

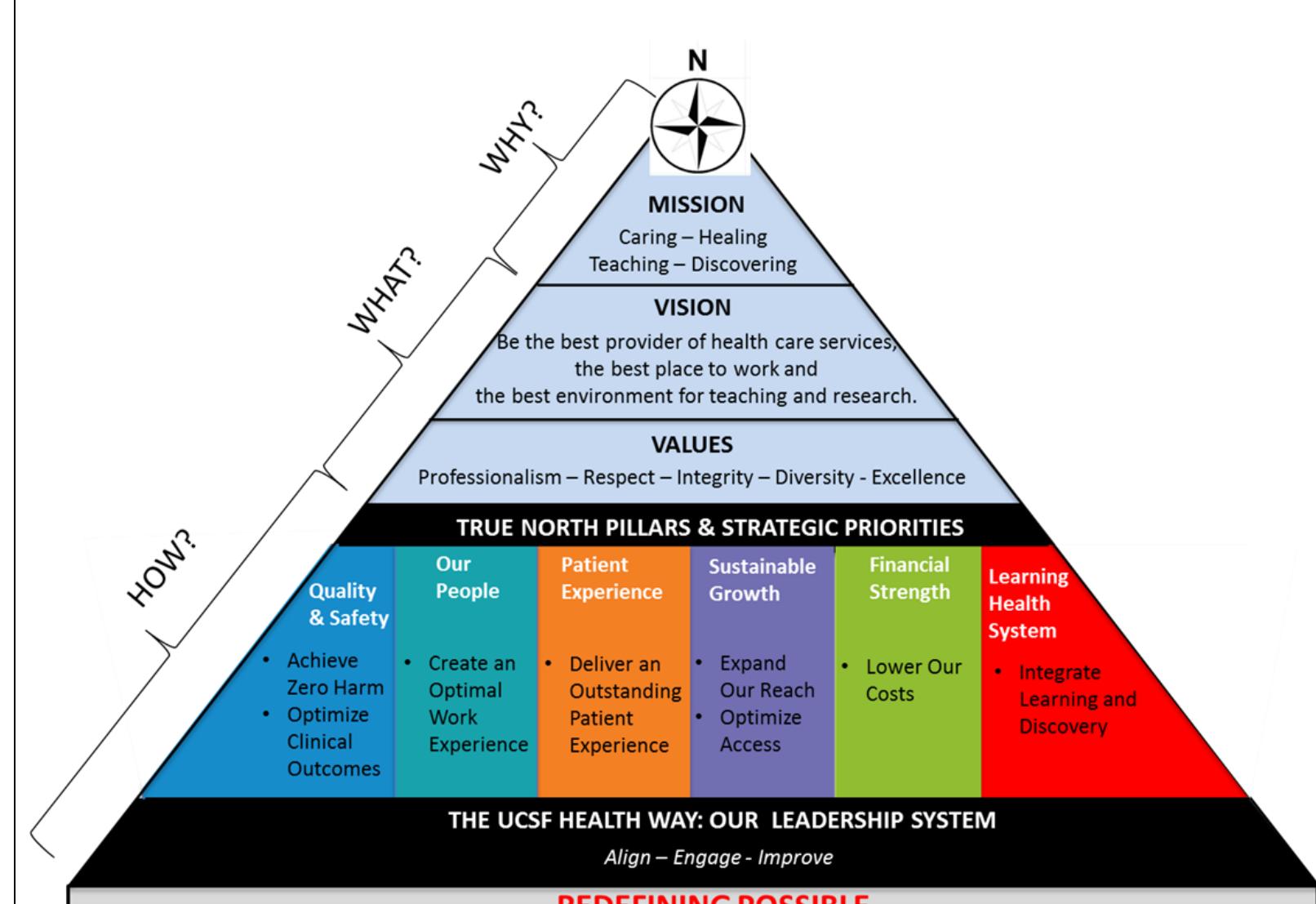
Happy People, Happy Patients: Improving Staff and Provider Engagement in Pediatric Primary Care

UCSF BCH Pediatric Primary Care at Mt Zion

Julie O' Brien, MD, Lee Atkinson-McEvoy, MD, Andre Devito, MBA, Fe Mikey Damian, Eileen Pan, RN, MSN

Background

UCSF has a vision that includes "be the best place to work" with strategic priorities that includes creating an optimal work experience. Furthermore, when employees are engaged, this creates an outstanding patient experience.



