

CLINICIAN
EXPERIENCE
PROJECT®

BY PRACTICING EXCELLENCE

Roundtable Discussion

Scaling Coaching Across a Medical Group

July 21st, 2021



Webinar Particulars

- All lines have been placed on mute.
- If you have any questions or comments during the presentation, please submit them using the Q&A or Chat function of this system and our presenters will address them at the end.
- Today's presentation is being recorded and direct links to the presentation and recording will be emailed to all participants and it will also be available on AMGA's web site.
- If you would like a representative from Practicing Excellence to get in touch with you after the webinar, please let us know in the Q&A or chat box and we'll share your information. AMGA will not provide emails to Practicing Excellence unless we have your permission.

INNOVATION, QUALITY & LEADERSHIP CONFERENCE

IQL

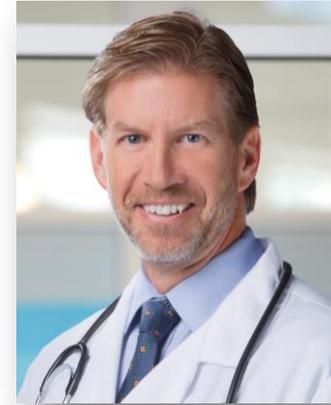
September 22-24, 2021
New Orleans, Louisiana
amga.org/IQL21



Our Panelists



Stephen Beeson, MD
Founder and CEO
Family Medicine Physician
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Chief Experience Officer
Vascular Surgeon
Colorado Permanente Medical Group
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Conversation Outline

- Review the clinician skills that drive group culture and performance
- Outline how to get coaching to everyone when there's no time
- Learn why and how Colorado Permanente Medical Group rolled out coaching to all of their physicians
- Provide you with a resource to help envision coaching for all

Origin Story: Sharp Rees-Stealy Medical Group



Effective Care Team Coaching Features

| | | | |
|--------------------|-----------------------------|----------------------|-------------------------------|
| Minimal Time | Scalable to Everyone | Mobile | Practical |
| Synchronous | Verifiable | Mapped to priorities | Works |
| Witnessable impact | Sharable | Role specific | Individual and group learning |

The Skills That Drive Culture and Performance

CONNECTING WITH PATIENTS



COLLABORATING WITHIN AND ACROSS TEAMS



LEADING WITH PURPOSE, GRACE, AND AUTHENTICITY



Clinician Experience Project at a Glance

100's of skill-building tip videos delivered by expert faculty

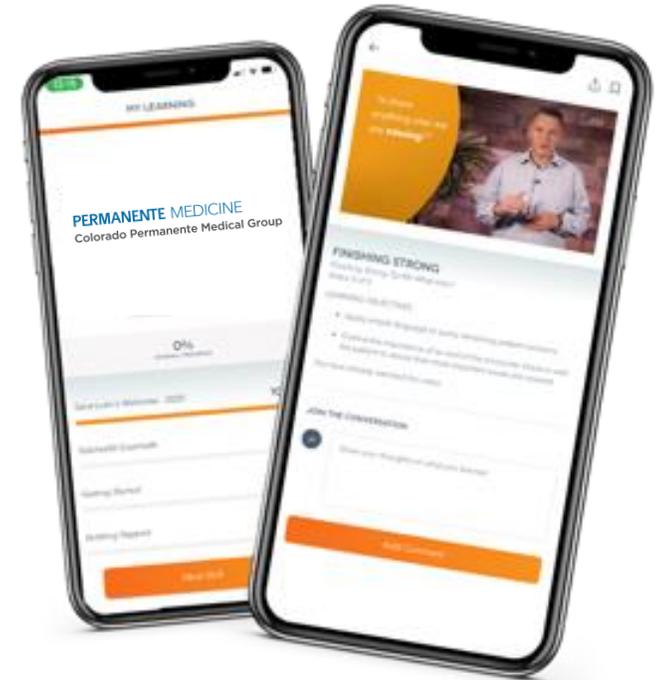
Prescriptive Programs mapped to specific organization priorities

