



QIEC Patient Experience Update

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Chief Physician Experience Officer

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November 5, 2019

Outline

- Goals and Performance
- Evolution of Surveying and New Children's Survey
- Improvement Strategies and Tactics
- Patient Engagement

Patient Experience Goals and Performance

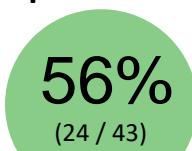
FY20 PATIENT EXPERIENCE ORGANIZATIONAL IAP GOAL

Would Recommend

Target

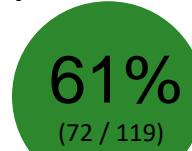
	Hospital & Outpatient Services	% of units/practices/services improved or maintained high performance
Outstanding	Both	>= 60% improved/maintained
Target	Both	
Threshold	Either	>= 55% improved/maintained
Below Threshold	Neither	

Hospital Services



	# of Improved/ Maintained Groups	Total # of groups
Inpatient Adult	9	13
Inpatient Peds/ED-MB*	--	---
Inpatient Behavioral	0	1
ED Parnassus	1	1
Outpatient PeriOp	4	7
Dx & Tx Services	10	21
All Hospital Service Areas	24	43

Outpatient Services



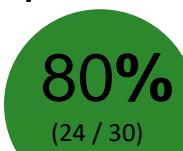
	# of Improved/ Maintained Groups	Total # of groups
Ambulatory Practices	70	116
Peds Ambulatory Practices*	--	---
Outpatient Behavioral	0	1
Urgent Care	2	2
All Outpt Service Areas	72	119

MD/Provider Communication

Outstanding

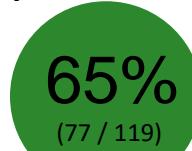
	Hospital & Outpatient Services	% of units/practices/services improved or maintained high performance
Outstanding	Both	>= 64% improved/maintained
Target	Both	
Threshold	Either	>= 59% improved/maintained
Below Threshold	Neither	

Hospital Services



	# of Improved/ Maintained Groups	Total # of groups
Inpatient Adult	13	16
Inpatient Peds/ED-MB*	--	---
Inpatient Behavioral	1	1
ED Parnassus	1	1
Outpatient PeriOp	4	7
Dx & Tx Services	5	5
All Hospital Service Areas	24	30

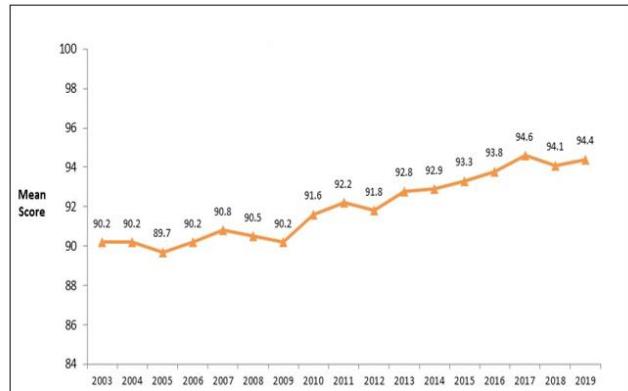
Outpatient Services



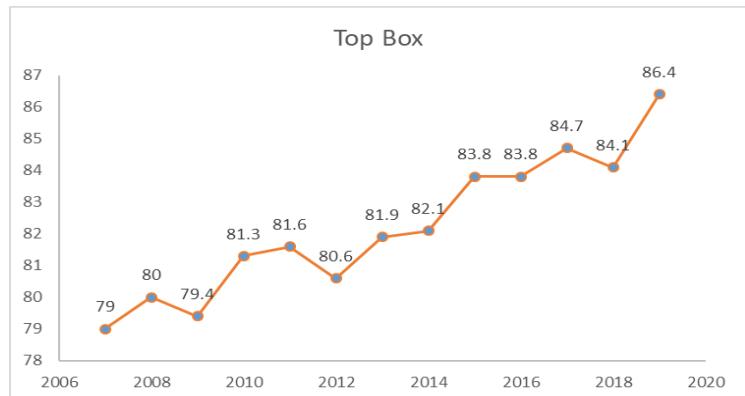
	# of Improved/ Maintained Groups	Total # of groups
Ambulatory Practices	75	116
Peds Ambulatory Practices*	--	---
Outpatient Behavioral	0	1
Urgent Care	2	2
All Outpt Service Areas	77	119

