



Executive Summary: FY18 UCSF Health Physician Experience Net Promoter Survey Results

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What has helped your work experience in the last year?

“Nothing at all changed to enhance my work experience. Was there some effort made to improve the work environment? If so it did not trickle down to the trenches.”

One Good Thing
Improving the Work Experience at UCSF
Issue 1

To make our True North “Our People” efforts more visible at UCSF, this regular communication will provide a highlight of one enhancement, story or tip intended to improve the work experience for clinicians and faculty at UCSF Health.



E-Prescribing of Controlled Substances

Ever struggle to get a secure script to a patient after discharge? Or when you are not in clinic? Which printer did it print to anyway?? To help make this process easier for clinicians and patients, e-prescribing of controlled substances (EPCS) has arrived. EPCS has now been used successfully at four pilot practices, and UCSF-wide ambulatory implementation will begin in the second half of April 2018. Thanks to the Clinical Systems and Health Informatics Teams, and our pilot practices, for making this happen!

[See the Health Informatics Website For More Info Here](#)

One Good Thing
Improving the Work Experience at UCSF
Issue 2

To make our True North “Our People” efforts more visible at UCSF, this regular communication will provide a highlight of one enhancement, story or tip intended to improve the work experience for clinicians and faculty at UCSF Health.



Grocery and Meal Delivery Discounts

After long and busy days of work and home, I admit I sometimes find myself eating popcorn and cheese sticks for dinner. It just seems easier. And as much as I love my own weekly grocery haul, it can be a challenge to do so when I’m too tired by the end of the day. If you also struggle with preparing healthy meals during the busy work weeks, you may enjoy these Good Eggs and Thrive Market grocery and meal delivery discounts to help you get dinner on the table. My family and I personally find these services delightful. UCSF offers these discounts available in honor of Doctor’s Day 2018. (Good Eggs offer expires April 15th.)

[See Details on Good Eggs and Thrive Market Here](#)

JAMA Charter On Physician Well Being

4 Principles:

1. Effective Patient Care Promotes and Requires Physician Well-being
2. Physician Well-being Is Related With the Well-being of All Members of the Health Care Team
3. Physician Well-being Is a Quality Marker
4. Physician Well-being Is a Shared Responsibility

UCSF Health Net Promoter Survey: The Questions

UCSF Health Uses a Net Promoter Score Methodology to Ask:
On a scale from 0-10:

1. How likely are you to recommend UCSF as a **place to work** (including the entirety of your work, both the clinical and non-clinical, which may include research, education, quality, leadership, administration)?
2. How likely are you to recommend UCSF Health as a **place to work clinically?**
3. How likely are you to recommend UCSF Health as a **place to come for care?**
4. **What would improve** the work experience?
5. **What has improved** in the last year?

NPS: Who is Surveyed?

- All Attending Level Physicians at UCSF Health*
- Not:
 - Fellows or residents without attending privileges
 - UCSF physicians with primary clinical site VA/ZSFG
 - BCHO

New FY18

- Refined Med Staff Office Physician Lists with Department Leaders
 - Added Optometrists to Ophthalmology
 - Added Physics Faculty to Radiation Oncology
- Added URM Demographic Q.*
- Added Trans/Other to Gender Identification
- Added Volunteer Faculty Q.
- Added NPS ratings for Clinical Practice Settings

*URM (Underrepresented in Medicine) is defined as: Individuals whose personal characteristics, such as race, ethnicity, socioeconomic status, sexuality, health condition, or disability, are underrepresented in the medical profession relative to their numbers in the general population.

Do you identify as URM?

Yes

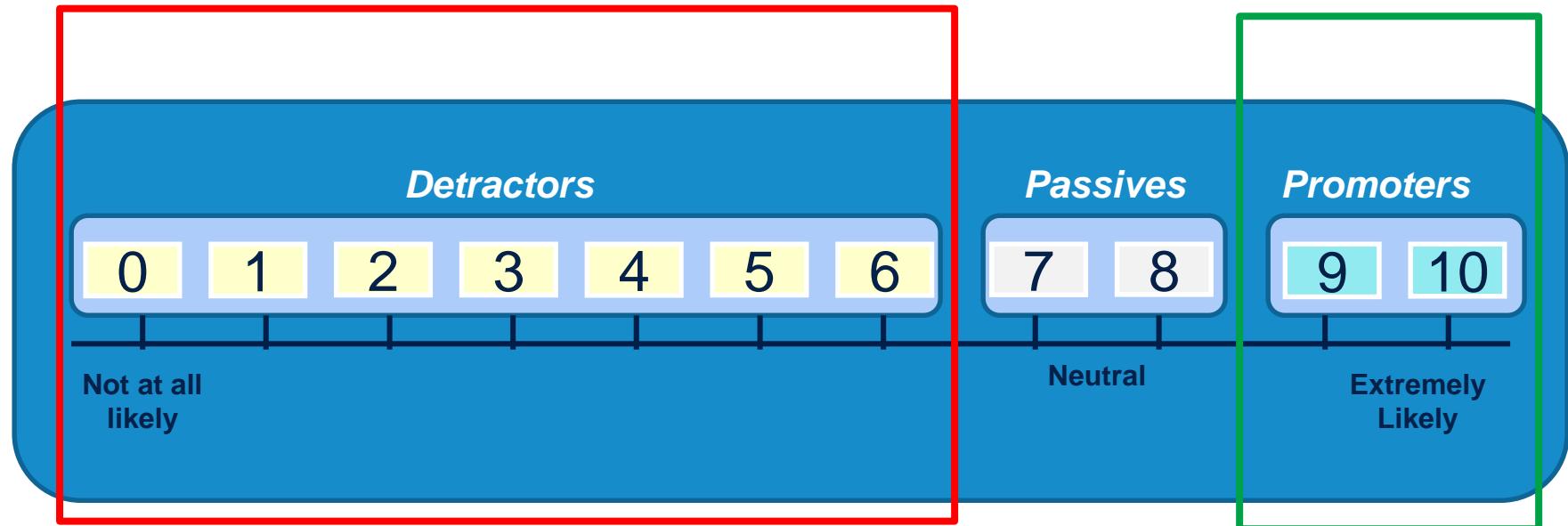
No

Net Promoter Score

- The NPS
 - global quantitative measure of how likely our physicians are to recommend the organization as a place for work and care
 - is not a Burnout/Engagement/Wellbeing Survey
 - Can be calculated if $n > \text{or } = 10$; Mean scores are calculated for $n < 10$
- Benchmark: NPS +22 (Bain, Front Line of Healthcare Survey, 2017)
- High Performing Organizations +50 (outside of healthcare)

What does Net Promoter Score tell us?

How likely are you to recommend?



% Promoters
(9s and 10s)

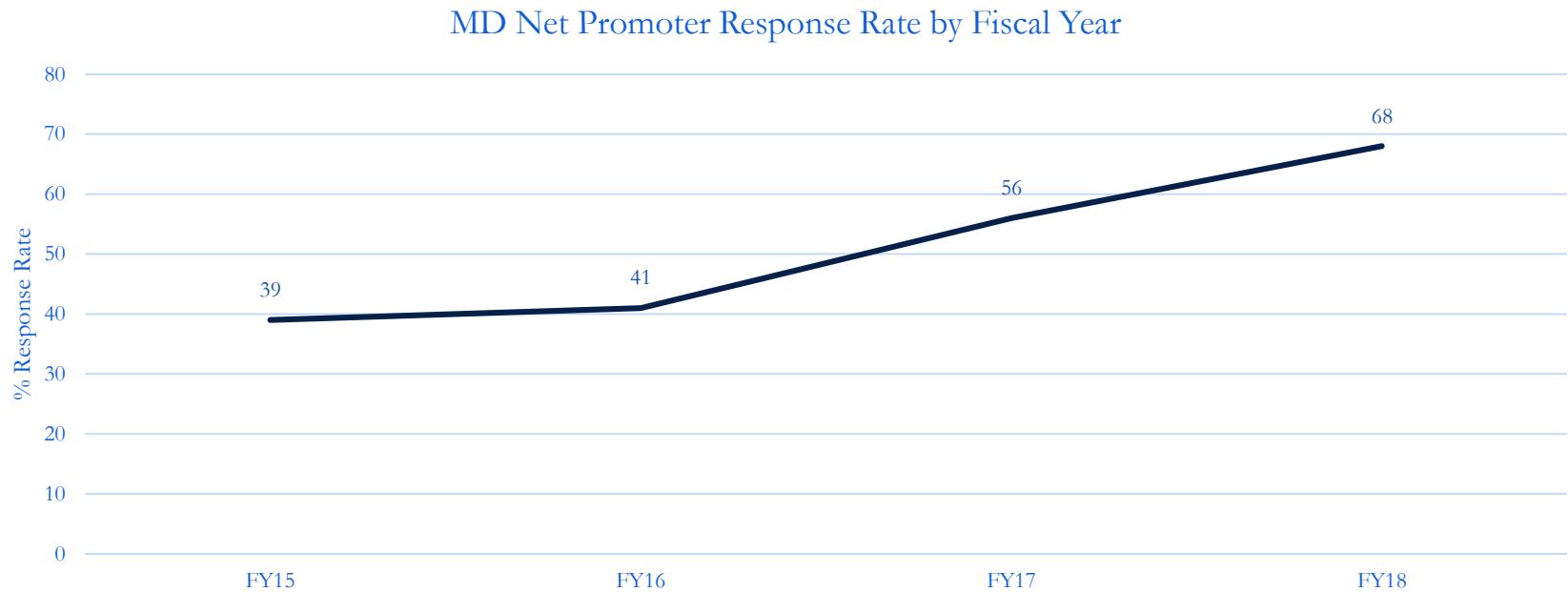
- % Detractors
(0 through 6)

