USING PATIENT FEEDBACK TO CREATE THE IDEAL PATIENT AND FAMILY EXPERIENCE

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AGENDA

1. Organizational Overview
2. 2011: The Emory Clinic Patient Feedback Challenge
3. Three Patient Feedback Successes:
   a. Removing The Validity Question
   b. Accelerating Process Improvement
   c. Using Comprehensive Feedback For Targeted Training And Coaching
4. The Emory Clinic Success Story
Emory Healthcare

**Emory University Hospital**
- Founded in 1904
- 579-bed adult, tertiary care facility
- Staffed by 1,170 Emory SOM Faculty
- 25,000 admissions
- 137,000 outpatient services
- Includes The Center for Rehab Medicine

**Emory University Hospital Midtown**
- Founded in 1908
- 511-bed adult, tertiary care facility
- Staffed by 1,080 Emory SOM Faculty and 367 community physicians
- 21,000 admissions
- 163,000 outpatient services

**Emory University Orthopaedics and Spine Hospital**
- Founded in 2007
- 120-bed adult, Orthopaedics and Spine specialty hospital
- Extension of EUH’s acute care services

**Emory John’s Creek Hospital**
- Founded in 2007
- Joint operating company with Emory in 2011
- 110-bed acute care facility
- 2,500 admissions
- 25,700 outpatient services

**Emory Saint Joseph’s Hospital**
- Founded in 1880
- Joint operating company with Emory in 2011
- 410-bed acute care facility
- Staffed by 750 physicians
- 20,000 admissions

**Emory Clinic**
- Founded in 1953
- 1,800 clinical providers
- 2,500 employees
- 2,600,000 patient care visits
- 20 sites; 100+ locations

**Wesley Woods Center**
- Founded in 1954
- 100-bed geriatric specialty facility
- 25-bed inpatient hospice service
- 250-bed skilled nursing facility (Budd Terrace)
- 201-unit residential retirement facility (Wesley Woods Towers)

**Emory Specialty Associates**
- Established in 2006
- 240+ physicians
- 40 clinical locations
- 620+ staff members
PATIENT EXPERIENCE AT EMORY

Emory Healthcare

Outpatient

Emory Clinic Department of Service Management

Service Improvement:
- Ambassadors
- Patient Advocacy
- Service Training
- PSAT

Patient Experience:
- Volunteers
- Guest Services
- Access Emory/Emory International

Patient Feedback:
- Press Ganey
- STARS Patient Complaint & Grievances
- Secret Shopping

Inpatient

Nursing-Led Efforts

emoryhealthcare.org
2011: The Patient Feedback Challenge

1. Little organizational-wide understanding of patient feedback;
2. Constant questions around data validity;
3. Lack of consistency in data reporting;
4. Unclear direction on priorities.
SUCCESS #1: REMOVING THE VALIDITY QUESTION

1. Improved Survey Process:

<table>
<thead>
<tr>
<th>2011</th>
<th>2013</th>
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<tbody>
<tr>
<td>46 question survey</td>
<td>29 question survey</td>
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<tr>
<td>Mailed only</td>
<td>Electronic only</td>
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<tr>
<td>6-8 week turnaround time from visit to</td>
<td>Average turnaround time</td>
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<tr>
<td>survey return</td>
<td>= 48 hours</td>
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<td>Fewer than 3% of patients able to</td>
<td>All patients eligible</td>
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<tr>
<td>complete a survey</td>
<td></td>
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<tr>
<td>Fewer than 25 responses per site/month</td>
<td>300% increase in returned surveys</td>
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SUCCESS #1:
REMOVING THE VALIDITY QUESTION

2. Ensured Consistent, Transparent Data:
   a. Conducted thorough Clinic-Wide education
   b. Centralized all reporting
   c. Updated reports (Clinic-Wide, Departmental, Role-Specific)
   d. Addition of weekly comments report

3. Updated Goal Setting:
   a. Selected UHC benchmarking group across Emory Healthcare
   b. Simple Green or Red performance indicators
## CURRENT/PROPOSED PATIENT FEEDBACK REPORTING

### AUDIENCE | REPORT FEATURES | EXPECTATIONS
--- | --- | ---
**Clinic Administration** | • Clinic-wide trended data with goals  
• Top and bottom performers (with historical performance)  
• Most-Voiced Concerns (STARS) | 1. A thorough understanding of patient feedback.  
2. Review of data:  
   a. Clear understanding of trending to/from goal/s.  
   b. Creating or refining action plans around opportunities for improvement.  
3. Communication to appropriate audiences (faculty, staff, etc.)  
4. Engagement with Service Management team.

**Physician Leaders** | • Clinic-wide trended data with goals  
• Top and bottom performers  
• Focus on Care Provider questions |  

**Administrators, Chairs, and Business/Clinical Leaders** | • Section-specific trended data with goals  
• Weekly comments  
• Distribution of scores |  

**Ad-Hoc** | • Patient Access  
• Front Desk  
• Facilities  
• Quality & Safety |
SUCCESS #2:
ACCELERATING PROCESS IMPROVEMENT

Step 1 - Zeroing In On Our Priorities:
  a. Ease Of Scheduling
  b. Ease Of Getting Clinic On The Phone
  c. Wait Time At Clinic
  d. Sensitivity To Patient’s Needs

Step 2 - Targeting The High Opportunity Departments

Step 3 - November 2012: Launch Of PSAT (Patient Satisfaction Acceleration Team)
SUCCESS #2:
ACCELERATING PROCESS IMPROVEMENT

PSAT:
1. Modeled after Emory’s Quality Acceleration Team.
2. Meets every 2 weeks, for 2 hours, with all key members in attendance.
3. Leave every meeting with decisions and specific action items.
4. Benchmarking is critical.
5. Track all tests of change to establish best practice.
6. Constant use of data to drive discussions and decisions.
General Internal Medicine Specialties
PSAT Areas of Focus
Weekly Mean Score

Ease of getting clinic on phone
Ease of scheduling appointments
Wait time at clinic
Our sensitivity to patients' needs
Overall Mean

Source: Press Ganey
Filters:
1. All survey responses
2. Date of Service

EMORY CLINIC

<table>
<thead>
<tr>
<th>Specialty</th>
<th>Weekly Mean Score</th>
<th>Ease of getting clinic on phone</th>
<th>Ease of scheduling appointments</th>
<th>Wait time at clinic</th>
<th>Our sensitivity to patients' needs</th>
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<td>Dermatology</td>
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<td>General Internal Medicine</td>
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<td>Spine Center</td>
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SUCCESS #3:
USING COMPREHENSIVE FEEDBACK FOR TARGETED TRAINING AND COACHING

Emory Clinic’s Service Training Program:
1. Formed from a need for personalized and specific Service Coaching.
2. Started in 2012.
3. 1,300 trained in over 160 sessions.
SUCCESS #3:
USING COMPREHENSIVE FEEDBACK FOR TARGETED TRAINING AND COACHING

Case Study - General Internal Medicine:
1. Several attempted training efforts previously.
2. Trending at or below the 10th percentile nationally.
3. Conducted Needs Assessment:
   a. Two years worth of Press Ganey & STARS data.
   b. Department observations (staff and patient shadowing).
4. Data showed the greatest opportunity around Sensitivity to Needs.
5. 3 month training engagement (including planning sessions, content design, and delivery).
6. Two key factors to success: comprehensive patient feedback to build content; physician engagement.