Henry Ford Medical Group
Care Experience Journey

Malcolm Baldrige
National Quality Award
2011 Award Recipient

HENRY FORD HEALTH SYSTEM

AMGA 2016 Annual Conference
Today’s Presenters

• William Conway, M.D., Executive V.P., Henry Ford Health System; Chief Executive Officer, Henry Ford Medical Group

• Diane George, D.O. – Chief Medical Officer, Primary Care, Henry Ford Medical Group

• Kelley Dillon – Director, Care Experience, Henry Ford Hospital & Health Network

• Thomas Nantais, Chief Operating Officer, Henry Ford Medical Group
Henry Ford Hospital and Health Network

- 802 bed urban, tertiary hospital and independent academic medical center; 37,000 admissions/year, 20% > 50 miles
- Henry Ford Medical Group:
  - 27 medical centers in 3 counties
  - 1,400 physicians and scientists
  - 500 advanced practice providers
- Level 1 Trauma, Multi-Organ Transplant, Cancer and Heart Centers
- 200,000 ED visits annually
- Multiple community partnerships, including federally qualified health centers and school-based clinics
- Serving Southeast Michigan (4 million population); providing $125M in uncompensated care annually
Additional Henry Ford Health System Businesses:
- Insurance Plan (650K members)
- Post-acute services:
  - Home Health Care
  - Outpatient Dialysis
  - Home Products
  - Retail Pharmacies
  - Vision Centers
- 5 Other Hospitals

Academic Programs:
- 800 Residents
- 250 Medical Students
- 500 Nursing Students per year
- Multiple Allied Health Programs
- $70 million in research
- Wayne State University School of Medicine
HFHS Seven Pillars

Mission
To improve people’s lives through excellence in the science and art of health care and healing.

Vision
Transforming lives and communities through health and wellness – one person at a time.

People
Service
Quality & Safety
Growth
Research & Education
Community
Finance

System Values
Respect for people
High Performance
Learning & Continuous Improvement
Social Conscience
Each Patient First

Core Competencies
Innovation
Care Coordination
Collaboration

Organizational Framework
Leadership
Strategic Planning
Patient/Customer Focus
Performance & Knowledge Management
Staff Focus
Safe & Reliable Process Focus
Accountability for Results

THE HENRY FORD EXPERIENCE
From Customer Satisfaction
To Customer Engagement

Framework for a High Performing
SERVICE CULTURE

LEADERSHIP
ON-BOARDING & DEVELOPMENT
TEAM MEMBER STANDARDS
LASTING IMPRESSIONS
EXPECTATIONS
COMMUNICATION
RECOGNITION & REWARD
TALENT SELECTION
ACCOUNTABILITY
VISION

“Transforming lives and communities through health and wellness – one person at a time.”

EMPLOYEE ENGAGEMENT
Culture of Caring
AIDET +1

ALWAYS CONNECTED:
Acknowledge and Validate Suffering
Reducing Suffering to Improving Patient Experience

**OUR GOAL: Prevent** this suffering for patients.
- Provide evidence-based care.
- Prevent complications and errors.
- Ensure coordinated communication, demonstrate cooperation among staff.
- Reduce wait, show respect and value for the individual.

**OUR GOAL: Mitigate** this suffering by responding to Inherent Patient Needs.
- Address symptoms, improve functioning, seek to cure, reduce pain and discomfort.
- Reduce anxiety and fear, educate and inform.
- Minimize the extent to which medical care disrupts normal life to the greatest extent possible.
- Provide distractions from the medical setting that provide respite to the anxious patient.
Culture of Caring

ALWAYS CONNECTED:
Acknowledge and Validate Suffering

 Spend 5 with AIDET +1

A - Acknowledge the Backstory
   See me as a person

D - Duration
   Communicate during and after

I - Introduce to the Environment
   Build trust, safety, security & confidence

E - Explain Alternatives
   Help with planning

T - Thank the Patient
   Express gratitude for trust, care

M - Mindful of Self and Team
   Take joy and pride in providing care for patients