= Net
promoters

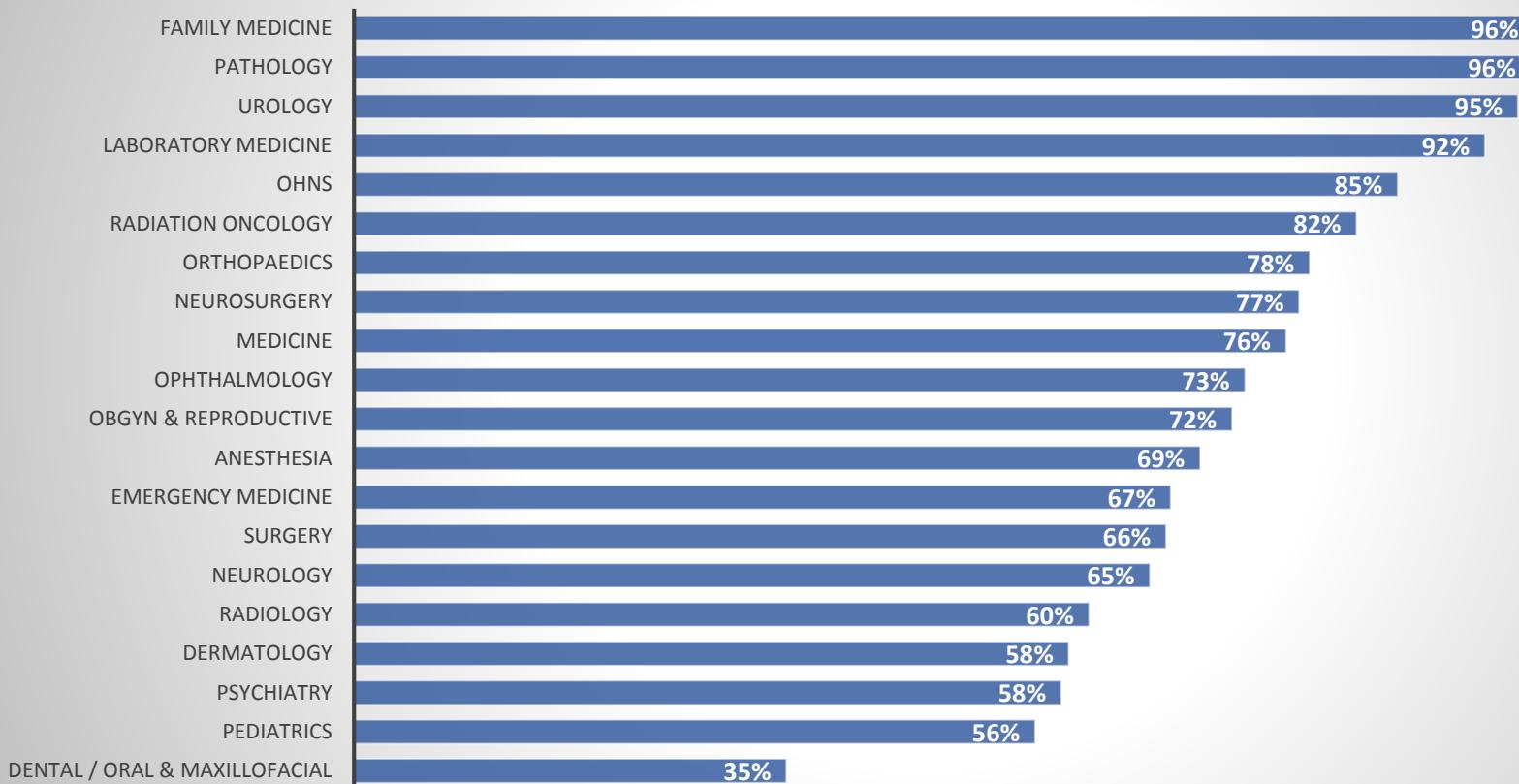
-100

+100

Response Rates by Fiscal Year



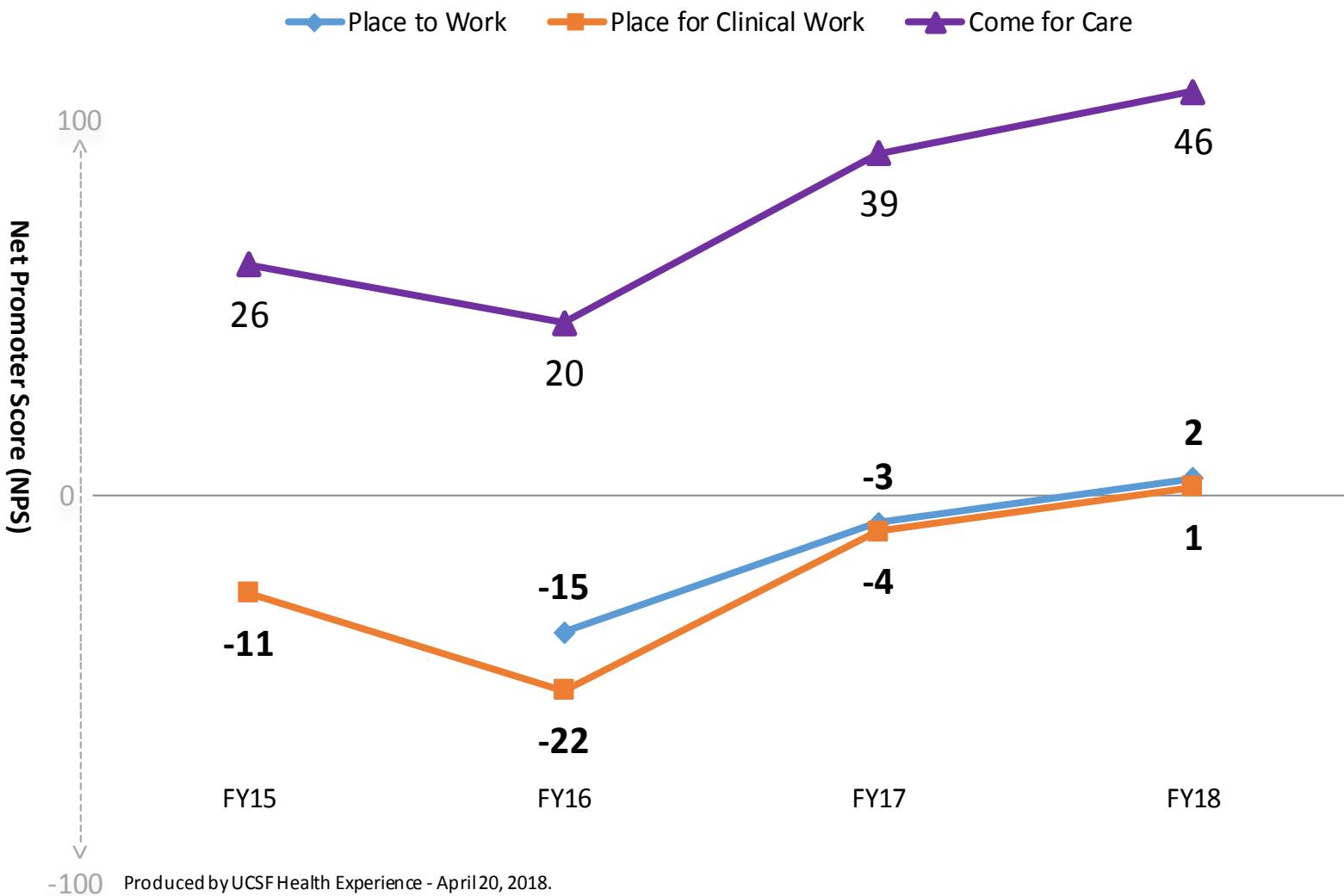
Response Rate by Department



Final Physician Work Experience Survey Response
Rates by Dept

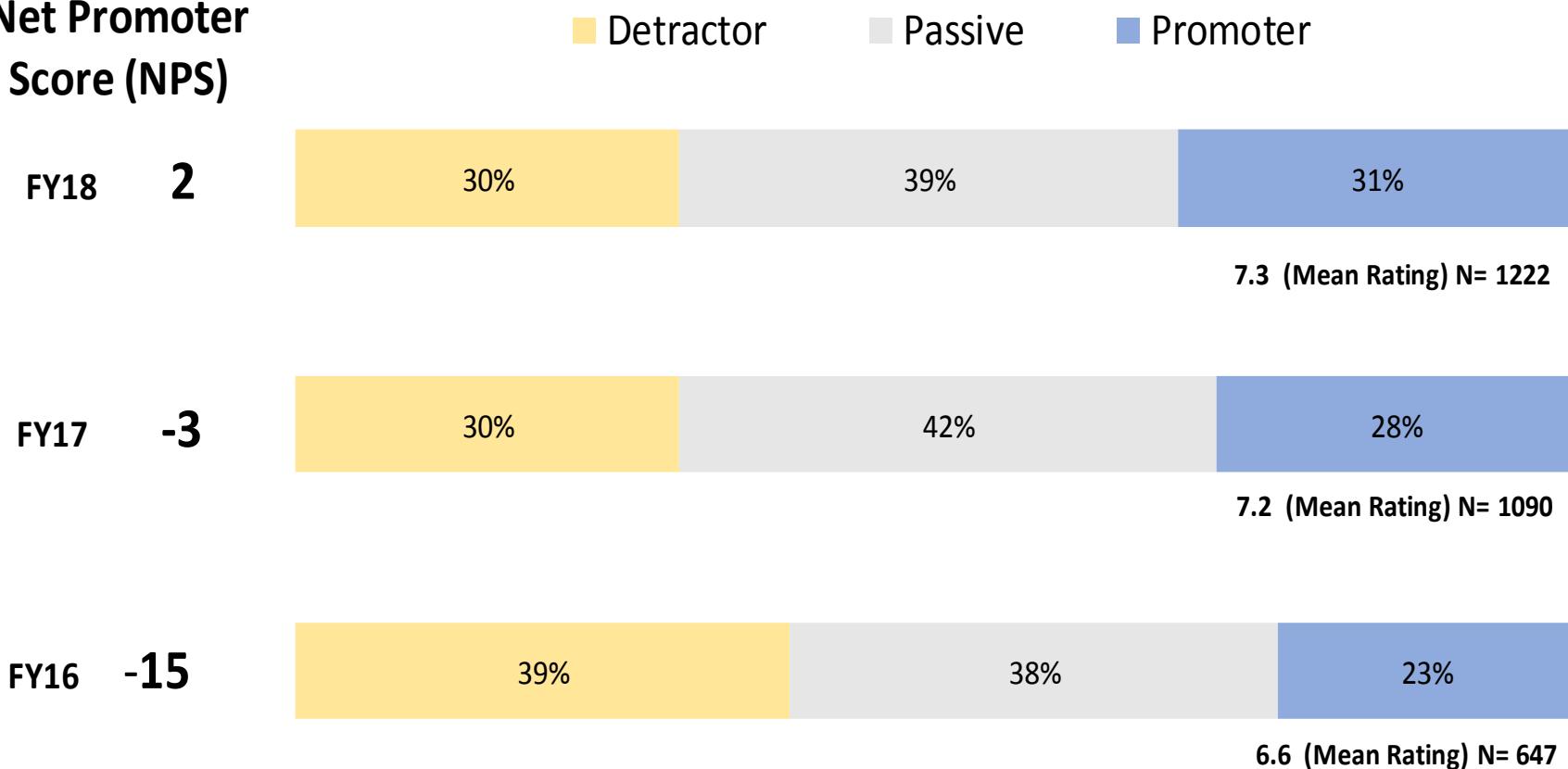
(Including Primary Care STEP Survey)

UCSF Physician NPS for 3 Recommend Questions by Year



How Likely are our Physicians to Recommend UCSF as a Place to Work ?

Net Promoter Score (NPS)



Produced by UCSF Health Experience - April 20, 2018.

12 Note: Percentages may not be add up to 100% due to rounding.

This question was not asked in FY15.

How Likely are our Physicians to Recommend UCSF as a Place for Clinical Work?

Net Promoter Score (NPS)

■ Detractor

■ Passive

■ Promoter

FY18 1

31%

37%

32%

7.2 (Mean Rating) N= 1211

FY17 -4

32%

40%

28%

7.1 (Mean Rating) N= 1066

FY16 -22

44%

34%

22%

6.3 (Mean Rating) N= 648

FY15 -11

34%

43%

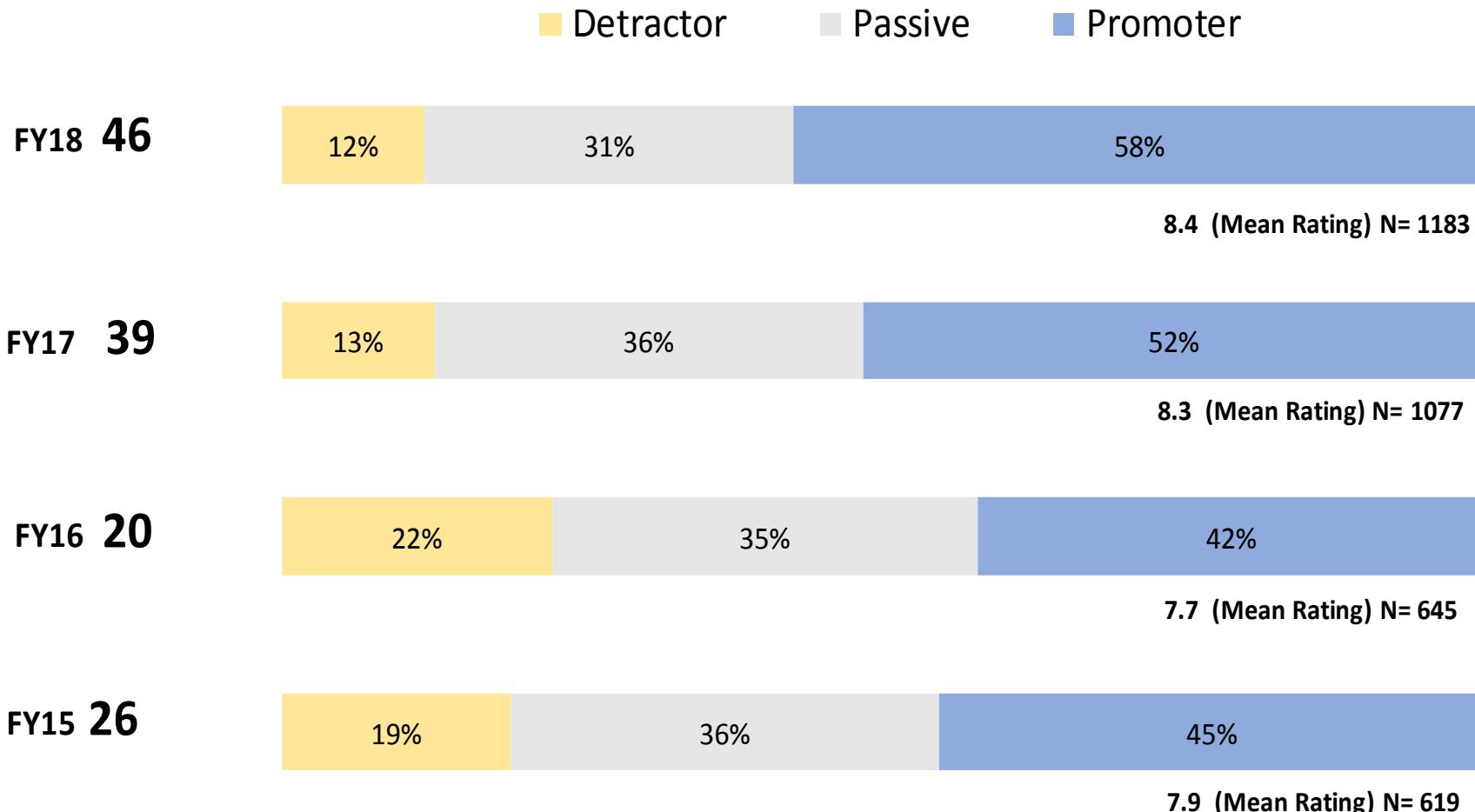
23%

6.9 (Mean Rating) N= 619

Produced by UCSF Health Experience - April 20, 2018.

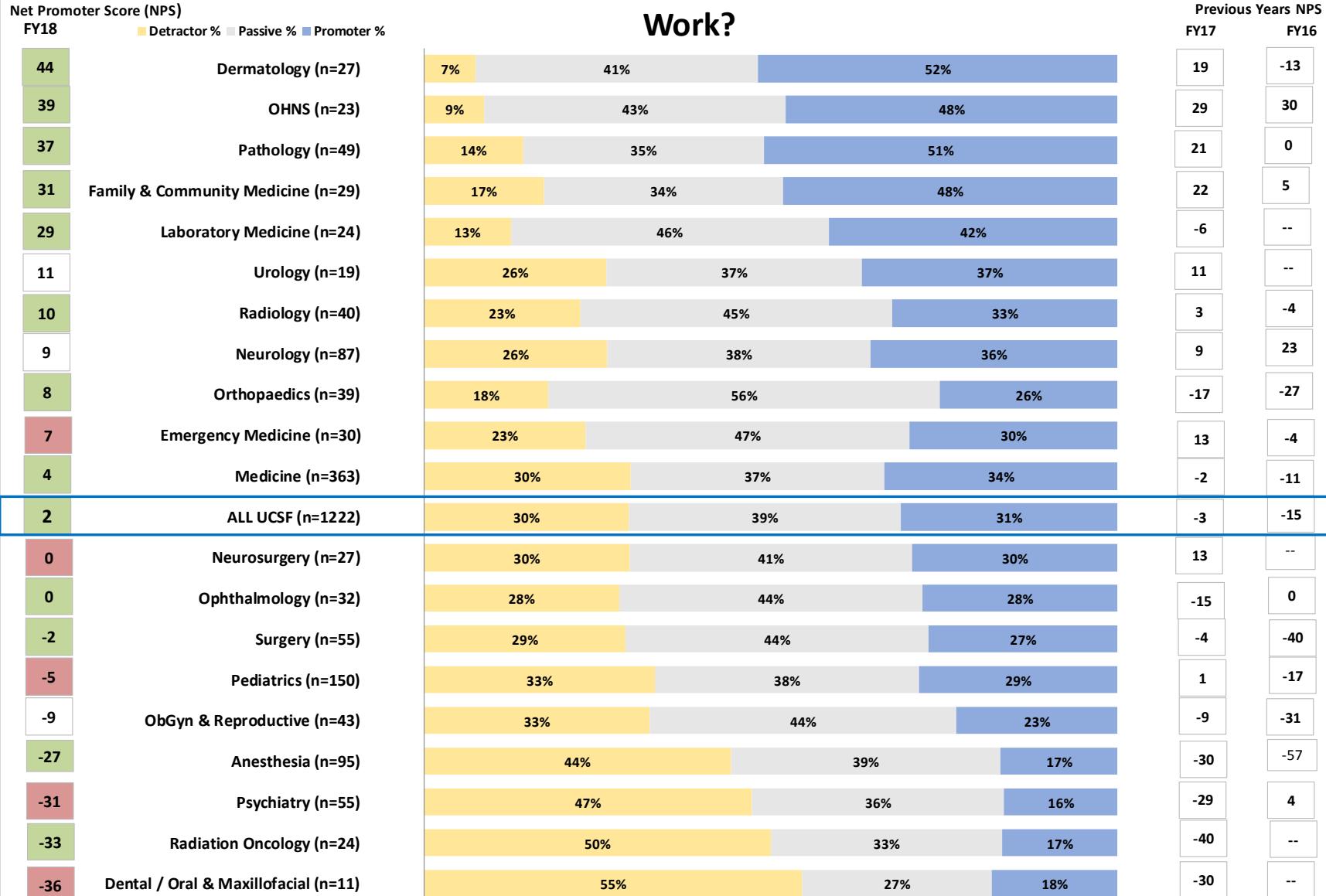
Net Promoter Score (NPS)

How Likely are our Physicians to Recommend UCSF as a Place to Come for Care?



