

## Speaker's Kit:

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

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## 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:

- works with organizations who want to work more interdependently, so that they can *boost revenues, cut expenses, and improve clinical outcomes*
- helps hospital leaders and physicians depersonalize differences in their background and training and focus on improving care for their communities
- has facilitated improvement efforts at community hospitals in the Yale, Banner Colorado, Santa Barbara Cottage, Sutter Sacramento, and University of Maryland Health systems
- is on the teaching faculty of the American College of Healthcare Executives
- 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”

*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 for 2010-2011

Dr. Cohn provides field-tested, evidence-based strategies, tactics, and tools to help you engage practicing physicians to improve your clinical and financial outcomes:

- **Making sense of healthcare reform**
- **Accelerating Physician-Hospital Integration: Moving from Me to We**
- **Dealing with a Medical Staff in Crisis**
- **Field-tested Physician Recruitment, Contracting, and Retention strategies**
- **Working with Physicians to Improve Quality and Safety and Cut Costs**
- **Engaging Healthcare Professionals in Innovation Despite Recession**

### I. Making Sense of Healthcare Reform ([summary](#))

A COO commented, “We need to find ways *now* to align our mission, vision, and values with those of physicians who serve our community.” Explore with Dr. Cohn:

- The implications of healthcare legislation on physician-hospital relations
- Ways to transition from fee-for-service to value-based healthcare delivery
- How to enlist your physicians to improve transitions of care and decrease readmissions

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

Pressures to consolidate and reduce costs require physicians and hospital leaders to work more interdependently than ever to improve performance. Using the CRITTERS framework, participants will learn practical strategies to:

- Develop transparency and trust
- Foster physician engagement
- Improve physician-physician communication
- Build a culture of collaboration

### III. Dealing with a Medical Staff in Crisis

Although hospital leaders serve at the pleasure of the Board, they are also held accountable for the conduct of the independent and employed physicians who work there. Participants will learn:

- How a group of independent physicians, feeling disrespected by the tactics hospital leaders used to deal with disruptive change voted with their feet, admitting patients to competing hospitals, which made revenues plummet and resulted in layoffs of over 100 hospital employees
- What a unified effort from the President of the Medical Staff, independent and employed physician champions, and hospital leaders accomplished

- Steps to prevent such a crisis from happening at your organization

#### **IV. 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
- Structure appropriate financial incentives
- Make the interviewing process stand out
- Utilize a contract checklist to clinch the deal with the offer
- Develop physician mentoring programs for accelerated learning and optimal retention

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

Align incentives to cut waste and invest in improving care for your community. Move beyond finger pointing to learn how:

- A California hospital uses collaboration to reduce sepsis mortality and virtual gainsharing to obtain lasting physician engagement and cost reduction
- A number of hospitals have significantly decreased Medicare length of stay
- A New England physician champion used healthy competition to reduce cost and variability among cardiologists in the catheterization laboratory that he directs
- A number of hospitals deal with controversial aspects of monitoring care outcomes by engaging respected physician champions
- 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

#### **VI. Engaging Healthcare Professionals in Innovation Despite Recession**

“Only a baby desires change,” said a surgeon frustrated by the hassles of stagnant reimbursement, increasing office expenses, and rising consumer expectations and regulatory oversight. Change can be upsetting when done to us, but exciting when done by us. Participants will learn:

- Which US healthcare organizations have carried out major successful, sustainable innovations and what did they do
- What are the keys to breakthrough innovation
- How to move through innovation as an event to innovation as a core capability
- How to promote an innovation culture in your healthcare organization

## **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 two books, *Better Communication for Better Care: Mastering Physician-Administration Collaboration* and *Collaborate for Success! Breakthrough Strategies for Engaging Physicians, Nurses, and Hospital Executives*, published by Health Administration Press in 2005 and 2006, 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 is also the editor of *Improving Physician Relations: A Field-Tested System*, a multimedia distance learning program comprising topics such as engaging physicians to improve care, using team training to improve patient safety, improving operating room throughput, dealing with disruptive physicians, and employing cutting-edge physician recruiting and retention strategies.

He blogs weekly on topics related to healthcare collaboration at:

<http://healthcarecollaboration.com/blog>

## Client Comments

*Thanks for your tremendous contribution to our retreat this past weekend. I have had several people mention how informative and useful your presentation, “Physician-Hospital Integration: Moving from Me to We,” was to them, especially in light of the changes we are seeing in our industry and in relation to where we are with our strategic imperatives.*

*In addition, your interaction with our Board and Medical Staff leadership throughout the conference was both noted and appreciated. We could not have registered the level of success achieved without you.*

G. Mark O'Bryant, President & Chief Executive Officer, Tallahassee Memorial HealthCare, Inc.

*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 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

*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 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

## Seminars of Dr. Kenneth Cohn



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!