

## Speaker's Kit:

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*Enticing healthcare professionals to work more interdependently to improve clinical and financial performance*



## Profile of Dr. Kenneth Cohn

- To the best of his knowledge, Dr. Cohn is the only *practicing general surgeon/MBA* in the US who speaks, consults, writes, and teaches about physician-hospital relations; he *demonstrates ways that collaboration boosts revenues, cuts expenses, and improves clinical outcomes*
- He is on the teaching faculty of the American College of Healthcare Executives, Estes Park Institute, Healthcare Roundtable, The Governance Institute, and New England College
- He won the Dean Conley Award in 2009, from the American College of Healthcare Executives, for the *best article in a healthcare management publication*, “The Tectonic Plates Are Shifting: Cultural Change vs. Mural Dyslexia”
- He has facilitated improvement efforts at community hospitals in the Yale, Banner Colorado, Santa Barbara Cottage, Sutter Sacramento, and University of Maryland Health systems
- Physicians enjoy learning from fellow practicing physicians. Dr. Cohn uses his gift of actively listening to physicians and translating their complaints into an *action plan* that helps hospital leaders and physicians focus on improving care for their communities and depersonalize differences in their background and training:

*Dr Cohn is an expert on physician and management collaboration. His presentation was a perfect fit for our group: dynamic, practical and packed with insight into how to overcome barriers and use new approaches to align ourselves for better outcomes and improved relationships.*

*Some of the comments were: "Very Energetic Speaker"; "Great Communication Tips"; "Great Presentation"; "The information and the way it was presented by Dr Cohn were thought-provoking and interesting"; "Great Motivator"; "Provided very useful info and insight in an entertaining way"; "Wonderful! And very thought provoking info"; "Wow, thank you for this growth opportunity"; "Great Speaker and very knowledgeable and well versed"; "Very engaging."*

Janet Pursley, RN, BSN, MBA, Mercy Advanced Health Management Institute Executive Director

## Overview of Topics

Dr. Cohn aspires to provide field-tested, evidence-based strategies, tactics, and tools to help you engage practicing physicians to improve care for your communities:

- Developing Physicians to Lead Teams in Uncertain Times
- Accelerating Physician-Hospital Integration: Moving from Me to We
- Field-tested Physician Recruitment, Contracting, and Retention Strategies
- Building a Culture of Collaboration
- Engaging Physicians to Improve Quality and Safety and Cut Costs

### I. Developing Physicians to Lead Teams in Uncertain Times

Unfortunately, most physicians are not taught leadership skills in medical school, residency, or fellowship. Instead, they learn from clinical mentors, who also lack formal training; hence the sins of one generation are visited on subsequent generations. Explore with Dr. Cohn:

- The four leadership styles for building teams to which physicians are rarely exposed
- Profiles of physicians who have led teams to improve care outcomes in their communities
- How physician retention improves dramatically once physicians learn to be better mentors

### II. Accelerating Physician-Hospital Integration: Moving from Me to We

Regardless of the outcome of national healthcare legislation, healthcare professionals will be expected to deliver more coordinated, cost-effective care. Participants will learn:

- The [CRITTERS](#) mnemonic to accelerate clinical integration
- Field-tested strategies that encompass both independent and employed physicians
- Ways to involve physicians who resist being engaged

### III. Field-Tested Physician Recruitment, Contracting, and Retention Strategies

Over one third of all practicing physicians are at least 55 years old. Recruiting and retention are key 21<sup>st</sup> century strategies to ensure the delivery of mission-critical services to our communities. Participants will learn how to:

- Use Internet technology to advantage
- Develop compelling marketing materials
- Make the interviewing process stand out
- Utilize a contract checklist to clinch the deal

- Develop physician mentoring programs for accelerated learning and optimal retention

#### **IV. Building a Culture of Collaboration**

Collaboration has a double meaning, of working together and the treason of helping an enemy. The paradox of culture is that although a strong culture helps a hospital leader accomplish goals, many physicians resist top-down edicts. Learn from a case presentation at a California community hospital how:

- Physician champions came to consensus on what should be the clinical priorities for the future
- Inspiration triumphed over supervision
- Through the process of discovery, physicians began to act as owners rather than renters or splitters

#### **V. Engaging Physicians to Improve Quality and Safety and Cut Hospital Costs**

A constant challenge that hospital and physician leaders face is how to align incentives to save resources and invest in improving care for their communities. Until we recognize what matters to both groups, we remain stuck in a blame game, which suboptimizes care.