Produced by UCSF Health Experience - April 20, 2018.

FY18 - How Likely are our Physicians to Recommend UCSF as a Place to Work?



Note: 1. The percentage may not add up to 100% due to rounding. 2. -- above indicates no NPS due to <10 returned surveys. Produced by UCSF Health Experience - 04/24/2018

15

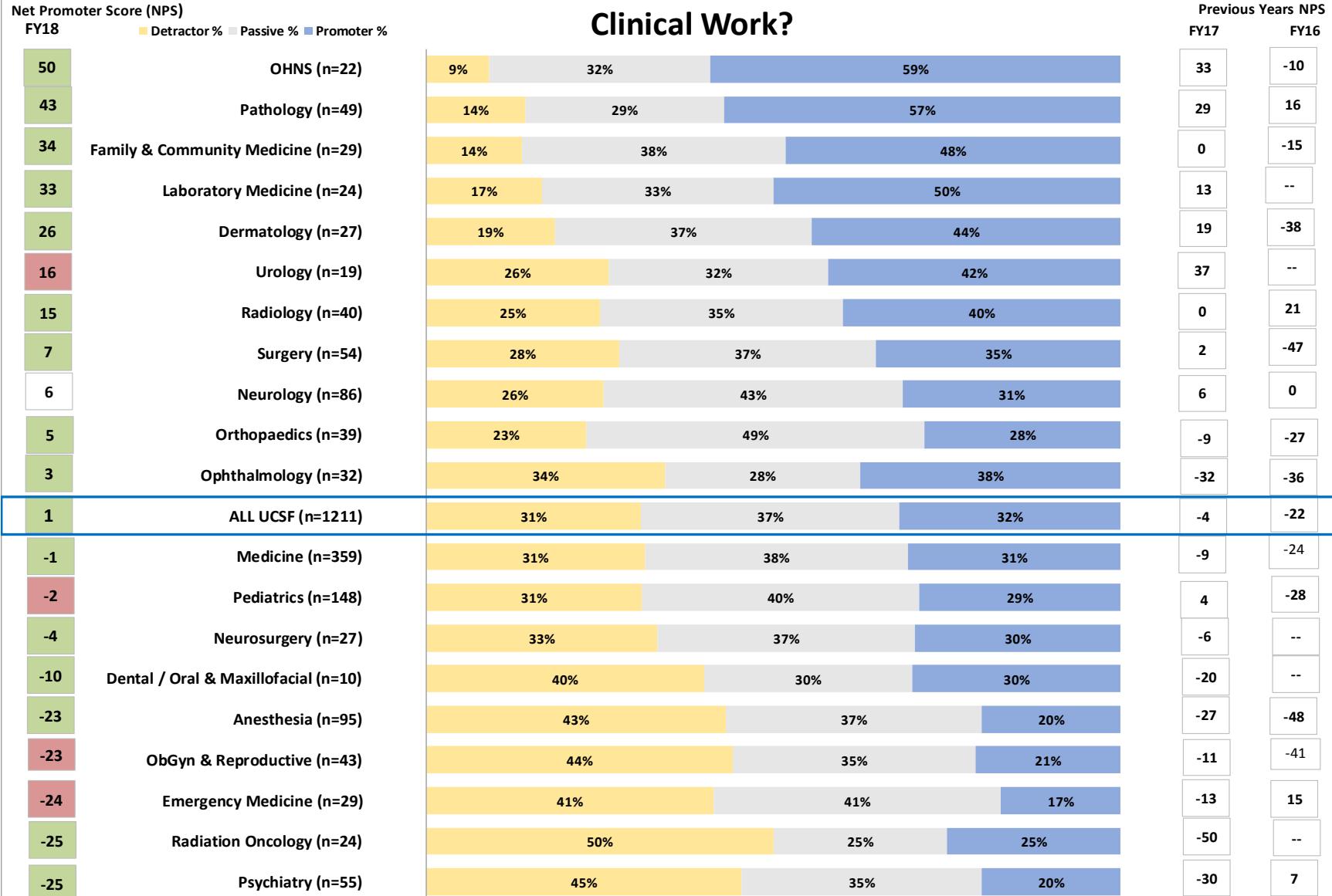
Improved from Previous Yr

Declined from Previous Yr

No Change

-- Low # of response to calculate NPS

FY18 - How Likely are our Physicians to Recommend UCSF as a Place for Clinical Work?



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16

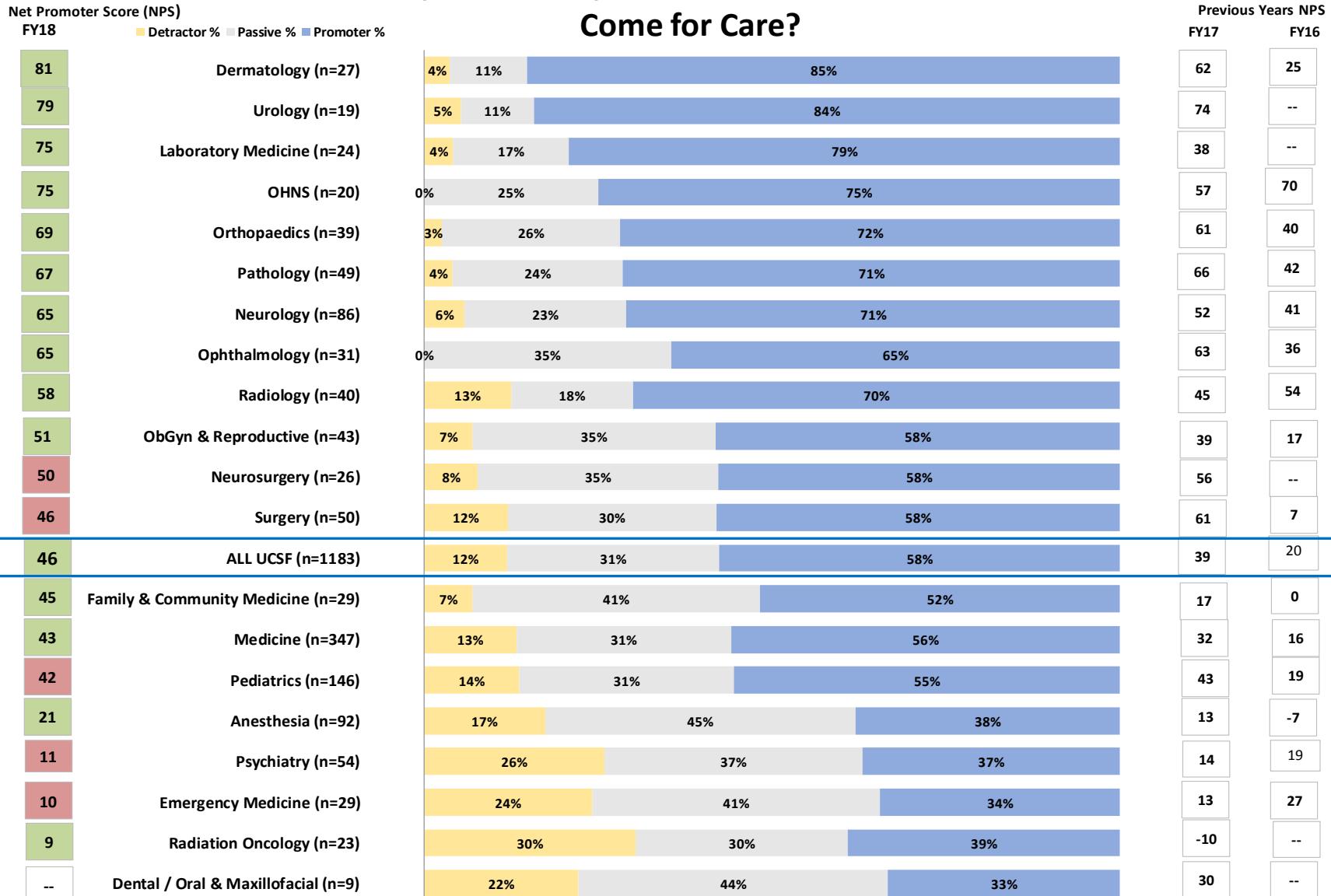
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17

Improved from Previous Yr

Declined from Previous Yr

No Change

-- Low # of response to calculate NPS

Clinical Work NPS: Greatest Change In Last Year

- **Most Improvement:**
 - Ophthalmology +35*
 - Family Medicine +34
 - Radiation Oncology +25**
 - Lab Medicine +20
- **4 Declines:**
 - Urology -21
 - Obstetrics Gynecology -12
 - Emergency Medicine -11
 - Pediatrics -6

18 *newly includes Optometrist group, +17 improvement MDs only

**newly includes Physics Faculty, +60 improvement for MDs only

Case Study: Comment Themes of Improvement from Family Medicine

- **Leadership**

Leadership helping, Stable leadership team, Medical Director “really cares” and “takes interest in every provider’s well-being”, Clear expectations about roles, Leadership from primary care helps set the tone for our goals and expectations; chairman, dyad partner. Clinic management working to improve things.

- **Decreasing Documentation Burden**

Scribes (x 5 comments)-“would have quit without this”

- **Effective Teamwork/Support**

psychiatry, pharmacy extremely helpful, Quality of NPs, CMAs, Supervision of Staff Improved, working with consistent staff ie. 1 MA, NP helping to cover the inbox of someone on vacation-too hard to do on top of one’s own work; teamlet with common goals, working hard to achieve better outcomes

- **Collaboration/Community**

Part of a group that meets, getting to know my colleagues and solving challenges together

- **Efficiencies of Practice**

E-consults

- **EMR support for provider**

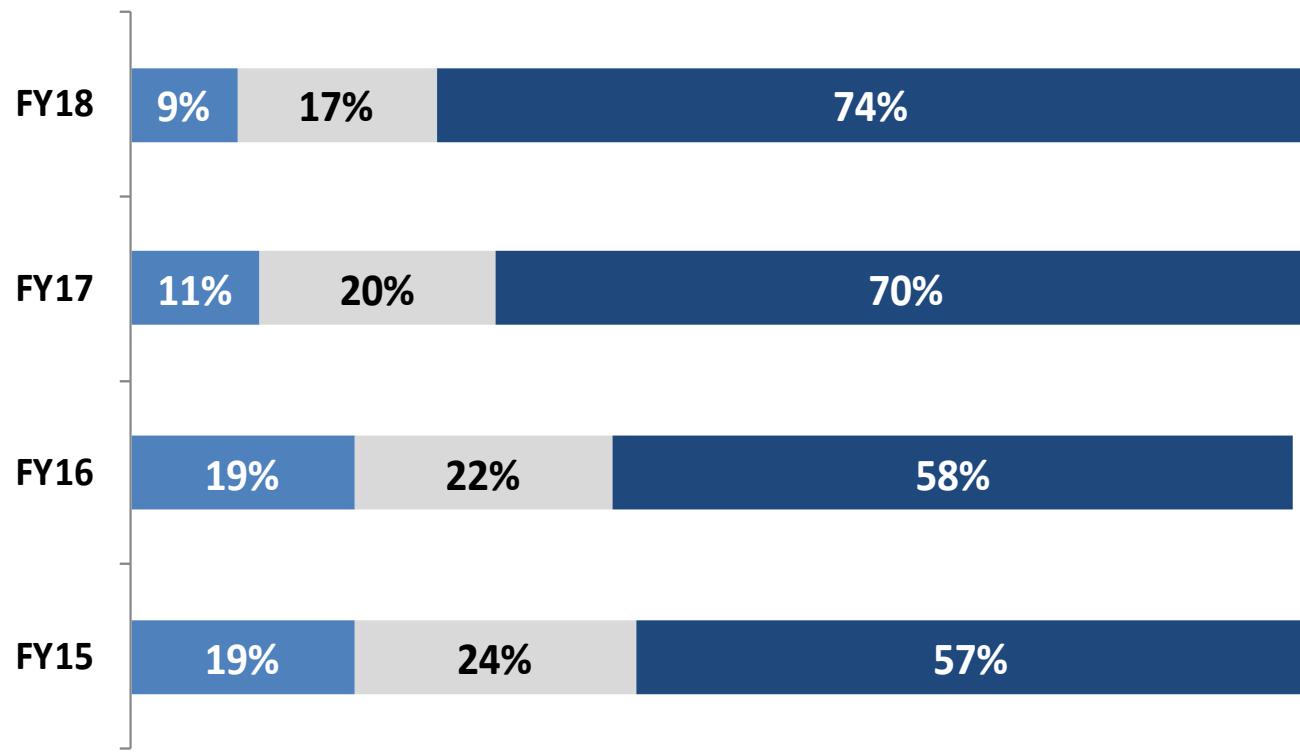
EPIC training, could use more

- **Improving Patient Care**

Multiple QI projects showing improvements frequently; “outreach for our patients”

UCSF has Established a Culture of Continuous Process Improvement

■ Disagree/Strongly Disagree ■ Neither Agree nor Disagree ■ Agree/Strongly Agree



Note: Result based on a 5 point scale. "Disagree-Strongly Disagree" and "Agree-Strongly Agree" were combined.
Produced by UCSF Health Experience - April 20, 2018.

Demographics: Clinical Work

- Lowest Scoring: Female, Outpatient, Associate Professor, 26-50% clinical
- Highest Scoring: Male, Other**, Assistant Professor, Tied <25% and 51-75% Clinical
- URM/non URM: NPS +3 for both

Next Steps

- Detailed Comment Reviews
- Data Analysis for:
 - Departments
 - Divisions
 - Clinical Practice Settings
- Ongoing Problem Solving and Improvement Work



Appendix A. What Helps and What is Needed?

What is helping?

- Leadership Working on It, Listening, Helping to Solve Problems
- Colleagues/Well Functioning Teams
- Unit Based True North/UBLT work
- Feeling listened to, part of decision-making
- Scribes
- PEAK
- Zoom for improvement of remote communication
- Room for Surgical E-Cases
- Support (Staff and Faculty) being added where needed
- Diversity, Equity, Inclusion Work
- Knowing Parnassus will be Updated
- Faculty Lounge

What is Needed?

- For things to work well for patients and clinicians
- Faculty Offices (Mission Hall)
- Salary Increases
- More EMR support (Peak), and Beyond Ambulatory
- More Documentation Support (Scribes/Dictation)
- Improved Clinical Team functioning
- Compensation or support for unreimbursed work
- Transparency and Engagement in Decision Making
- Address “Misconduct”
- More collaboration/social connection
- Gender/Inclusion Issues

What is needed?