The CEP mobile app delivers a weekly tip

Client success team provides “at the elbow” support

Reporting and analytics track participation

CME credits and certifications are awarded



Case Example



ORG

- + 75,000 employees
- + 23 hospitals

CHALLENGES

- + Clinician well-being
- + Patient experience

SOLUTION

Clinician Experience Project

RESULTS



Maslach burnout scores were significantly reduced



74% of physicians felt enhanced patient connection



Results in less than 6 months



Third-party validated results



STUDY RESULTS:

Controlled trial validated real-time coaching process significantly impacted well-being and the patient experience in study conditions ($p = .039$)

Case Example



ORG

- + 18 Hospitals
- + Physician group with 2,200+ clinicians

CHALLENGES

- + Patient experience scores
- + Clinician engagement scores

SOLUTION

- + Ambulatory Patient Experience Program

RESULTS



97% clinician participation



Top quartile performance in most key patient experience metrics



Results in just seven months

"More than 2,200 clinicians participated together in the program. Learning these key skills together led to better team collaboration, more meaningful patient connections, and significant patient experience survey metric improvements!"

- *Dr. Gina Lawson, Chief Medical Officer, Saint Luke's Physician Group*

Case Example



ORG

- + Eight primary care clinics, two urgent care, and large MOB - specialists
- + 750 clinicians and leaders

CHALLENGES

- + Physician turnover
- + Provider ratings

SOLUTION

- + Ambulatory Patient Experience Certification Program

RESULTS



First year turnover dropped 3% in 12 months



Rate your provider moved 4.9 raw points to 87th percentile



Results in just twelve months



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PERMANENTE MEDICINE

Colorado Permanente Medical Group

Our Story

PERMANENTE MEDICINE

Colorado Permanente Medical Group



1200
Physicians



30
Clinics



600,000
Members



PERMANENTE MEDICINE

Colorado Permanente Medical Group

Best performer



Rated the benchmark plan for the U.S. in the 2018 eValue8 survey

Highest Rated



2019 - 2020

Health Plan in Colorado

Best in State

Asthma control: ★★★★★

Cancer screening: ★★★★★

Children/Adolescent Health: ★★★★★★

Blood Pressure control: ★★★★★★

Heart Disease: ★★★★★

Mental/Behavioral Health: ★★★★★

Prevention: ★★★★★★

Treatment: ★★★★★

Women's Health: ★★★★★★



Highest rated Medicare Advantage program in Colorado since the inception of the CMS Star rating program.

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PERMANENTE MEDICINE

Colorado Permanente Medical Group

Our challenge

- Quality benchmarks at risk due to CAHPS performance.
- Net promoter score of -3.
- Member attrition. *Analysis showed provider interaction is the main driver of loyalty.*
- Provider attrition.



Our initial approach

- Regularly assessed performance with specialty-dependent peer comparison benchmarking
- Provided skill-building based on areas of opportunity
 - ❑ Self-study books, tips, and articles
 - ❑ Offsite communication workshops
 - ❑ 1:1 coaching for select physicians

Our approach was not scalable to 1,200 clinicians

Our revised approach

- Engaged with the Clinician Experience Project
- Used technology to deliver video-based coaching to all 1,200 clinicians
- Customized curricular programs, mapped them to the areas of highest need:
 - New clinician onboarding
 - Art of medicine domains
 - Targeted skill-building by specialty
 - Leader development
- Built culture and community focused on learning and improving together