Participants will learn how:

- A California hospital reduced sepsis mortality from 44% to 15%, saving over 200 lives by improving processes of care
- Hospitals have simultaneously decreased length of stay and readmissions
- A New England physician champion used healthy competition to reduce cost and variability among cardiologists in the catheterization laboratory that he directs
- A Colorado community hospital cut its supply costs by over \$500,000 in one year by convening a physician panel and convincing them that their input was valued
- A West-coast hospital system saved over \$4 million when orthopedists consolidated their implant vendors from 8 to 2

## **Seminar Participant Comment**

I hesitated to sign up for Dr. Cohn's seminar Practical Strategies for Engaging Physicians because I thought that it would be like all the rest: general principles, outdated statistics, and platitudes.

Was I surprised! Dr. Cohn is a practicing surgeon and passionate educator who shows case reports of revenues rising, expenses decreasing, and clinical outcomes improving when hospital leaders and physicians use specific techniques that he covers in his two-day seminar.

Dr Cohn discussed physician advisory groups, physician champions, medical staff models, recruitment and retention, and engaging physicians who do not want to be engaged with easy-to-remember case presentations and entertaining anecdotes. He and his practicing physician co-presenter made it easy to interact, reflect, and learn in a safe setting.

What differentiates this course from others became immediately apparent: Dr. Cohn and his co-presenter gained their wisdom through real-life experience – taking disparate groups of administrators and physicians and guiding them to success with tools and techniques that are built to endure. The approximately 200-page binder will be a treasure trove of action ideas for several years to come.

I strongly recommend Dr. Cohn's seminar to all health care administrators and physician leaders.

*Ellen Guarnieri, FACHE, Strategic Consultant, Robert Wood Johnson Health System*

Just to acknowledge the high degree of appreciation I had with respect to your presentation, "Practical Strategies for Engaging Physicians." I was able to take away some excellent concepts and ideas and was much better off for having attended. I really enjoyed your presentation style. Not only was your thorough knowledge of the subject very evident, your enthusiasm and passion manifested themselves throughout your presentation. Of particular note, were the various literary references and storytelling that you utilized to make points much more vividly for the listeners. Again, thanks, and hopefully I will see you in another presentation in the future.

*Gary Keller, CEO, Lafayette Hospital*

## Seminars of Dr. Kenneth Cohn



### Course Evaluation 2011 Austin Cluster Practical Strategies for Engaging Physicians

presented 11/16/2011, 19 evaluations processed

How satisfied were you with this seminar? 4.42

**Overall Rating 5=very satisfied, 4=satisfied, 3=neutral, 2=dissatisfied, 1=very dissatisfied**

How would you rate this instructor? 4.83

Presentation skills 4.58

Opportunity for questions and discussion 4.84

Would you recommend this seminar to others? Yes: 94%

#### Comments:

- Excellent information and presentation
- Great format
- Practical, real-world nature
- Nice classroom environment
- Outstanding!



**Course Evaluation 2010 San Antonio Cluster**

**Practical Strategies for Engaging Physicians**

presented 5/6/2010, 18 evaluations processed

How satisfied were you with this seminar? 4.61

**Overall Rating 5=very satisfied, 4=satisfied, 3=neutral, 2=dissatisfied, 1=very dissatisfied**

How would you rate this instructor? 4.78

Presentation skills 4.72

Opportunity for questions and discussion 4.83

Effectiveness of class experience 4.50

Comments:

- Presentation was concise and to the point
- Wealth of information and great personality of Dr. Cohn
- Animated, interactive presenter
- Interaction with entire class- great networking opportunity



**Course Evaluation 2010 ACHE Congress**  
**Field-tested Physician Recruiting,  
Contracting and Retention Strategies**  
presented 3/24/2010, 85 evaluations processed

How satisfied were you with this seminar? 4.62

**Overall Rating 5=very satisfied, 4=satisfied, 3=neutral, 2=dissatisfied,  
1=very dissatisfied**

How would you rate this instructor? 4.71

Presentation skills 4.69

Opportunity for questions and discussion 4.62

Effectiveness of class experience 4.67

Comments:

- It was phenomenal - real world experience and wisdom - Wow! Thank you!
- This was an extraordinary impactful session. Good knowledge transfer.
- Provided many tangible examples and tasks. More than 'why recruiting is important' but 'how to recruit.'



