



# *Valuing The Bottom Line: Patient Excellence in the Ambulatory Setting*

*Kiwi Healthcare Consulting*

*Susan Brown President*

# Our Patient's Expectation!



# Our Organizations Expectation!



**Executives are focusing on optimizing the experience between patients, physicians and all staff.**

**The Organization's goals focus on improving Patient Experience and Physician Engagement by providing Quality and Meeting the Bottom Line.**

# Patient Excellence Increased Revenues

*Should patient  
experience be  
considered a  
business model?*

**You bet it is!!**







**CG  
CAHPS**

*Access to Care*

*Provider Communication*

*Lab Results*

*Office Staff*

*Overall Provider Rating*

# CG CAHPS/ CMS- Pilot

- CAHPS surveys are not patient satisfaction surveys.
- CAHPS focus on the patient experience by measuring how often the care providers demonstrate behaviors that result in quality patient care and service.
- CG CAHPS are, and will be, tied to financial incentives/value-based purchasing with many payers.
- \*Some Medicare Advantage plans & Medicaid managed care plans utilize CG CAHPS results which are currently linked to provider payments

*\*Studer group*

# CG CAHPS



*ACCESS TO CARE*



*PROVIDER  
COMMUNICATION*



*LAB RESULTS*



*OFFICE STAFF*



*OVERALL  
PROVIDER RATING*



# Optimizing Communication: AIDET\*

- **Acknowledge:**

Make eye contact. Make patient feel as though they were expected.

- **Introduce:**

Use patient's name.

Ensure you introduce other providers who will be involved in their care.

- **Duration:**

Explain how long a test/procedure may take and when might the results be anticipated.

- **Explanation:**

Clarify patient expectation. Periodically, pause, ask if there are there any questions.

Ensure the patient understands the treatment plan and their medications.

- **Thank You:**

Take a moment to show appreciation to the patient for being part of our practice, and our organization.

*\*Studer Group*

# Expected Outcomes:

## *AIDET\**

- Improvement patient perception of care.
- Reduced anxiety in patients and family.
- Securing patient loyalty.
- Development of a structure in which all service providers utilize to demonstrate their empathy, concern and appreciation.

*\*Studer Group*

# Opening The Door Of Trust: Promoting Individualized Care

- *How can we help you today?*
- *We want to make sure I capture all your information today.*
- *Do you have anything additional to share?*
- *What can we do to make you most comfortable?*
- *We will protect your privacy.*
- *We want to review today's information with you again to ensure we understand all you shared correctly.*

# A GENERATIONAL GAP IN THE GAB

- GREATEST GENERATION
  - 1901-1925
- SILENT GENERATION
  - 1925-1946
- BABY BOOMER
  - 1946-1964
- GEN X
  - 1965-1976
- GEN Y/ MILLENNIALS
  - 1977-1995
- GEN Z(I-GEN)CENTENNIALS
  - 1996-



# The Generational Gap



# Demonstrating Intentional Listening





# IT'S WHAT YOU **DON'T SAY** THAT COUNTS!



**LEARN TO READ AND INFLUENCE PEOPLE THROUGH  
NONVERBAL COMMUNICATION.**

# Human or System Error



# ***Effective Service Recovery Goals***



- ***Resolve the problem***
- ***Restore patient and family confidence in our practice and service***
- ***Address vulnerabilities in our system to improve quality***
- ***Relieve the anxiety in the patient and family enabling them to be more compliant in their care***

***Effective  
Service  
Recovery:***

***CARE***



***Restore Trust***



***Increase Loyalty***



***Restore Community  
Reputation***

# Service Recovery Care Methodology\*

*...When situations may not go as anticipated...*

- **Connect:**  
Resolve problem ASAP to restore trust and loyalty.
- **Apologize:**  
Be careful not to make excuses or place blame.
- **Repair:**  
Determine what it would take for the patient/family to be satisfied.
- **Exceed:**  
Attempt to go above and beyond the patients and family's expectation.

\* Studer Group

**C=Connect**  
**A= Apologize**  
**R=Repair**  
**E=Exceed**

***Studies from the Studer Group  
demonstrate:***

***For every complaining customer,  
patient or family member, who  
contacts you ....***

***...there are 26 others who remain  
silent...***

***...share their story on social media  
and/or with friends and family!***



Case Study:  
**Large Medical Group  
Westchester  
New York**



Our commitment to quality care,  
and dedication to service excellence  
is reflected in our core values.

