Hire together** – agree on key attributes of both administrative and clinical staff
   - Ability to work with a team, communication skills

5. **Speak with one voice** – prepare together and develop a game plan for important meetings
Questions?
Please type your question into the questions pane on your WebEx control panel.
Improving Team Effectiveness Series

→ Keep the conversation going in the *Improving Team Effectiveness* virtual office hours. Next session is January 31st at 4:00pm Eastern. Register on capc.org or CAPC Central Virtual Office Hours pages.

→ Check out our new *Quick Tips* on the Improving Team Effectiveness page in CAPC Central

→ Join us for upcoming webinars on other Team Effectiveness topics: Prevalence and Predictors of Burnout Among Hospice and Palliative Care Clinicians: An IDT Perspective on Feb 27th at 3:30pm Eastern.

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