

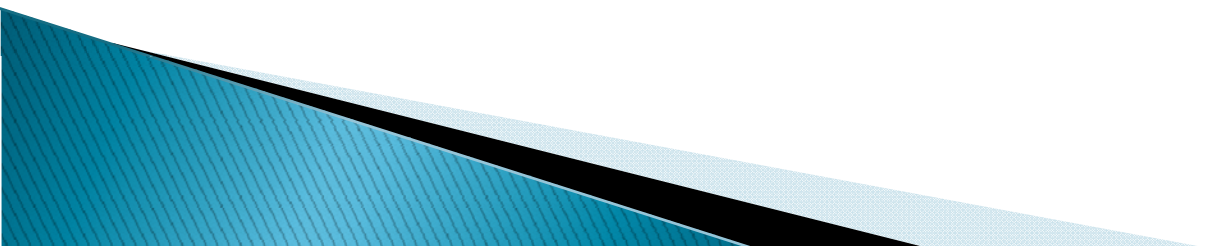
Hudson River Healthcare: Learning from the Patients

Paul Kaye, MD
VP, Practice Transformation
January 27, 2011

HRHCare Sites

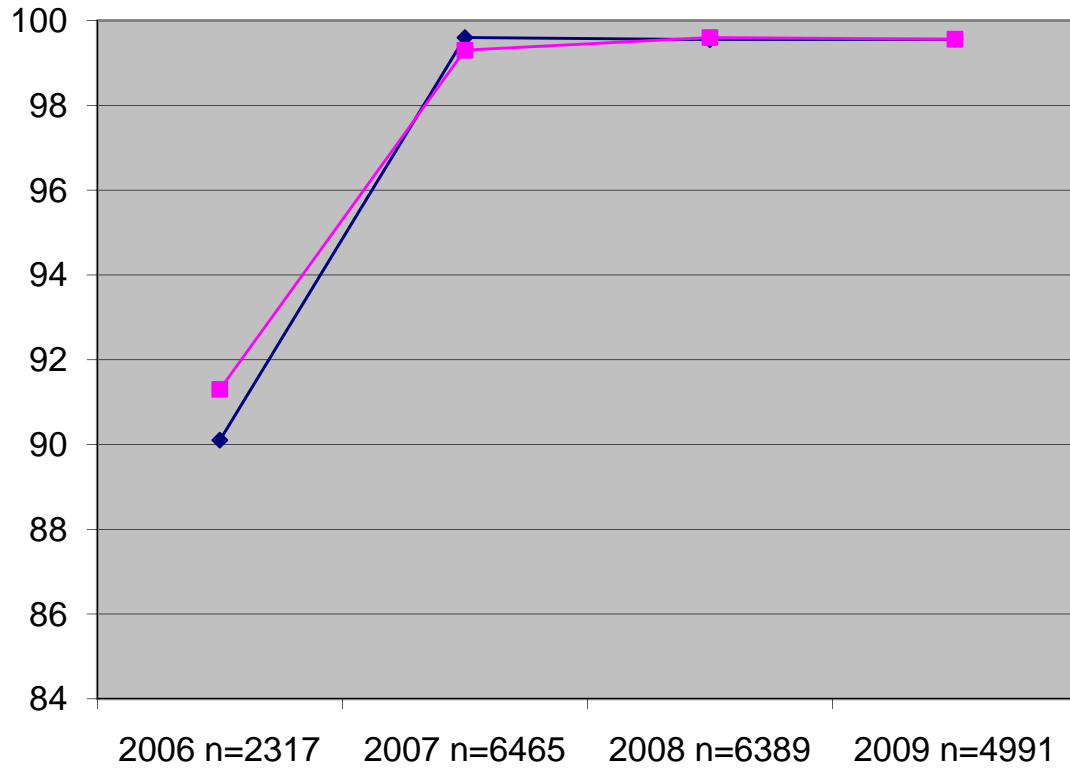


Hudson River HealthCare's Quality Journey

- ▶ 1993–1999 Childhood Immunization–HRSA
 - ▶ 1998 Improving Efficiency and Access–IHI
 - ▶ 2000–2007 Diabetes–HRSA
 - ▶ 2000 Cliniflow–1st EHR
 - ▶ 2002 HIV
 - ▶ 2004–5 Prevention Pilot
 - ▶ 2005 Patient Visit Redesign
 - ▶ 2005 Planned Care Innovation Community
 - ▶ 2006 Harvesting Meeting
 - ▶ 2008 eClinicalWorks– 2nd EHR
 - ▶ 2009 Patient Centered Medical Home
- 

