Developing Patient Service Manager and Medical Director Leadership Partners

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Agenda

- Who we are
- Where we have been
- Where we are going
Yale New Haven Health System

- 3 member delivery networks
- Physician foundation
- Multiple clinical affiliations
- Corporate offices with management infrastructure
- Affiliation with Yale University School of Medicine
Yale-New Haven Hospital

- 1,541 licensed beds across 2 campuses
- 3,900 physicians representing over 100 specialties
- 12,450 employees, 2,500 volunteers
- 80,503 inpatient discharges FY 2013
- 1,100,534 outpatient encounters FY 2013
Think Global, Act Local
Patient Experience Evolution

Patient Experience

Service Excellence

Patient Satisfaction
Our Partnership
Integrated Patient Experience Structure

Patient Experience Leadership Team

Patient Experience Steering Committee

Service Line Patient Experience Forums

PFAC

Nursing Leadership

Patient Service Manager / MD Leadership Partnership

Medical Leadership
What do patients want?

- To be valued
- To be listened to
- To be cared for
- To be cared about
- To be treated as individuals
## Adult Inpatient Press Ganey Priority Index

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Patient Experience Timeline

Transformation – Moved from Project & Process Focused to Strategy & Outcomes Focused

2007/2008
- Hourly rounding
- Service Excellence Pledge
- Discharge phone calls

2009/2010
- Patient & Family Advisor Program
- Safe patient flow project

2011/2012
- Non-negotiable training
- Leader rounding
- Internal coach program

2013/2014
- Healing environment training
- Patient & Family Experience Forum standardization
- Data transparency
- MD/PSM Leadership partnership

Press Ganey Overall Mean Score
Adult Inpatient

FY 2008: 83.7
FY 2009: 84.2
FY 2010: 84.9
FY 2011: 86.2
FY 2012: 87.8
FY 2013: 86.6
FY 2014 thru Q2: 86.8
FY 2014 Patient Experience Priorities

- Culture shift to achieve the vision
- Focus on voice of patients and families
- Consistent structure for Patient Experience Forums
- Physician engagement
2014 Patient Experience Strategy: Think Globally, Act Locally

- Enhance data usefulness, delivery, transparency
- Align patient experience with safety/quality
- Ensure standardized approach to patient experience best practices, training and skill development
- Patient Service Manager/MD Leadership Partnership
The Creation of an Effective Microclimate

- Do Not Harm Me
- Heal Me
- Be Kind to Me

Quality & Safety Alignment
Full Alignment with MD Partners
Engaged Workforce
200% Accountability
Clear Expectations
Family Centered
Prior Status Quo: Leadership Silos

- Train and work in “silos”
- Variability in presence of leadership dyads
- Variability in roles and effectiveness
Objective: Clinical Partnerships

- PSMs and Medical Directors work as leadership partners.
- Patients are central to everything we do.
Think Global, Act Local
Developing Leadership

- Expectations of leadership
- Measures of success
- Data transparency

- Set expectations
- Define roles
- Define behaviors
MD/PSM Implementation Timeline

Early December, 2013
Identified every unit with a PSM and Medical Director

December, 2013 – February 2014
Conducted small leadership retreats with MD/PSM dyads from Psych, Women’s, Medicine, and Surgery

Mid December, 2013
Interviewed key partners that had already achieved success

Late April, 2014
MD/PSM dyads regrouped to discuss findings

March, 2014
Assigned MD/PSM partners a task related to the Healing Environment

Summer 2014 - 2015
Future meetings scheduled to coincide with quarter end
GRPI Model

Goals
- Do we have clarity?
- Do we have agreement? How do we measure?

Roles
- What are our roles?
- What are our responsibilities?

Procedures
- How do we do our work?
- What are our rules, processes, approaches, systems, etc.?

Interpersonal Relationships
- How do we work together?
- How do we maintain healthy interpersonal and intergroup relationships?
Insert Presentations