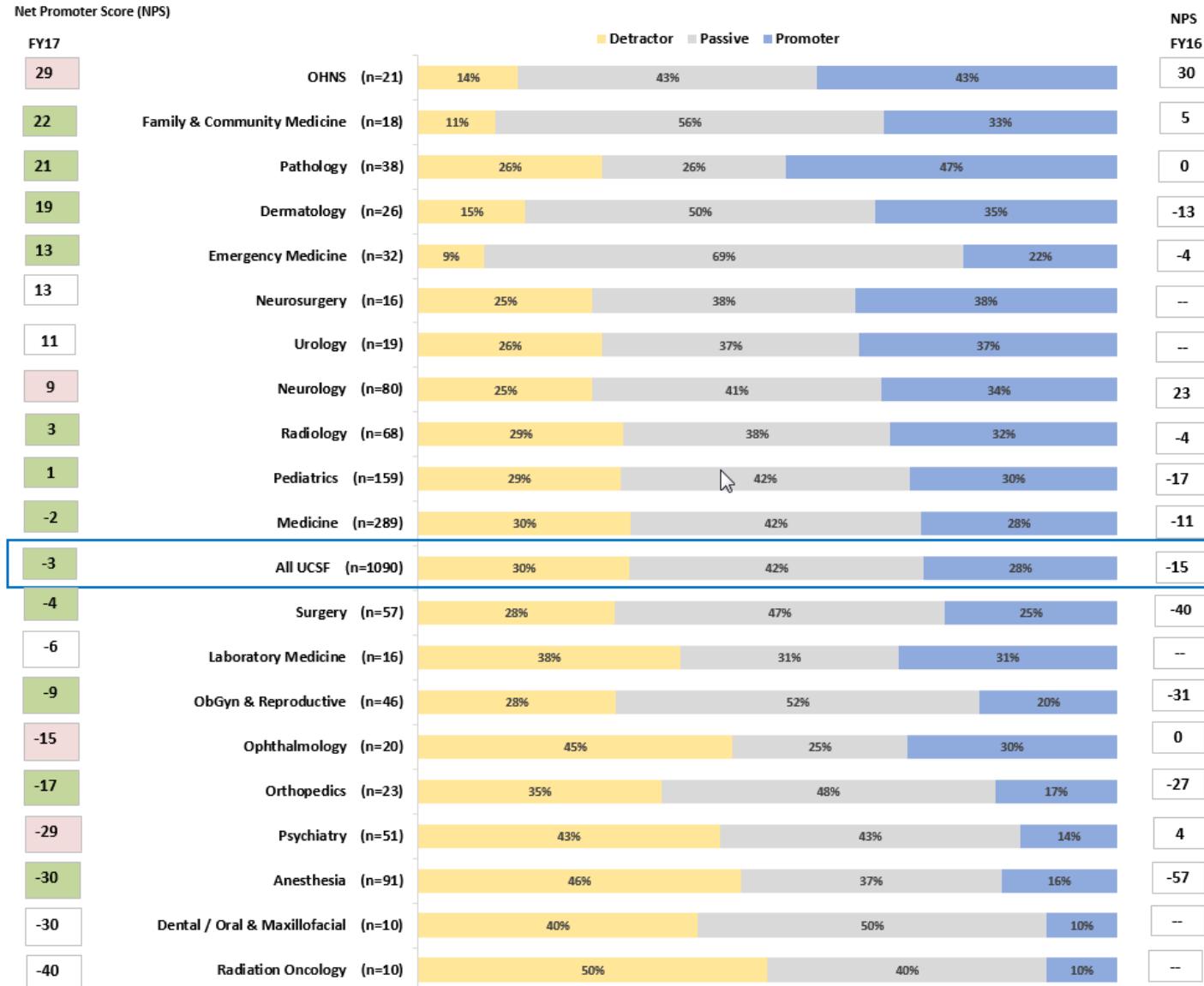
“Patient care volume continues to increase without increasing staffing, changing team structures, or increasing compensation.

It seems like the Medical Center leadership continues to press for increased volume without increased resources, and we are constantly being asked to do more.

It is too much from the standpoints of patient safety, hospital capacity, and personal well-being.”

Appendix B. FY17 Departmental Comparisons

FY17 - How Likely are our Physicians to Recommend UCSF as a Place to Work?



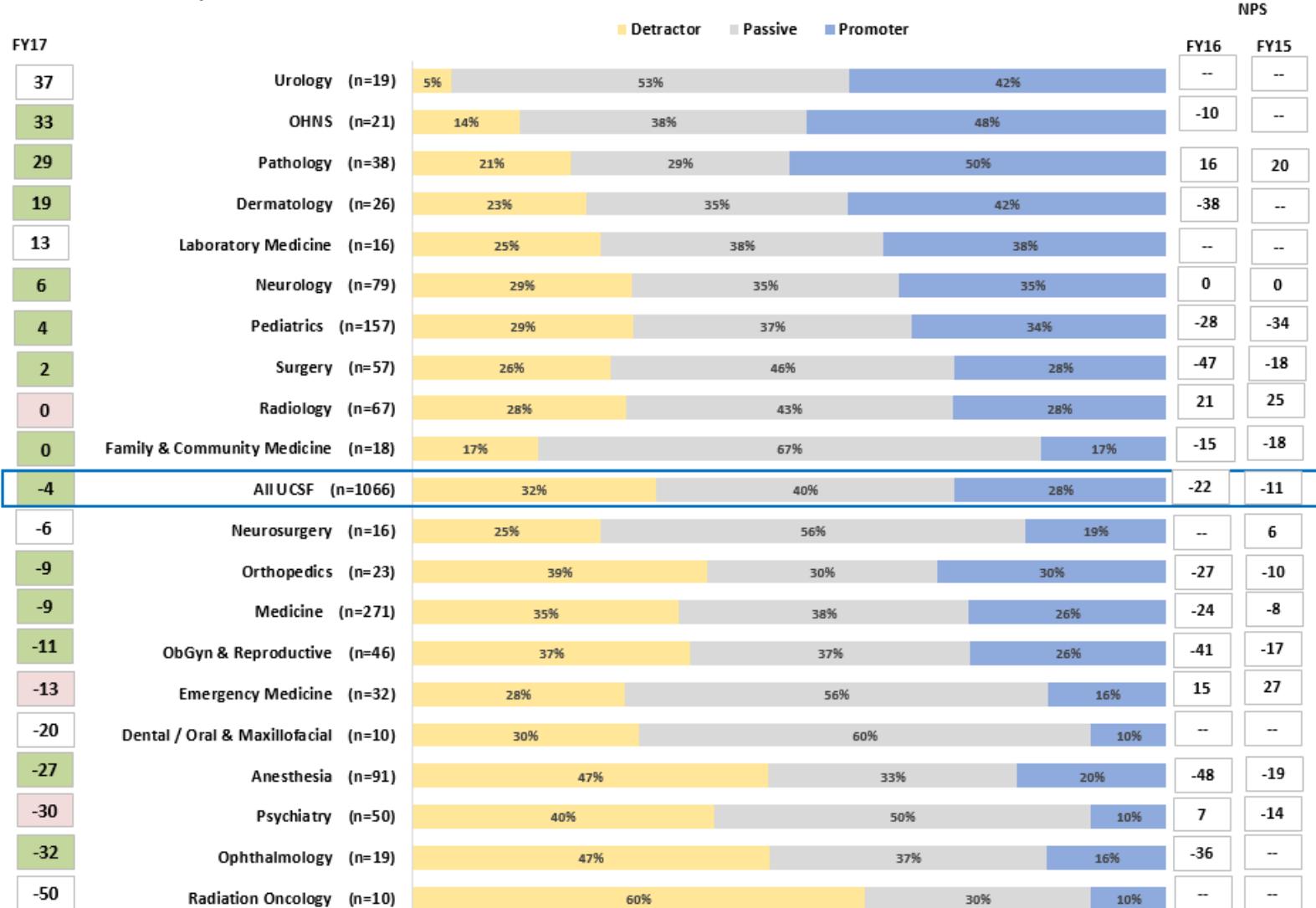
■ Declined from previous yr ■ Improved from previous yr ■ No previous year score due to low N

Note: 1. Percentage may not add to 100% due to rounding.
 2. "--" above indicates no NPS due to <10 returned surveys.
 3. This question was not asked in FY15.

Produced by UCSF Health Experience – June 22, 2017.

FY17 - How Likely are our Physicians to Recommend UCSF as a Place for Clinical Work?

Net Promoter Score (NPS)



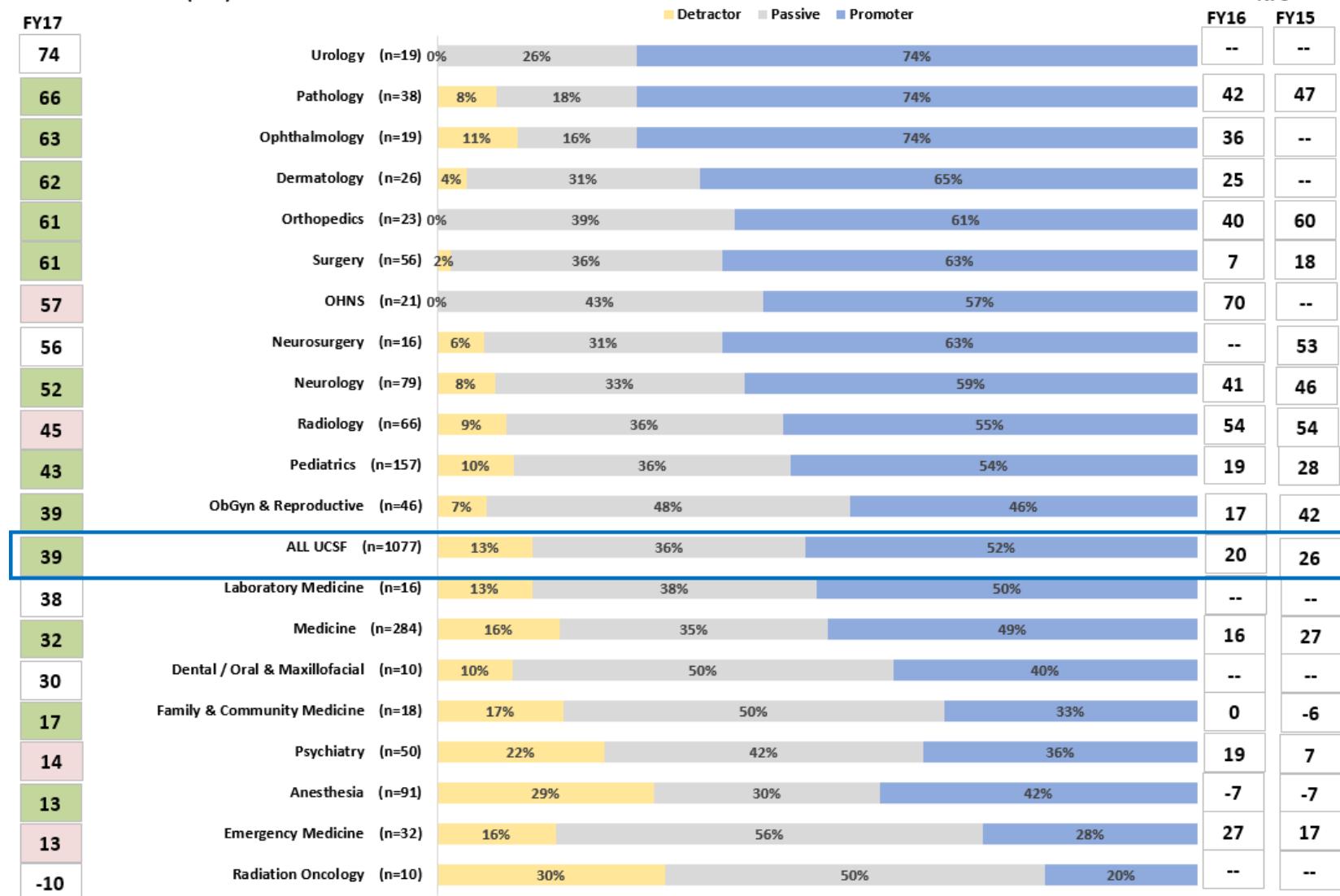
--- Declined from previous yr --- Improved from previous yr --- No previous year score due to low N

Note: 1. Percentage may not add to 100% due to rounding.
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 3. This question was not asked in FY15.

Produced by UCSF Health Experience – June 13, 2017.

FY17 - How Likely are our Physicians to Recommend UCSF as a Place to Come for Care?

Net Promoter Score (NPS)



■ Declined from previous yr ■ Improved from previous yr ■ No previous year score due to low N

Note: 1. Percentage may not add to 100% due to rounding.
 2. "--" above indicates no NPS due to <10 returned surveys.
 3. This question was not asked in FY15.

Produced by UCSF Health Experience – June 13, 2017.

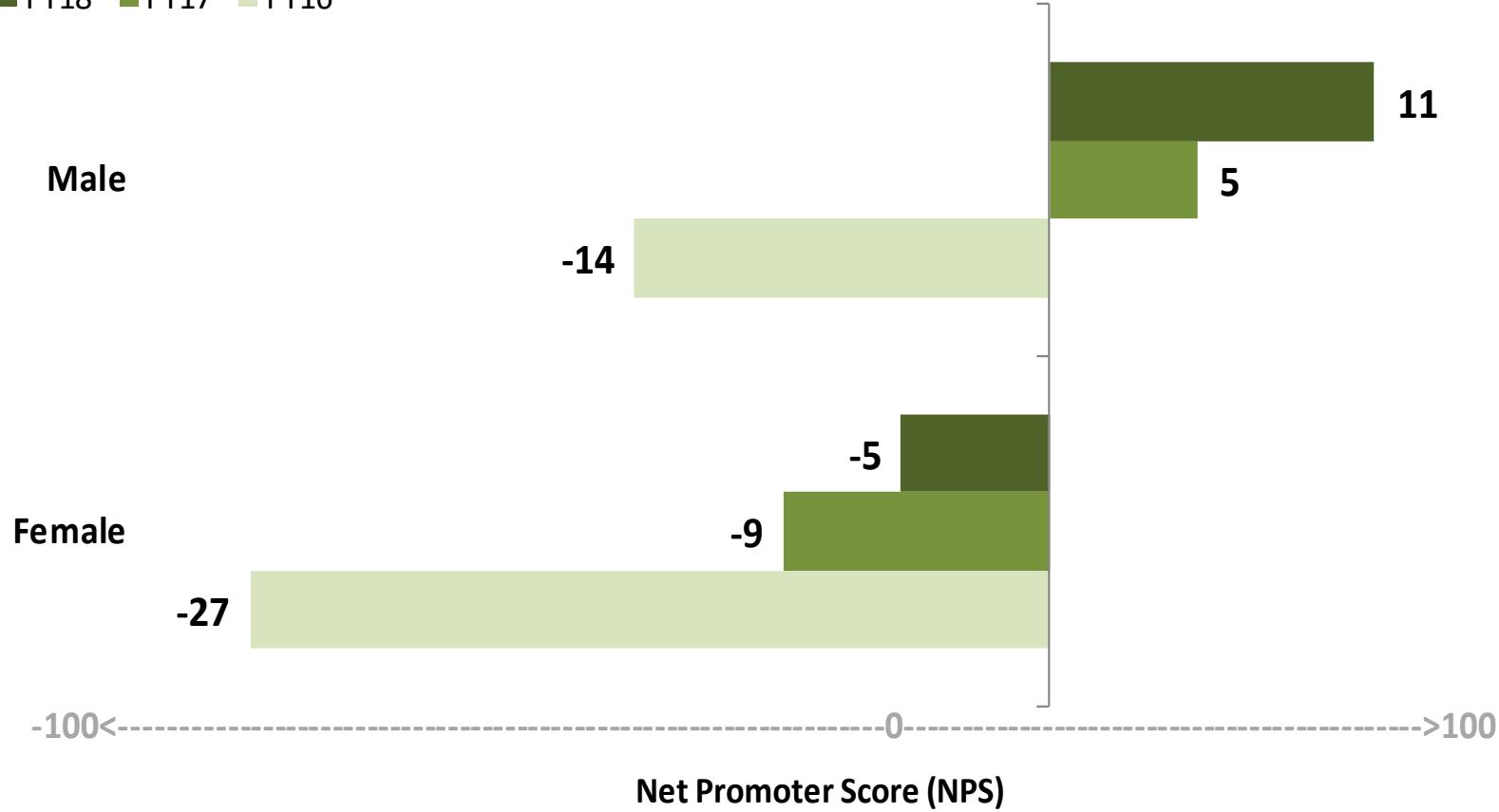
Appendix C. FY18 Demographics Details

Demographics

How Likely are our Physicians to Recommend UCSF as a Place for Clinical Work ?

