

BRIGHT LIGHTS AWARDS



2015

Leadership and governance for accountable care Markham Family Health Team

Spotlight on Leadership: Lead Physician Performance Review



Today, as accountability becomes more central to the boards overseeing primary care teams -- and to their funder, the Ministry of Health and Long-Term Care -- there is even more emphasis on the need for team leadership that can improve the the quality of care and the value teams deliver.

The Markham FHT recognized its responsibility for linking accountability and performance and made the decision to begin at the top: with team leadership. It created the Lead Physician Performance Review as a tool for evaluating and improving the way the team is managed.

The review is the result of work by the Markham FHT governance committee, whose members appreciated the need for meaningful measurement and worked collaboratively to create the review tool, drawing on the expertise of FHT members in crafting it. The committee developed the best tool possible, knowing that any product that looks good on paper usually require changes once it's implemented. They first conducted a lead physician performance review two years ago and worked with the team to revise the tool before using it again.

The second year led to the creation of a work plan for the lead physician, which further increases transparency. The work plan also includes responsibility for systematic updating of quality improvement processes which has led to a new culture across all sectors of the FHT, with a strong emphasis on team-wide quality improvement.

The Lead Physician Performance Review has been called "brave," "courageous" and "a big inspiration." Although performance reviews for leaders are common in other organizations, the Lead Physician Performance Review is a groundbreaking initiative for primary care teams.

The Lead Physician Performance Review offers the physician an opportunity to receive input from peers and colleagues and to use that input to foster leadership growth. The constructive feedback the physician receives also holds him or her accountable for meeting deliverables. When implemented correctly -- which includes sharing feedback among the team -- the entire process of evaluation, information sharing and discussion also leads to organizational growth. The lead physician also continues to solicit feedback from colleagues informally throughout the year.

The Markham FHT won't be the only primary care team to benefit from this innovative tool. The team has shared its process and the measurement tool at the AFHTO 2015 Conference and also plans to make it accessible on the AFHTO website.