



COOPERATIVE OF
AMERICAN PHYSICIANS

CREATING THE EXTRAORDINARY PATIENT EXPERIENCE

Presented by

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ABOUT OUR SPEAKER

Gwen C. Spence, MBA is CAP's Assistant Vice President of Membership Services. She works with independent physicians and medical groups on coverage inquiries, practice and employee issues, and financial questions. She also oversees CAP's Residents Program and The Successful Physician Program to educate residents and physicians about topics including patient safety, quality care, and patient experience.



THE CHALLENGE

As out-of-pocket healthcare expenses increase, consumers seek comparable increases in value, which most people equate with service.



OBJECTIVES

1

Define the patient experience

2

Identify three fundamental foci of the patient experience

3

Develop protocols to reduce patient stress

4

Discuss the key elements in creating the extraordinary patient experience

GOALS

- ✓ To stand out in the era of healthcare consumerism
- ✓ To become the provider and place of choice



THE PATIENT EXPERIENCE

“The sum of all interactions, shaped by an organization’s culture, that influence patient perceptions across the continuum of care.”

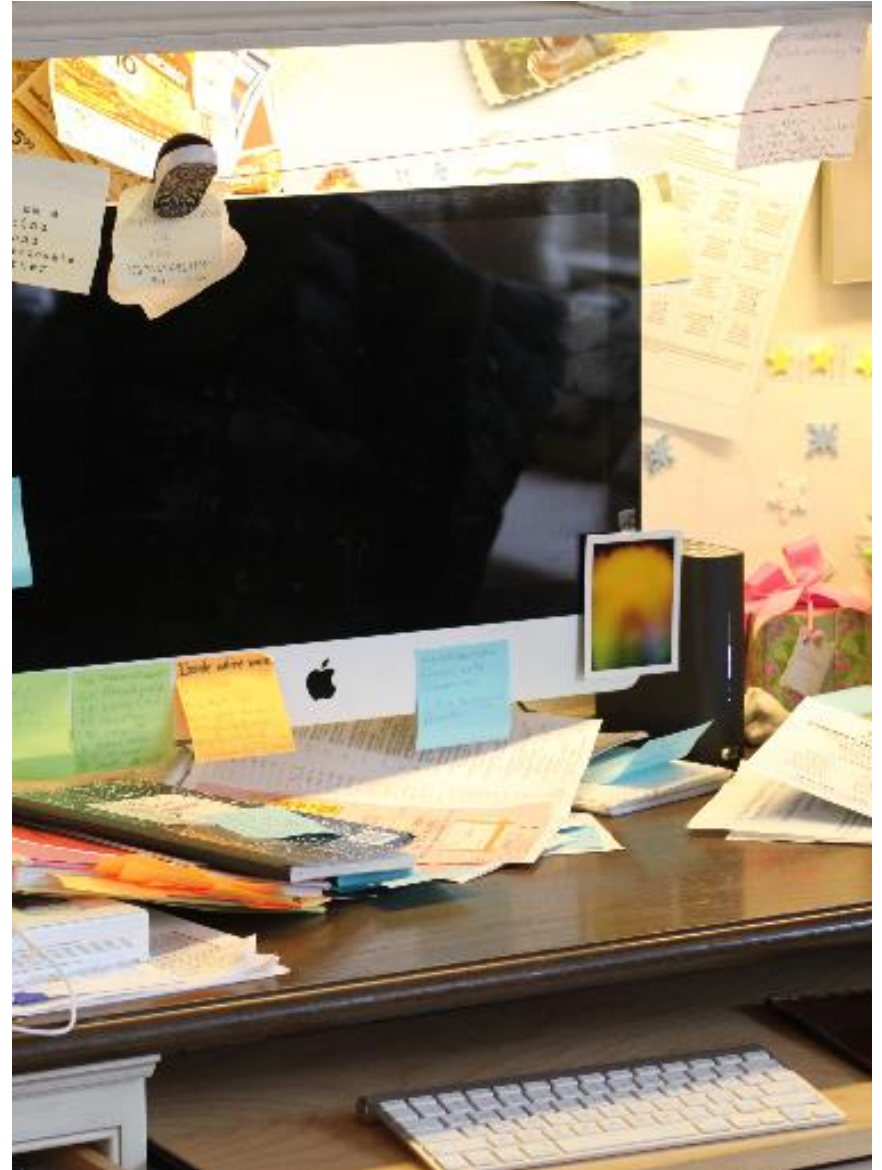


FRONT OFFICE

First Impressions
Really do Matter



EMPLOYEE WORKSPACE



BACK OFFICE



DID YOU KNOW?