Gender by Year

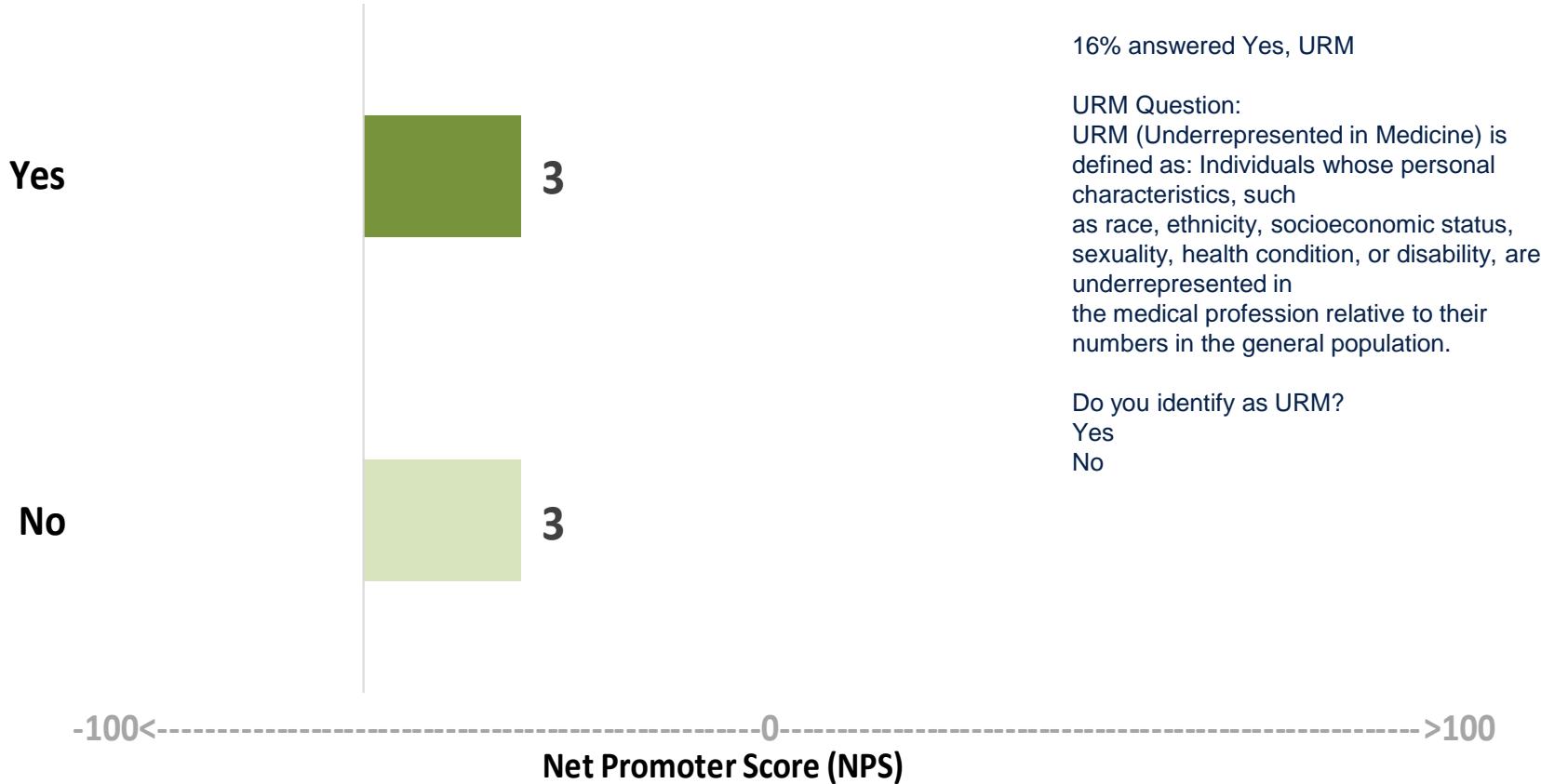
■ FY18 ■ FY17 ■ FY16



Produced by UCSF Health Experience - April 20, 2018.

How Likely are our Physicians to Recommend UCSF as a Place for Clinical Work?

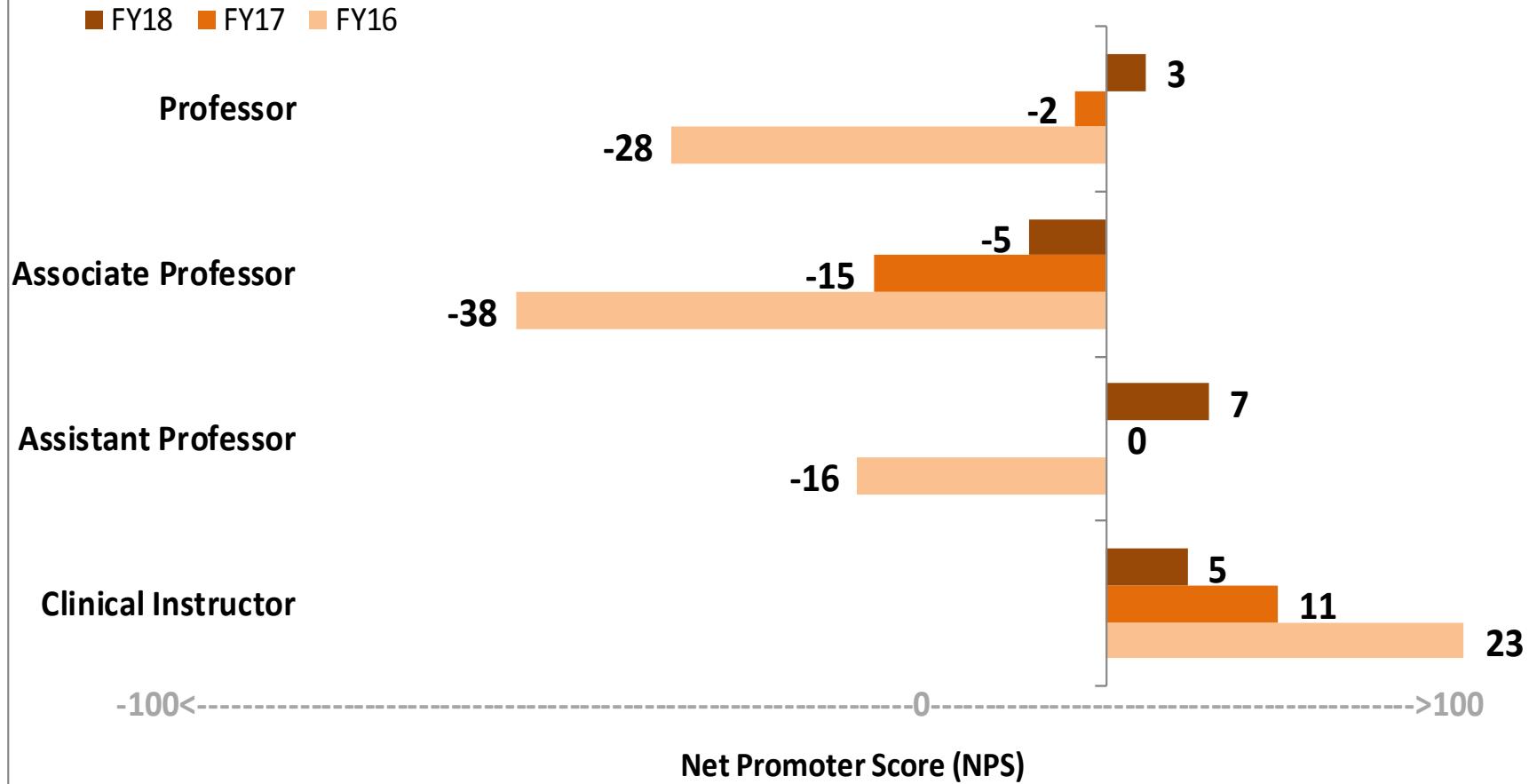
Underrepresented in Medicine (URM) - FY18



Produced by UCSF Health Experience - April 20, 2018.

How Likely are our Physicians to Recommend UCSF as a Place for Clinical Work ?

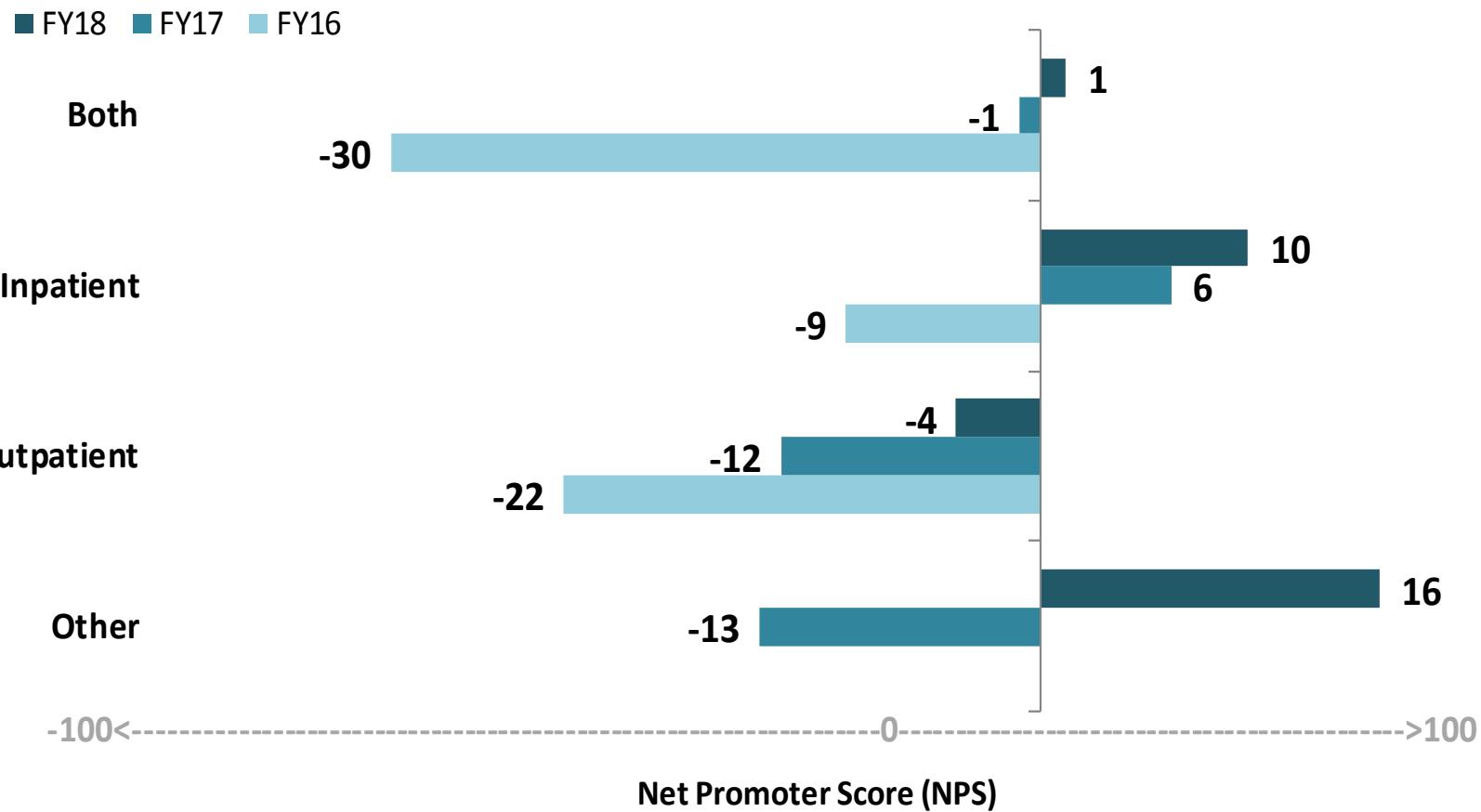
Academic Ranking by Year



Produced by UCSF Health Experience - April 20, 2018.