F - Feedback to Provider
   Evaluate and improve to meet patient needs

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Need for Change…

- Courtesy was open to interpretation
- An excellent patient care experience was not a shared priority
- Clinic appearance was eclectic
- Great service was not reinforced
- Measurements/patient feedback was not transparent
- A culture of change framework is not a natural priority
FRAMEWORK FOR CULTURE CHANGE

Key Words & Actions
Playbooks & Training

Clinic Appearance Standards

Accountability System

Recognition & Feedback

Dashboards
# Accountability, Recognition & Feedback

<table>
<thead>
<tr>
<th>PROCESS</th>
<th>WHO</th>
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<tbody>
<tr>
<td>Internal Audits</td>
<td>Culture of Caring Council</td>
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<tr>
<td>External Mystery Shops</td>
<td>Vendor</td>
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<tr>
<td>Rounding Embraced By All Leaders (REAL)</td>
<td>Executives</td>
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<tr>
<td>CSR, Physician and Culture of Caring Newsletters</td>
<td>All Staff</td>
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<tr>
<td>Huddles and Huddle Boards</td>
<td>All Medical Centers</td>
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<td>WOW Awards</td>
<td>All Medical Centers</td>
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<tr>
<td>Peer Observations</td>
<td>Medical Assistants</td>
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</table>
Dashboards

• Transparent Data....
BEFORE: Courtesy of Registration Staff

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Displayed by Visit Date
AFTER: Courtesy of Registration Staff
Friendliness and Courtesy of Nurse/Nurse Assistant

![Graph showing the trend of friendliness and courtesy of nurse/nurse assistant from February 2015 to February 2016. The mean is 77.5 with variations ranging from 75.9 to 79.8.](image-url)
Enhancing Care Experience through Improved Physician Communication

- Physician Expectations
- Communicating & Rounding
- Transparent Data

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Physician Expectations

- Required 3-Hour Skilled Communication Training for new Senior Staff
- Physician Shadowing Process
- Transparency of individual data
- 5 required Resident Communication Courses
Senior Staff “Baseball” Card

John Popovich Jr., M.D.
Lung Specialist

Henry Ford Hospital
2799 W. Grand Blvd.,
Detroit, MI 48202
(313) 916-2600

Contact Information
Office: (313) 555-5555
Cell: (313) 555-5555

(313) 916-8058
(313) 520-8669

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Transparent Data

Provider Portfolios

Dr. Alexander Shepard

Dr. Alexander D. Shepard, M.D.

Press Ganey

Outpatient Data

Provider CAMPS Provider Questions

<table>
<thead>
<tr>
<th>Domain and Questions</th>
<th>2014 Q1</th>
<th>2014 Q2</th>
<th>2014 Q3</th>
<th>2014 Q4</th>
<th>2015 Q1</th>
<th>2015 Q2</th>
<th>2015 Q3</th>
<th>2015 Q4</th>
<th>Top Box Score</th>
<th>Selection Rate</th>
<th>Peer Group**</th>
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<tbody>
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<td>Overall Doctor Rating 0-10</td>
<td>100.0</td>
<td>100.0</td>
<td>91.7</td>
<td>84.6</td>
<td>66.0</td>
<td>100.0</td>
<td>92.3</td>
<td>81.8</td>
<td>100.0</td>
<td>92.3</td>
<td>81.8</td>
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<td>Recommended this provider office</td>
<td>80.0</td>
<td>100.0</td>
<td>91.7</td>
<td>91.7</td>
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<td>100.0</td>
<td>85.7</td>
<td>90.9</td>
<td>85.7</td>
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<td>85.7</td>
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<td>PHYSICIAN COMM QUALITY</td>
<td>100.0</td>
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<td>95.8</td>
<td>98.8</td>
<td>96.2</td>
<td>100.0</td>
<td>94.0</td>
<td>95.3</td>
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<td>95.3</td>
<td>100.0</td>
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<td>Standard Deviations</td>
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<td>Average:100.0</td>
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<td>Average:97.9</td>
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<td>Average:94.6</td>
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</tbody>
</table>

