Enhancing the Patient Experience in an Ambulatory Setting

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YORN ID: 505
The Operational Journey to Our Ambulatory True North

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Regional Operations Experience Officer, Cleveland Clinic

Medical Director, Willoughby Hills Family Health Center Cleveland Clinic
Cleveland Clinic Family Health Centers

- 27 locations in 7 counties
- 1,895 Caregivers
- 411 Physicians & Providers
- 1.5 Million Patient visits per year
- 36 different specialty services
What Were Our Patients telling us?

• “The nurse did not know a thing about me! She was rude & insensitive”

• “The doctor was extremely condescending towards me and never listened to my concerns. I will not see her again”

• “The receptionist was flossing her teeth when I arrived and appeared irritated that she had to check me in.”
Our Patient Experience Journey
Cleveland Clinic Experience 2010

Excellent patient satisfaction

Highly engaged caregivers
Experience
Ambulatory Patient Experience 2011

- In partnership with Press Ganey, developed standardized, transparent patient experience reports.
  - Family Health Center views
  - Physician views
  - Individual desk views
  - Verbatim reports
Culture of Caring
Good to Great Campaign

- Defined Current state
- Desired Future State
  - Right people on the bus
  - Behavioral Interviews
  - Improve Teamwork
  - Stop us vs. them
  - One Cleveland Clinic
Leadership Team
Developed Strategies

- Reemphasized Cleveland Clinic Experience - Expected Service Behaviors
- Emphasis on Teamwork
- Executive Rounding
- Caregiver Education
  - Shared local data
  - Heart training
  - Caregiver orientation revised
Communicate with Heart

Expected Service Behaviors
- Introduce self & role
- Acknowledge the other person
- Use preferred name & greet warmly
- Clearly communicate expectations
- Offer to resolve concerns or forward to appropriate person
- Active listening
- Show empathy
- Use common courtesy
- Offer to help

S.T.A.R.T. with Heart
- Smile and greet warmly
- Tell your name, role & what to expect
- Active listening & assist
- Rapport/relationship building
- Thank the person

Respond with H.E.A.R.T.
- Hear the story
- Empathize
- Apologize
- Respond to the problem
- Thank them

Cleveland Clinic
Office of Patient Experience
“I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.”

Maya Angelou
Good to Great II
Tools for Leading

Understand Your Data

Expected Service Behavior Feedback

Round to Recognize Caregivers & Remove Barriers
## Follow Up Tool: The Stop Light Report

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>REPORT</th>
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| **GREEN** | - Purchased new thermometers for exam rooms  
- Repairs to clock and ceiling in break room |
| **YELLOW** | - New Monitors for MA Station (budgeted for 2013) |
| **RED** | - Replace automatic doors in entryway (proposal in review for Q4 2013) |
Good to Great II
Tools for Leading

Understand Your Data

Expected Service Behavior Feedback

Round to Recognize Caregivers & Remove Barriers

Huddle to Improve Teamwork

Cleveland Clinic
Characteristics of high-performing Teams

- Shared problem-solving
- Mutual aid
- Experimentation
- Diversity of ideas
- Participation
- Mistakes are learning opportunities

PROVEN: Huddles help get you here.
THINK OUTSIDE THE BOX
Good to Great III

- Empowered sites to developed action plans

  • Themes for all sites
    • Employee behavior and attitudes
  • Accountability
    • Local leadership
    • Individual Caregiver
Individual Behavior and Accountability

- Everyone must feel responsible for helping the organization succeed
- Share why patient experience is important and what part each individual plays
Think of an outpatient visit you (or a family member) have had and what made it a great experience?
Individual Behavior and Accountability

- Everyone must feel responsible for helping the organization succeed

- Share why patient experience is important and what part each individual plays

- **Empower** and **engage** front line staff
  - Front Line Leader Project
  - Clinical/Clerical teams facilitating local patient experience plans
  - Professional Development and Training
What about the Physicians?

“THESE PATIENT EXPERIENCE SCORES ARE BOGUS. I HAVE A WONDERFUL BEDSIDE MANNER!!”

“Dr. X was rude and treated me like I was stupid. I actually cried in the office.”
Patients Choose Experience

“What factors are the influence on your choice of hospitals?”

- Patient Experience: 41%
- Location: 18%
- Reputation of Hospital: 20%
- Physician's Decision: 21%
Transparency

Special Report for Massachusetts residents

How Does Your Doctor Compare?
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Physician Communication Course

• Required for physicians and Residents

• Relationship-centered communication

• Empathy
Ambulatory Provider Communication
Pre/Post Comparison

%ile Rank

Benchmark reference, Press Ganey all client medical practice survey scores Oct 2012 - March 2013 from 843 U.S. medical practices
Benchmark reference, Press Ganey all client medical practice survey scores Oct 2012 - March 2013 from 843 U.S. medical practices
“Staff are very kind, caring & compassionate & really listen.”

“Every visit was treated well. On phone & in office.”

“Friendly assistant who checked me in. Courteous medical assistant who took my information and helpful physician who listened carefully and made knowledgeable inquiries followed by thoughtful suggestions.”
Cleveland Clinic

Every life deserves world class care.