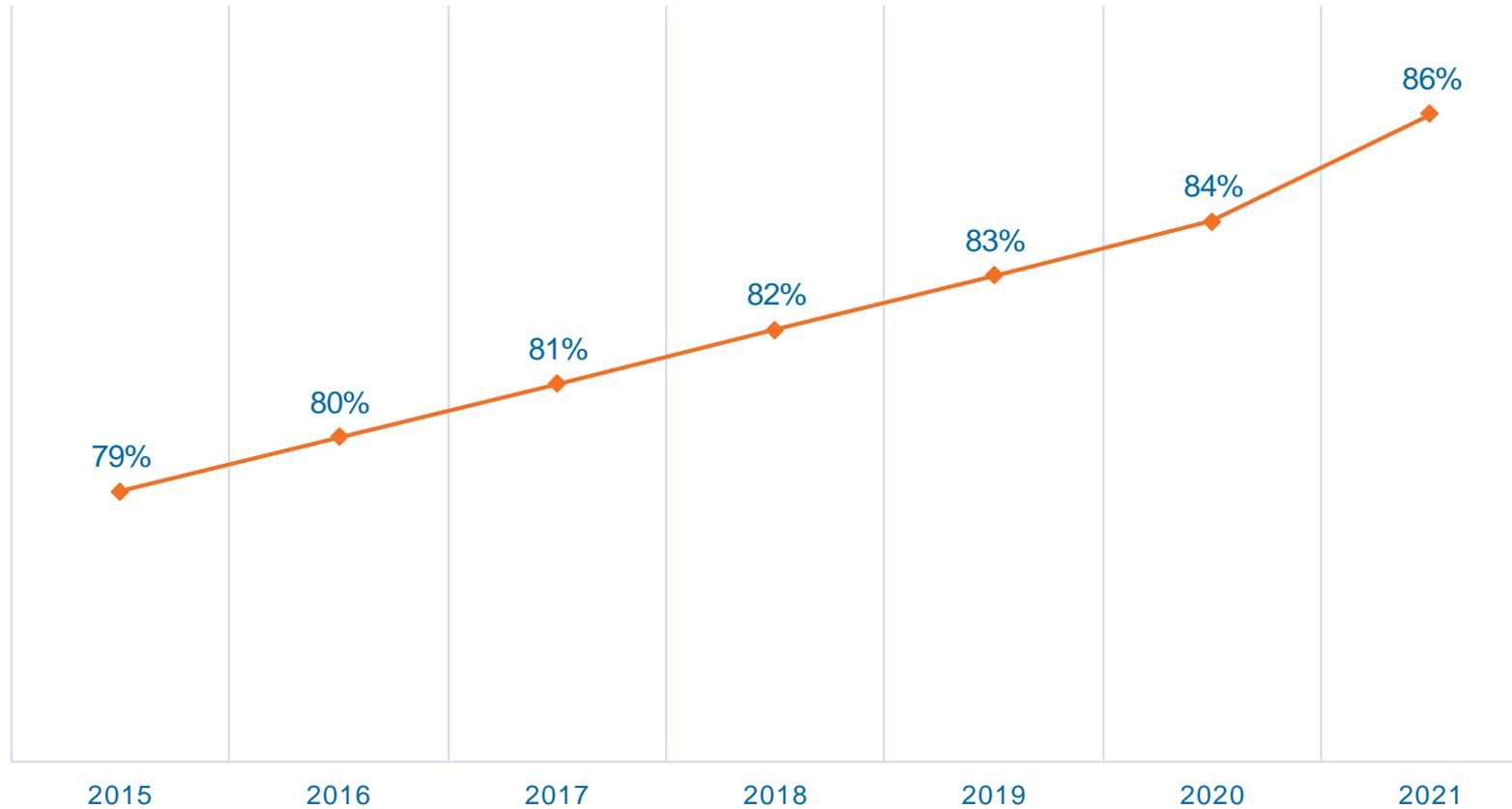
Observational Analysis

- The Clinician Experience Project was rolled out to 400 primary care physicians.
- After six months, the 139 physicians that actively engaged with the Clinician Experience achieved a statistically significant performance improvement.
- The performance for those who did not engage was flat, and in some cases, went down.