**Provider expl in way you understand**
100.0 100.0 91.7 84.6 90.0 100.0 100.0 100.0 100.0
**Provider listens carefully to you**
100.0 100.0 100.0 100.0 100.0 100.0 100.0 100.0 100.0
**Give easy to understand instruction**
100.0 100.0 100.0 90.9 87.5 100.0 100.0 90.0 100.0
**Know important info medical history**
100.0 100.0 100.0 85.6 100.0 100.0 85.7 81.8 100.0
**Show respect for what you say**
100.0 100.0 100.0 92.3 100.0 100.0 85.7 100.0 100.0
**Spend enough time with you**
100.0 100.0 83.3 92.3 100.0 100.0 92.9 100.0 100.0

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Patient Experience 2.0

• How do we address other aspects of the patient experience, those outside of face-to-face interaction of the traditional appointment?
• How do we respond to the growing desire (demand?) for instant care and on-line options?
• How do we increase the ease of accessing care?
What is Radical Convenience?

• Radical Convenience is the patient experience lens through which we evaluate access.
• Access broadly defined
  – Phone, online, video, in-person
  – Call, Click or Come In
  – Scheduled or unscheduled
  – Access to care
Some Radical Convenience Initiatives

• Primary Care’s Call, Click or Come In strategy
• MyChart Self-Scheduling
• Walk-In care – wildly successful
• Queuing system- Skip the Wait
• Virtual Care
• What’s next?
When medical advice is needed, patients can receive it right from work, smart phone or home:

- **We’re available 24/7.** Nurse –On-Call available nights, weekends and holidays. **Cold & Flu Hotline** during office hours.

- Nurse-On-Call can quickly connect the patient to a physician if needed or desired

- **Advice** with a nurse or their provider is available during Medical Center office hours
Click

…..our online options place health care at patients’ fingertips

- Virtual Visits help patients avoid missing work for lower acuity illness:
- **Teladoc** provides convenient access to a board certified physician 24/7, via smartphone or the web.
- **MyChart** allows patients to conduct eVisits with their PCP, receive test results in real time, message their doctor or clinic staff, schedule visits, renew prescriptions and more.
Come In

…..whenever there is a need to see a primary care provider for preventive, chronic or acute issues

- Same Day and Next Day appointments.
  - Self scheduling available via MyChart
- Walk In Clinics- Urgent Care services with a primary care co-pay.
- QuickCare- Trendy retail clinic in Detroit with concierge support
- On-line queuing system for walk-in care
Self-Scheduling via MyChart

• Available for Primary Care, Behavioral Health, and Women’s Health
• All open appointments are visible—whatever the patient could access by a phone call can be accessed directly.
• For other specialties the “Request an Appointment” feature is used.
Patient Satisfaction with MyChart is very high.

- 98% of survey respondents rated the ease of direct scheduling via MyChart as extremely easy or easy. 2% neutral. 0% negative.

- What patients are saying:
  - “At 80 years of age I find this process absolutely amazing!”
  - “The entire MyChart system is the best!”
  - “I love MyChart because you can express your medical concerns without worrying whether or not the doctor received the correct information.”
  - “Beats having to call!”
  - “I love it. No waiting on the phone.”
  - “Flawless experience, very quick.”
More Comments

• “I think this is a wonderful way to schedule a non-urgent appointment. I can do this at a time when it suits me and don't need to spend time waiting on the phone. Thank you”
• “Find this most convenient...no phone, no waiting, and instant piece of mind.”
• “Thank you! This is much easier. Seeing all of the time slots available saves so much time and is much more convenient”
• “I just want to say how wonderful My Chart is. I have found it is easy to navigate and since this was my first experience of scheduling an appointment, this was great to be able to schedule an appointment this way.”
• “This is so convenient. It's so easy to select the time that works best from a website-MUCH easier than on the phone! I only wish that there were more doctors available from specialists offices.”
• “I wish I could do this for all my doctors.”
Walk-In Clinic Monthly Visit Trend

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Clockwise.MD

• Online reservation and queue management system.

• Initially implemented to support our Walk-In Clinics. Now moving to support other walk-in services.