Improvement Trend Over Years

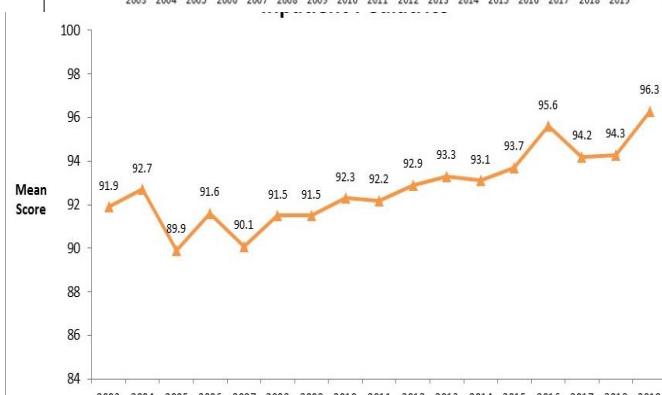
Likelihood to Recommend



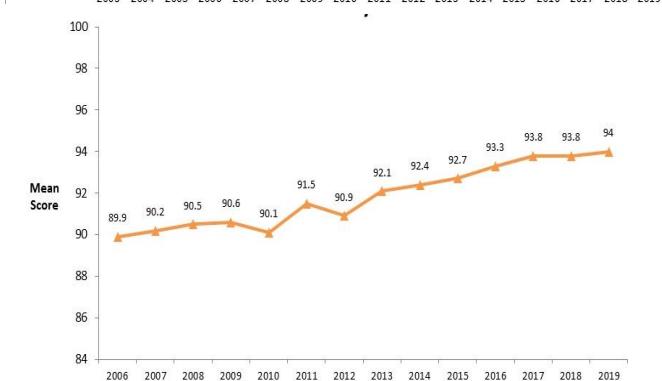
Provider Communication



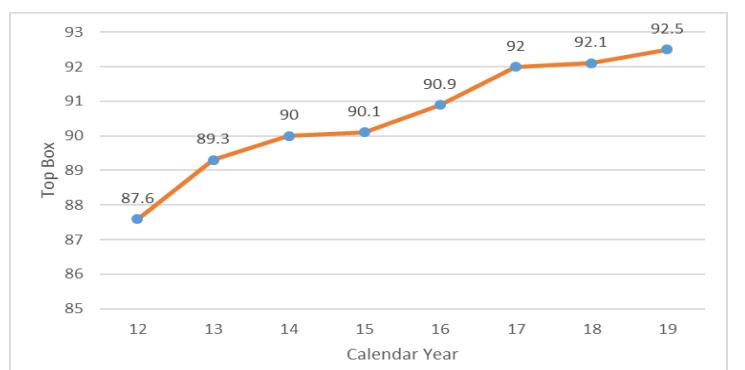
Inpatient Adult



Inpatient Pediatrics



Ambulatory



FY20 Trend: Would Recommend

Patient Experience	Detailed Performance					
	Patient Survey Area	FYE 2019	FYTD 20	FYTD 20 Top Box / Mean Score Compared to FYE19	FYTD20 %'ile Rank	
Would Recommend (% of units, practices, services improved/maintained high performance)	Hospital Services 56%	Inpatient Adult	86.5%	88.0%	↑	95
		Inpatient Peds/ED-MB**	64.3		↔	
		Inpatient Behavioral	85.1	83.7	↓	29
		ED Parnassus	73.3	73.8	↑	8
		Outpatient PeriOp	85.3%	86.6%	↑	64
		Dx & Tx Services	94.1	93.9	↓	34
	Outpatient Services 61%	Ambulatory Practices	90.7%	91.0%	↑	38
		Peds Ambulatory Practices*	78.0		↔	
		Outpatient Behavioral	91.7	91.2	↓	46
		Urgent Care	90.3	91.5	↑	87

* UCSF custom questions - no benchmark available

**Baseline is established during FY20, Q1. Peds IAP status will be reported starting Nov 2019.

FY20 Trend: MD/Provider Communication

		Detailed Performance				
		Patient Survey Area	FYE 2019	FYTD 20	FYTD 20 Top Box / Mean Score Compared to FYE19	FYTD20 'ile Rank
Patient Experience Provider Communication (% of units, practices, services improved/maintained high performance)	Hospital Services 80%	Inpatient Adult	85.0%	87.9%	↑	89
		Inpatient Peds/ED-MB**	80.0%		↔	
		Inpatient Behavioral	83.0	84.2	↑	46
		ED Parnassus	82.3	83.1	↑	8
		Outpatient PeriOp	90.7%	91.6%	↑	51
		Dx & Tx Services	95.9	95.1	↓	--- *
	Outpatient Services 65%	Ambulatory Practices	92.2%	92.6%	↑	37
		Peds Ambulatory Practices*	86.50%		↔	
		Outpatient Behavioral	90.5	88.2	↓	16
		Urgent Care	93.6	95.4	↑	97

* UCSF custom questions - no benchmark available

**Baseline is established during FY20, Q1. Peds IAP status will be reported starting Nov 2019.



PRESS GANEY®

Pinnacle of Excellence Award

The Pinnacle of Excellence award is given annually to the top performing organizations on the basis of extraordinary achievement.

Based on performance on three full years of data, from **May 2016 - April 2019** in the Inpatient/HCAHPS population.



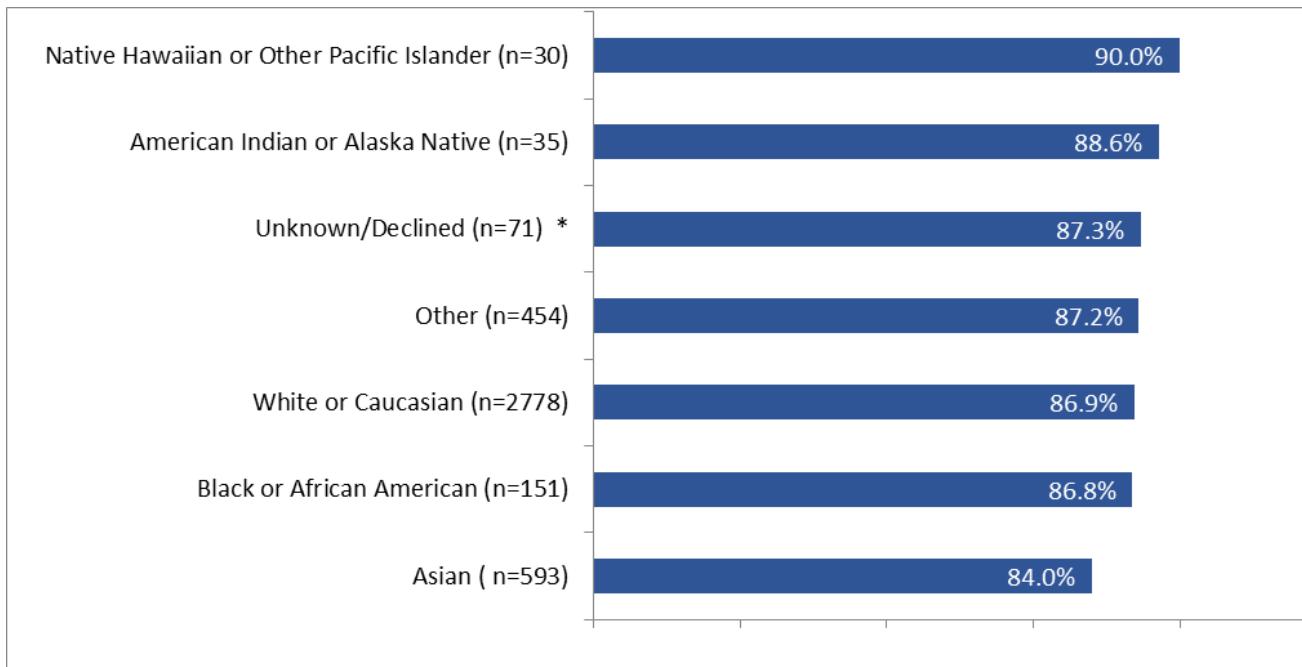
The award considers performance on global survey measures including **Likelihood to Recommend, Overall Rating and/or Teamwork** and **CAHPS Rate 0-10 measure** using an average across the designated questions.

