Welcome to the Era of Patient Experience

Rick Evans, MA
Senior Vice President & Chief Experience Officer
A New Era in Patient Experience

Our Mission
We Put Patients First

Patient Experience

Operational Strength
Healthcare Reform & Reimbursement

Our Reputation
Public Reporting of Data

Results
Patient Experience is our mission

- Improving the patient experience by:
  - Knowing our patients and their families
  - Communicating goals clearly as individuals and as teams
    - Addressing personal needs and questions
    - Reducing suffering
  - Promoting comfort and confidence in our care
  - Partnering for better outcomes
Patients as Consumers

- The culture around us
- Evolving expectations
- Increasing out of pocket investment
- Great alternatives in NYC
Payment for Outcomes

- Federal Value Based Purchasing
- New payment models for private insurance
- Focus on outpatient services
- Focus on prevention and community based care
What our patients are asked: HCAHPS and CG-CAHPS

<table>
<thead>
<tr>
<th>HCAHPS Survey Domains</th>
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<tbody>
<tr>
<td>• Rate Hospital 0–10</td>
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<tr>
<td>• Recommend this Hospital</td>
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<tr>
<td>• Responsiveness of Hospital Staff</td>
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<tr>
<td>• Communication with Doctors</td>
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<tr>
<td>• Communication with Nurses</td>
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<td>• Hospital Environment</td>
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<tr>
<td>• Pain Management</td>
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<td>• Communication re: Medicines</td>
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<td>• Care Transitions</td>
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<td>• Discharge Information</td>
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<table>
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<th>CG-CAHPS Survey Domains</th>
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<tr>
<td>• Physician Communication</td>
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<tr>
<td>• Responsiveness of Staff</td>
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<tr>
<td>• Access/Wait Times</td>
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<tr>
<td>• Staff Communication</td>
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<tr>
<td>• Overall Impression</td>
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HCAHPS Star Ratings

- Our ratings compared to the nation (over 3500 hospitals)
- Published for consumers to see and compare
  - Scores published for NYP as a whole
  - Data lags by 18 months
- 1 to 5 stars for each HCAHPS domain
- Summary Star rating – an average of the star ratings for all the domains

![HCAHPS Star Ratings Table]

- New York-Presbyterian Hospital
- Mount Sinai Hospital
- NYU Hospitals Center

Distance:
- 0.5 miles
- 1.7 miles
- 2.6 miles

Add to My Favorites
Map and directions
What is a Patient Experience Strategy?

- The organization’s 3-Year PX roadmap
- An overarching vision
- Year over year targets
- Integrated with other key initiatives
- Builds sustainable “service infrastructure” and consistent culture over time
Service Infrastructure

- Coordinating Structures
- Data
- Metrics and Goals
- Best Practices
- Accountability Structures
- Communication
The “Sweet Spots” for Best Practices

- Quality
- Experience
- Safety

- Evidence Based
- Linked to Target
- Improve Work Life
Examples of Inpatient Best Practices

- Service Expectations
- Discharge Calls
- Quiet Times
- Care Rounds
- Visitor Management
- Service Recovery
- Communication Techniques for Providers
- Picture Perfect Room
CG-CAHPS and Transparency

- National trends and plans for implementation
- Local CG-CAHPS implementations
- Shared improvement work
- Exploring transparency with ratings
Service Expectations

- Acknowledge patients’ presence
- Ask how you can help
- Inform patients of anticipated wait time
- Ask if there are other questions

Associated “ALWAYS” Behaviors
- Greet patients with a warm smile and a pleasant tone of voice and thank them for coming
- Establish eye contact
- If unable to greet patients promptly, acknowledge them and let them know you are coming
- If physician is running late, let patients know how long the wait could be and apologize
- Periodically round the waiting room and keep patients informed of wait times

Hallway

- Acknowledge patients when in hallway
- Ask patients if you can help
- Provide directions and escort patients to their destination

Associated “ALWAYS” Behaviors
- Make eye contact and smile
- Walk beside patients when escorting them to the exam room rather than in front of them
- Stay and talk to patients if they have any questions
- Help patients get to where they need to go
- Lift patients, get on the elevator first and hold door open for them

Check-In

Service Expectations
- Acknowledge patients’ presence and ask how you can help
- Inform patients of anticipated wait time
- Ask if there are other questions

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Check-Out

Service Expectations
- Acknowledge patients and ask how you can help
- Verify if patients have any questions
- Thank patients for coming to Mass General for Heart, Vascular and Stroke Care