PERMANENTE MEDICINE

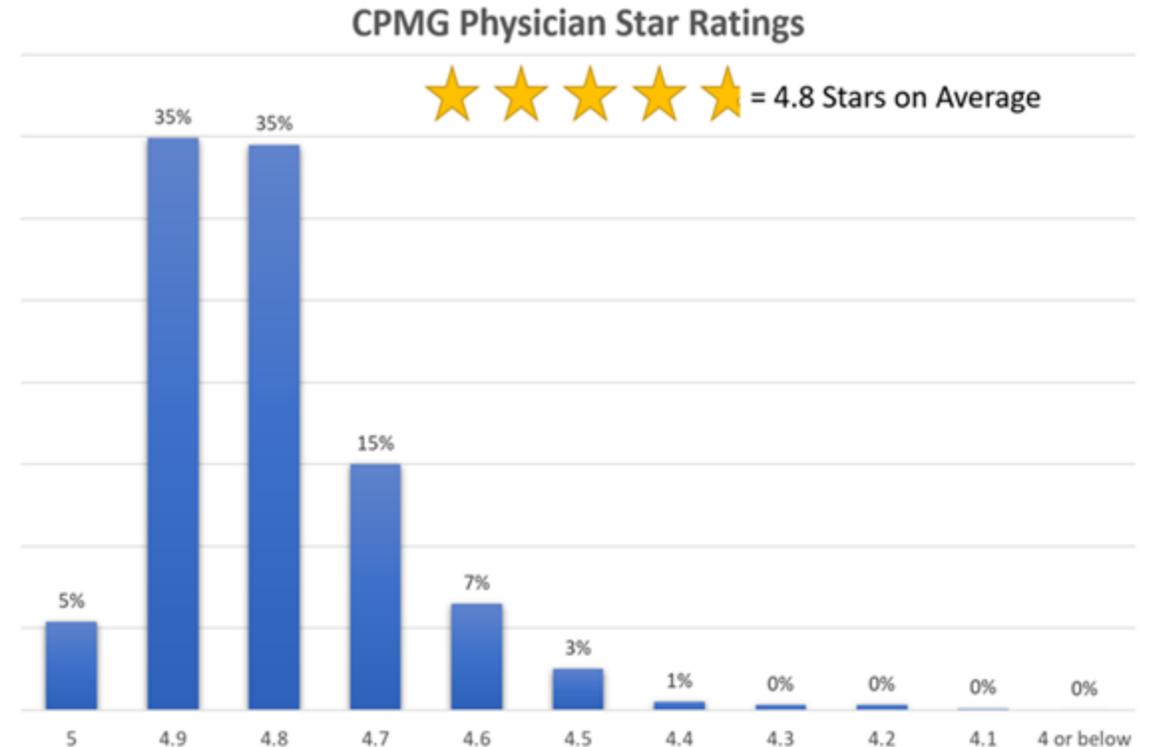
Colorado Permanente Medical Group

RESULTS: OVERALL PROVIDER INTERACTION



Results: Star Ratings

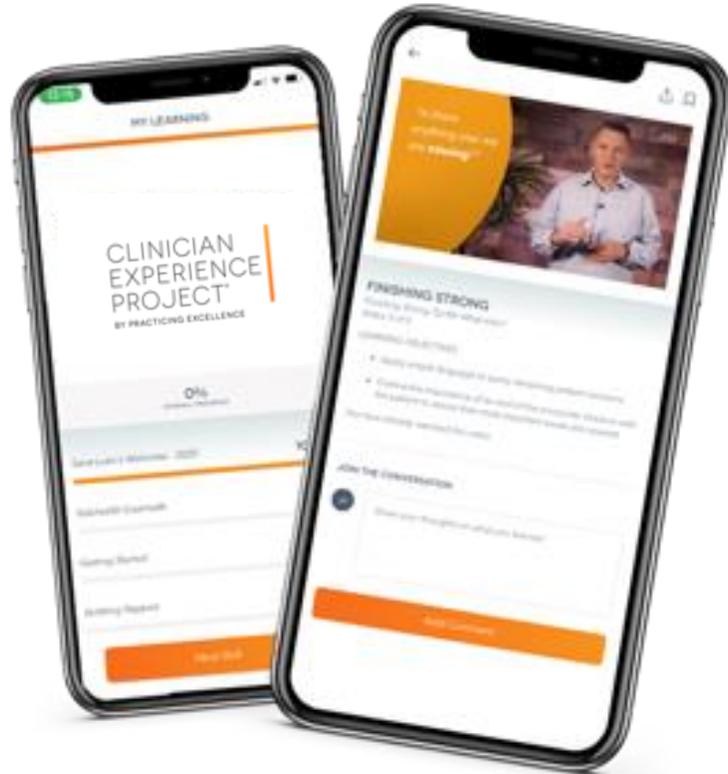
- CPMG physicians receive an average star rating of 4.8 stars
- 99% of physicians receiving 4.5 stars or higher from their patients



Pay it forward advice

1. Must connect our efforts to a common cause where everyone is moving in the same direction