HCAHPS Question: “Would Recommend Hospital” – Inpatient Adult

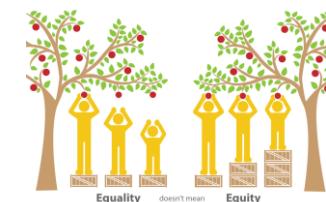
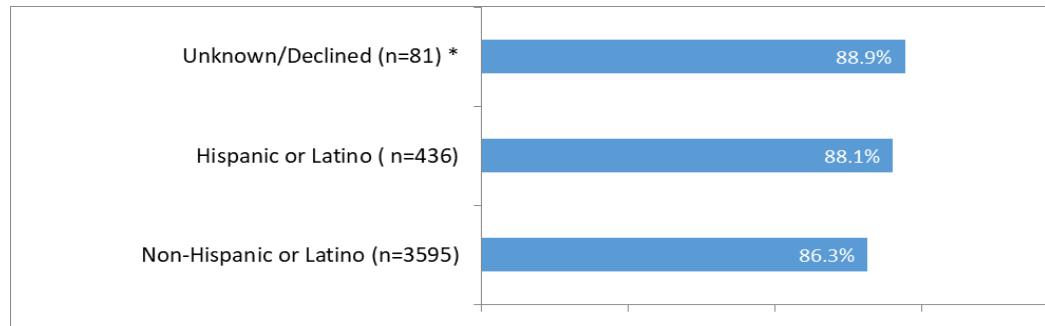
% of Respondents who answered: “Definitely Yes” (top box)

Discharges from July 1, 2018 – June 30, 2019

By Apex
Race Field



By Apex
Ethnic Group
Field



* Surveys with missing race or ethnic field responses are not included in this analysis

Categories based on Apex Ethnicity & Race variables

Source: Press Ganey

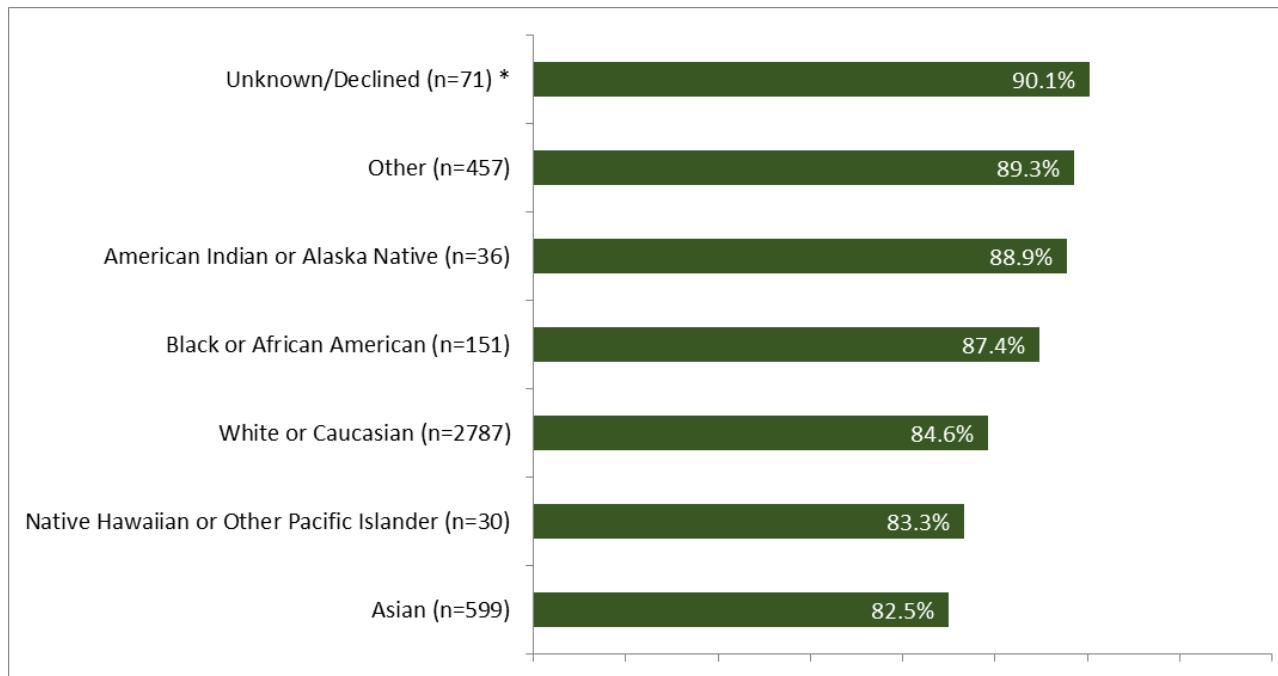
Produced by: UCSF Health Experience Dept.

HCAHPS Physician Communication Domain– Inpatient Adult

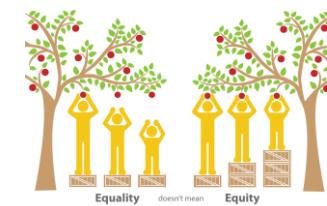
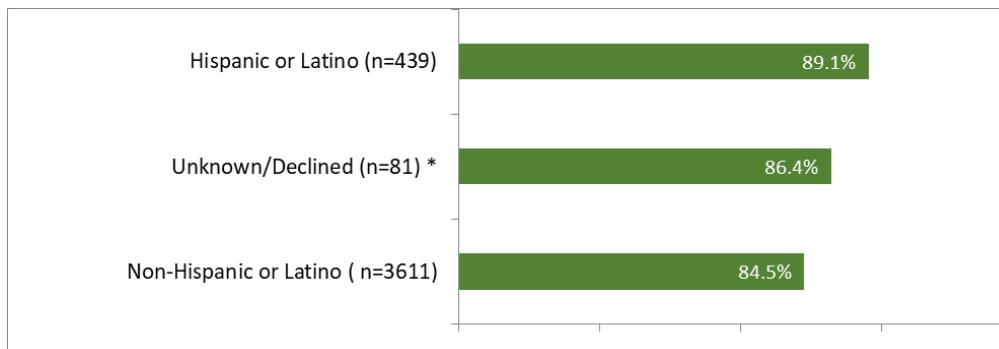
% of Respondents who answered: “Always” (top box)

Discharges from July 1, 2018 – June 30, 2019

By Apex Race Field



By Apex Ethnic Group Field



* Surveys with missing race or ethnic field responses are not included in this analysis

