Hardwiring a
Five Star
Community
Health Center
Experience™

Achieve a Breakthrough in Patient Experience through Engagement at Every Level

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INdiana Primary Health Care Association

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# AGENDA
**Implementation Blueprint**

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## The Five Stars of A Community Health Center of Choice

- Empowering **Leadership Engagement**
- Skillful **Provider Communication**
- **A Culture of Engagement**
- **Frontline Ownership and Engagement**
- **Timely, Responsive Patient Access**
- Evaluation

### Indiana Primary Health Care Association

**Mission:**
*To champion the development and delivery of accessible, community-driven quality health care.*

**Vision:**
*A barrier-free, high quality health care system that is:*

- Affordable
- Available
- Accessible
- Appropriate
- Acceptable

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The “Star Struck” Factor

We have become star rating centric!

In the beginning, our “Five Star” models were:

What an experienced based “Five Star” rating is not:

Five Star icon examples we tend to trust:

CMS Hospital Patient Experience Stars Rating
Patient Experience Reporting Program (April 2015)

Better online reviews drive improvement in HCAHPS scores:
- A study on www.reputation.com, of consumers online ratings and reviews alongside HCAHPS data for 4,800 U.S. hospitals
- Improving your online reputation, raises HCAHPS scores by 17%, year over year
- Hospitals with weak online reputations are 3 times as likely to see HCAHPS scores fall

All things being equal…
Would you choose a movie with comments that were rotten?

“A patient’s last experience is their new expectation.” - Ron Tite

Five Star Experience Defined: “Consistently meet or manage patients’ expectations with kindness and compassion.”
- Brian Lee, CSP
Empowering Leadership Engagement

“I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.”

- Maya Angelou

Lead Meetings that Inspire

**Recommendation:**
Practice the 8 attributes of an **Inspiring Effective** Meeting:

1. Open with “Good News/Inspiring Story”
2. **Communicate** and Share **everything** you **know** about everything that you can
3. **Educate**
4. Share your **power**
5. Appreciate and **celebrate**
6. **Play**, and have **fun**
7. **Summarize** Who will do **What** by **When** and **How**
8. Close with “**Good of the Patient**”

**Recommendation:** Implement an RHC Staff Huddle.

**Daily Staff Huddle Checklist:**

- **Good news**/personal check in
- Acknowledge successes/opportunities
- **Staffing issues/logistical information**
- Appointment/scheduling/capacity
- Appointment coordination i.e. charts and reports
- Patient care needs
- Remove associate barriers
- Streamline communication flow and workload
- **Integrate with hospital services**
- **Good of the patient**
- Teamlets then use a “visit prep checklist”

Who will do **What** by **When** and **How**?

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Skillful Provider Communication
(Source: HCAHPS Breakthrough Leadership Series™ Webinar)

“The good physician treats the disease; the great physician treats the patient who has the disease.”
- William Osler, MD
1849-1919

CG-CAHPS Domains:
- Providers use of information to coordinate patient care
- Patients’ rating of the provider

Recommendation: Consistently master the three expectations patients really want

- **Skillful Manners**
  - Question – when a survey asks patients to rate the “skill of a provider”, what do they really rate?

  Be aware of your non-verbal communication
  - Spoken words 7%
  - Tone of voice 38%
  - Body language 55%

- **Skillful Listening**
  - Make “chat time” a part of your professional practice

- **Skillful Teaching**
  - Utilize the “Three Thoughtful Questions that guarantee improved CAHPS scores”

Recommendation: To gain Provider Engagement:

- Implement comparative ranking of provider patient experience scores

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3 Thoughtful Questions that Guarantee Improved HCAHPS Scores

**#1 Skillful Listening**

Create a culture of engagement.
- “If you have a minute, do you remember the three major issues we talked about yesterday?”
- “How did I do against my best?”
- “How did you feel about our visit today?”

**#2 Skillful Teaching**

To be certain the patient internalized what you taught.
- “I want to make sure you understand what we covered.”
- “Could you summarize what you see as our road map to return you to good health?”

**#3 Skillful Manners**

This is your polite thank you for the opportunity to care for the patient.
- “I want to thank you for the opportunity to care for you. I realize that the illness is of great concern to you, and I want you to know that I take your health very seriously.”
- “How are you feeling about our visit today?”

Recommendation: “I am your doctor”

- “Here is my cell number if you need me.”
- “The day and night Nurse Managers know how to contact me. You can remind them that I am your Doctor!”

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Skillful Physician Communication at a Glance

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A Culture of Engagement

Culture:
- “The way we do things around here.”
- “Unwritten rules.”
- “Culture is what people do or how they act when no one is watching.”

- Dr. Kevin Joseph, Sr. Vice President, Inpatient Services, UC Health, University of Cincinnati

Frontline Focus Group:

I ask: “What words would you use to describe your culture today?”

Is your culture: Their answer:
- Patient driven?
- Task driven?
- Job driven?
- Customer driven?
- ___________ driven

The Reality: ___________ driven

Observation: Culture eats strategy for lunch!

Recommendation: • Change your culture…
 through Frontline Ownership and Patient Advocacy
- By educating “Everyone as a Caregiver”

• “The only thing worse than training your employees and losing them, is not training them and keeping them.”