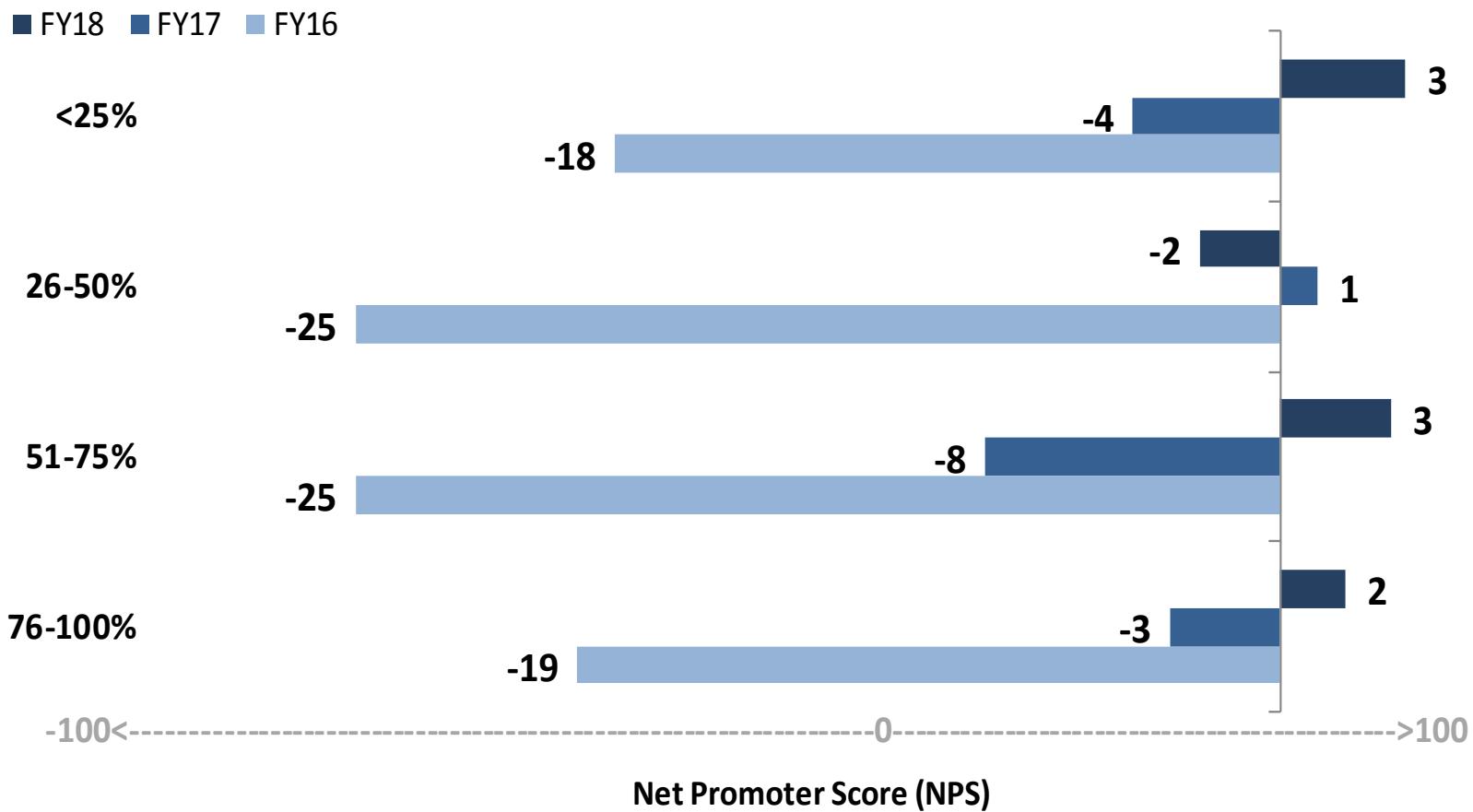
How Likely are our Physicians to Recommend UCSF as a Place for Clinical Work ?

Primary Area of Practice by Year



Produced by UCSF Health Experience - April 20, 2018.

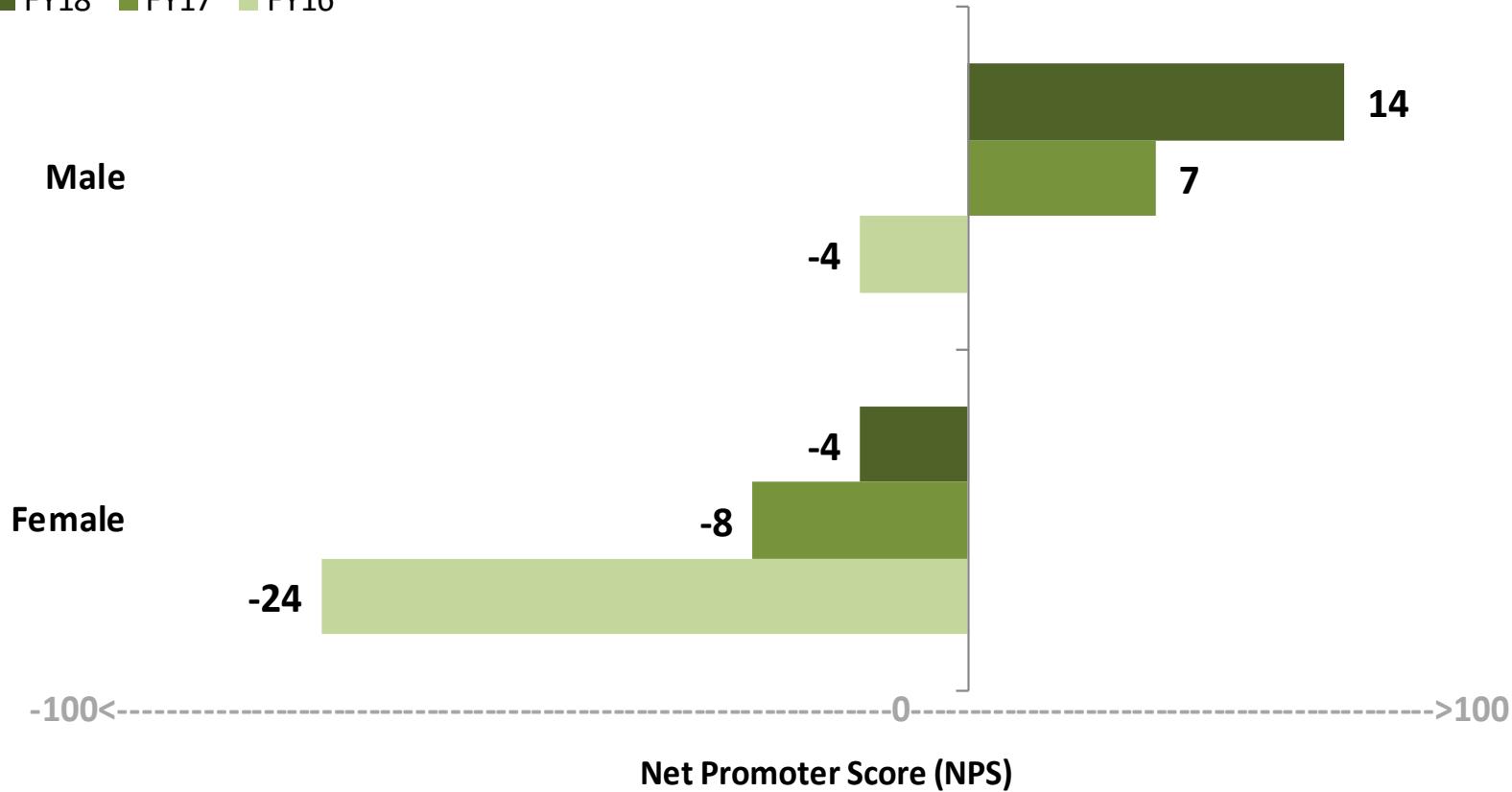
How Likely are our Physicians to Recommend UCSF as a Place for Clinical Work ? Clinical Service Time by Year



Produced by UCSF Health Experience - April 20, 2018.

How Likely are our Physicians to Recommend UCSF as a Place to Work ? Gender by Year

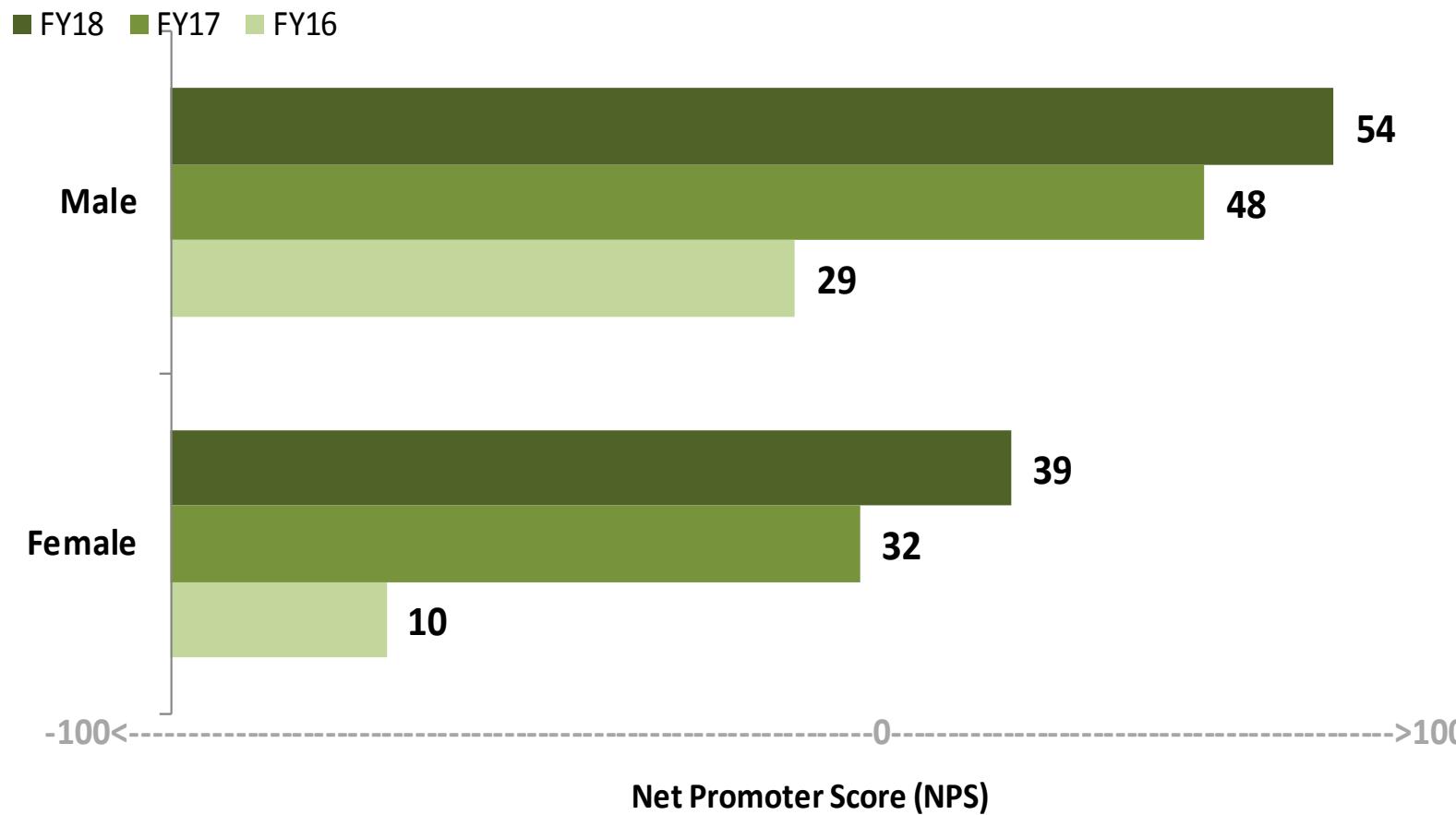
■ FY18 ■ FY17 ■ FY16



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How Likely are our Physicians to Recommend UCSF as a Place to Come for Care ?