Categories based on Apex Ethnicity & Race variables

Source: Press Ganey

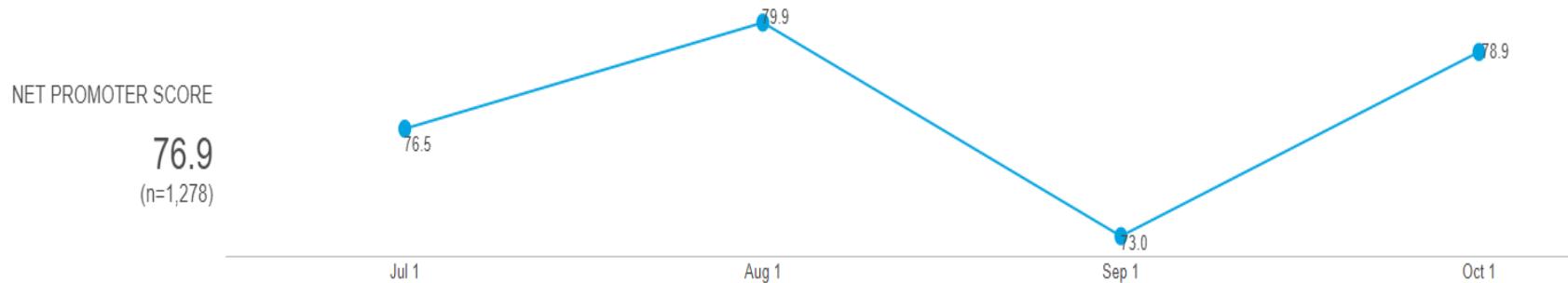
Produced by: UCSF Health Experience Dept.

Evolution of Surveying & New Pediatric Survey

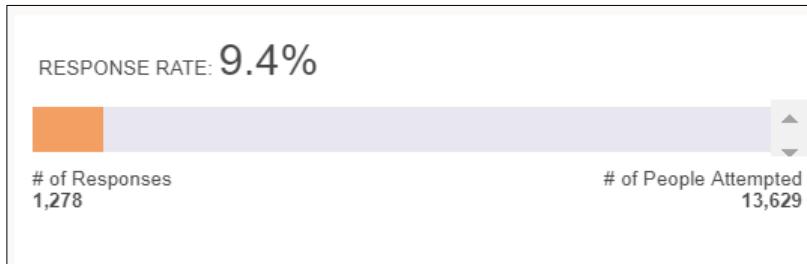
Evolution of Surveying

Pediatric Pilot

- Shortened Survey (18 questions)
- New outreach modes (Email, Text, Phone)
- Combined Would Recommend Net Promoter Score

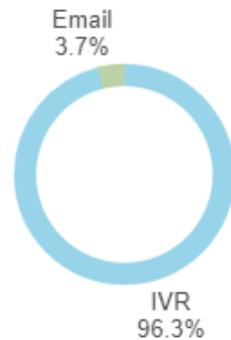
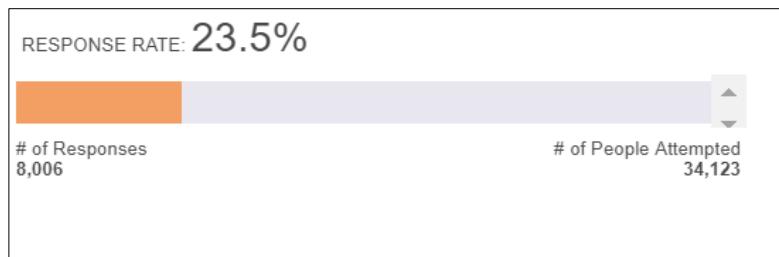


Survey Mode Performance



West Bay

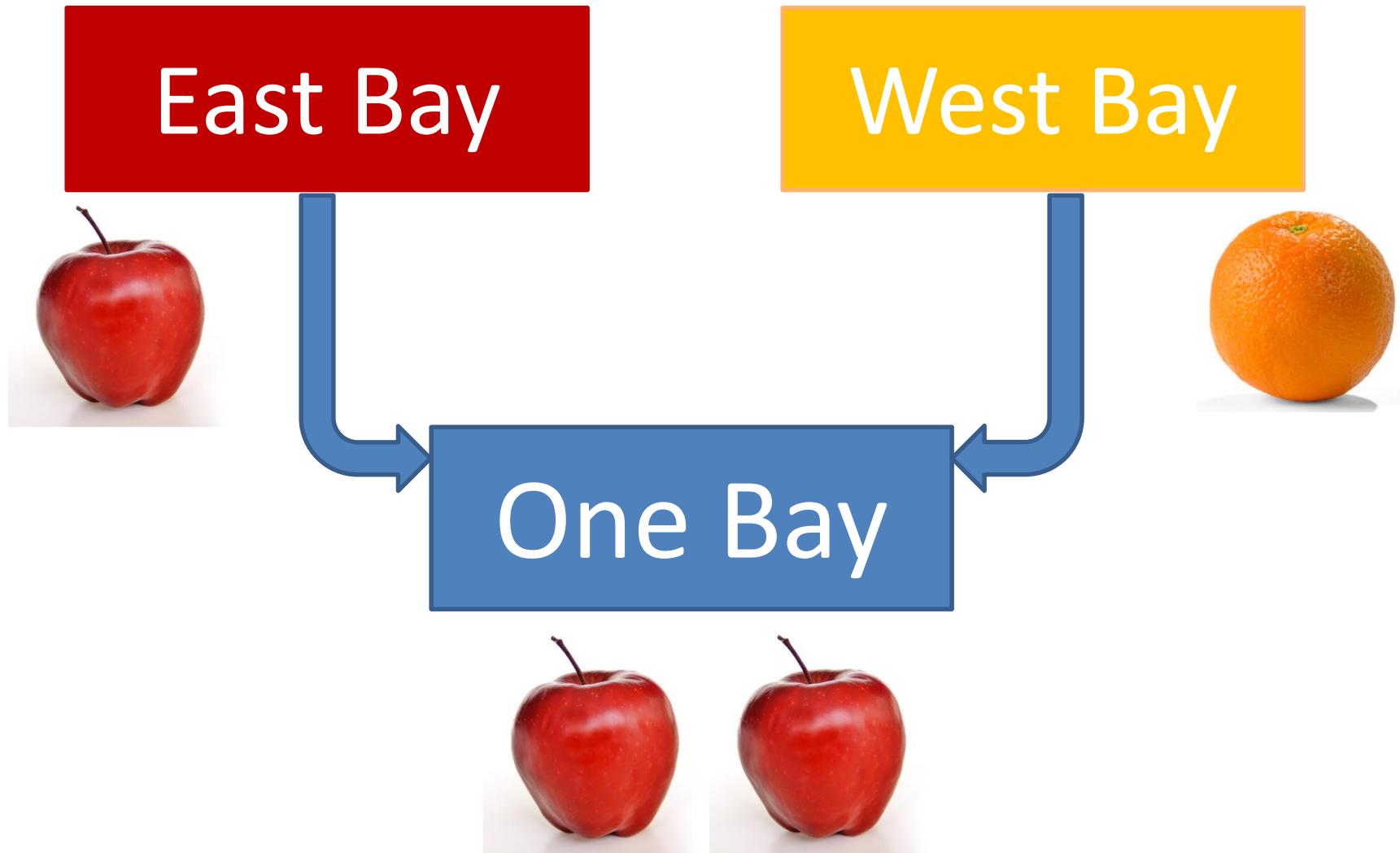
July – October Email Only
Just started all three modes