The UCSF Benioff Children's Hospital Pediatric Primary Care Clinic at Mt. Zion has undergone significant change and growth in the last 5 years. As a result the staff and providers in that practice have felt that impact that affected overall satisfaction. Since 2013 we have evaluated the Net Promoter Score and identified this as a critical issue for our practice.

Project Goals

Our goal was to improve staff/provider engagement as measured by Net Promoter scores in both "Recommend this office as a place to work" and "Recommend this office as a place to seek care." We felt these questions are most reflective of the work atmosphere. For each of these questions our goals were as follows:

- Recommend this practice as a place to work: Bring the NPS into the positive range.

Pediatric Primary MZ- On a scale from 0-10, how likely are you to recommend your unit / practice at UCSF Health as a place to work?

Year	Promoter (9-10)	Passively Satisfied (7-8)	Detractor (1-6)	Net Promoter	Mean score	Total Responses
2015	29.8%	21.1%	49.1%	-19.3	6.3	64
2014	21.6%	49.0%	29.4%	-7.8	6.7	51
2013	22.9%	34.3%	42.9%	20.0	6.5	35

- Recommend this practice as place to seek care: Improve by 25%.

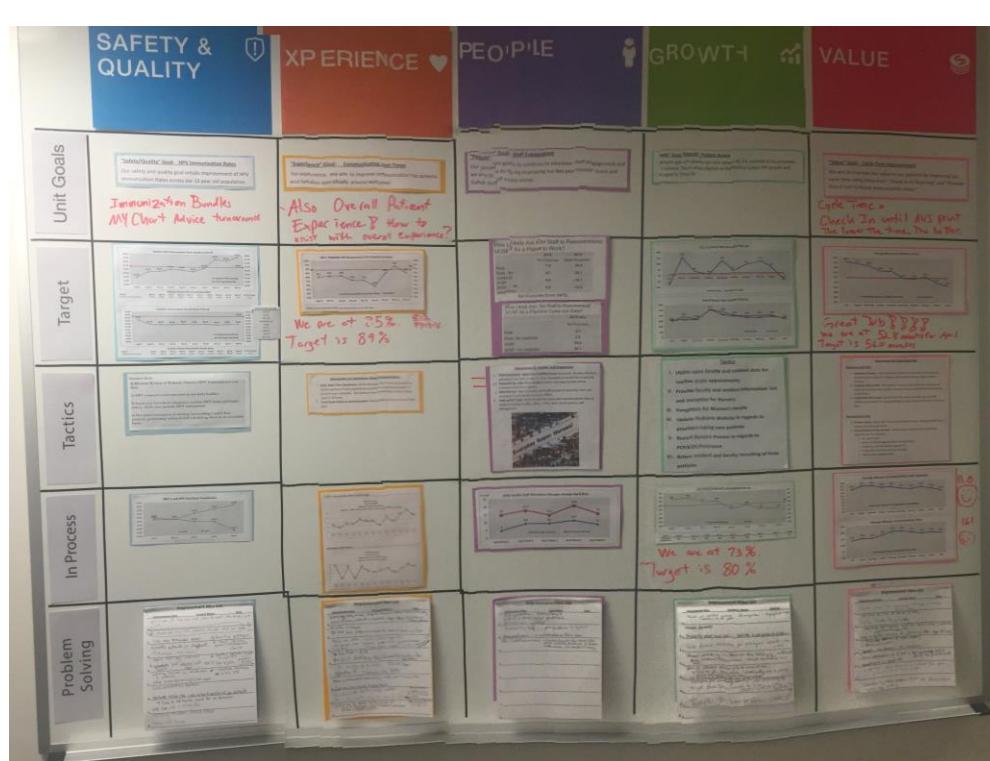
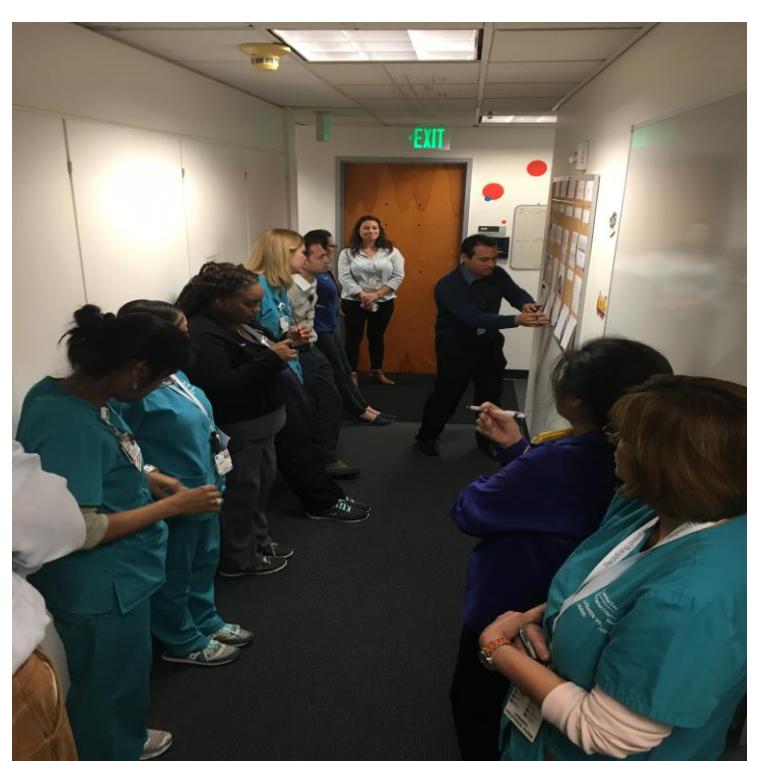
Pediatric Primary MZ- On a scale from 0-10, how likely are you to recommend your unit / practice at UCSF Health as a place to come for care?