Associated “ALWAYS” Behaviors
- Ask if patients need any follow-up appointments/sixths, explain and steps to take
- Instruct patients on how to take medication
- If necessary, help patients find their way to their next destination

Phone Interactions

Service Expectations
- Use four-part telephone greeting
- Address caller by proper name
- Follow proper hold protocol
- Follow transfer call protocol
- Use two-part telephone closing

Associated “ALWAYS” Behaviors
- Answer phone using a greeting, introduce yourself, your area, and ask how you can help
- Stay with caller until all questions are answered
- Ask for permission before putting caller on hold
- Ask caller for permission to transfer calls
- Before hanging up, ask, “Is there anything else I can do for you?”
- End call with a thank you
- Use a friendly tone of voice, listen attentively
- Smile—patients can hear your smile

Exam Room

Service Expectations
- Providers and other medical professionals entering exam room will announce their name
- Ask if patients need any follow-up appointments/sixths, explain and steps to take
- Instruct patients on how to take medication
- If necessary, help patients find their way to their next destination

Associated “ALWAYS” Behaviors
- Introduce yourself and your role
- Ask for permission to transfer calls
- Before hanging up, ask, “Is there anything else I can do for you?”
- End call with a thank you
- Use a friendly tone of voice, listen attentively
- Smile—patients can hear your smile

Service Recovery

Service Expectations
- When complaints or concerns are voiced by patients or families, staff will act to the best of their ability to address the problem
- Staff will use a four-part process to address complaint with a patient or family member
- Staff will use items from a service recovery tool kit (e.g., food, drinking vehicle) as part of process to address the situation

Related “ALWAYS” Behaviors
- All staff will use the LAD model for service recovery when addressing a complaint
- Listen. Allow the patient/family to feel heard
- Empathize. Notice and acknowledge feelings
- Apologize. Acknowledge error without blame and apologize on behalf of hospital for inconvenience
- The Right Thing. Determine best solution, be timely with correction within
- Enable recovery promptly to manage when situation cannot be rectified on the spot

INFORMING ABOUT WAIT TIMES

Service Expectations
- Patients will be informed of current delays at check-in
- Patients will be updated periodically in waiting areas of provider delays that exceed 15 minutes
- Uniform wait time boards will be used in all practices and updated on status at least every 15 minutes
- Patients experiencing delays in exam room will be also updated every 15 minutes

Associated “ALWAYS” Behaviors
- Always apologize for waits and delays
- Offer comfort items where possible (e.g., magazines)
- Announcement in waiting room will be made whenever updates to board are made
- After each update, let patients and families know when they can expect another update

NewYork-Presbyterian
Involving Patients and Families

- Patient and Family Advisory Councils
- Patient panels
- Focus groups
- Community partnerships
Patient Experience and Policy

**YES, payment for outcomes – but also:**

- Structures for patient and family involvement
- Support for prevention and wellness programs and services
- Survey development and management
- Research
- Influencing training programs for medical professionals
- Support for other critical resources needed for effective care
Questions/Comments?
Anything else I can do for you?

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Presenter Biography

Rick Evans is the Senior Vice President and Chief Experience Officer for the NewYork-Presbyterian Hospital. In this role, he oversees NYP’s efforts to enhance the patient and family experience across its continuum of care and implementation of a comprehensive strategy to increase patient satisfaction across NewYork-Presbyterian Hospital and its Regional Hospital Network – comprised of nine facilities in and around New York City.

Before returning to NYP, Rick was the Senior Director and Chief Experience Officer for the Massachusetts General Hospital and Massachusetts General Physicians Organization in Boston, MA, where he coordinated the organization’s effort to improve the patient experience. He also had responsibility for the organization’s Referral Management Office, the Physician Leadership Program and the Visitor Education Program.
Prior to MGH, Rick served as the Vice-President of Support Services and Patient Centered Care for the NewYork-Presbyterian Hospital, where he oversaw support services functions including housekeeping, food service, patient escort and laundry departments and where he also led the organization’s successful strategy to improve the patient experience called “We Put Patients First.”

Before joining NYP, Rick served as the Vice-President of Mission Services for the Bon Secours and Canterbury Partnership for Care in Hudson County, New Jersey and also as the Director of the St. Francis Hospital Foundation in Wilmington, Delaware. He also served in leadership roles in local and national not-for-profit organizations before moving into healthcare.

Rick holds a Masters Degree in Theology from Christ the King Seminary in East Aurora, NY and a Bachelor’s Degree in Philosophy from Wadhams Hall Seminary College in Ogdensburg, NY.
Thank you for attending!!!