East Bay

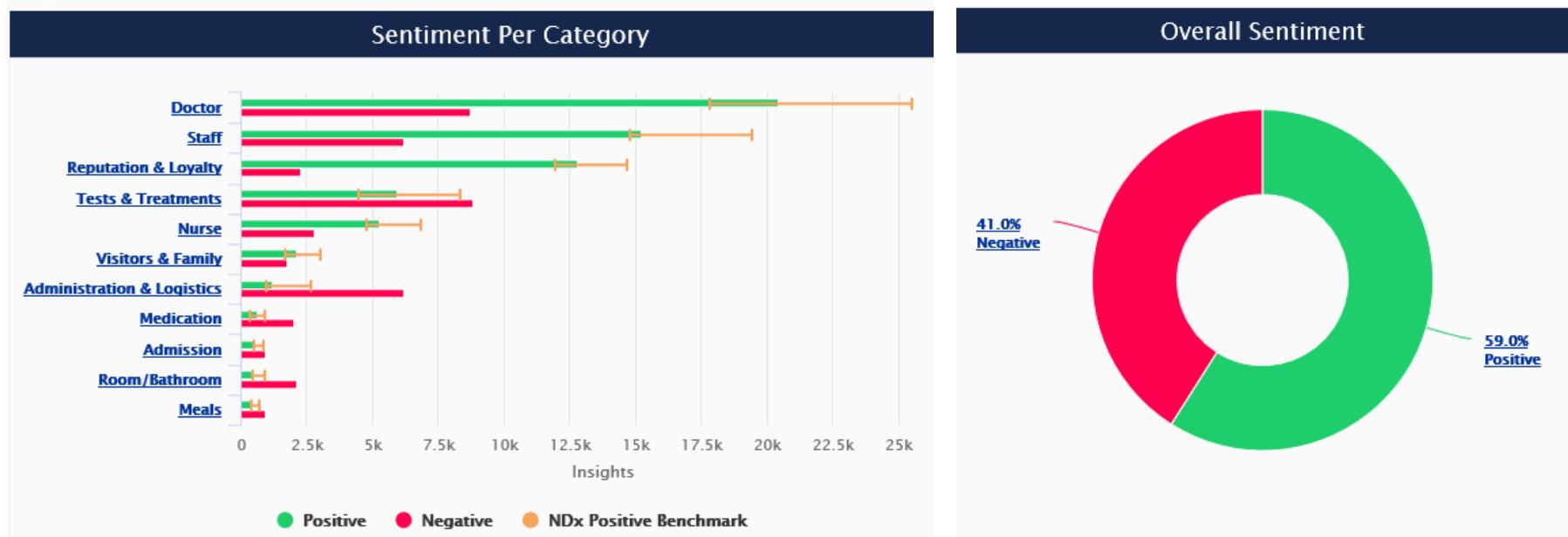
Primarily Phone since Oct 2018

BCH Survey Harmonization Project



How Are We Driving Improvement?

Targeting Lower Performers with Improved Qualitative Data



Positive Comment Themes

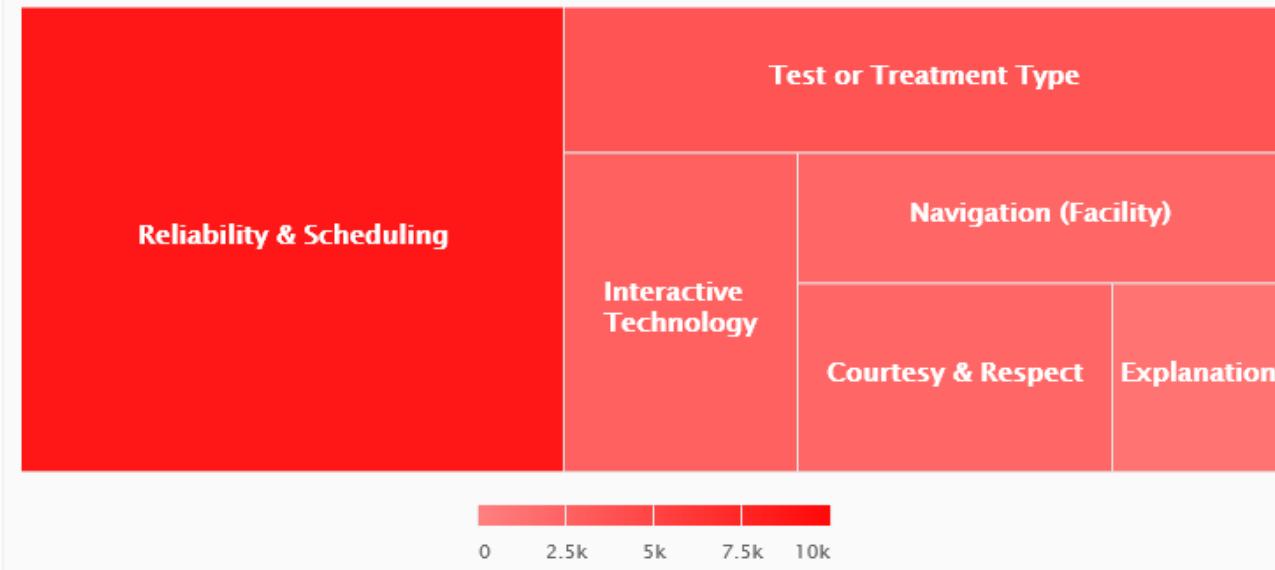
Positive Themes



What Are We Doing Well?



Negative Comment Themes



What Are The Areas Of Opportunity?



Physicians: Transparency, Resources, Incentives

Transparency and Physician Star Ratings



Dr. Gross ★★★★☆

- Dr. Gross is an excellent doctor who specializes in my rare autoimmune disease and is very knowledgeable about it
- I have always had excellent care from start to finish at the Rheumatology Clinic. I couldn't be more satisfied with the care that Dr Gross and his staff give me.
- Can't say enough about how lucky I am to have Dr Gross as my Rheumatologist. He has made such an improvement in my quality of life. I trust him completely!
- I seldom have had to wait to see my doctor. But knowing the excellent care he provides I don't mind if I should have to.

