Engaging Physicians and Enhancing Patient Experience

November 16, 2016
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Vice President of CHRISTUS Trinity Clinic Operations

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Director of Hospitality and Service Excellence, CHRISTUS Trinity Mother Frances Health System

CHRISTUS Trinity Clinic: Tyler, Texas
Presentation Outline

• Background
• Laying the Foundation for Success
• Driving Results
• Strategies and Processes
• Sustaining Results
• Q&A
CHRISTUS Trinity Clinic

• 360+ Physicians and Advanced Practice Providers
• 36 specialties
• 33 locations
• 27 counties
• Geographically distributed within 60 miles of our main campus
Service Area

Population Size = 1,046,763
Laying Foundation for Success

Shared Value System

• Faith Based
• Patient Centered
• Teamwork
• Seamless Care
• Mission Driven
• Proven Results
Laying Foundation for Success

Physician Involvement in Governance, Strategy and Development

• Institute Structure
• Institute Chairs involved with strategic planning, development of Growth, Access, Patient Experience and Quality initiatives
• Create accountability for each specialty
Driving Results – Growth & Productivity

TC PRIMARY CARE - PHYS. & APP
MONTHLY FTEs

Aug 2016 Actual
115.8 FTEs

Budget
Signed & FTE Changes

PRIMARY CARE
MONTHLY WRVUs

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Driving Results – Growth & Productivity
## Driving Results – Access

<table>
<thead>
<tr>
<th>Average 3&lt;sup&gt;rd&lt;/sup&gt; next available</th>
<th>April 2015</th>
<th>August 2016</th>
<th>% Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary Care</td>
<td>26.7 days</td>
<td>3.7 days</td>
<td>86%</td>
</tr>
<tr>
<td>Specialty Care</td>
<td>42 days</td>
<td>16.87 days</td>
<td>60%</td>
</tr>
</tbody>
</table>
## Driving Results – Clinical Quality

<table>
<thead>
<tr>
<th>QUALITY INDICATOR</th>
<th>Target for 90th percentile</th>
<th>Jul-15</th>
<th>Aug-16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diabetic - A1C Measure &gt; 9%</td>
<td>&lt; 19%</td>
<td>19%</td>
<td>16%</td>
</tr>
<tr>
<td>Diabetic - Foot Exam</td>
<td>&gt; 51%</td>
<td>89%</td>
<td>83%</td>
</tr>
<tr>
<td>Diabetic - LDL Measure &lt; 100 mg/dl</td>
<td>&gt; 51%</td>
<td>52%</td>
<td>57%</td>
</tr>
<tr>
<td>Ischemic Vascular Disease - LDL Measure &lt; 100 mg/dl</td>
<td>&gt; 62%</td>
<td>58%</td>
<td>62%</td>
</tr>
<tr>
<td>Hypertension (140/90) - 18 to 87</td>
<td>&gt; 71%</td>
<td>77%</td>
<td>78%</td>
</tr>
<tr>
<td>Diabetic - A1C Measure &lt; 8%</td>
<td>&gt; 72%</td>
<td>69%</td>
<td>73%</td>
</tr>
<tr>
<td>Preventative - Cervical Cancer Screening</td>
<td>&gt; 72%</td>
<td>54%</td>
<td>64%</td>
</tr>
<tr>
<td>Preventative - Colon Cancer Screening</td>
<td>&gt; 72%</td>
<td>69%</td>
<td>74%</td>
</tr>
<tr>
<td>Diabetic - Eye Screening</td>
<td>&gt; 74%</td>
<td>42%</td>
<td>64%</td>
</tr>
<tr>
<td>Preventative - Breast Cancer Screening (Age 52 - 74)</td>
<td>&gt; 80%</td>
<td>70%</td>
<td>76%</td>
</tr>
<tr>
<td>Diabetic - LDL Measure</td>
<td>&gt; 88%</td>
<td>88%</td>
<td>91%</td>
</tr>
<tr>
<td>Ischemic Vascular Disease - LDL Measure</td>
<td>&gt; 91%</td>
<td>88%</td>
<td>91%</td>
</tr>
<tr>
<td>Diabetic - A1C Measure</td>
<td>&gt; 93%</td>
<td>92%</td>
<td>94%</td>
</tr>
</tbody>
</table>
Driving Results – Service

Mean Trends

Medical Practice
All My Sites
Overall

Mean 93.0

94.5
94
93.5
93
92.5
92
91.5
91

Aug 15 n=941
Sep 15 n=1140
Oct 15 n=812
Nov 15 n=971
Dec 15 n=1015
Jan 16 n=870
Feb 16 n=1158
Mar 16 n=1132
Apr 16 n=814
May 16 n=1806
Jun 16 n=1070
Jul 16 n=2243
Aug 16 n=2350

n = number of respondents

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amga.org
## Driving Results – Service

<table>
<thead>
<tr>
<th>CG CAHPS Domain</th>
<th>Jan 2015 Percentile Rank</th>
<th>Aug 2016 Percentile Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Doctor Rating</td>
<td>57</td>
<td>87</td>
</tr>
<tr>
<td>Access to Care</td>
<td>30</td>
<td>64</td>
</tr>
<tr>
<td>Care Coordination</td>
<td>92</td>
<td>92</td>
</tr>
<tr>
<td>Physician Communication Quality</td>
<td>47</td>
<td>85</td>
</tr>
<tr>
<td>Office Staff Quality</td>
<td>56</td>
<td>88</td>
</tr>
</tbody>
</table>