Agency Patient Satisfaction Survey Data thru 12/31/2009

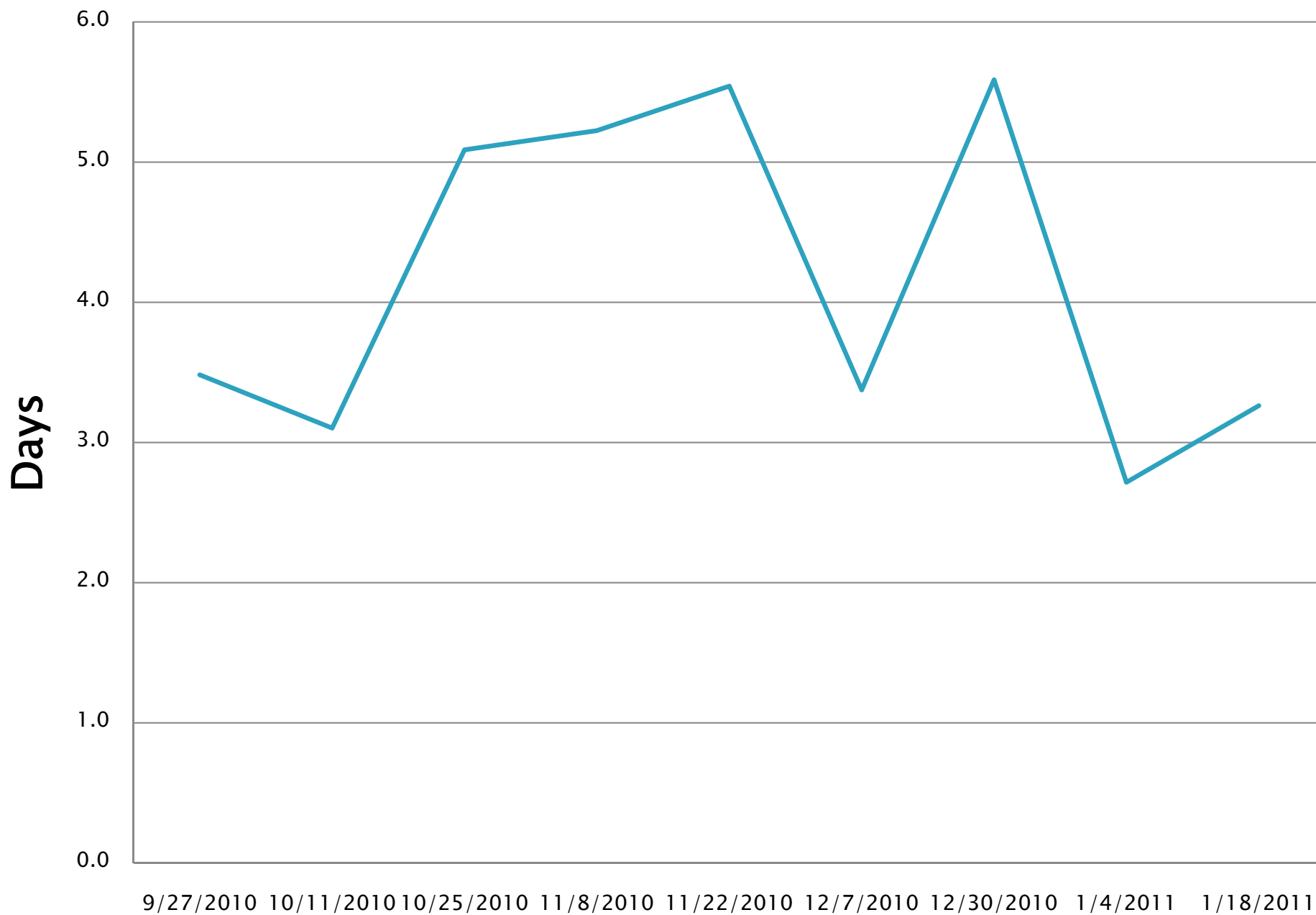
2008
Yes or No Responses



◆ Likelihood to Recommend Provider

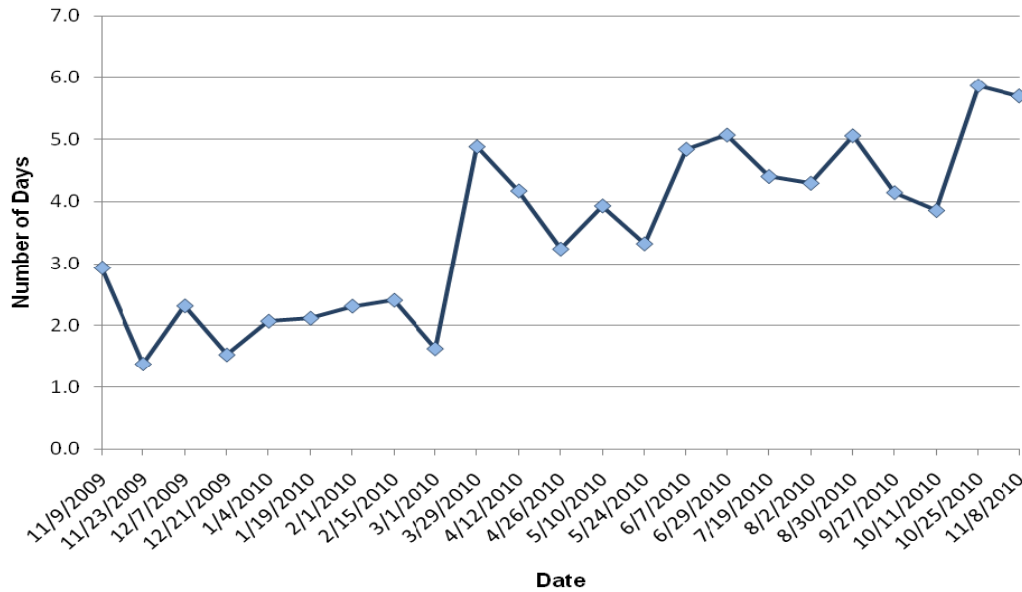
■ Likelihood to Return to HRHCare

Time to 3rd Appointment

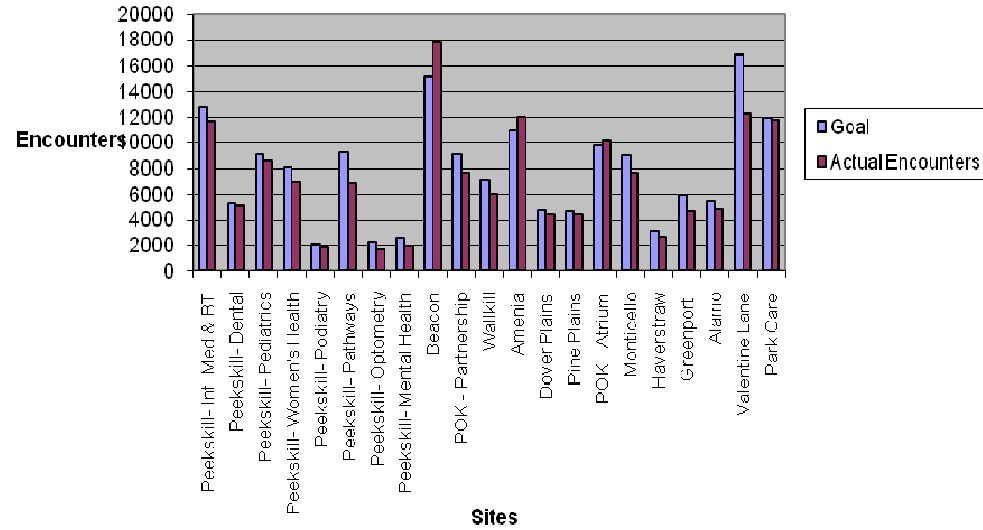


STRATEGIC AIMS AND MEASURES REPORT NOVEMBER 9th, 2010

Time to 3rd Office Visit - Agency Average

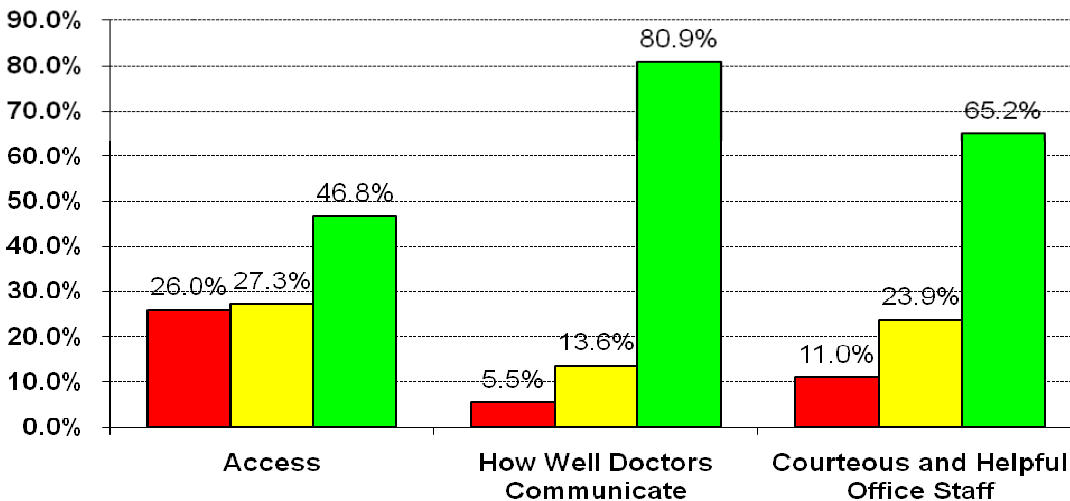


Site Breakdown - September 2010



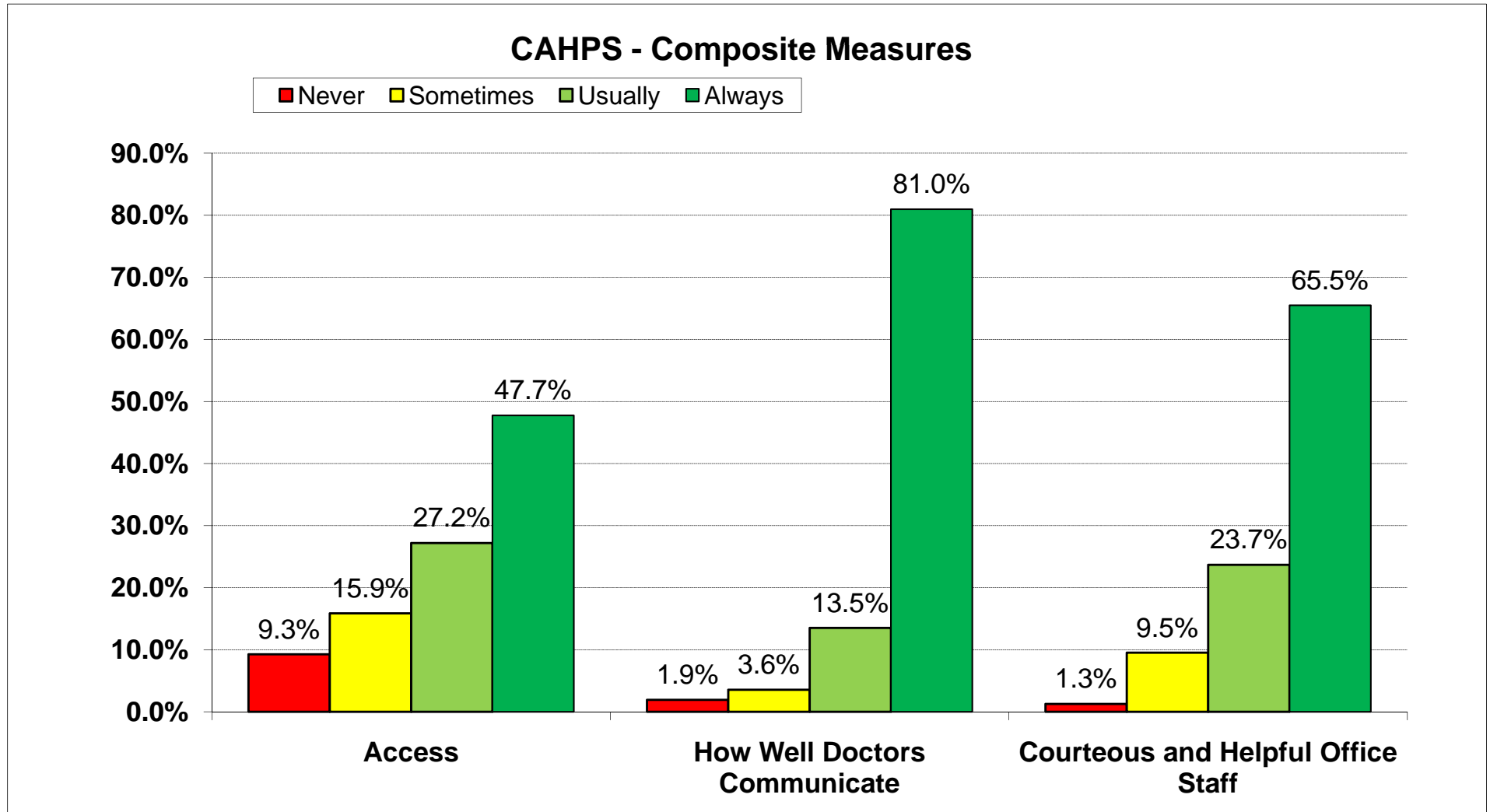
CAHPS - Composite Measures

■ Never/Sometimes
 ■ Usually
 ■ Always



PHQ	This Month: 52.16%	A1c	This Month: 80.95%
	Last Quarter: 49.69%		Last Quarter: 78.66%
	Last Year: 39.24%		Last Year: 62.14%
Smoking	This Month: 80.30%	BP	This Month: 58.03%
	Last Quarter: 79.57%		Last Quarter:
	Last Year: 71.02%		Last Year:
Cervical Ca Screen	This Month: 35.23%	PEAS Assessment	This Month:
	Last Quarter: 34.01%		Last Quarter:
	Last Year: 28.93%		Last Year:

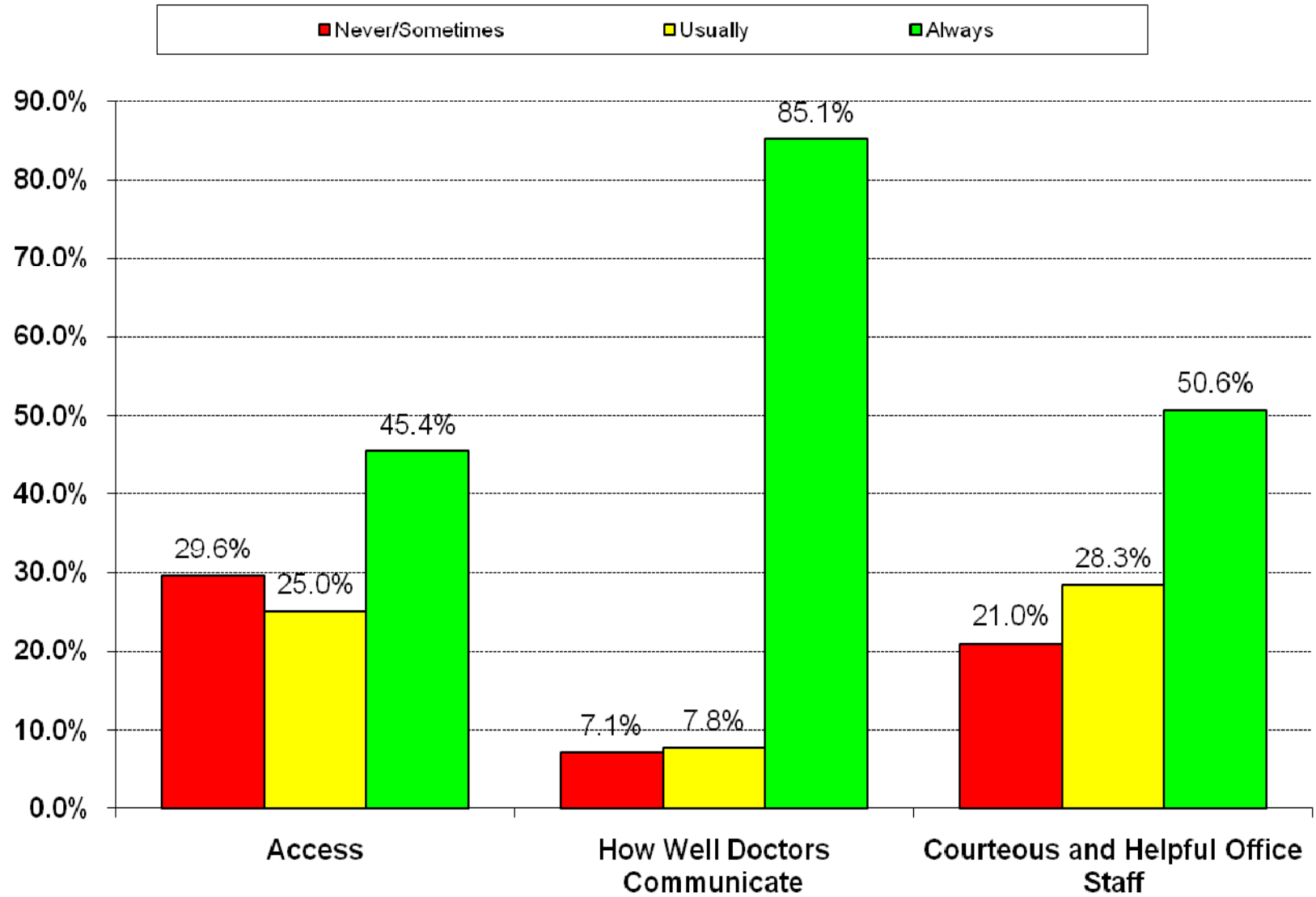
HRHC August 2010 CAHPS



Time to 3rd Appointment

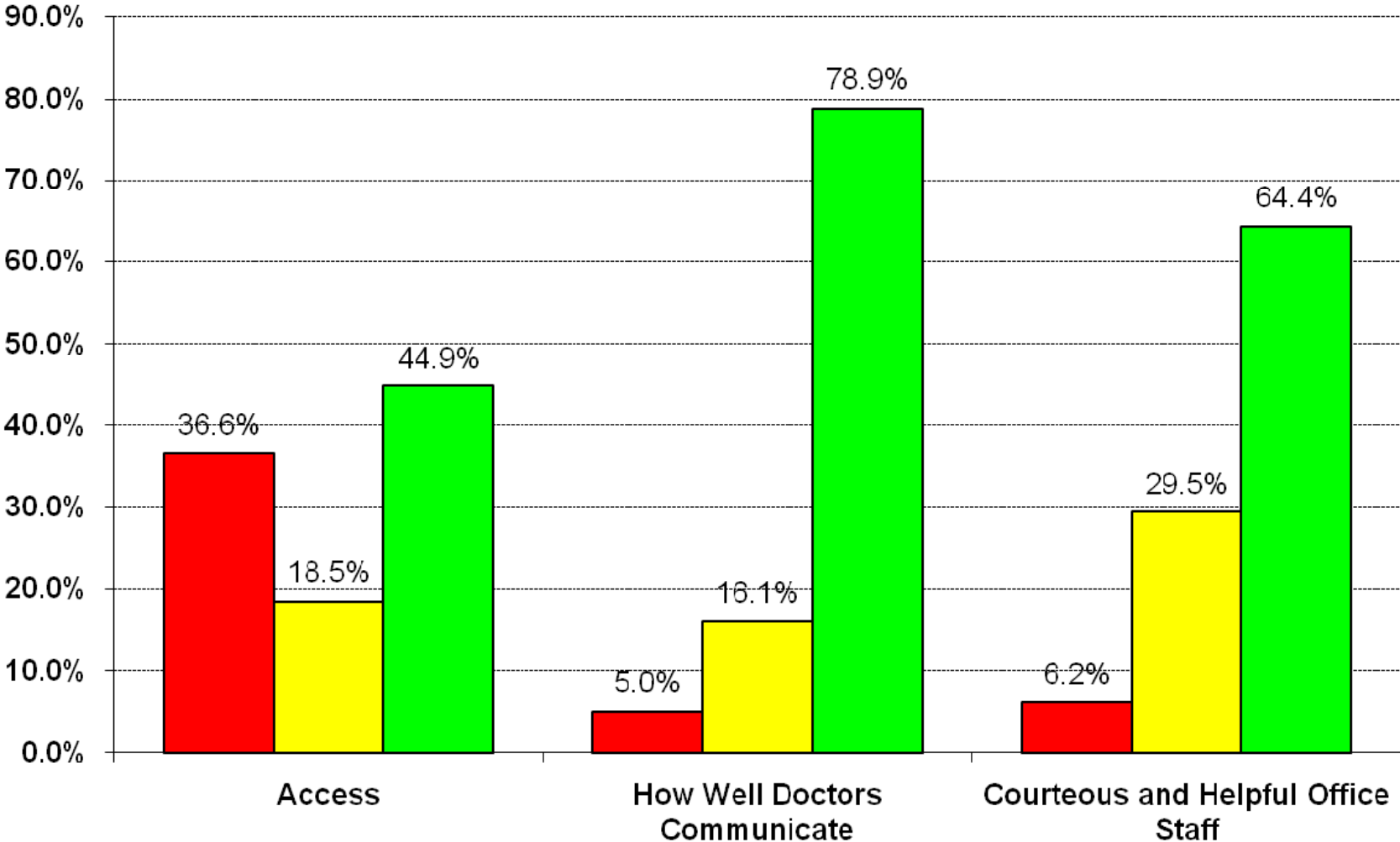


Yonkers - South Broadway

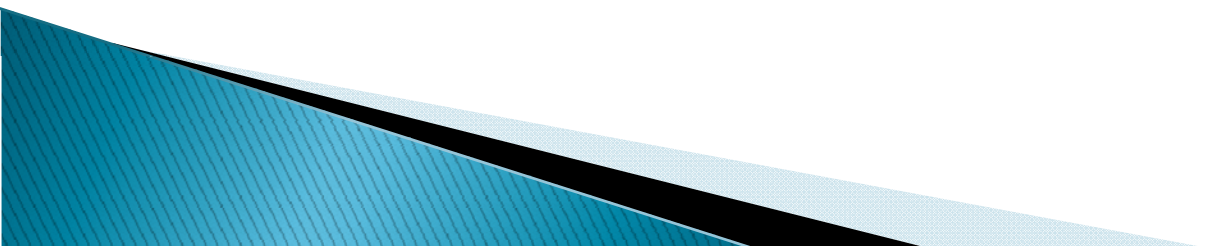


Yonkers - Park Avenue

■ Never/Sometimes ■ Usually ■ Always

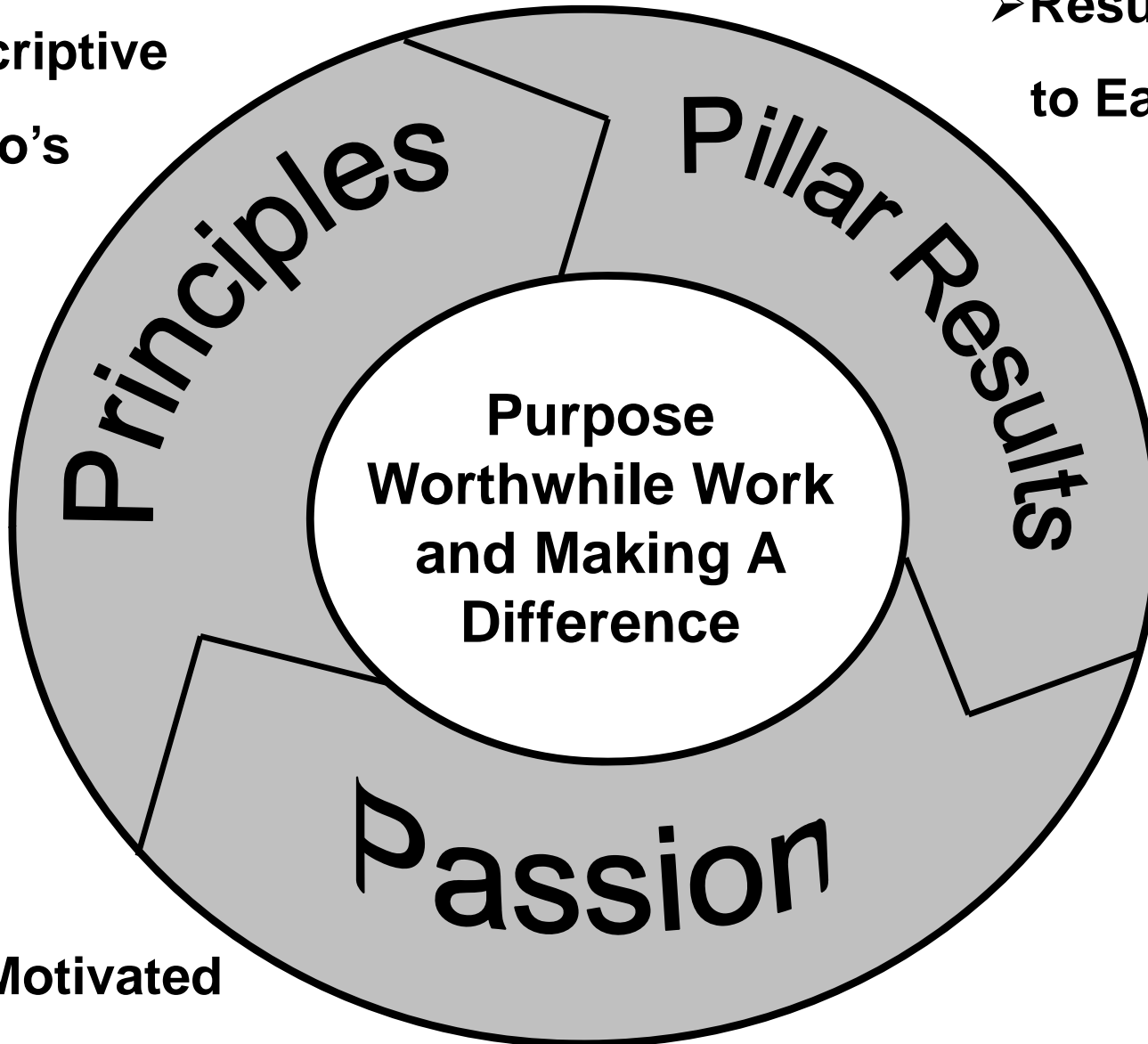


Lessons Learned

- ▶ Patient experience data yielded much more than traditional patient satisfaction scores
 - ▶ Patient experience data revealed flaws in our QI data
 - ▶ Despite CHC Board–majority governance, accurate picture of patient experience requires systematic approach
- 

Healthcare Flywheel

➤ Prescriptive
To Do's



➤ Results Tied
to Each Pillar

'QUEST to be the Best'

Balanced Scorecard goals:

- Quality
- Utilization
- Expansion
- Service
- Teamwork

➤ Self Motivated

Sharp Coronado Hospital and Healthcare Center

Marcia Hall, CEO

SHARP Coronado
Hospital



Reflection

Here's to the crazy ones. The rebels. The troublemakers. The ones who see things differently. While some may see them as the crazy ones, we see genius. Because the people who are crazy enough to think they can change the world, are the ones who do.

Apple Computers 1997



Hospital Statistics in 2011...

- **General Acute Care Hospital (focused on joint replacement)**
- **204 beds**
- **250 physicians**
- **650 employees**
- **Affiliated with San Diego's Sharp HealthCare in 1994**
- **Planetree affiliate since 2002**
- **Achieved Planetree Designation in 2007**

Strategic Plan: Coronado Project 2020

VISION in 2001:

“Create a first-in-its-class destination hospital, **redefining the health care experience** by providing a unique blend of premier healing care services within a culture of caring and compassion, surrounded by a warm, welcoming, and healing environment.”

THEME: Using sunshine colors, beach textures, island serenity and a tropical ambience, create the feel of an “Island Beach Resort” within the walls of an urban hospital.