**Course Evaluation 2009 Phoenix Cluster**  
**Practical Strategies for Engaging Physicians**

presented 5/6/2009, 10 evaluations processed

How satisfied were you with this seminar? 4.60

**Overall Rating 5=very satisfied, 4=satisfied, 3=neutral, 2=dissatisfied, 1=very dissatisfied**

How would you rate this instructor? 4.80

Presentation skills 4.80

Opportunity for questions and discussion 4.70

Effectiveness of class experience 4.60

Comments:

- I am most appreciative of Dr. Cohn's dedication to create a great learning experience for the class
- Appreciated the depth and scope of the class
- Dr. Cohn shared stories and expert knowledge in a down-to-earth humorous style that was quite engaging
- It had practical ideas for engaging physicians that I can actually use at work



**Course Evaluation 2008 Baltimore Cluster**

**Practical Strategies for Engaging Physicians**

presented 9/18/2008, 19 evaluations processed out of 23 attendees

How satisfied were you with this seminar? 4.63

**Overall Rating 5=very satisfied, 4=satisfied, 3=neutral, 2=dissatisfied, 1=very dissatisfied**

How would you rate this instructor? 4.89

Presentation skills 4.74

Opportunity for questions and discussion 4.89

Effectiveness of class experience 4.68

Comments:

- Excellent
- Physician perspective a great plus!
- Right amount of humor

## Seminars of Dr. Kenneth Cohn



### Course Evaluation 2008 New Orleans Cluster

### Practical Strategies for Engaging Physicians

presented 4/3/2008, 16 evaluations processed out of 16 attendees

How satisfied were you with this seminar? 4.60

Overall Rating 5=very satisfied, 4=satisfied, 3=neutral, 2=dissatisfied, 1=very dissatisfied

How would you rate this instructor? 4.93

Presentation skills 4.73

Opportunity for questions and discussion 5.00

Effectiveness of class experience 4.73

#### Comments:

- Very knowledgeable, effective in his presentation. Lots of experience sharing. Very passionate about his topic.
- Dr. Cohn was a delight. Very knowledgeable. Clearly an expert. Appreciated his insight, great presentation skills.
- Very knowledgeable. Keeps presentation engaging. Interested in improvements for the future.
- Great job synthesizing material into manageable, easy to digest information. Excellent presenter.
- Very knowledgeable on a variety of topics.



**Course Evaluation On-Location Programs**  
**Practical Strategies for Engaging Physicians**

presented 5/19/2007, 37 evaluations processed out of 45 attendees

How satisfied were you with this seminar?	4.46
How would you rate this instructor?	4.65
Presentation skills	4.59
Opportunity for questions and discussion	4.84
Effectiveness of class experience	4.46

Comments:

- Able to combine knowledge. Real-life practical experience and humor too. Gets point across
- Loved his use of stories and vignettes. Great table exercises
- Group sharing, application exercises, pre-reading material, balance between didactic and practical application and discussion within the groups. Speaker knowledgeable about topic. Humor wonderful!

## Experience of Dr. Kenneth Cohn

Dr. Cohn is a board-certified general surgeon who obtained his M.D. degree from Columbia College of Physicians Medical School, completed his residency at the Harvard-Deaconess Surgical Service, and performed fellowships in endocrine and oncologic surgery at the Karolinska Hospital and at Memorial Sloan-Kettering Cancer Center, respectively. He was Assistant Professor of Surgery at SUNY Health Science Center at Brooklyn and later moved to Dartmouth-Hitchcock Medical Center as Associate Professor of Surgery and Chief of Surgical Oncology at the VA Hospital at White River Junction.

