

ABOUT PATIENT CENTEREDNESS

At USPI we take our mission to heart and strive to “treat each patient and their family as if they were our own. Each patient, each family, each and every time.” We live this mission daily by making sure we maintain focus on the patient, something we call “Patient Centeredness”.

Our approach to patient-centered care is a model in which our healthcare providers partner with patients and their families to identify and satisfy the full range of patient needs and preferences. To ensure success, there must also be a focus on the staff experience. The staff’s ability and inclination to effectively care for patients is unquestionably compromised if they do not feel cared for themselves.

Although there is training for patient-centered care, which includes suggestions for how to effectively implement this approach, many of our facilities have taken matters into their own hands. They have gone above and beyond to make sure that their patients, staff and physicians feel like a part of the family.

SUCCESSES WE’VE SEEN

The Woodlands Surgery Center

Press Ganey eSurveys

In the past, USPI facilities were all over the board in how they surveyed their patients – some of our hospital partners required Press Ganey, some facilities have other vendors that mail them out, and some just send out the surveys manually. The Woodlands Surgery Center, outside of Houston, TX, had been mailing surveys out internally and they were receiving glowing results – until they switched to Press Ganey. With the switch, the surgery centers’ results dropped to below 60%.

The Woodlands Surgery Center is affiliated with our hospital partner, Memorial Hermann, and they expect 75th percentile minimum patient satisfaction scores for all of their associated surgery centers and hospitals. Leadership at the ASC recognized this as an opportunity to bring their team together, identify where the problems were and take action to fix them. They reviewed detailed Press Ganey scores with three committees representing all departments. The staff drilled down into problem areas and identified primary areas of focus- First Impression, Communication and Service Recovery.

Once the three primary areas of focus were identified, leadership met to develop a plan of action, identify opportunities and determine how to meet their goals. They were able to utilize Press Ganey for resource support and identified key leadership, an executive sponsor, and a physician champion to communicate and execute the plan of action. A timeline was established and communicated to their staff - the 1st staff meeting in 2013 was dedicated to the new customer service program. Many know, but for those who don’t, initiatives that inherently change the culture of an organization are not easy, so The Woodlands Surgery Center “began eating the elephant one bite at a time!”

Their customer service program focused on several key components:

- Simplifying language, consolidating verbiage.
- Using “want to” rather than “have to” in standard definitions.
- Defining specific behavior expectations.
- Reviewing and refining plan with Press Ganey.
- Beginning staff “Inner Views” to gain individual insight and personalized commitment.

Patient Centeredness

Press Ganey eSurveys, continued

Because the program was not only focused on improving the patient experience, but also on staff engagement, they saw huge strides in their scores within months:

Jul-Sep '12	Oct-Dec '12	Jan-Mar '13	Apr-Jun '13	Jul-Sep '13
21	60	26	71	88

Just recently, we signed an MSA with Press Ganey to make it easier for all of our surgical hospitals and ASCs to sign up and be benchmarked consistently with other facilities across the US. Yes, there will be obstacles and the truth is sometimes hard to swallow, but in the end, following the example of The Woodlands Surgery Center, we will excel and set ourselves apart from competition by focusing on Patient Centeredness and making it a priority.

Baylor Scott & White Medical Center at Frisco (BSWMCF)

The FRED Factor

In the healthcare field, it is vital to the success of your business to maintain a competitive edge. A competitive edge can be interpreted a lot of different ways, but one way we maintain the edge is by making sure our staff know they make a difference and what their role is in your health. Many of our facilities have some sort of employee recognition program, but a few years ago BSWMCF implemented the FRED Factor, based on the book by Mark Sanborn. BSWMCF's FRED Factor is an employee recognition program that allows coworkers and physicians to recognize fellow employees who personify the FRED Principles in their work. So, what are the FRED Principles?

1. Everyone makes a difference.
2. Success is built on relationships.
3. You must continually create value for others.
4. You can reinvest yourself regularly.

The leadership at BMCF didn't want to simply put together a program to recognize employees; they wanted to develop their staff to encourage growth professionally and personally. They ensure they are doing everything they can by developing FRED's:

- F- Find – Hire FRED's (profile test is given)
- R – Reward – Customer service and employee recognition program (Freddies)
- E – Educate – Yearly customer service training
- D – Demonstrate – People pay more attention to what you do, than what you say

While following their plan to find and develop FRED's it was also important to make sure that the staff was involved to get buy-in and acceptance. They were able to successfully implement by making sure the staff was kept in the loop. They announced "What's Coming" at their yearly customer service training, there was a logo contest where they listened to feedback from staff, Senior Leadership made the final selection, and also created a robust education plan. The education plan included multiple channels:

Patient Centeredness

The FRED Factor, continued

- Videos: skits of staff demonstrating Fred principles in real life scenarios
- Books: hard copies of The Fred Factor, by Mark Sanborn are provided for each employee
- Meetings: roll-out meetings scheduled to outline the program rules and rewards, and
- Training: yearly customer service training

Baylor Scott & White Medical Center at Frisco continues to set standards and find new ways to maintain a competitive edge, but The Fred Factor has proven to be one of their most successful initiative – happy employees help to ensure that patients are happy. Baylor Frisco has received the Press Ganey Summit Award from 2007 to 2013 – an award that that recognizes facilities for achieving and sustaining the highest level of excellence for patient satisfaction. Other facilities and regions are looking to implement The Fred Factor to increase satisfaction and improve measurable results.



“This business is all about building relationships-- it is relationships with your employees, relationships with your physicians, and relationships with your patients. Nobody can tell you how to have that relationship, but it’s something that we all should covet and it is something that our competitors can’t take away from us. It is something you need to work on every day.”
- Bill Keaton, former CEO at BSWMCF

Rockwall Surgery Center

IV Initiative - Building a bridge from “fearful” to “informed” to improve patient perception of care.

In February 2013, Rockwall Surgery Center received some valuable feedback -- not only from Press Ganey, but from their patients. When analyzing the feedback from Press Ganey, Rockwall Surgery Center found that their mean score averaged 89.2 over the last 6 months, with patient perception of care as marginal in regards to the question which rates the skill of the nurse starting the IV. When looking at specific comments from patients, it was clear that changes needed to be made to improve both communication and the skill of the nurses.

Recognizing the need for change, Rockwall used this feedback as an opportunity to improve. They set a goal that by June 20, 2013, they would increase their score for “the skill of the nurse starting the IV” by providing enhanced training in IV skills and technique, offering Lidocaine with IV starts as a comfort measure, enhancing patient communication regarding IVs before, during, and after the visit to the facility, and also establishing a process to assure proper supplies are available at all times.

Rockwall Surgery Center put together a plan to provide better patient communication regarding IVs pre-operatively to promote better success with IV starts that included several different factors:

1. Collaborate – work together with anesthesiologists to develop protocol for NPO times
2. Listen - history of difficult IV stick
3. Acknowledge Fear - phobia of needles/IVs
4. Educate - Notify patient of physician order for IV (“for your safety”)

Once the program had been implemented, the ASC saw an immediate increase for the next three months, raising their score from 89.2 to 97.1. Rockwall Surgery Center’s mean score for Patient Satisfaction from July to November rose from 91.8 to 92.3 – the surgery center continues to strive for increased scores for patient satisfaction by proactively seeking out and developing plans of attack.