Two significant tactics made it work

THE SHARP EXPERIENCE

(service culture initiative with sensible tactics)

“Best place to work, practice medicine and receive care”

PLANETREE AFFILIATION

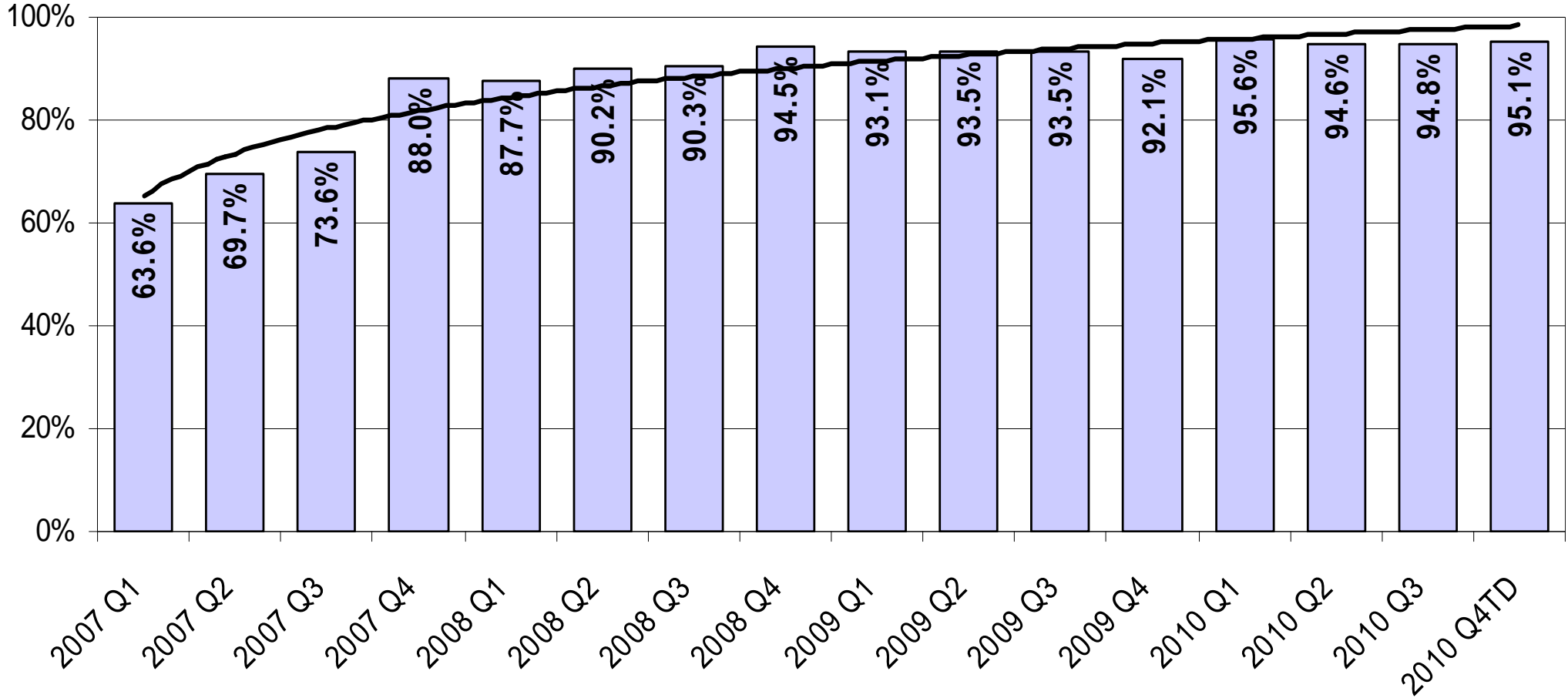
(patient centered care initiative with defined cultural values)

Change the sights, smells, sounds, feel
“Humanize, personalize, demystify”

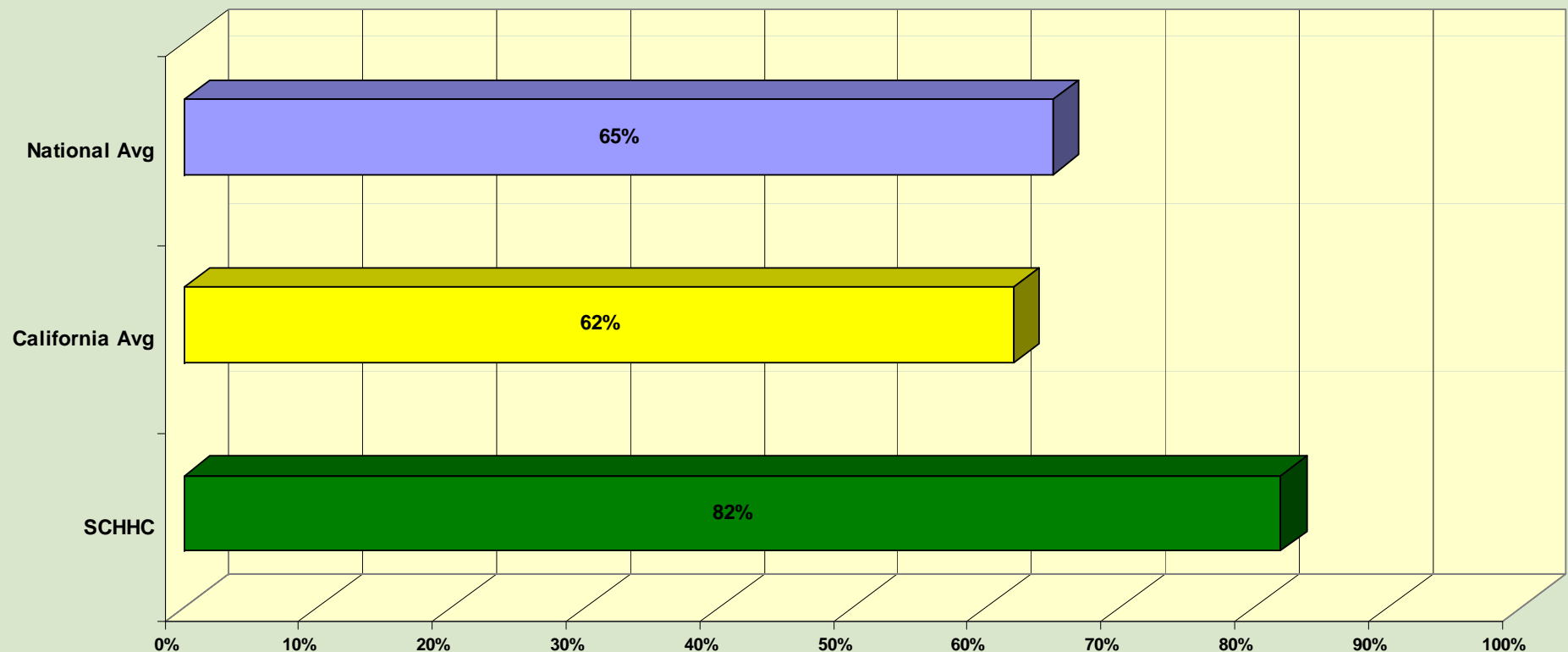
So, What Changed?

Sharp Coronado Hospital Percent Perfect Care

Sharp Coronado Hospital
Core Measure Percent Perfect Care



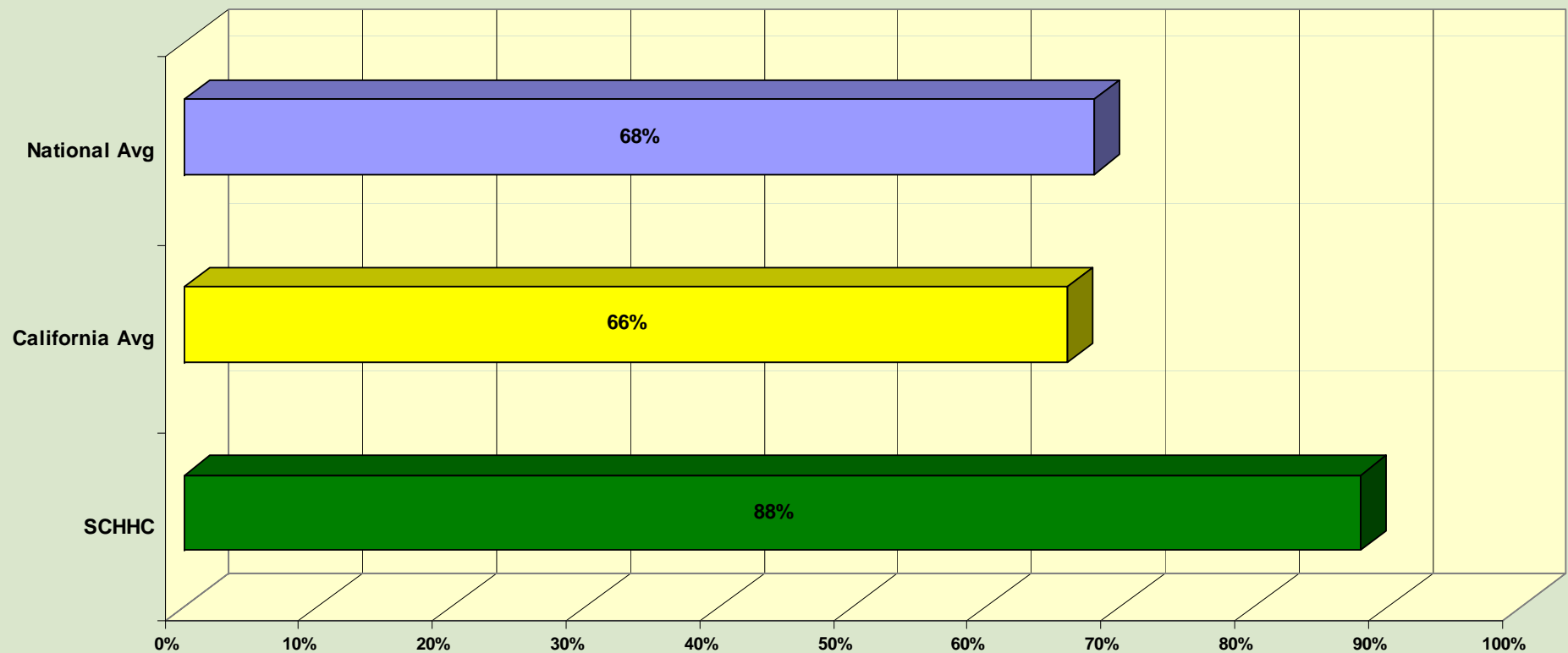
HCAHPS - Overall Rating of Hospital "% 9 or 10"