2. Shift the conversation from turning red boxes to green boxes, to what brought us all into medicine in the first place
3. As leaders, we must model the behaviors we seek to inspire
4. Recognize and reward frequently, specifically and visibly
5. If we're going to measure, we must provide tools to help improve

Closing thoughts on coaching that scales



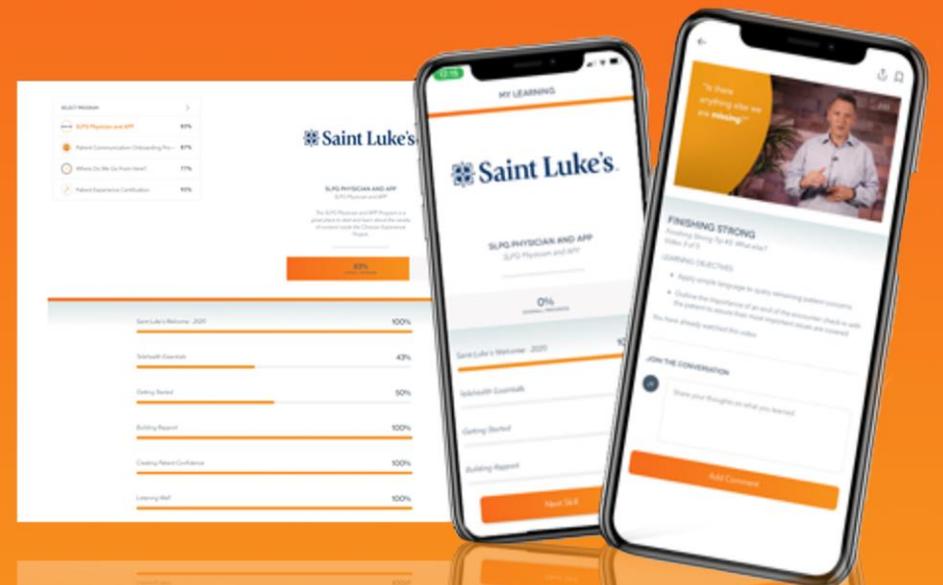
This is about creating a place where people at all levels, individually and collectively, are continually learning and increasing their capacity to produce results