Year	Promoter (9-10)	Passively Satisfied (7-8)	Detractor (1-6)	Net Promoter	Mean score	Total Responses
2015	37.5%	32.1%	30.4%	7.1	6.9	64
2014	27.1%	43.8%	29.2%	-2.1	7.1	51

Improving Net Promoter Score

In order to improve our staff engagement, we made 3 crucial interventions in the last 18 months:

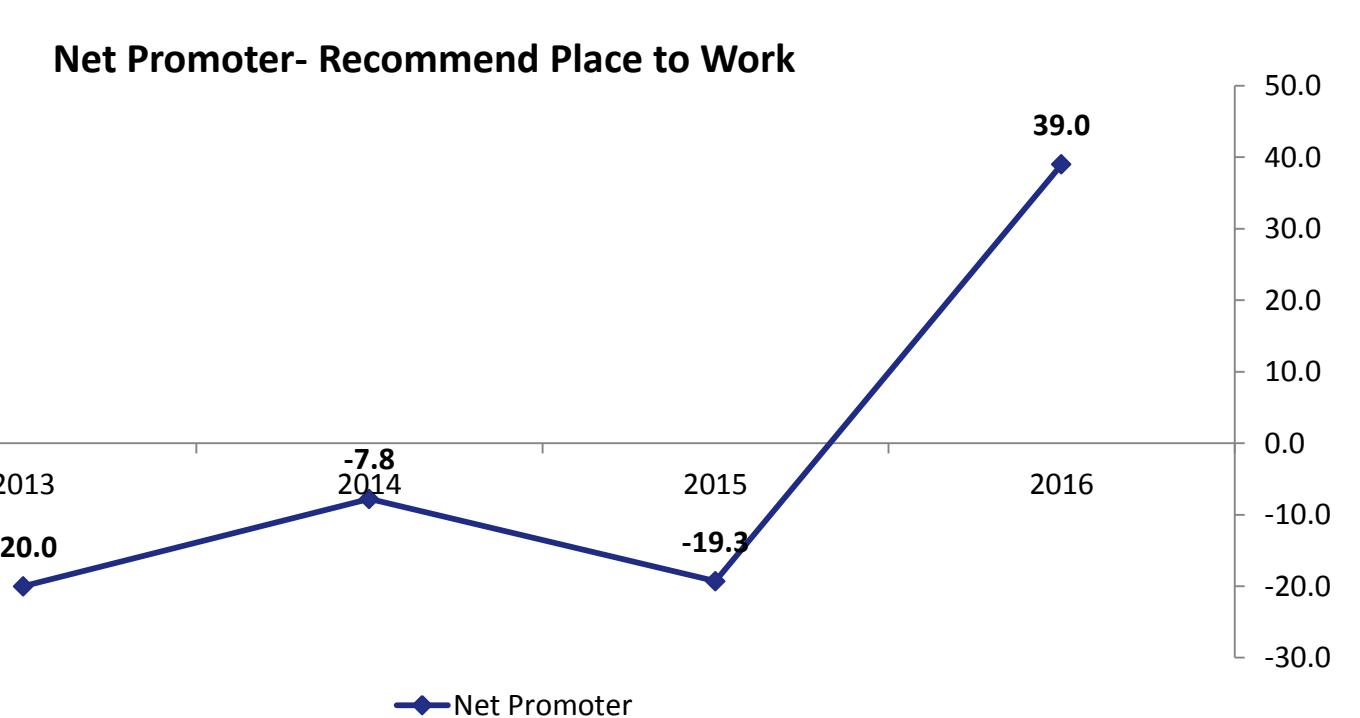
- The **Pediatrics Action Team** began in February 2015. This is a bi-monthly working meeting with representation from each domain of clinic (Front Desk, MA, LVN, RN, MD and management). The attendees are empowered as decision makers and as representatives for their group in clinic.
- A **Clinic-Wide Retreat** was held in September 2015. The retreat was a full day dedicated to reestablishing clinic morale and identifying clinic-wide goals and a clinic mission statement.
- Daily True-North Huddles** started in February 2016. Huddles are held twice a day (before the morning and afternoon session). Each week is devoted to one pillar and offers all staff an opportunity to brainstorm around clinic improvement goals and provide feedback around ongoing projects. Attendance is monitored and rewarded with raffle prizes.