Voice of the Customer Strategies:

- Every patient, every time
- Mystery Shopping
- “Drive Through Phlebotomy”
- Attitude, attitude, attitude
- Personal Mission Statements

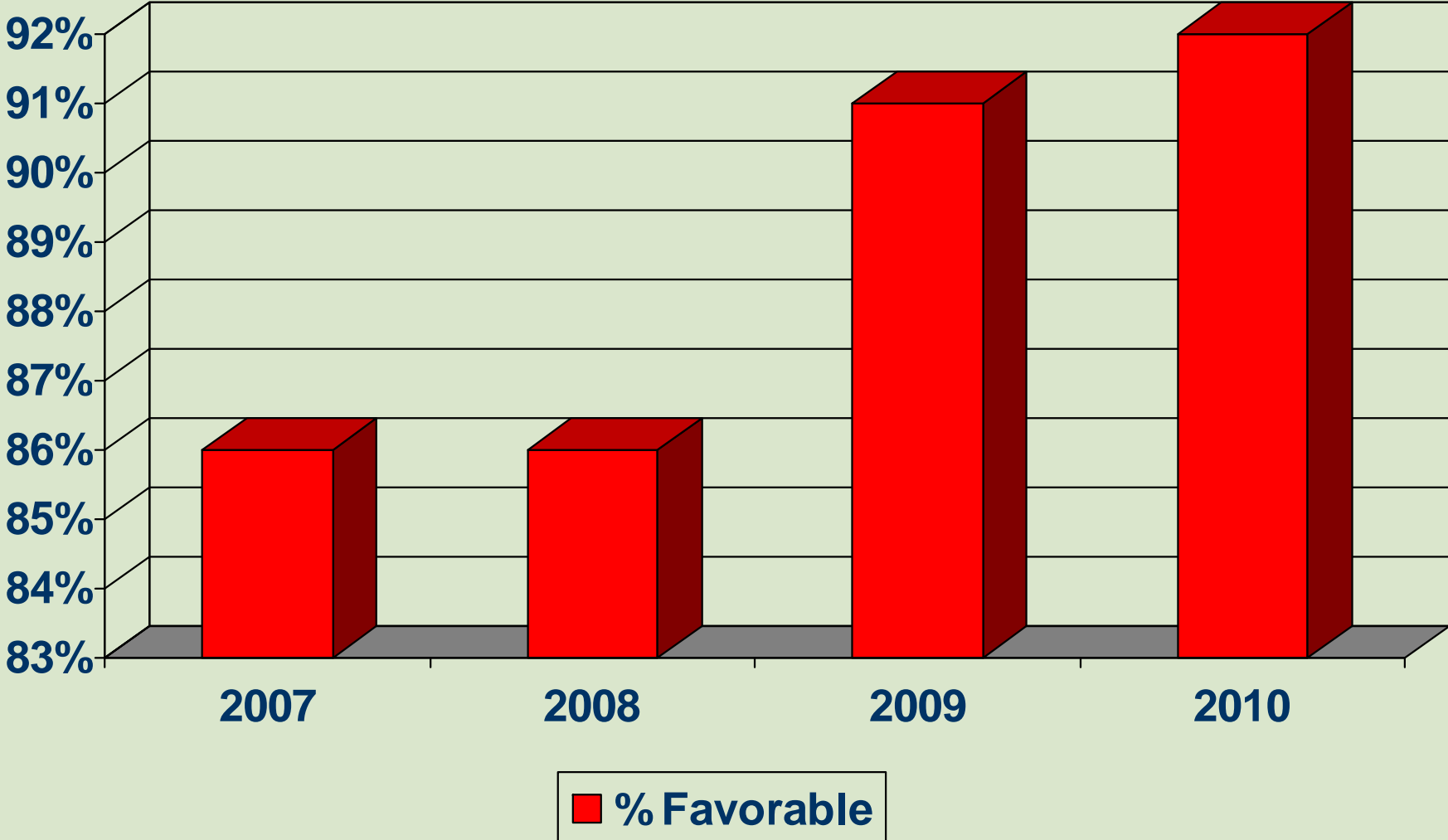
HCAHPS - Willingness to Recommend this Hospital "% Yes Definitely"



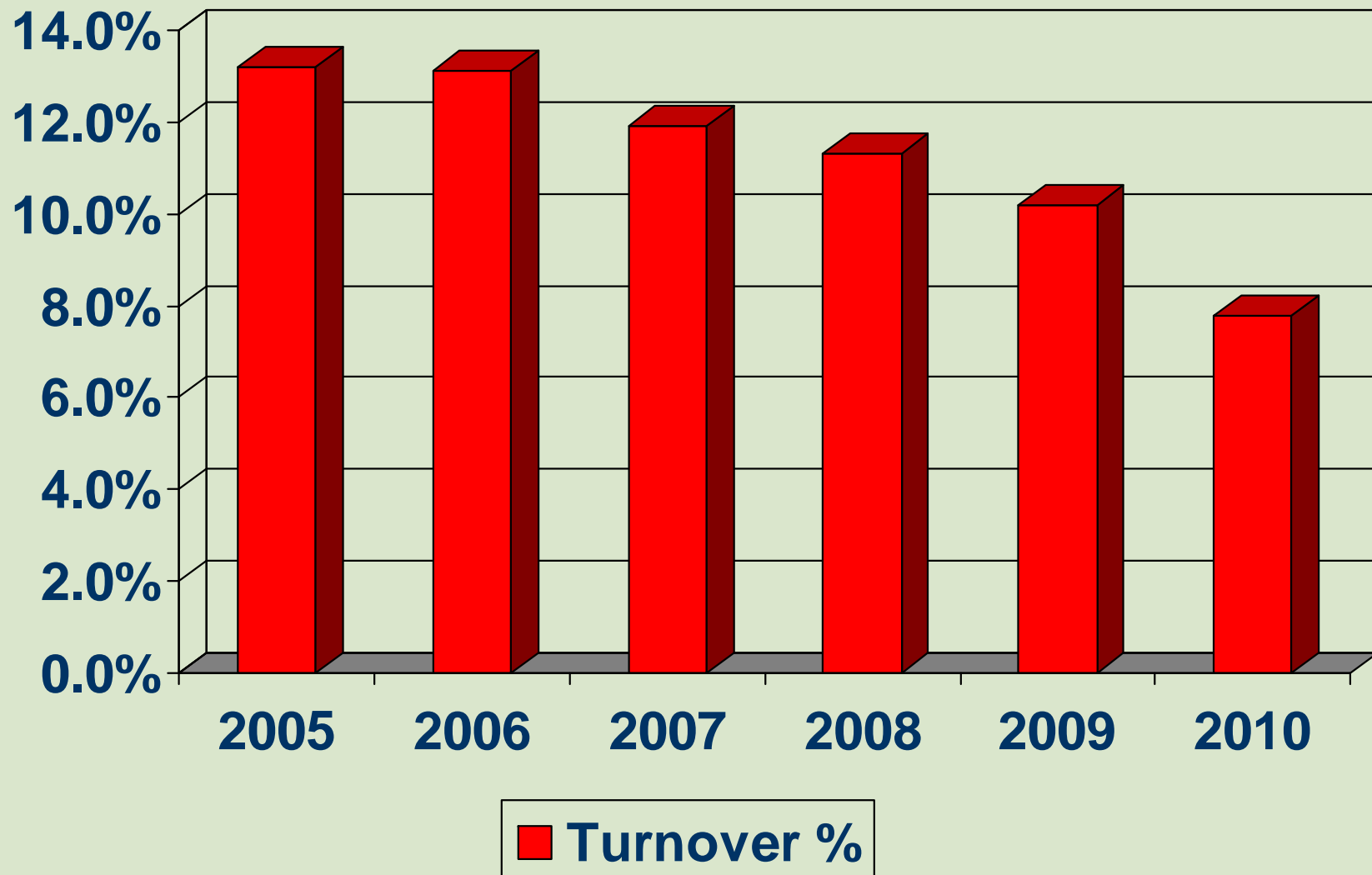
Voice of the Customer Strategies:

- AIDET
- Valet Services
- Hourly & Leader Rounding
- Overall experience
- Sense of Safety...prep for going home

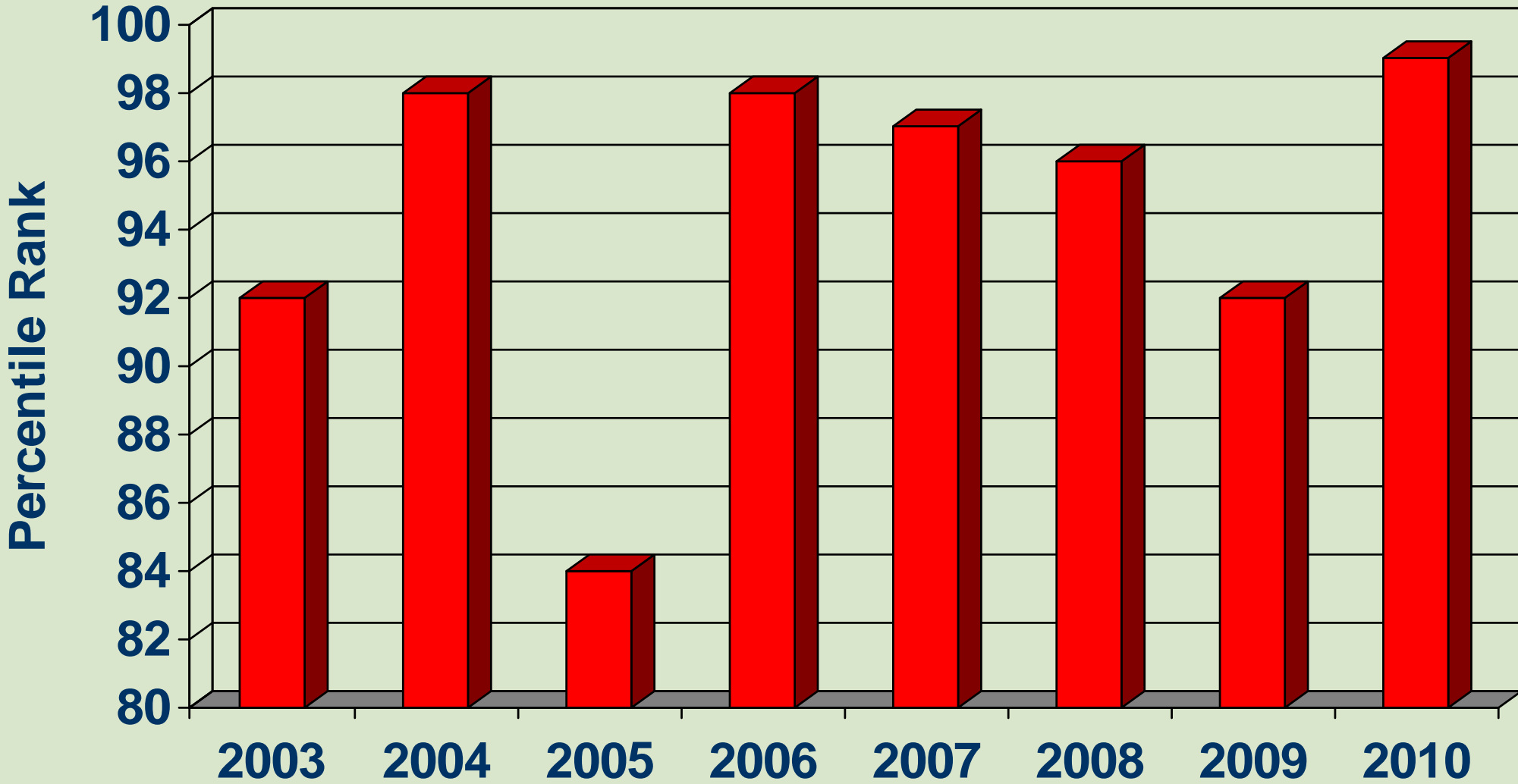
Employee Opinion Survey Overall Percent Favorable



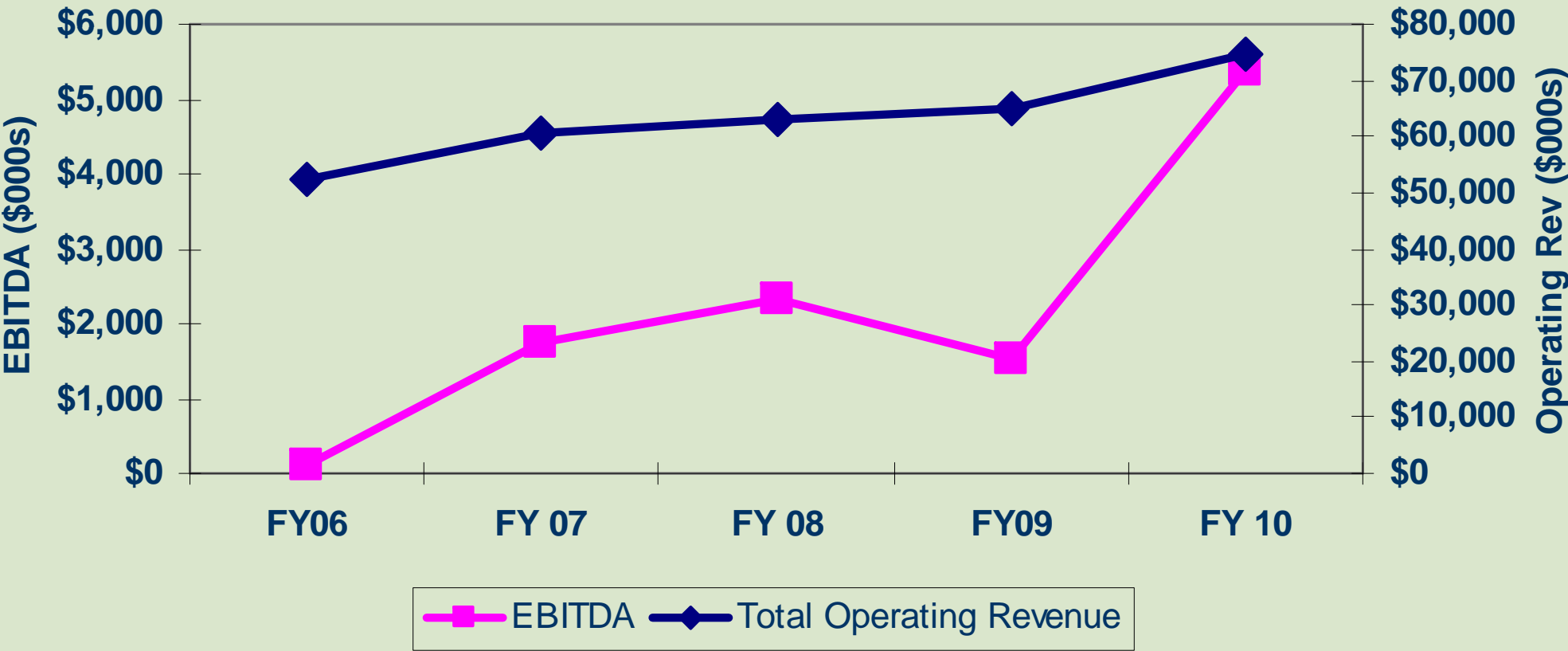
Employee Turnover Rates (FY 05 to FY 10)