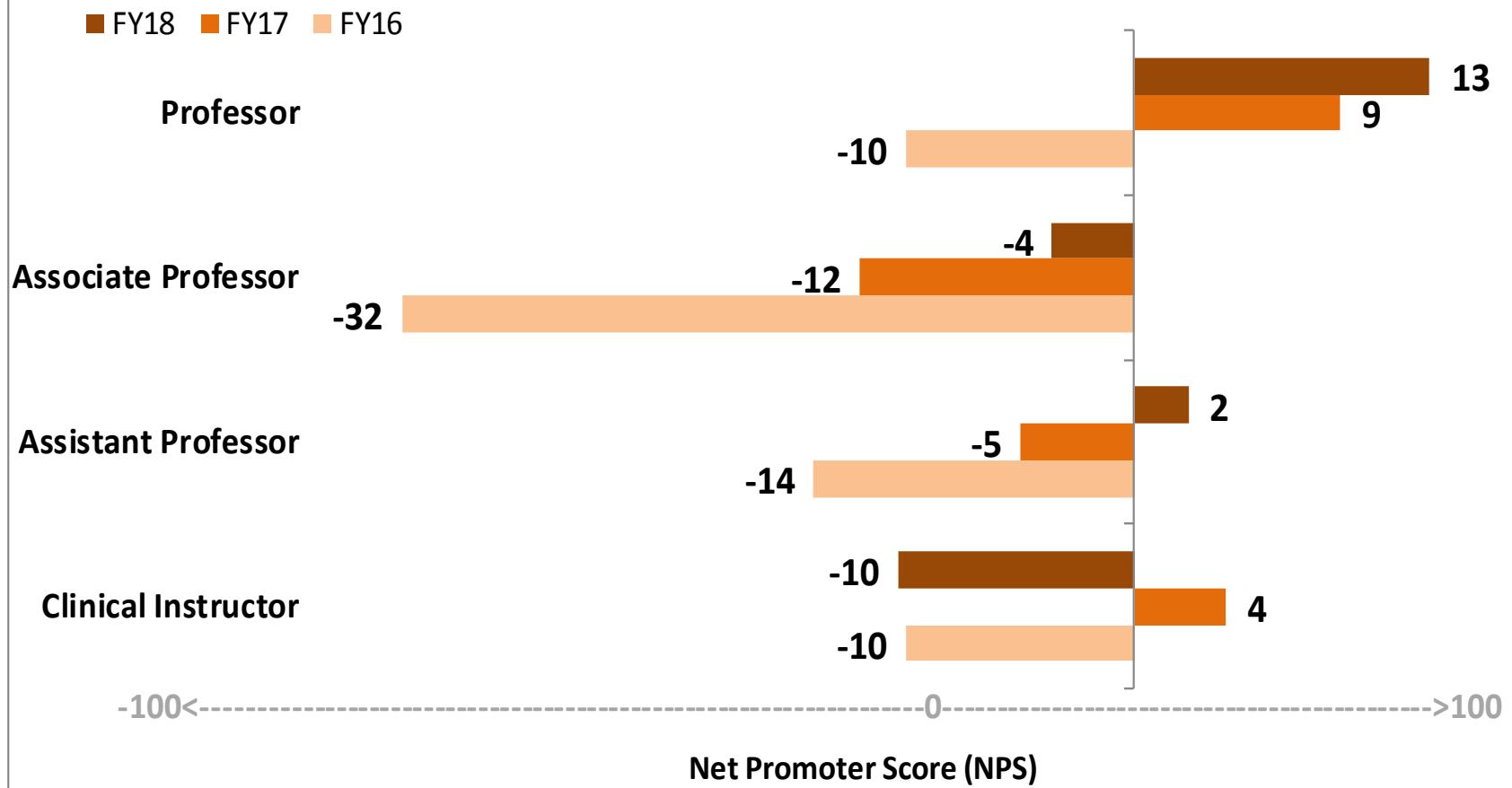
Gender by Year



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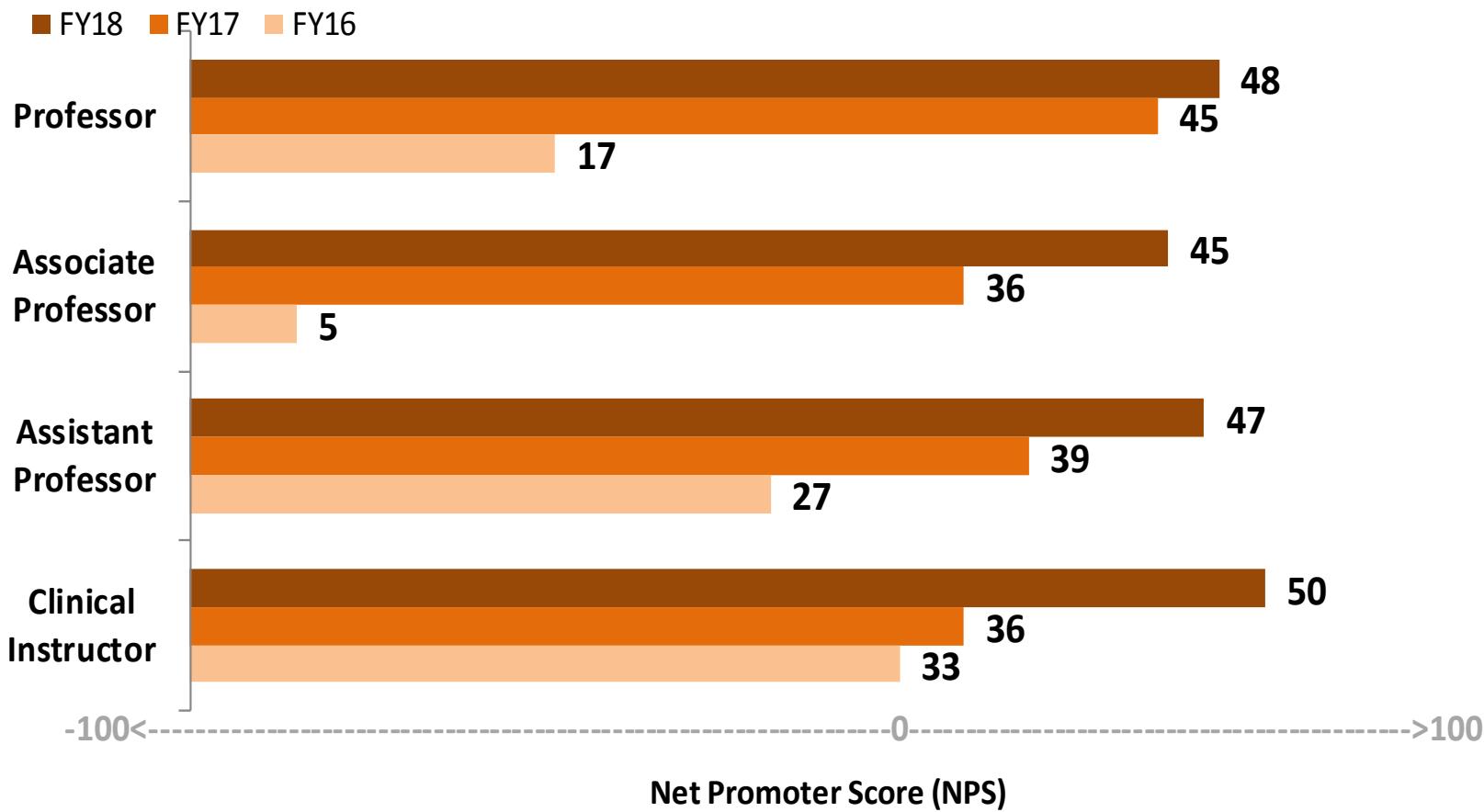
How Likely are our Physicians to Recommend UCSF as a Place to Work ?

Academic Ranking by Year



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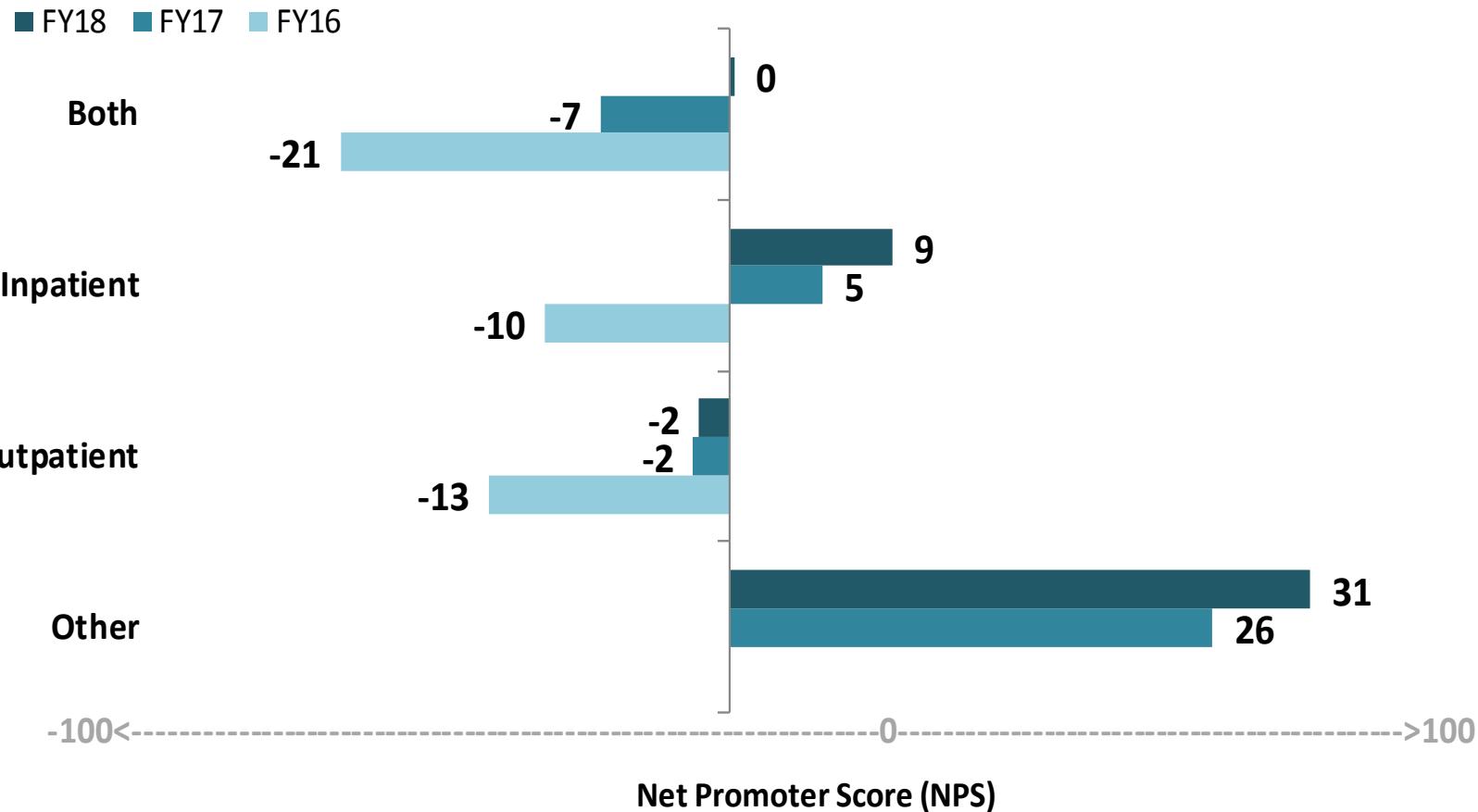
How Likely are our Physicians to Recommend UCSF as a Place to Come for Care ? Academic Ranking by Year



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How Likely are our Physicians to Recommend UCSF as a Place to Work ?

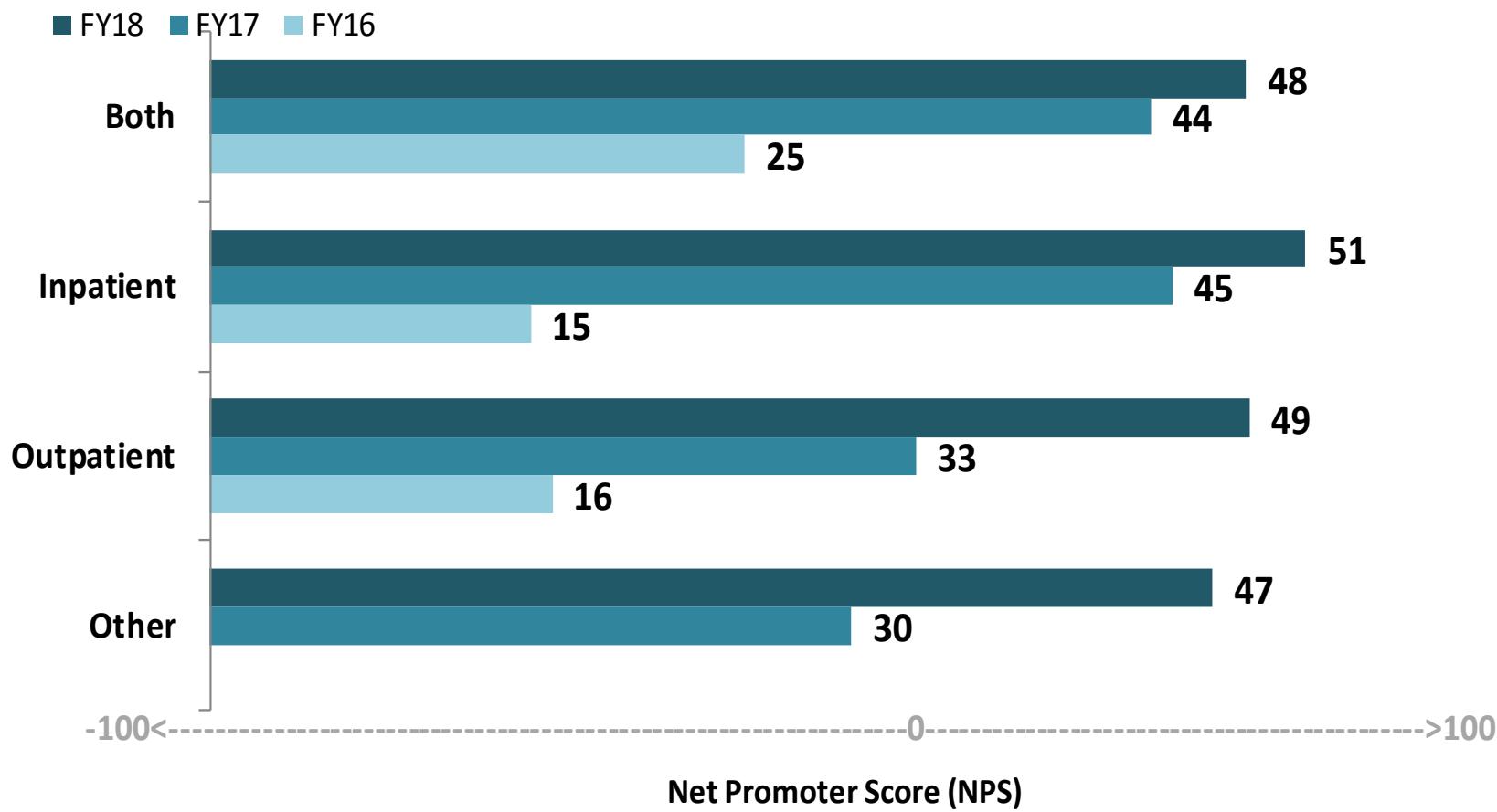
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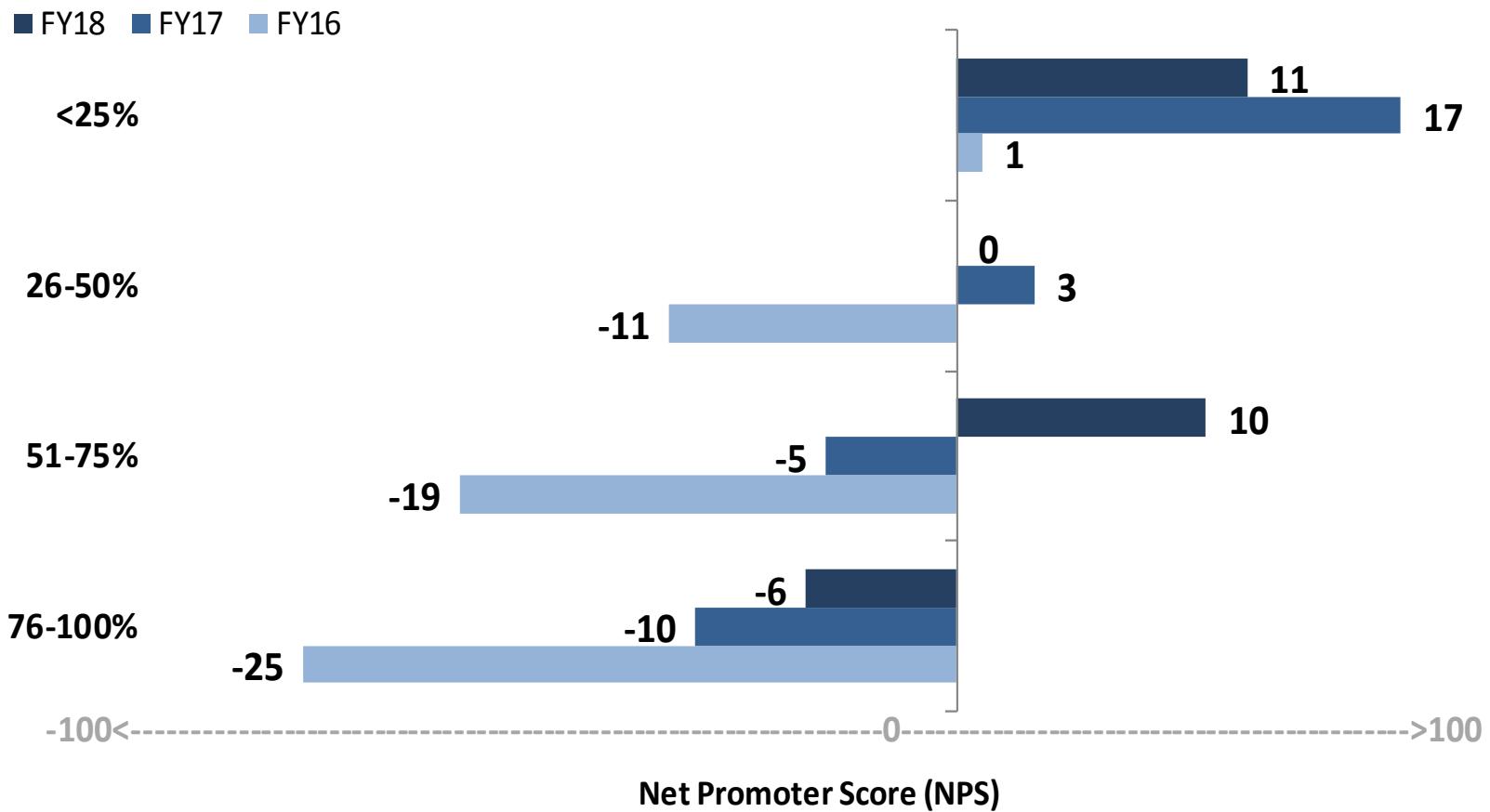
Primary Area of by Year