Data Source: Press Ganey, rolling 6 months, Percentile Rank benchmark All Facilities, All Respondents
Strategies and Processes

Focused Effort on Ambulatory Environment

• 55,000 visits per month
  Leadership to drive results and consistency
• Director of Hospitality of Service Excellence
• Physician Leadership Development
• Institute Structure
• Leadership Training
• Alignment of Compensation
Strategies and Processes

Alignment of Incentives

• Changed from a 100% RVU compensation plan to
• 90% RVU
• 10% “value”
  • 1/3 – CGCAHPS
  • 1/3 – Quality performance
  • 1/3 – Access/new patient
Strategies and Processes

Accountability and Alignment in Operations

• “Cascading” goals for operational leaders
• Consistency in message and expectations
• Ongoing Validation
  • Monthly Meetings
  • Direct Leadership Observation/Validation
  • Secret Shopping
• Transparency of Data
• Link performance to organizational mission and priorities
Strategies and Processes - Access

Focused Effort on Access

• Cascading sponsorship from the top
• Created access team
• Created access dashboard
• Visit type reduction and consolidation
• Trained physician leaders & department managers
• Weekly post “go-live” telephone check-in
Strategies and Processes - Access

Lessons Learned

• Tied project to our mission and values
• A physician’s template is very personal
• Must include the entire care team in the training and philosophy
• Peer accountability helpful
• Relentless persistence
Strategies and Processes - Quality

• Moved from a model of management providing quarterly reports to a self-service model
• Real-time reports available for all to see on internal intranet site
• Internalized population health department to perform outreach
• Configured EMR to provide care gap alert (and automated orders) at each visit across all departments (including specialists)
• Publically celebrated/recognized high performing facilities
Strategies and Processes - Service

Fundamentals

• Addressing the unspoken need of the patient
• Transform culture to adapt to the patient’s needs
• Team approach
Strategies and Processes - Service

Close the Gap Initiative

• Personal touch
• Patient first
• No more calling the patient from the door
• Taking the extra step to close the gap between patient and care team
Strategies and Processes - Service

Lessons Learned

- Close the Gap 90 day plan launch
- Close the Gap 90 day plan end
- New Initiative launched
- Results dropped
Strategies and Processes - Service

Lessons Learned

Successful recovery
Strategies and Processes - Service

Wait Time Initiative – Update every 15 minutes

• Rounding in reception area
• Rounding in the exam room

Medical Practice
All My Sites
Adjusted Mean Score by Received Date
Question - Information about delays

Initiative launch

Date of Export: 10/18/2016 01:50 pm (GMT-0500 (Central Daylight Time))
Strategies and Processes - Service

Lessons Learned

• Physician involvement is essential
Strategies and Processes - Service

Clinician Patient Communication Coaching Program

• To improve patient experience and physician satisfaction
• Internal physicians with exceptional communication skills selected as “coaches”
• Physician coaches mentor peers in clinician patient communication
• Partner for 1 quarter
• Observe 3-4 patient interactions monthly
Strategies and Processes - Service

Initial Responses

- “I will resign before I will submit to coaching.”
- “I will figure it out myself.”
- “Don’t ask me to change.”
- “Do you know where I trained?”
- “NO!”
Strategies and Processes - Service

Since the Launch

“My coach was a great help, he gave me useful tips that I have incorporated into my practice.”

“It was been a very positive experience.”

“I would recommend this program, even to those who are doing really well, they can still benefit from a fresh perspective on the patient experience through coaching.”
Strategies and Processes - Service

“Yes please, I want some help!”

Jan 2016: 11th percentile
June 2016: 71st percentile

“My coach reminded me to slow down and enjoy the relationships with our patients in those first 2 minutes of the visit. As a result I enjoy my patient encounters more.”
Strategies and Processes - Service

“I don’t want to, but I’ll give it a try.”

Jan 2016: 23rd percentile
June 2016: 85th percentile

“It has been a very positive experience.”
“I wasn’t selected, so I am going to get my own coach!”

Jan 2016: 20\textsuperscript{th} percentile
June 2016: 89\textsuperscript{th} percentile

“I followed the tactics and continued the team approach to improve our patients’ experience. The team approach works for the entire department and also for individual providers.”
“No way, I’ll fix it myself”

Jan 2016: 5th percentile
June 2016: 99th percentile

“I heard about what Dr. X has accomplished through team work, I tried it and it worked for me, and I am now encouraging all my peers to do the same.”
Strategies and Processes - Service

Lessons Learned

“The initial communication about the implementation of this program was impersonal and vague. It may be better received by others with a different introduction strategy.”
Strategies and Processes - Service

Lessons Learned

Clinic Patient Communication program - Phase 2

• All Physician Leadership participate
• New Provider Onboarding
• Self-selected providers
• Self improvement resources
• Group coaching sessions
Sustaining Results

• Priority for Senior Leadership
• Maintain Urgency
• Sustain Accountability
  • Monthly Performance Review
• Continuously Validate Correct Behavior
• First Impressions Team
• Manager’s Council
• Discipline to consistently reconcile competing priorities and avoid “initiative overload” for managers and front line staff
Questions?

“Success is not the key to happiness. Happiness is the key to success. If you love what you are doing, you will be successful.”

Albert Schweitzer