Clinician Experience Project

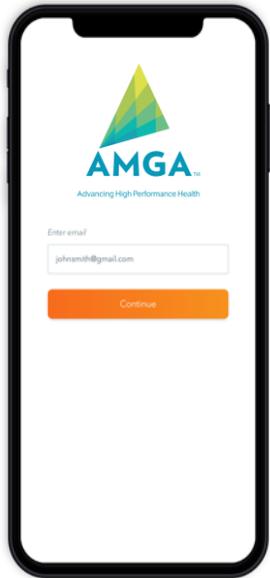
PACKAGED PROGRAMS & TOOLKITS

|  PRESCRIPTIVE PROGRAMS PACKAGED PROGRAMS DESIGNED BASED ON EVIDENCE AND BEST PRACTICES TO DEVELOP SKILLS IN A SPECIFIC DOMAIN | | | | |
|--|---|--|--|--|
| PATIENT EXPERIENCE | | | | |
| PROGRAM | PROGRAM OVERVIEW | STRUCTURE AND DURATION OF PROGRAM | TARGET AUDIENCE | SUPPORT MATERIALS PROVIDED |
| AMBULATORY PATIENT EXPERIENCE CERTIFICATION | Patient connection curricular program, specifically designed for clinicians practicing in an ambulatory setting, focusing on five skills: Building Rapport, Creating Patient Confidence, Listening Well, Conveying Compassion, and Finishing Strong. | 26 Tips 5-minutes per week 6-month program completion | <ul style="list-style-type: none"> Individual clinicians Care teams New clinicians Nurses Staff | <ul style="list-style-type: none"> Patient Experience Certification Toolkit Editable email communications Group meeting slides Meeting handouts |
| HOSPITAL MEDICINE PATIENT EXPERIENCE CERTIFICATION | Patient connection curricular program, specifically designed for clinicians practicing in a hospital setting, focusing on six skills: Hospitalist First Impressions, Conveying Respect, Bringing Compassion, Listening Well, Explaining Care, and Sending Home. | 26 Tips 5-minutes per week 6-month program completion | <ul style="list-style-type: none"> Individual clinicians practicing hospital medicine Care teams New clinicians | <ul style="list-style-type: none"> Hospital Medicine Patient Experience Certification Toolkit Editable email communications Group meeting slides Meeting handouts |
| EMERGENCY MEDICINE PATIENT EXPERIENCE CERTIFICATION | Patient connection curricular program, specifically designed for clinicians practicing in an emergency department environment, focusing on four skills: Communicating at the Bedside, Practicing Self-Care, Supporting Your Team, and Knowing Your Flow. | 26 Tips 5-minutes per week 6-month program completion | <ul style="list-style-type: none"> Individual clinicians practicing emergency medicine Care teams New clinicians | <ul style="list-style-type: none"> Emergency Medicine Patient Experience Certification Toolkit Editable email communications Group meeting slides Meeting handouts |
| TELEHEALTH CERTIFICATION | Curricular program designed for clinicians to master patient connection skills for video visits, focusing on five skills: Virtual Rapport, Virtual Respect, Virtual Care, Virtual Participation, and Telehealth for COVID-19. | 17 Tips 5-minutes per week 4-month program completion | <ul style="list-style-type: none"> Individual clinicians New clinicians | <ul style="list-style-type: none"> Telehealth Certification Toolkit Program welcome email template Editable email communications Activation tip sheets |

DESKTOP & MOBILE PLATFORM TO SCALE COACHING



Special Program for AMGA Members



| Ambulatory Patient Experience | Most Viewed (Fan Favorites) | Well-being |
|---|---|--|
| <p><u>Domain</u>: Listening Well</p> <ul style="list-style-type: none"> • Clinicians: The 2-Minute Rule • Nurses: You Mentioned, You Said, I Heard • Staff: Active Listening | <ul style="list-style-type: none"> • What Worries You the Most? • Mission over Metric • Managing Patient Fear Tip #2: Responding to Patient Fear | <ul style="list-style-type: none"> • Finding Meaning Tip #2: Our Joy • Why Community Matters • Individual Burnout Countermeasures Tip #1: Response to our Circumstances |

Practicing Excellence is pleased to offer AMGA members a two-week all-access pass to the Clinician Experience Project and a program with a sample of our resources.

To receive your all-access pass e-mail us: connect@practicingexcellence.com

Question & Answer

**Two-week all-access pass to the
Clinician Experience Project**



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