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# How do we structure leader-physician rounding?

Effective communication requires structure. How do physicians provide feedback to leaders? How do leaders communicate improvements and other information to physicians? The answer at most high-performing organizations in terms of medical staff perceptions is: senior leader rounding on physicians.

Include all senior leaders in leader-physician rounding. Match specific senior leaders with specific physicians. For example, if there are eight senior leaders and 64 physicians, then each leader is assigned eight physicians.

Effective rounding solicits feedback *from* physicians, AND reports progress *to* physicians. Gathering feedback from physicians does not end when the PRC Physician Engagement study ends; it's an ongoing process. Conversations initiated by service area leaders inform key physicians about action plans and help build relationships between physicians and service areas. Leader-physician rounding, on the other hand, helps build relationships between all physicians and senior leadership.

**When a senior leader is rounding on a physician, consider these talking points:**

***“I am \_\_\_\_\_ and I am here to talk to you because...”*** If this relationship is just beginning, provide a brief background. Introduce yourself (e.g., role, why you chose to work in this organization, experience, etc.). State why you are rounding – because his/her feedback is important.

***“How is your day going?”***

***“Here is what is going on with the hospital...”*** What is being changed? What is the goal of that change? What is the timeline? NOTE: physicians do not need to know all the features of every change; they do, however, need to know the benefits and how it will affect their work and patient care.

***“What can I do to make your job easier?”*** Listen to feedback from physicians and perform any follow-up necessary.

***“Thank you for taking the time to provide feedback to me.”*** Too often, we only talk to physicians when there is a problem to resolve. Don't forget to thank them for their dedication and for taking the time to speak with you.