• Patients realize shortened & predictable wait times resulting in improved patient satisfaction and service scores.
Skip the Wait

• Log onto Henryford.com/quickcare
  • View current wait times
  • Reserve your spot in line – zero wait
  • Walk in
Henry Ford Quick Care - Woodward
1515 Woodward Ave
Detroit, MI 48226
(313) 324-8178

At Henry Ford Quick Care - Woodward, you can skip the wait. Just choose the time you'd like to come in, and we'll hold your spot. But first, please make sure you don't need to call 911.

Next available visit is in 0 - 15 minutes.

Select a reason:
Walk-In Care

Patient First Name
Patient Last Name

11:18 AM
Cell Phone #

We'll send you a text message when it's time to show up.
30 minutes before my visit

I have reviewed the information on when to call 911

Confirm me!

Powered by Clockwise.MD
View Same-Day Clinic wait times and reserve your spot in line with Clockwise.MD.

henryford.com/skipthewait
<table>
<thead>
<tr>
<th>#</th>
<th>Name</th>
<th>Type</th>
<th>Call Back Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Lov, T.</td>
<td>Walk-in</td>
<td>0 - 15 Minutes</td>
</tr>
<tr>
<td>2</td>
<td>Wil, Z.</td>
<td>Walk-in</td>
<td>5 - 20 Minutes</td>
</tr>
<tr>
<td>3</td>
<td>Sal, Z.</td>
<td>Online</td>
<td>Please Check In</td>
</tr>
<tr>
<td>4</td>
<td>Ban, E.</td>
<td>Walk-in</td>
<td>21 - 36 Minutes</td>
</tr>
<tr>
<td>5</td>
<td>Say, S.</td>
<td>Walk-in</td>
<td>27 - 42 Minutes</td>
</tr>
</tbody>
</table>

*Powered by Clockwise.MD*

Clockwise.MD TV monitor for Same-Day Clinic only.
Henry Ford Health System

Detroiter: Do you have a coworker or friend who always seems to have the sniffles? We have opened our new QuickCare Clinic in Downtown #Detroit. It’s centrally located, has no urgent care fees and short wait times. Tag a colleague who you think should know about us! http://ow.ly/PTyVD

Like · Comment · Share · Edit · August 14

Tricia Owen Stieber, Missy Robinson Ewald, Liz McClure and 318 others like this.

62 shares

Talana So Genuine Perry Just visited this location on Monday. Very true to it’s word, I was in and out in 30 mins. Got a text right before my appt and it was not crowded!

Unlike · Reply · 1 · 7 hours ago

Write a reply...
Patient Comments – Press Ganey

• “I made an on-line appointment at this walk in clinic. It allowed me to sign in & told me the approximate wait time. It ended up being exact. Had an option to be texted x minutes prior to arrival time. No waiting. The doctor was very professional kind & efficient.”

• “I like that there is a monitor that tells you as an individual your approximate wait time.”
Virtual Care Initiatives

• Home Access
  – TelaDoc, eVisits, MyChart messaging, eHome Monitoring, post operative follow up

• Structural Heart Consults
  – Bay City Hospital to HFH for surgical consults

• Tele-Travel
  – QuickCare - Woodward to Columbus Center RN

• Tele-Dermatology

• Tele-Radiology
Virtual Care

• Travel Services
  • Consult offered virtually with staff located in a medical center 35 miles away.
  • Vaccines administered locally by Nurse Practitioner
Launching Now

Behavioral Health Inpatient and Outpatient

School-Based Health (RN or NP to Pediatrician)

Vascular lab (out patient)
“Radical Convenience”: What’s next?

<table>
<thead>
<tr>
<th>Patient Advisory Group – Directing us now</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scheduled telephone and video visits with PCP - Launching 2\textsuperscript{nd} Quarter</td>
</tr>
<tr>
<td>Same day specialty appointments</td>
</tr>
<tr>
<td>Self-Scheduling via for more specialties</td>
</tr>
<tr>
<td>High touch navigation for high tech services</td>
</tr>
</tbody>
</table>
Questions?