**W E S T M E D**

 **W**ELCOMING

 **E**MPATHETIC

 **S**AFE

 **T**RUSTWORTHY

 **M**INDFUL

 **E**XCELLENCE

 **D**EDICATED

Are YOU Westmed?  
Learn more at [westmedgroup.com](http://westmedgroup.com)

## Case Study: Development new Core Values

# W.E.S.T.M.E.D.

Every provider, every employee  
will need to ask themselves...

*Am I Westmed?*

With every patient we serve, is a new opportunity to demonstrate that

## Westmed CARES



**C**ONNECT



**A**POLOGIZE



**R**EPAIR



**E**MPOWER



**S**URPASS

**Case Study:**  
**Reimagining**  
**Service Recovery Model:**

# **C.A.R.E.S.**

# Case Study: Patient Advisory Council: PAT

- Creation of a Database Dashboard Office/procedure visit review
- Weekly review of patients' concerns/complaints
- Site Leaders/ Ancillary Leaders/ Call Center/Medical Directors
  - Themes identified
  - Strategies shared
  - Outcomes celebrated



# Case Study: Weekly Huddles

- *Multiple Site Connection*
- *All Staff and Physicians*
- *10 Minutes Duration*
- *9am Alternating  
Mondays/Tuesdays*



# CASE STUDY: IMPROVING THE PERCEPTION OF WAIT TIME

*Five months (Jan-May), the total number # of Patient Survey complaints surrounding "Wait Time" decreased significantly:*

**50%**

**REDUCTION**

in Wait Time Complaints  
as % of Overall  
Complaints



# Case Study: Press Ganey Scoring

Westmed Q2 2019 Press Ganey results,  
as compared to Westmed Year End 2018:  
Regionally Westmed Medical Group Overall Scores:

Improved from 65<sup>th</sup> percentile (year end 2018),  
to 94<sup>th</sup> percentile (Q2-2019).

+44% improvement in regional ranking, against competitors,  
in a six month period.

<u>Physicians:</u>	Improved from 73 <sup>rd</sup> percentile to 95 <sup>th</sup> percentile
<u>Nurses:</u>	Improved from 78 <sup>th</sup> percentile to 94 <sup>th</sup> percentile
<u>Front Desk:</u>	Improved from 69 <sup>th</sup> percentile to 91 <sup>st</sup> percentile

\*Likelihood of recommending the practice  
63<sup>rd</sup> percentile to 95<sup>th</sup> percentile

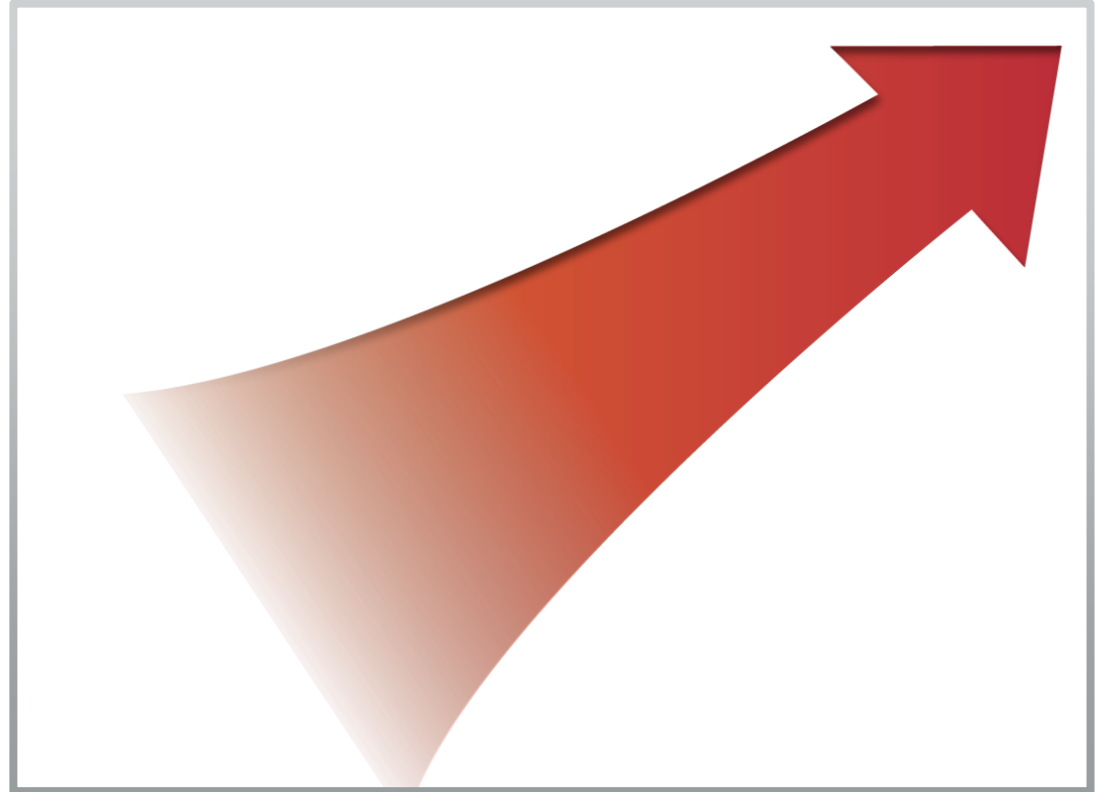
**Case Study:**  
**January- June 2019**  
**Medical Group**  
**Growth**