December - January

DR. BRUCE BANNER MONTHLY PROVIDER SCORECARD

Add a message here!

LAST MONTH

4.78 out of 5 stars based on 9 new ratings last month

You ranked 466th out of 737 eligible providers in your organization last month

ALL TIME RATING

4.83 out of 5 stars based on 117 total ratings

Your all time rank is 387th out of 737 eligible providers in your organization

POSTED COMMENTS

3 new patient comments posted last month

3 Stars Dec 17, 2018 He is a very intelligent and caring provider. This time the visit was great, but you wouldn't like him when he is angry.

5 Stars Dec 9, 2018 Appointments are always smooth and very professional.

5 Stars Dec 4, 2018 I have complete confidence in Dr. Banner. Professional, thorough, and very personable.

- 648 “live” providers (508 not live)
- 4.81 Stars
- 90% comments published
- 37 appeals
- Goal: January 2020 for Online
- [Star Ratings Website](#)

Monthly “Star Card”
Pull→Push

UCSF Health
Experience Excellence

Resources

CECH (Center for Enhancement of Communication in Healthcare)

Interactive Courses



1-Day Foundational Course

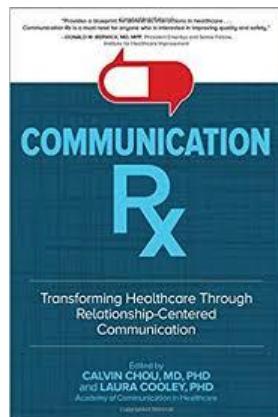
Self Help



Pocket Cards



Cliffs Notes



Chapters 3-6

Boosters/Coaching



1:1 coaching
(Access link at <http://cech.ucsf.edu>)

Micro Skills Boosters and Refreshers

New Offerings

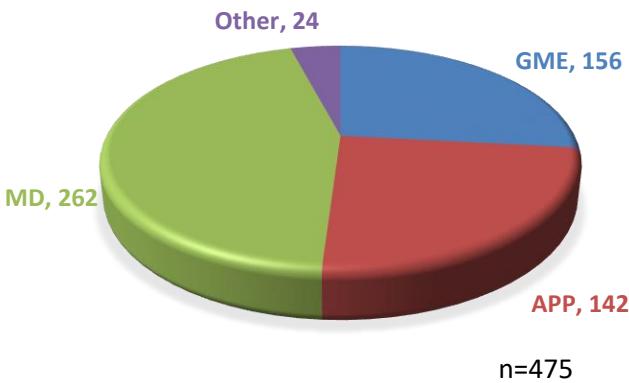
Communication Skills for Racial Equity in Healthcare: 4 hours Skills Practice building on **Foundational Course and Differences Matter Training**

“Accountability without Capability = Cruelty”

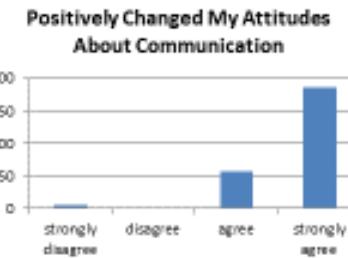
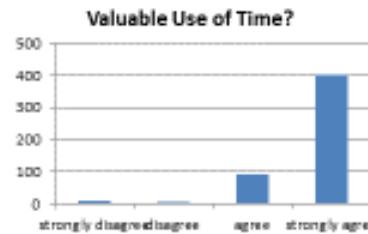
<http://cech.ucsf.edu>

Contact: Angela Karahalios

FOUNDATIONAL COURSE TRAININGS BY PROVIDER TYPE



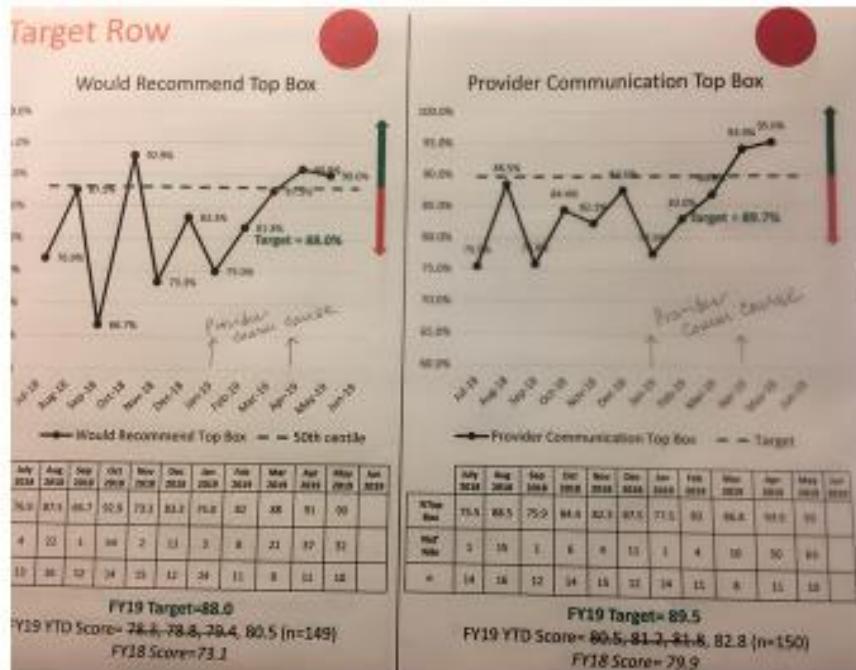
Foundational Course Attitudes



Next slide

Prenatal Diagnostic Center

MFM MDs and Ultrasonographers



Incentivizing:
qRVUs for 1
day courses
9.11.19 +

Staff: Caring Behaviors

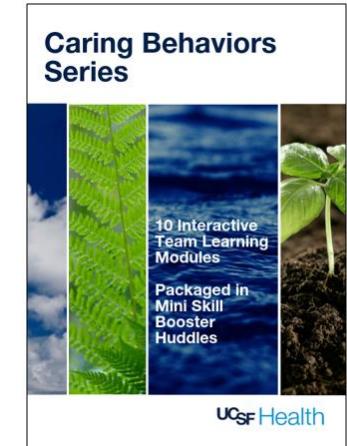
Caring Behaviors Series

▪ Ten Interactive Modules

- 75 Skills Booster Huddles (30 Minute Thought Provoking Discussions)
- Formal and Informal Leader Led

▪ Conducted 19 Train the Trainer Sessions to Date

- 14 Directors & 149 Ambulatory Leaders Trained
- Expectation: Complete Modules 1 & 2 by September 2020
- Must conduct one huddle every two weeks
- Metrics reflected on True North Boards to drive accountability