- Zig Ziglar

Introducing the Frontline Culture Game Changer:

• “For culture change to work just fine, it must be led from the top, and the frontline.”

- Brian Lee, CSP

Recommendation:
• Recruit and Engage the Best of your Best Frontline Super-Influencers
to teach an annual 3-hour CAHPS/Patient Experience Workshop to peers and Ignite the Patient Experience
Five Star Best Practice #4

🌟 Frontline Ownership Engagement

The Five Imperatives of
Frontline Ownership & Patient Advocacy

“Ownership” defined: “Shifting ownership for the patient experience to the frontline.”

💡 Recommendation: Implement the “Empowerment Bundle”

“You can’t hold people accountable for what they don’t know.”
- Kathy Slone
Director of Rehab
Appalachian Regional Healthcare

CG-CAHPS Domain

1. Helpful Office Staff
   - The Six-Foot Rule (Look up)
     Create a welcoming culture.

2. Getting Timely Appointments
   - Service Recovery (Dress Up)
     The Complaint Golden Rule™
     “Mess up? Fess Up, & Dress Up.” - Brian Lee, CSP

3. Follow-up on Test Results
   - The “Live It” Platinum Rule (Follow Up)
     “Whoever hears a complaint... becomes the patient’s saint.” - Brian Lee, CSP

4. Rating of the Provider
   - Managing Up (Manage Up)
     Create confidence and positive expectations.

“These are all simple things you can do, while you’re doing, what you do.”
- Brian Lee, CSP
Five Star Best Practice #5

⭐ Timely, Responsive Patient Access

**Recommendation:** Implement the seven imperatives of timely access management

**Phone Skills**

1. **Responsiveness Phone Skills**, for example:
   - Answer with a smile
   - Transfer caller
   - Timeliness
   - Empathizing or dealing with abuse
   - Self-introduction
   - The hold button
   - Multiple callers

2. **Conduct a Phone Audit**
   You need to know the facts:
   - Lost calls
   - ER diversion
   - Phone capacity/staffing

**Patient Experience Time Management**

3. **Same Day/Walk-in Appointments**
   - Can be a critical dissatisfier

4. **Scheduling/“Third next available appointment” (TNA)** (measure of delay)
   - A priority best practice

5. **Reception Room Line Management**
   - The goal – meet the patient’s 15-minute time expectation or manage it

**Tools to do the Job**

6. **Appointment tools**, for example:
   - Smart Phone Apps
   - EMR Portal

7. **Systems for Timely Test Results**
   “If you have a problem, make it a procedure and it won’t be a problem anymore!”
   - Wayne Cotton

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Hardwiring a Five Star Community Health Center Experience

February 11 – 13, 2019 St. Pete Beach, Florida

The 19th Annual HealthCare Service Excellence Conference
February 11 – 13, 2019 at the TradeWinds Grand Island Resort in St. Pete Beach, Florida

“Creating a Service Culture is NOT a Spectator Sport!”
– Brian Lee, CSP

This year we have recruited a world-class faculty of experts in the fields of patient experience, staff morale and retention, and physician engagement. Their mission is to share leading edge, proven skills and best practices to equip you and your team to overcome the biggest barriers you face to consistently hardwire a 5 star patient experience.

Don’t miss out! Lock in February 11 – 13, 2019 on your calendar today.

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more info... www.healthcareserviceexcellence.com

“”
So many inspirational ideas to take home and not only introduce to our team, but to also internalize and incorporate in my own life. Thanks!
– Alana Willis, Sioux Falls Specialty Hospital

“”
Everyone was amazing, motivational, and inspiring. What an AWESOME conference! I can’t wait until next year.
– Paula Duck, Springhill Medical Center
Notes:

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Hardwiring a Five Star Community Health Center Experience™
Achieve a Breakthrough in Patient Experience through Engagement at Every Level

Group/Event: Annual Conference 2018 – Creating Healthy Communities    Location: Indianapolis, IN
Client: Indiana Primary Health Care Association (IPHCA)    Date: May 1, 2018

You’ve just heard from me, now I’d like to hear from you. Evaluation is the “genius” of growth – and we sincerely value your contribution to this learning experience. Thank you.

1. For me, the most valuable idea I learned and intend to use is: _____________________________________________________________
   _____________________________________________________________
   _____________________________________________________________

2. What I would tell others about the quality of the speaker and value of the content: __________________
   _____________________________________________________________
   _____________________________________________________________
   _____________________________________________________________

   O.K. to quote me: YES  NO

3. Presentation improvements I would suggest: _____________________________________________________________
   _____________________________________________________________
   _____________________________________________________________

4. On a scale of 1 - 5, this presentation:      (Met My Expectations)  5  4  3  2  1 (Did Not)

5. Free Engagement Tool Kit – We are interested in:
   Yes  A. A digital copy of this PowerPoint
   Yes  B. A digital copy of Brian Lee’s book “Keep Your Nurses & Healthcare Professionals for Life”
   Yes  C. A video of similar primary care presentation
   Yes  D. Participate in the draw for 2 Scholarships to the 19th Annual
   HealthCare Service Excellence Conference (February 11-13, 2019 in St. Pete Beach, FL)

P.S. _____________________________________________________________
   _____________________________________________________________

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