

The Practice Engagement Model

Service Cabinets Created for Clinical Areas

- Collaborative Data Analysis
 - Identification areas for improvement & indicators
- Target Setting
 - Specific targets for CY 2013
- Collaborative Action Planning
 - Specific steps and accountability
 - Implementation of best practices
- Regular meetings to track progress
- Training modules for leaders to support improvement
- Areas – Neuro, OB/GYN, Ortho, Pediatrics, Surgery, Institute for Heart, Vascular and Stroke, Cancer Center, GI, Imaging, ED and Primary Care



Target Setting, and Improvement Planning

- MGH/MGPO level annual targets
 - 3 focus indicators for CY2013
 - Provider Explain
 - Staff Helpfulness
 - Staff Courtesy
- Practice level improvement plans
 - Practice level focus indicators and targets
 - Coordinated with MGH/MGPO targets
 - Specific action plans required by all practices
 - Reviewed and monitored by service cabinets
- Improvement plans supported by best practice implementation and training



Implementing Best Practices

- Touch Points and Service Expectations
- Staff and Leader Training
- Rewards and Recognition Programs
- Procedures for Informing Patients of Waits
- Staff Huddles
- Service Recovery programs
- MD Communication Scores and Coaching

Service Expectations and "ALWAYS" Behaviors

<p>CHECK-IN</p> <p><i>Service Expectations</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Acknowledge patients' presence <input type="checkbox"/> Ask how you can help <input type="checkbox"/> Inform patients of anticipated wait time <input type="checkbox"/> Ask if there are other questions <p><i>Associated "ALWAYS" Behaviors</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Greet patients with a warm smile and a pleasant tone of voice <input type="checkbox"/> Establish eye contact <input type="checkbox"/> If unable to greet patients promptly, acknowledge them and let them know you will be with them shortly <input type="checkbox"/> If physician is running late, let patients know how long the wait could be and apologize <input type="checkbox"/> Periodically round the waiting room and keep patients informed of wait times 	<p>CHECK-OUT</p> <p><i>Service Expectations</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Acknowledge patients and ask how you can assist <input type="checkbox"/> Verify if patients have any questions <input type="checkbox"/> Ask patients if they are enrolled in Patient Gateway <input type="checkbox"/> Thank patients for coming <p><i>Associated "ALWAYS" Behaviors</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Ask if patients need any follow-up appointments / tests; explain next steps so they know what to expect <input type="checkbox"/> Ask "Is there anything else I can do for you?" <input type="checkbox"/> If necessary, help patients find their way to their next destination 	<p>HALLWAY</p> <p><i>Service Expectations</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Acknowledge patient when in hallway <input type="checkbox"/> Ask patient if you can help <input type="checkbox"/> Provide directions and escort patients to their destination <p><i>Associated "ALWAYS" Behaviors</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Make eye contact and smile <input type="checkbox"/> Walk beside patients when escorting them to the exam room rather than in front of them <input type="checkbox"/> Stop and ask patients if they have any questions <input type="checkbox"/> Help patients to get to where they need to go <input type="checkbox"/> Let patients get on the elevator first and hold door open for them
<p>PHONE INTERACTIONS</p> <p><i>Service Expectations</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Use four-part telephone greeting <input type="checkbox"/> Address caller by proper name <input type="checkbox"/> Follow proper hold protocol <input type="checkbox"/> Follow transfer call protocol <input type="checkbox"/> Use two-part telephone closing 		<p><i>Associated "ALWAYS" Behaviors</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Answer phone using a greeting, introduce yourself, your department, and ask how you can help <input type="checkbox"/> Address patient by Miss, Mrs., Ms., Mr. <input type="checkbox"/> Ask for permission before putting caller on hold <input type="checkbox"/> Ask caller for permission to transfer call <input type="checkbox"/> Before ending call, ask "Is there anything else I can do for you?" End call with a thank you <input type="checkbox"/> Use a friendly tone of voice; listen attentively <input type="checkbox"/> Smile – patients can hear your smile
<p>EXAM ROOM</p> <p><i>Service Expectation</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Providers and other clinical professionals entering an exam room will consistently follow a general process for managing patient interactions <p><i>Associated "ALWAYS" Behaviors</i></p> <p>BEGINNING</p> <ul style="list-style-type: none"> <input type="checkbox"/> Knock before entering <input type="checkbox"/> Introduce yourself and your role <input type="checkbox"/> Apologize for wait, if appropriate. <p>MIDDLE</p> <ul style="list-style-type: none"> <input type="checkbox"/> Explain steps you are taking as part of the exam <input type="checkbox"/> Keep patient updated during each step <input type="checkbox"/> Check for patient comfort / concerns 		<p>END</p> <ul style="list-style-type: none"> <input type="checkbox"/> Explain results of exam / procedure <input type="checkbox"/> Explain next steps needed (e.g., tests, follow-up appointment, etc.) <input type="checkbox"/> Check for questions and understanding <input type="checkbox"/> Ask if there is anything else you can do <input type="checkbox"/> Express your thanks <p>OTHER</p> <ul style="list-style-type: none"> <input type="checkbox"/> When possible, sit facing patient and speak at eye level. <input type="checkbox"/> Always speak positively about other members of the team

MGH Service Academy



Leader Modules

- Survey Basics
- Data Tutorials
- Communication and Rounding
- Reward and Recognition Approaches
- High, Middle and Low Performers
- MD Communication

Best Practices

- Discharge Calling
- Quiet Times
- Informed of Waits Approaches
- Service Recovery
- Hourly Rounding

For Staff

- Best Practices Outlined Above
- Service Expectations
- Service Refresher
- Survey Basics

Why CG-CAHPS?

- Been in place at MGH/MGPO for years (2008)
- Consistent with national direction
- Visit-specific version has questions that are 12 month lookback
- In reality, it is our perspective that patients may speak to prior experiences or last visit regardless of the survey version
 - Comments demonstrate that patients are considering both
- Minimal lag time allows for relatively recent data, sufficient to implement improvements



Wrap Up

Any questions?