*Approximately 30  
Physicians join  
Medical Group*



**Case Study:**  
**January-**  
**June**  
**Revenue**  
**Growth**

***Revenue  
Increase  
Exceeds  
10 %***



# CG CAHPS



*ACCESS TO CARE*



*PROVIDER  
COMMUNICATION*



*LAB RESULTS*



*OFFICE STAFF*



*OVERALL  
PROVIDER RATING*

# Pathway To Excellence

## Access to Care:

- *Patient Centric Hours*
- \*Merritt Associates study “
  - New Patient” National average wait time is 19 days
  - Wait time once in office -National average= 22 minutes- Goal = 15 min (CG CAHPS)

## Communication:

*Every Patient wants to feel VALUED!*

- *Medical Questions response:*
  - Return the call during the same day.
  - Non-emergent calls received after hours calls returned the first hour of the next day
- *Words and Body Language*
  - Relative Positioning
  - Empathy and Respect

# Pathway To Excellence

## Lab/Radiology

- **Manage expectations:**
  - Anticipation of timeliness for tests/procedure results to be available
  - All test results communication must have consistent process

## Office Staff:

- **Includes all staff!**
  - Clinical and non-clinical staff- receptionist
  - Receptionists portray First impression and will set the tone of the visit
- **Waiting room:**
  - Change the name and refer to the Reception Area.
- **All staff demonstrates:**
  - Continuity
  - Courteous
  - Exhibiting eye contact
  - Correct information is exchanged.



# Pathway To Excellence

## Overall Provider Rating:

- ***Social Media Challenge***
  - Single bad encounter can ruin customer experience
  - Can be shared instantly
- ***“Doctor shut up and Listen”***
  - New York Times article: “
  - Importance of being present in conversations with patient.
- ***Pre-visit call***
  - Confirming appointment
  - “Looking forward to seeing you.”
- ***Post-visit call***
  - Ensure that the patient is following the medical treatment/re-enforces connection to organization
- ***Communication:***
  - Utilize AIDET in all transactions.
  - Utilize CARE when necessary

# Just Do It!



## FOUR PEOPLE

This is a story about four people named Everybody, Somebody, Anybody, and Nobody.



There was an important job to be done and Everybody was asked to do it. Everybody was sure Somebody would do it. Anybody could have done it..... but Nobody did it.


## FOUR PEOPLE

Somebody got angry about that, because it was Everybody's job. Everybody thought Anybody could do it... but Nobody realized that Everybody wouldn't do it.



It ended up that Everybody blamed Somebody, when Nobody did what, Anybody could have done.





**// People will forget  
what you said,  
people will forget  
what you did, but  
people **will never**  
**forget how you made**  
**them feel.** //**

– Maya Angelou –



*Questions?  
Comments?*

*Much  
Appreciation  
for your time  
and attention.*



*Thank  
You*