Module 1 Creating Exceptional First Impressions

- 1 Showing PRIDE Everyday
- 2 Handle with C.A.R.E. Model
- 3 First Impressions Matter...
- 4 A Spirit of Service
- 5 Your Body Speaks...
- 6 Choose Your Words Wisely
- 7 A Warm Welcome
- 8 A Fond Farewell

Module 3 Creating a Respectful Workplace

- 1 Establishing Shared Terminology
- 2 10/5 Rule
- 3 Email Incivility
- 4 Giving People Credit
- 5 Giving Constructive Feedback
- 6 Apologize
- 7 Micro-Affirmations
- 8 Establishing Rules of Civility
- 9 UCSF Resources

Module 5 Appreciation, Gratitude and Recognition

- 1 Appreciation vs. Recognition
- 2 Gratitude
- 3 Onboarding New Colleagues
- 4 UCSF Recognize Platform
- 5 Joy in the Workplace
- 6 The Power of a Thank You Note

Module 2 Tapping Into Your Emotional Intelligence

- 1 What is Emotional Intelligence?
- 2 Self-Awareness
- 3 Self-Management
- 4 Social Awareness
- 5 Relationship Management

Module 4 Adopting a Patient-Centered Mindset

- 1 We are All the Patient Experience
- 2 What is a Patient-Centered Mindset
- 3 Stepping into the Patients' Shoes
- 4 Translating Care into Action
- 5 Patients - More than Customers
- 6 Patients are part of the HC Team
- 7 See Me! The Person Beyond the Pt
- 8 Immigrants in the Land of Healthcare

Module 6 Identifying Implicit Bias

- 1 What is Implicit Bias?
- 2 Implicit Bias is Normal
- 3 Assess Your Own Implicit Bias
- 4 We All have Implicit Bias
- 5 Minimize the Impact of Implicit Bias
- 6 Manage Your Implicit Bias

Module 7 Crucial Conversations

- 1 What are Crucial Conversations?
- 2 Start with Heart - Work on me First
- 3 Learn your Style Under Stress
- 4 Make it Safe
- 5 Master My Stories
- 6 STATE My Path
- 7 Explore Others' Paths
- 8 Move to Action

Module 9 What to do when the Unexpected Happens

- 1 Defining Stress and Distress
- 2 Defining Crisis
- 3 Our Natural Response to Stress & Crisis
- 4 Recognizing Burnout & Compassion Fatigue
- 5 How to Help Someone in Crisis
- 6 Coping Resources within Yourself - Part 1
- 7 Coping Resources within Yourself - Part 2
- 8 Coping Resources within Yourself - Part 3
- 9 Coping Resources beyond Yourself

We are proud to say we have completed all modules skill booster huddles and submit this checklist to receive our Caring Behaviors Posters and Certificate.

Name/Title

Department

Date

Instructions: Make a copy of this checklist for your records and submit the signed checklist to UCSFHealthExperience@UCSF.edu

Module 1: Creating Exceptional First Impressions

Caring Behaviors Series

Learning Module

1

Creating Exceptional First Impressions

UCSF Health

Module 1 Creating Exceptional First Impressions

Skill Booster Huddle 1



Showing PRIDE Everyday

1 Showing PRIDE Everyday 2 Handle with C.A.R.E. Model 3 First Impressions Matter a Great Deal 4 A Spirit of Service

5 Your Body Speaks without You Saying a Thing 6 Choose Your Words Wisely 7 A Warm Welcome 8 A Fond Farewell

UCSF Health

This module has 8 Skill Booster Huddles designed to assist leaders in holding one subject at a time thought provoking conversations

Skill Booster Huddle 4

A Spirit of Service



The Best Service Experience

I've ever received was...

Think about the best service experience you have ever had. It could have been at a restaurant, a retail store, a doctor's office, a grocery store, over the phone, you name it. There was probably something very special about the person or place that you are thinking about. What did they do to earn your best experience ever title?

The Worst Service Experience

I've ever received was...

Now think about the worst service experience you have ever had. What did they do to earn your "worst experience ever" title?

Skill Booster Huddle 5

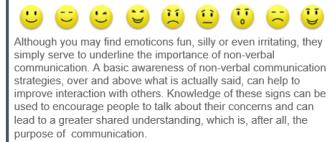
Your Body Speaks without You Saying a Thing



Body Language Speaks Loudly

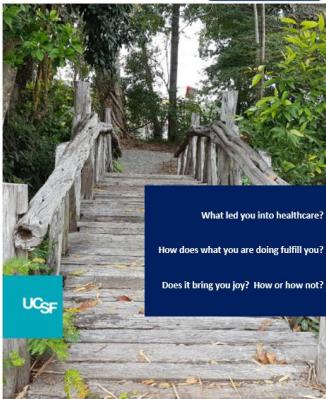
Body language, facial expressions and voices can be used positively or negatively.

- Positive body language reinforces verbal communication. It is designed to build connections and foster relationships between two or more people.
- Negative body language may be either deliberate or inadvertent. Its effect, however, is to suggest a lack of interest in the other person, and it is likely to cut communication short.



Skill Booster Huddle 1

Showing PRIDE Everyday



Skill Booster Huddle 2

Handle with C.A.R.E. Model



Handle with C.A.R.E.

UCSF Patient & Family Centered Care Model

Connect with Kindness

- Connect emotionally
- Connect on a personal level
- Connect the dots

Attend to Details

- Anticipate/acknowledge needs
- Ask open ended questions
- Assist whenever possible

Respond with Respect

- React quickly
- Recognize difficulties
- Return when promised

Exude Empathy

- Experience 'with'
- Extend yourself
- Express concern

Every patient and family we care for comes to us with an invisible sticker on it saying, "Please handle me with care, I am fragile."

Skill Booster Huddle 3

First Impressions Matter... A Great Deal!



im·pres·sion

/im preSHen/
noun

an idea, feeling, or opinion about something or someone, especially one formed without conscious thought or on the basis of little evidence.

Synonyms: notion, sense, intuition, reaction, mark, image, imprint.

How you present yourself,

is how people will view you.

What are you showcasing?



Skill Booster Huddle 4

A Spirit of Service

Skill Booster Huddle 5

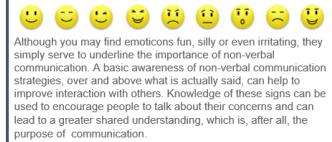
Your Body Speaks without You Saying a Thing



Body Language Speaks Loudly

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Skill Booster Huddle 6

Choose Your Words Wisely



Fundamentals In Communication

AKNOWLEDGE
INTRODUCE
DURATION
EXPLAIN
THANK

Elements woven into each conversation



Skill Booster Huddle 7

A Warm Welcome



You had me at hello!

