Physician Engagement & Patient Experience: Our Pediatric Experience

Rahul K. Shah, MD, MBA
President, Medical Staff;
Associate Surgeon-in-Chief;
Associate Professor of Otolaryngology

Mary Anne Hilliard, Esq.,
BSN, CPHRM
Chief Risk Counsel,
VP Safety and Patient Experience

Melissa Winter
Program Director, Service Excellence
About Children’s National

- Only freestanding children’s hospital in Washington, DC region
- **303 licensed beds**
  - 54, NICU
  - ~ 15,000 discharges in FY13
- **2 Emergency Departments** (hospital-based is Level I pediatric trauma center)
  - One of the busiest pediatric EDs in the country
  - ~ 118,000 visits in FY13
- **8 Regional Outpatient Centers** + Hospital-based Specialty Clinics
  - ~ 247,000 visits in FY13
  - ~ 18,000 ambulatory procedures/surgeries in FY13
- Largest primary care program in DC
  - 7 health centers
  - 3 mobile units
  - Several pediatric practices
- Pediatric teaching hospital affiliated with George Washington University
- Several Research Institutes
- **National Recognition:** U.S. News & World Report; Magnet Recognition by American Nurses Credentialing Center
Defining Patient Experience

We believe in the power of our providers and staff to *make a difference every day* in the lives of our patients and coworkers.

These efforts are one piece to our value based care model to deliver an overall quality patient experience.
Our Overall Journey – By the numbers

- Inpatient Pediatric and Medical Practice top box scores have been **steadily rising since 2010**
- Increased awareness of the patient experience throughout the entire health system
- Increased number of survey responses via e-survey
Our Care Provider Journey – By the numbers

- All Care Provider Medical Practice top box scores have been steadily rising since 2010

- Ten questions on Medical Practice (specialty clinic) survey = “Overall score”

- “CP Concern for questions/worries” (empathy) has biggest gains
CP Interventions: Share Individual Data

- Custom individual reports created for all providers, divisions and Centers of Excellence.
- Emailed to individual providers, Chiefs, Senior Vice Presidents, and Chief Medical Officers every quarter.
- Includes provider questions, organizational goal metrics, and comments.
CP Interventions: Celebrate High Achievers

- Annual recognition of “Top Doctors” from CEO and CMOs, with copies to Chief and SVP
- One letter for those at 70-79% “very good” on “Likelihood of recommending care provider” question
- Another letter for those at 80%
- Should there be a remedial letter?
CP Interventions: Additional Recognition

- **“Recognition Wall”** outside CEO Suite and on intranet
- Positive comments from surveys in which staff are named – physicians represent largest group.
- Updated monthly.

- Monthly **“Power of One Award”**
  - Nominated by peers and/or families.
  - Recognized by CEO at monthly management meeting, and annually by Board of Trustees.
CP Interventions: Expect Improvement

- Improving Patient Satisfaction is 1 out of 5 organizational goals
- In FY13 and FY14, cascading goals were strongly encouraged for those providers with data
- Expectation is set from CMOs to be at 70% or higher for “Likelihood to recommending care provider”

<table>
<thead>
<tr>
<th>FY14 PE Goals for Physicians who get Survey Scores (&amp; APPs)*</th>
<th>Threshold</th>
<th>Target</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INDIVIDUAL PROVIDERS</strong></td>
<td>Top box response of ≥ 70% for “Likelihood of recommending care provider”, OR completion of a professional development session and ≥ 60% as above².</td>
<td>Threshold plus improvement in 2 out of the 4 key drivers of satisfaction.</td>
<td>Target plus, improvement in 3 out of the 4 key drivers of satisfaction.</td>
</tr>
<tr>
<td><strong>DIVISION CHIEFS</strong></td>
<td>Top box response of ≥ 70% for “Likelihood of recommending care provider”, OR completion of a professional development session and ≥ 60% as above².</td>
<td>Divisional Improvements</td>
<td>Improvement for division in 2 out of the 4 key drivers of satisfaction.</td>
</tr>
<tr>
<td><strong>SENIOR VICE PRESIDENT (Above)</strong></td>
<td>Improvement in 70% of the division providers aggregate score.</td>
<td>Improvement in 80% of the division providers aggregate score.</td>
<td>Improvement in 90% of the division providers aggregate score.</td>
</tr>
</tbody>
</table>

*Physicians & Advanced Practice Providers who have a a response rate ≥20 survey responses.

**Attainment is based on individual provider survey results in the following Patient Satisfaction Key Driver Metrics:
- “Likelihood of recommending care provider”
- “Provider: Key Drivers: “Care provider concern for questions/answers” and “Care provider instructions for follow-up care”
- “Overall Key Drivers: “Information about delays” and “Staff’s introduction of themselves”

² Professional development session to be offered by Children’s National or outside session must be pre-approved. (Improvements measured by “Top Box (Percent Very Good)” Press Ganey scores.)
CP Interventions: Competitive Transparency

- **Internal dashboard** includes a year-to-year comparison of specialty performance (top graph)
- Includes “Overall” doctors trend (bottom right)
- Updated monthly
- Posted on intranet; emailed to Leadership Council and 100+ Press Ganey users
According to Press Ganey maintaining improvements in patient satisfaction is a challenge, and backsliding of patient gains is common—with only one percent of hospitals able to achieve and maintain 1-point improvement for three years.

We have beaten those odds since FY11.

Clinic and Inpatient performance has either stayed flat or improved year-to-year.

ED and NICU performance experienced dips, but rebounded higher in subsequent years.

Note: NICU FY14TD data is unable to be compared due to new survey tool.
CP Interventions: Feedback

- **Real-time** feedback is key to CP engagement
- Drives appreciation of shared goal
- Cannot minimize the impact

You have received a Press Ganey Compliment

Dear Dr. Rahul Shah,

Congratulations! You were recognized by families through Press Ganey for your exceptional service. Below are the comments for your reference:

"Dr. Rahul Shah was amazing. I am so thankful we found him."

"Dr. Rahul Shah gave us advice and his email address if we had any concerns."

We would love to post these compliments on our Children’s Recognition Wall. If you do not want your compliments posted please let us know. *If we do not receive a response within 3 business days, the comment will be posted.*
CP Interventions: Reinforce Behaviors

- Annual internal multidisciplinary patient experience symposium
- 20 patient- and family-centered sessions in 2014
- Physicians host a panel to discuss best practices
Thank you!