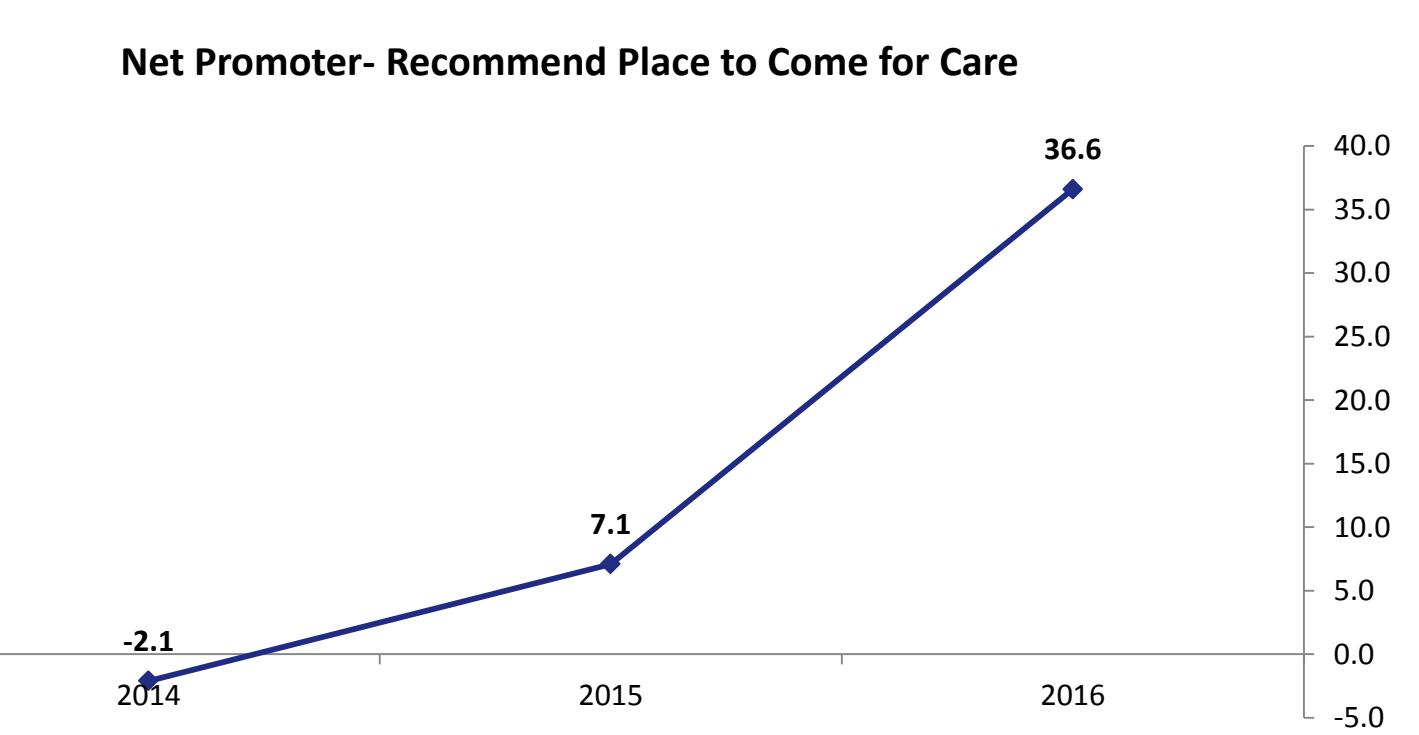
Project Evaluation & Impact

In June 2016, as part of our annual survey process, an electronic survey was sent to a total of 60 residents, faculty, management and staff. With 41 responses, the response rate of 68% was similar to previous years. Providers and staff were asked to rate on a scale of 0-10 the likelihood of recommending the practice as a place to work and the practice as place to come for care. There was also an opportunity for free comments. Scores of 9-10 are considered "Promoter" scores, scores 7-8 are considered "Passively Satisfied" and scores of 1-6 are labeled as "Detractors". The Net Promoter Score is calculated by adding the Promoter numbers and subtracting the Detractors. The Passively Satisfied are not counted. Notably there is improvement across all domains residents, faculty, management and staff.

On a scale from 0-10, how likely are you to recommend your practice at UCSF Health as a place to work?						
Year	Promoter (9-10)	Passively Satisfied (7-8)	Detractor (1-6)	Net Promoter	Mean score	Total Responses
2013	22.9%	34.3%	42.9%	20.0	6.5	35
2014	21.6%	49.0%	29.4%	-7.8	6.7	51
2015	29.8%	21.1%	49.1%	-19.3	6.3	64
2016	51.2%	36.6%	12.2%	39.0	8.2	41



On a scale from 0-10, how likely are you to recommend your practice at UCSF Health as a place to come for care?						
Year	Promoter (9-10)	Passively Satisfied (7-8)	Detractor (1-6)	Net Promoter	Mean score	Total Responses
2014	27.1%	43.8%	29.2%	-2.1	7.1	51
2015	37.5%	32.1%	30.4%	7.1	6.9	64
2016	48.8%	39.0%	12.2%	36.6	8.0	41



Next Steps, Dissemination & Lessons Learned

Lessons Learned:

Reviewing the comments in this year's survey highlight that communication has been essential to improving provider and staff engagement. This includes both communication within clinic and with the patients and families. The daily huddles have been the center piece of our internal communication. The True North board provides a visual reminder to the clinic of our continuous process improvement metrics; we then have used the Peds Action Team to prioritize and implement ideas generated from the huddles. Engagement from the clinic leadership has been crucial to maintaining enthusiasm and support for the huddle.

Dissemination:

Using True North Huddle Boards has already been adopted across UCSF Health. We were asked by the Medical Director of Patient and Provider Experience to share our success.

Next Steps:

There needs to be continued efforts to improve communication, particularly communication with patients and families. We will continue to monitor these metrics annually.