When someone comes to your home, it is normal and customary that you would invite them in and show them around in order to make them feel comfortable and welcomed. Patients have the same needs your guests do when they enter our facilities.

Skill Booster Huddle 8

A Fond Farewell



GOODBYE

So long

Farewell

ciao

Adieu

Adios

UCSF Health

Experience Excellence

Caring Behaviors Measures of Success

Patient Engagement

Patient Experience Surveys

- Likelihood to Recommend

- Helpfulness of Front Desk Staff

- Cheerfulness of Front Desk Staff

- Staff Worked Together

- Informed about delays

Verbatim Comments

Employee Engagement

Waggl Pulse Surveys 

Gallup Action Plan Monitoring

Gallup Accountability Index

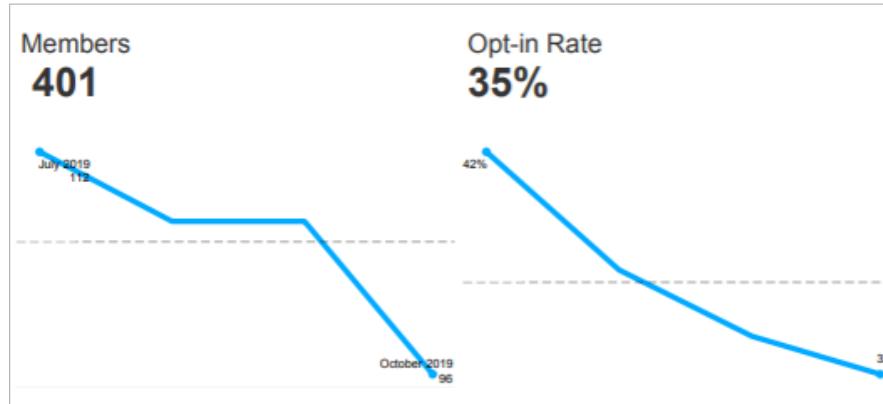
Patient Engagement

Patient & Family Advisory Councils

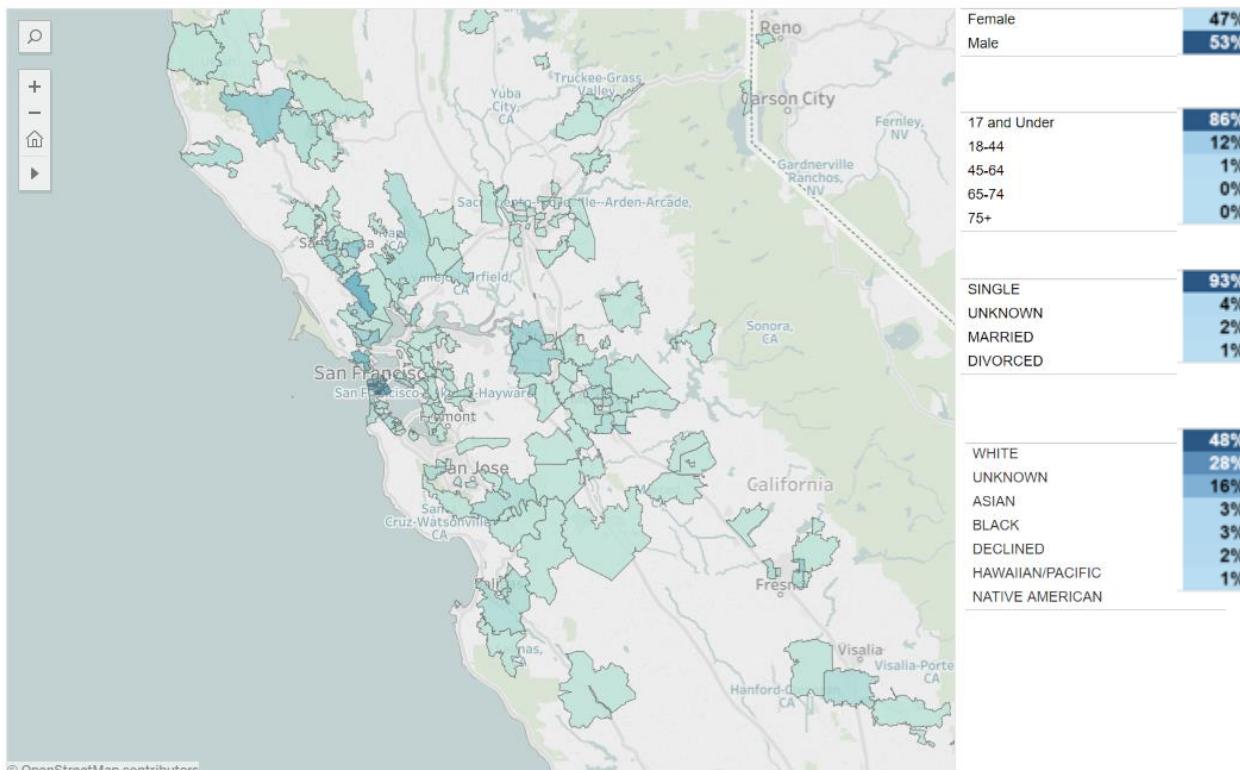
Coming
Soon



Community Insights Dashboard



Geography



Demographics



9-10 Promoters 86%

7-8 Passives 9%

0-6 Detractors 7%

Locations:

Outpt-West Bay 88%

Inpt-West Bay 8%

ED-West Bay 4%

*Oakland Outpt Tower 1%

* just started last week

Parking Subsidy Pilot



Helping our families with parking and transportation

UCSF is piloting a program offering a choice of either a daily parking voucher **or** a daily ride share through Lyft for any family wishing assistance.



Parking voucher
\$20 value per day; valid after 5 hours. Includes in and out privileges.

Vouchers can be picked up from the Family Resource Center or the nurses station.



Ride Share
Up to \$20 value per day. Must have a Lyft account and a smartphone.

Request the ride from [Center for Families](#). A code will be sent to your phone. All pick ups will be from the Center for Families ([EXPLAIN LOCATION](#))

Time period: Beginning January 6, 2020 and ending March 6, 2020.

Location:

Mission Bay

Populations:

Inpatient Peds
Adult Outpt RadOnc
Adult Outpt Infusion

Duration:

Jan. 6-Mar. 6, 2020

Vouchers Options: **Parking or Ride Share**

Value:

\$20 discount on full day parking or one ride share per day