With the change in the medical economic climate, Dr. Cohn entered the MBA program of the Tuck School at Dartmouth and graduated June 1998. He worked initially as a consultant at Health Advances, assisting 6 firms to commercialize new products. Since joining the Cambridge Management Group, he has led change-management initiatives for physicians at affiliated hospitals within the Yale New Haven, Banner Colorado, Cottage Santa Barbara, and Sutter Sacramento Health Systems.

In 2006, Dr. Cohn founded HealthcareCollaboration.com to take advantage of the synergies of speaking, consulting, writing, teaching in physician-hospital relations, which has been his passion for a decade. He remains clinically active, covering surgical practices in New Hampshire, Maine, and Vermont.

Dr. Cohn's writing experience includes over 45 published articles in peer-reviewed healthcare journals. His article, "The Tectonic Plates Are Shifting: Cultural Change vs. Mural Dyslexia," won the Dean Conley Award in 2009 from the American College of Healthcare Executives for the best article in a healthcare management publication.

He has written three books, *Better Communication for Better Care: Mastering Physician-Administration Collaboration* and *Collaborate for Success! Breakthrough Strategies for Engaging Physicians, Nurses, and Hospital Executives*, and *Getting It Done: Experienced Healthcare Leaders Reveal Field-Tested Strategies for Clinical and Financial Success*, published by Health Administration Press in 2005, 2006, and 2011 respectively.

Dr. Cohn is the editor of *The Business of Healthcare*, a three-volume set, published December 2007 that comprises practice management, leading healthcare organizations, and improving quality and safety by improving systems of care. He blogs weekly on topics related to healthcare collaboration at <http://healthcarecollaboration.com/blog> and on topics of interest for practicing physicians at <http://thedoctorpreneur.com/blog>.

## Client Comments

*My greatest appreciation for your participation in the Physician Summit! You delivered beautifully! I have heard great compliments about your 'down to earth' style and 'to the point' message you brought. The doctors connected with you and were able to see themselves in it. The stories were perfect! I couldn't be more pleased!*

Herdley O. Paolini, Ph.D., L.P., Director, Physician Support Services, Florida Hospital

*On behalf of the Board of Directors and the entire membership of AUPHA, I would like to extend our tremendous gratitude for your participation as Pattullo Lecturer at our 2006 annual meeting. While the entire meeting was a rousing success, I heard from many people that your session was the highlight.*

*It was a genuine pleasure to hear you share thoughts and experience with audience members. Your discussion on the educational chasm, collaboration, and strategies for developing passionate and informed healthcare educators really set the stage for AUPHA moving forward. I am particularly excited about how we as an association can impact quality and performance excellence.*

*Again, thank you for your wonderful presentation. It was unique and very thought provoking.*

Lydia Reed, MBA, CAE  
President and CEO

*Thank you for presenting at the Aultman Medical Staff Leadership Retreat on the topic of physician-hospital alignment. Our physician leaders and executives enjoyed your discussion on physician engagement, financial collaboration, and hospitalist integration. By using the concepts you introduced, there is tremendous potential to improve care and relationships at Aultman.*

*Looking forward to a long-term relationship...*

William Wallace, M.D.  
President, Medical Staff

*I asked Dr. Cohn to speak at the first classroom session of the University of Minnesota Executive Masters in Health Administration Program because of his deep experience as a clinician and consultant and his ability to connect with senior healthcare leaders.*

*He guided the class through two cases involving physicians who guided clinical priority setting and a hospital that tithed 1% of annual revenues to support innovation.*

*My students enjoyed his teaching so much that they asked me to arrange a special supper-time session to ask Dr. Cohn additional questions. The students were unanimous that it was valuable to connect with someone who was both a clinician and leader of organizational change.*

*I thought that Ken knocked this assignment out of the park and look forward to having him return next year to continue his outstanding teaching in the critically important area of physician-hospital relations.*

Daniel Zismer, Director of the UMN Executive Masters in Health Administration Program

[Additional comments at <http://healthcarecollaboration.com/speaking>]