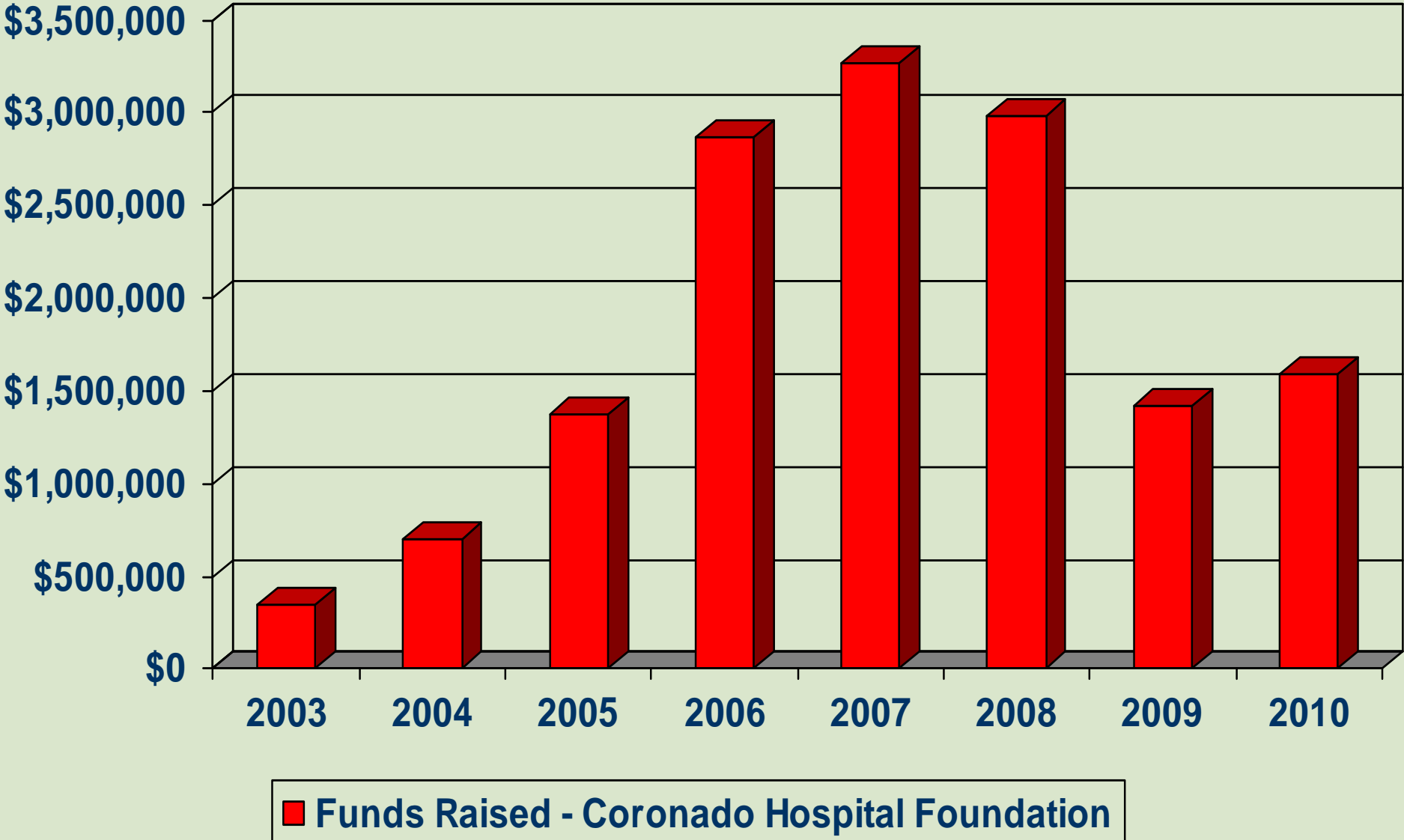
Physician Opinion Survey



Trended Financial Indicators



Results – Community Philanthropy



Awards and Honors

- **Malcolm Baldrige National Quality Award Recipient** (2007 Sharp HealthCare)





Awards and Honors



Planetree Redesignation as a Patient-Centered Care Hospital (Sharp Coronado was the first hospital in the nation to be re-designated)

Awards & Honors

- **Ranked in “Top Ten California Hospitals”** for clinical quality outcomes by CHART (California Hospital Assessment and Reporting Taskforce)
- **Press Ganey’s “Best Place to Practice Award”** for physician satisfaction
- **Governor Schwarzenegger’s “Letter of Recognition for Patient-Centered Care”**
- **Morehead’s “Apex Workplace of Distinction Award”** for employee satisfaction

Everything you experience at Sharp Coronado Hospital is measured by asking three simple questions:

Have we helped you

Live your life with dignity and optimal health?

Heal to the highest degree of functioning possible?

Grow in all the ways that have meaning for you?



CALIFORNIA
HEALTHCARE
FOUNDATION

TRANSFORMING HEALTH THROUGH THE PATIENT EXPERIENCE

JANUARY 27–28, 2011 *The Beverly Garland Hotel, Burbank, California*

Top Ten Lists *Advice for Improving the Patient Experience*

Marcia Hall, Chief Executive Officer, Sharp Coronado Hospital

1. As the leader ... **be present, be engaged, and be authentic.** This journey starts with changing attitudes. Yours is the first and foremost!
2. **Create a vision.** Be sure your vision is as clear to others as it is to you. Make it live and breathe!
3. **Identify your patients' perfect experience.** What would it look like, sound like, feel like, taste like, and smell like? Look to the environment as well as the service level and attitude. People will feel the experience before they engage with it.
4. **You must have a plan** to execute on your vision because "Vision without action is merely a dream. Action without vision just passes the time. Vision with action can change the world." (Joel Barker)
5. Change is hard, and people will often consider the journey to create the experience secondary to their main role. Convince them otherwise. Your organization needs to **establish aligned accountabilities** from top to bottom through performance measures, targets, and written expectations.
6. **Listen to the voice of the customer.** All too often what you think has been implemented is not consistently applied. So ... conduct focus groups, do mystery shopping, and set up customer sessions to find out what's actually happening. Check back in and never assume that everything is hardwired, especially at the beginning. Make rounds ... everyone should round because that is seeing, feeling, noticing, and being present in every way.
7. **Service Recovery:** Empower your team to make it (whatever "it" is) right when it fails. Sometimes the worst patient or customer experience can be repaired by caring, apologizing, and being authentically sorry. Starbucks cards go a long ways too.
8. **Measure, measure, measure.** Before, during and after. It's all vapor and fuzziness unless you have data to confirm that what you are doing is making a difference.
9. **Re-recruit your winners.** Often we spend too much time trying to fix the losers and coach the middle-of-the roaders. We forget about the folks who are carrying the water. Thank them, engage them, and work with them on planning their futures in your organization.
10. **Reward and recognize** the teams and the firestarters who "get it", who consistently perform, who go the extra mile. Recognize the entire team when you hit your benchmarks and goals. Hear them and praise them and thank them in the ways that they want to be recognized. It's their experience you're creating too.

Paul J. Kaye, Medical Director, Hudson River HealthCare

1. Have patients on your governing board (FQHCs have a majority!)
2. Speak your patient's language-diversity of staff and trained medical interpretation.
3. Advanced Access Scheduling—let patients be seen today or on the day they prefer.
4. Pay attention to provider continuity.
5. Call patients before their appointment with reminders about their care, not just about the appointment.
6. Pre visit planning—dazzle the patient with your preparation.
7. Systematically assess patient learning styles, barriers to care, and preferred communication styles—and pay attention to the results!
8. Provide assistance with referrals and navigation of the system.
9. Collect and share patient experience data with all staff.
10. Base variable compensation systems on patient experience data along with productivity and clinical metrics.

Karen Tejcka, Administrator Women-Child Services, Behavioral Health, Kaiser Permanente, Orange County Service Area

1. Be tenacious. Creating top service performance is one of the hardest and most rewarding leadership experiences you will have.
2. Happy Cows Make Great Cheese (courtesy of the California Milk Advisory Board).
3. Add a 'Service Minute' to the top of each meeting agenda in all departments.
4. Ask why until you get to a 'real' answer—and focus on these.
5. Rounding = accountability made visible (akaWow! Someone cares enough to talk to me about things that matter!).
6. 'Good is the enemy of great' –*Good to Great* by Jim Collins.
7. Service performance should be equally measurable and visible as clinical skills and outcomes.
8. Lead from where you stand. Implement your vision and success will convince others.
9. Turn your care experience performance information into persuasive stories that cannot be ignored (OR.... WWYLO want?).
10. Compare your patient experience data to the 'best' benchmarks—national, regional, local—and publish liberally.