It takes 12 positive experiences to make up for one unresolved negative experience.



PATIENT'S #1 COMPLAINT: CUSTOMER SERVICE

A study of nearly 35,000 online reviews of physicians nationwide has found that customer service is patients' chief frustration.

19 out of 20 unhappy patients said **inadequate communications** and **disorganized operations** drove them to post harsh reviews

- Running behind schedule
- Excessive waiting time to see a provider
- Billing problems
- Indifferent staff and doctors' bedside manners



TIMES ARE CHANGING

Knowledgeable and discriminating
patients and families

AND

Rising expectations of the physician,
the staff, and the environment



THE PATIENT EXPERIENCE

Patients and families are less likely to sue if they are otherwise happy with the overall environment and the practice-patient relationship.



FOCUS ON PATIENT EXPERIENCE

Care Coordination

Communication with
Caregivers

Staff Responsiveness



CARE COORDINATION

Precision
Accuracy
Predictability
Clarity
Focus
Reliability
No Surprises



COMMUNICATION WITH CAREGIVERS

Front Desk
Physician
Family Members
Employees, NP,
PA, MA
Diagnostic
Professionals
Therapists



STAFF RESPONSIVENESS

Courteous
Calm
Efficient
Effective
Listens



IF IT AIN'T BROKE, DON'T FIX IT ?

Create a culture of safety and quality

Reconsider existing systems

Review and update practice technology

Analyze how you hire staff

Communications



DEVELOP PROTOCOLS TO REDUCE PATIENT STRESS- LEADERSHIP

“If the CEO doesn’t get it, understand it, rally around it, speak to it, make it important among his or her team, it’s not going to work.”

Richard Corder, Senior Director of Service Improvement, Mass General



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BARRIERS

Survey results suggest patient experience efforts suffer from lack of organization, including a lack of cultural fit or employee buy-in (16%), lack of an overall game plan (11%), and lack of management consensus (10%).



DEVELOP PROTOCOLS TO REDUCE PATIENT STRESS

Senior management sets the example:

Employees must be on board

Education ongoing

Emergencies are rehearsed

Unexpected events are anticipated

Patient Safety and the HRO



DEVELOP PROTOCOLS TO REDUCE PATIENT STRESS

Why the emphasis on communications:

1. Overwhelming majority of untoward events involve communication failure
2. Somebody knows there's a problem but can't get everyone on the same page
3. Clinical environment has evolved beyond the limitations of individual human performance



DEVELOP PROTOCOLS TO REDUCE PATIENT STRESS

Deference to Expertise

Shift decision-making to front-line employees who know the immediate situation and need to respond promptly



DEVELOP PROTOCOLS TO REDUCE PATIENT STRESS

Develop Resilience

- ✓ Educate and prepare leaders and clinicians to know how to respond when system failures occur
- ✓ Invest in training to strengthen the ability of employees to improvise and learn from experience
- ✓ Update policies when systems change



AVOID

Inherent limitations of human memory

+

Stress and fatigue

+

Distractions and interruptions

+

Limited ability to multitask

=

Frustrated Patient Experience



THE EXTRAORDINARY EXPERIENCE

Awareness: self, others, situation, environment

Professionalism: respect, courtesy

Communication: clear, consistent

Chain of command: accountability

Leadership: assertive

Followership: defer to expertise

Multidisciplinism: collegial professional resources

Adaptability: respond to evolving needs

Documentation: chronology of the patient's
experience – bedrock to stand on



ASSURANCE VS. ASSUMPTION

The people who are going to win are those who do the basics correctly every time...never assume, assure.





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For Your Protection. For Your Success.

THANK YOU |