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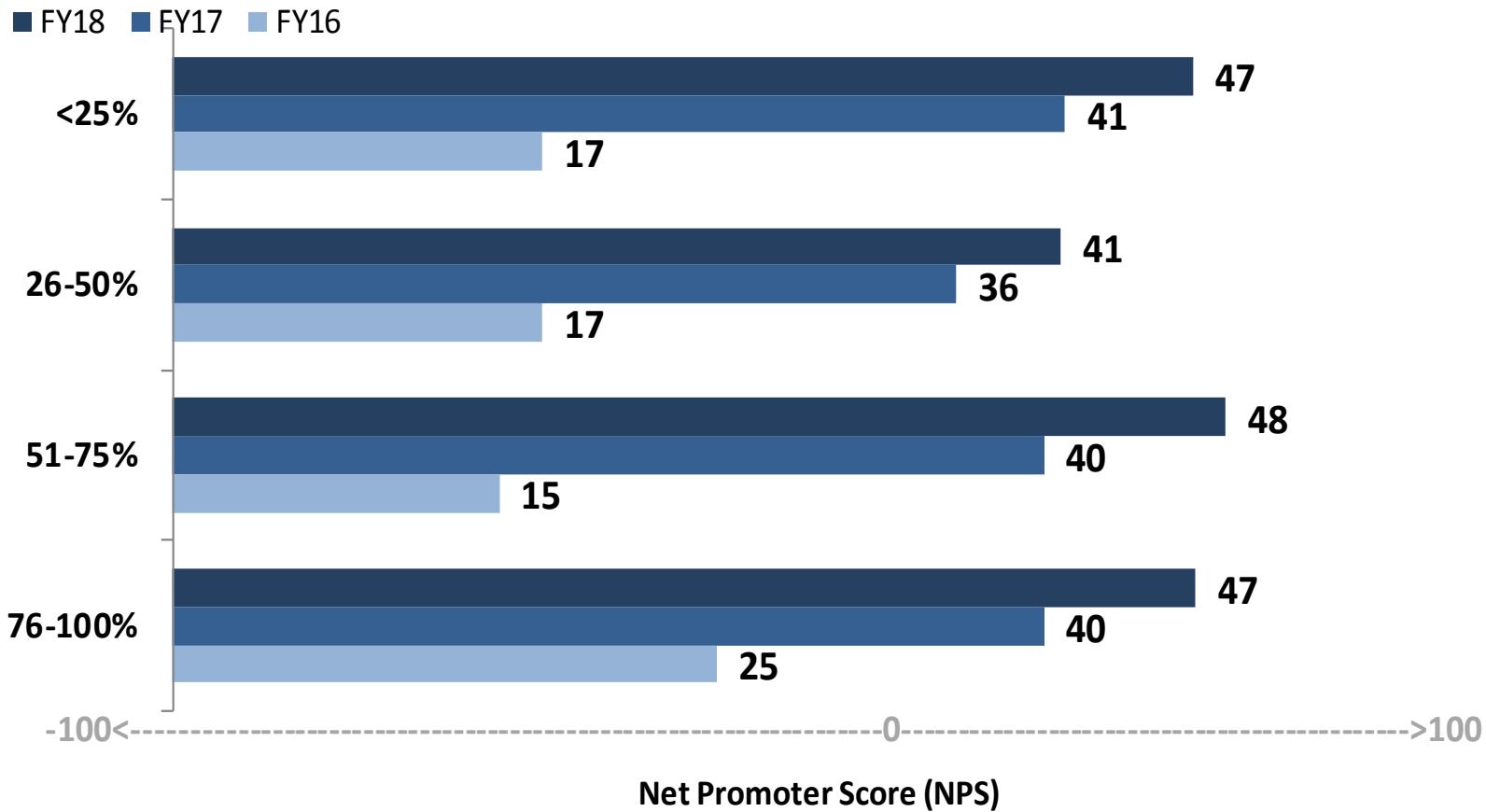
How Likely are our Physicians to Recommend UCSF as a Place to Work ?

Clinical Service Time by Year



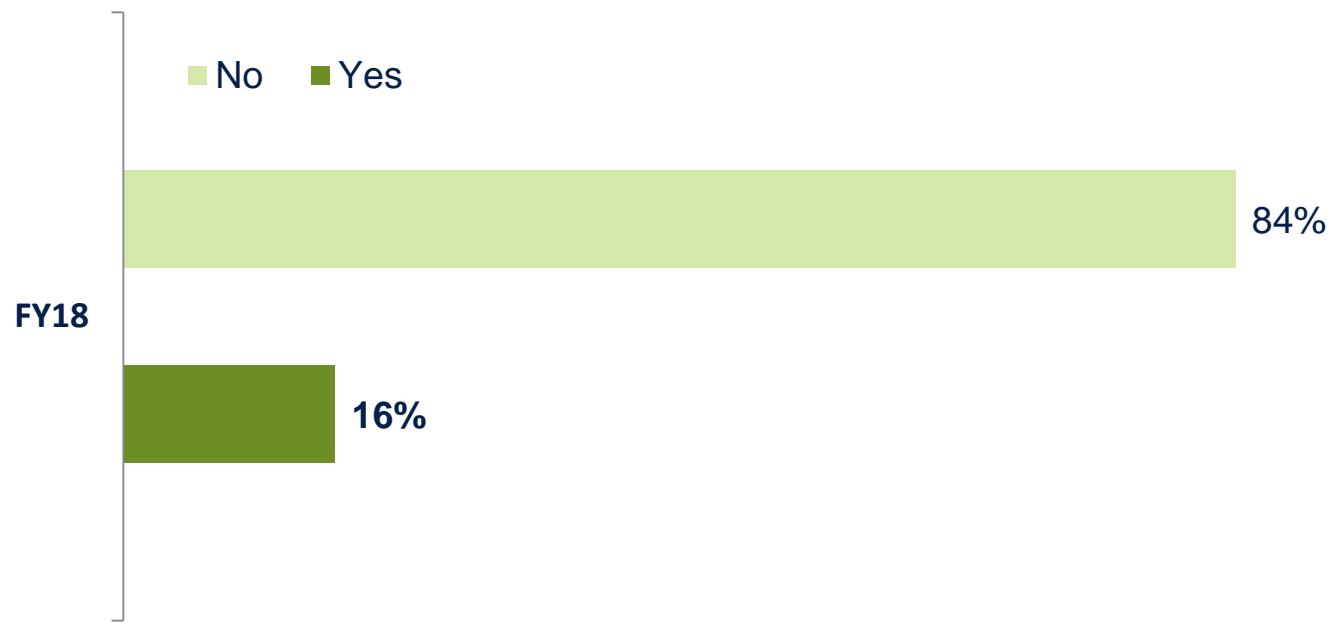
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How Likely are our Physicians to Recommend UCSF as a Place to Come for Care ? Clinical Service Time by Year



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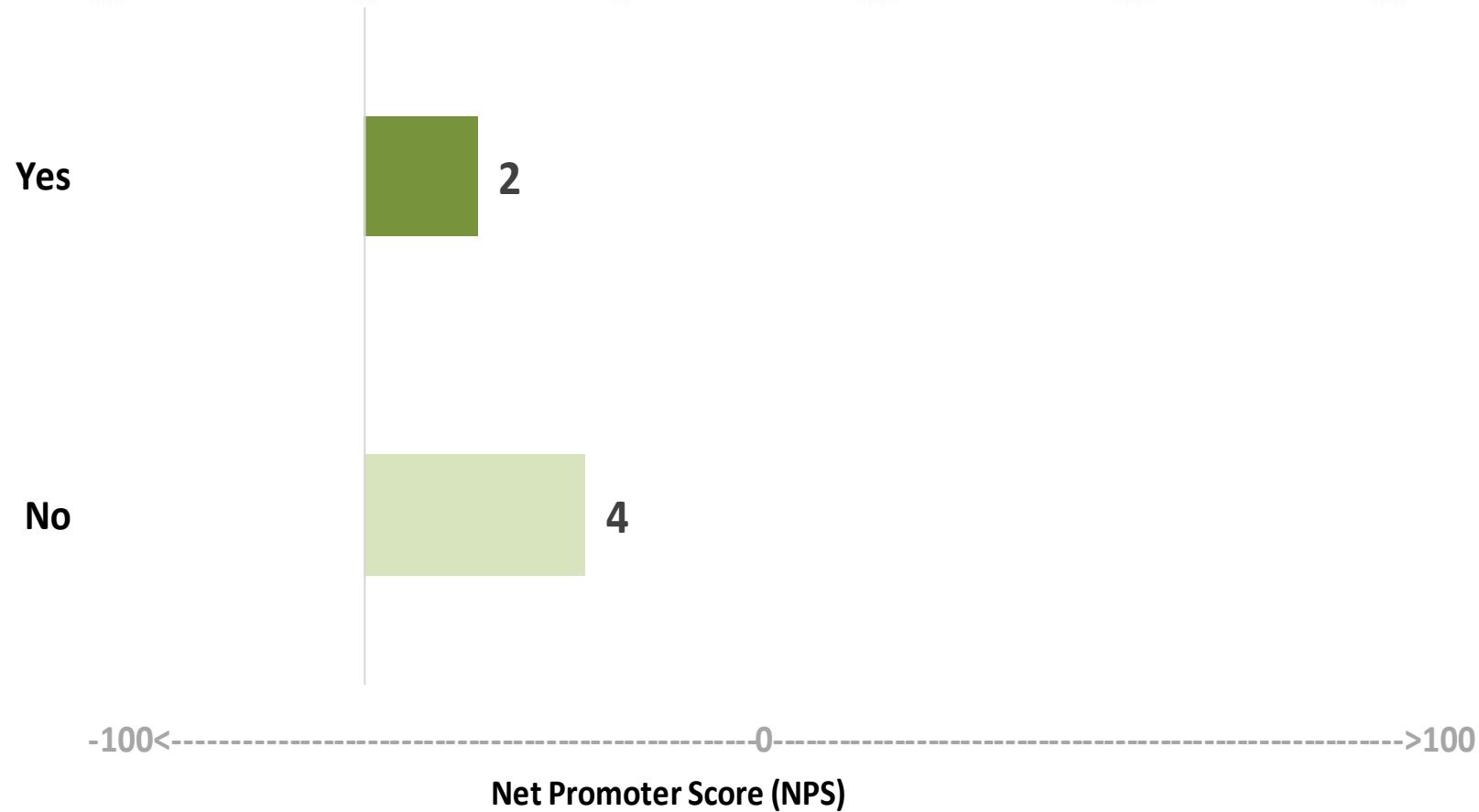
Identifies as Belonging to Underrepresented in Medicine (URM) Physician



Produced by UCSF Health Experience - April 20, 2018.

How Likely are our Physicians to Recommend UCSF as a Place to Work ?

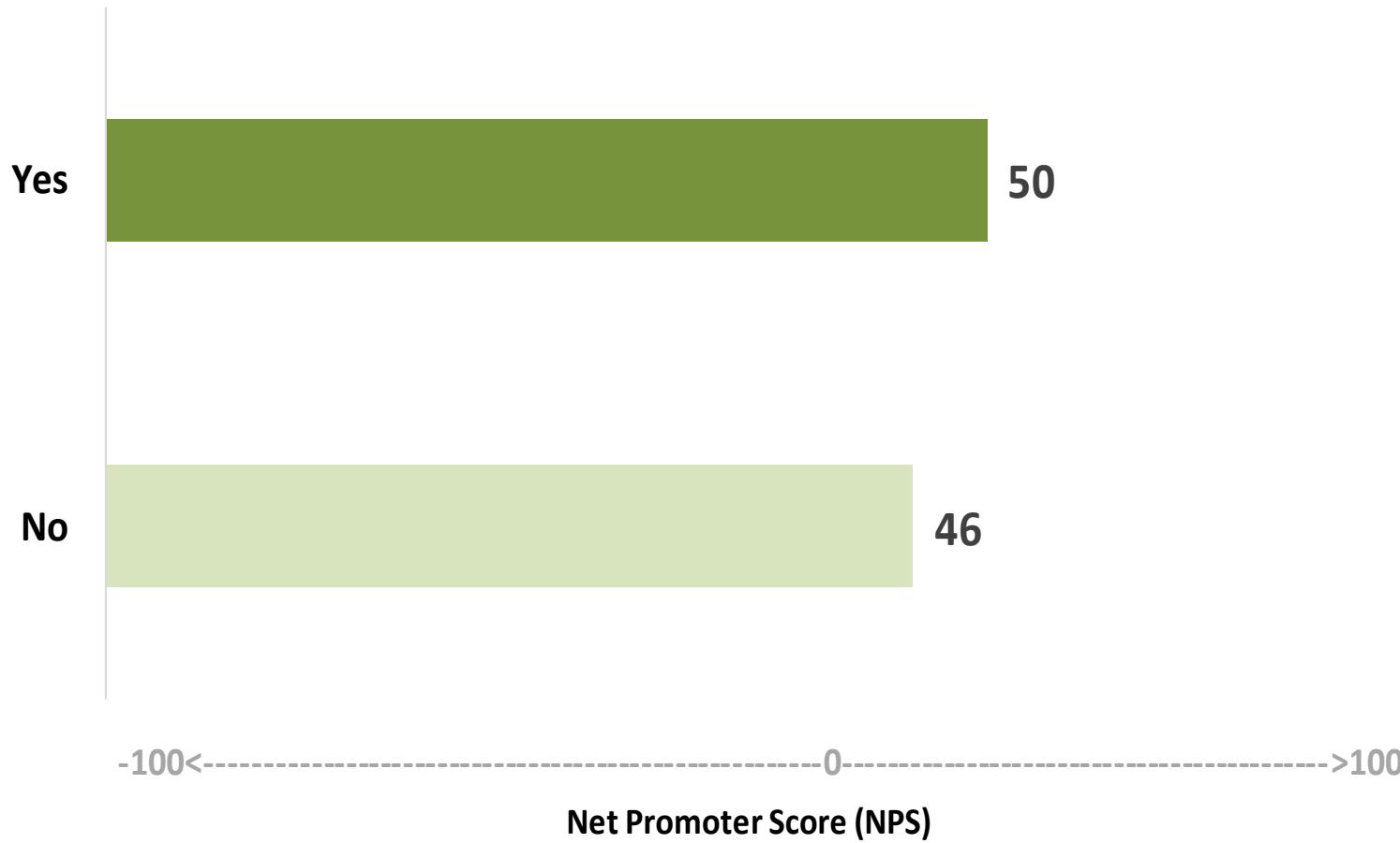
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