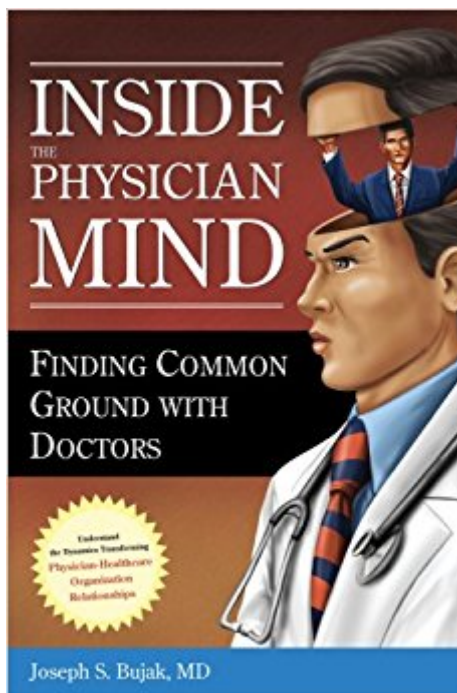




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# Inside The Physician Mind: Finding Common Ground With Doctors (ACHE Management)



## Synopsis

Dr. Joseph Bujak provides an insider's perspective on the beliefs and behaviors of physicians. His insight will prompt you to question your assumptions and break through the barriers that may be keeping you from forming productive relationships with the physicians in your organization. He also provides suggestions for using your new understanding to influence physician behavior and promote enduring partnerships. With candor and wit, Dr. Bujak shares the wisdom he has developed through his years of experience as both a physician and an administrator: A physician's sense of time is very different from that of an administrator, Being chief of staff is the equivalent of drawing the short straw, A physician's definition of teamwork is like the game of golf, Traditional medical staff organization is not the vehicle for developing relationships with physicians, A good role model for influencing physician behavior is the old TV character Columbo, You should approach change using the metaphor of moving a Slinky and Generation-X physicians differ greatly from traditionalist, or baby boomer, physicians; propositions acceptable to Generation-X physicians will be rejected by the others, and vice versa

## Book Information

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## Customer Reviews

This must-read book provides practical information that will help you engage and align with physicians. --Douglas D. Hawthorne, FACHE, Chief Executive Officer, Texas Health Resources  
This book needed to be written and must be read. Dr. Bujak shares his vast knowledge and years of

experience about a key challenge facing healthcare executives and boards. If you truly want to understand physicians and work with them more effectively, heed Dr. Bujak's Dx and follow his Rx.

--Dennis D. Pointer, PhD, Virginia Mason - Austin Ross Professor, Department of Health

Administration, University of Washington  
The breadth of Joe Bujak's intellectual pursuit, coupled with the depth of his personal experience as a physician, lends instant credibility and resonance to what he has to say about physician behavior. His insights are not only intellectually stimulating, they are applicable on a daily basis to my interaction with physicians and healthcare organizations. --Scott Robins, MD, Chief Medical Officer, Covenant Health System

Joseph S. Bujak, MD, FACP, currently serves as vice president of medical affairs for Kootenai Medical Center, Coeur d Alene, Idaho, where he has organizational responsibility for performance improvement and outcomes measurement. He is also a speaker, facilitator, and consultant on issues related to healthcare organization physician relationships, physician leadership development, patient safety and clinical quality improvement, and leading and managing transformational change. He and Tom Atchison coauthored the book, *Leading Transformational Change: The Physician-Executive Partnership* (Health Administration Press, 2001), and he has published numerous articles on physician culture and behavior.

This book was purchased for a healthcare leadership course that I am taking for a masters degree. It's an easy read and provides an insight into the mind of the physician.

Cogent, but mildly condescending view of what motivates physicians and how they view their role in the healthcare system. Somewhat unfairly maligns physicians for behaving in exactly the way they were trained to behave. Still, it's a quick read and may shed some light to the novice administrator.

If we are to believe that all physicians are the same, then we'd really love this peek into the expert culture. I have a brother who is a doctor, and it was actually very helpful to understand how they were trained and how they interact with other doctors and with administrators. It's helped our relationship and I look forward to using this knowledge to improve my relationships with other doctors as their administrator.

I heartily recommend that you read *Inside the Physician Mind: Finding Common Ground with Doctors* by Dr. Joseph Bujak, a physician executive and ACHE faculty member from Idaho. In his

new book, Dr. Bujak distills a lifetime of experience into 127 pages of practical insight. The central point he makes is that the longstanding distrust between physicians and hospital administrators stems from interpreting events through different frames of reference. When speaking, physicians use words like "I" or "me," but rarely "we" or "us." Physicians tend to see themselves as members of a competitive, individually focused, outcome-driven expert culture, where the word "team" conveys an image of a golf team. Winning a match accrues points for the team, and at the end of the day, the team with the most points wins the competition. On the other hand, hospital administrators tend to see themselves as members of an affiliate culture that is mission-driven and pays careful attention to process issues to establish and maintain consensus. Teamwork within a healthcare organization is like volleyball (dig, set, spike), where team members function more interdependently than a golf team. Kenneth H. Cohn, M.D., MBA, author of *Better Communication for Better Care: Mastering Physician-Administration Collaboration and Collaborate for Success! Breakthrough Strategies for Engaging Physicians, Nurses, and Hospital Executives*, [...]

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