

FEATURED SPEAKERS



Alan Dubovsky

Chief Patient Experience Officer



Steve Schuh

Manager, Patient Experience



1

Achieving Patient Experience Success in the Ambulatory Setting

Cedars-Sinai Medical Center; Los Angeles, California

Alan Dubovsky, Chief Patient Experience Officer
Steve Schuh, Manager, Patient Experience



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2

PAGE 1
27th Annual NRC Health Symposium – Omni Nashville Hotel
Nashville, Tennessee
August 4–6, 2021

Agenda

1. Welcome & Introductions
2. About Cedars-Sinai
3. Today's Objectives
4. Our Five-Year Ambulatory PX Journey
5. The Road Ahead
6. Questions

3

Alan Dubovsky
Chief Patient Experience Officer



4

Steve Schuh
Manager, Patient Experience

A professional headshot of Steve Schuh, a man with dark, wavy hair and a light beard, wearing a blue shirt and a dark suit jacket. He is smiling slightly and looking directly at the camera against a light blue background.

5

About Cedars-Sinai

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6

PAGE 3
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Cedars-Sinai Mission

Cedars-Sinai, a nonprofit, independent healthcare system, is committed to:

- Leadership and excellence in delivering quality healthcare services
- Expanding the horizons of medical knowledge through biomedical research
- Educating and training physicians and other healthcare professionals
- Striving to improve the health status of our community



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7

Cedars-Sinai by the Numbers

- Licensed Beds: **889**
- Physicians: **2,214**
- Nurses: **3,000+**
- Employees: **15,040**
- Admissions: **46,865**
- ER Visits: **85,569**
- Outpatient Visits: **1.3 million**
- Patient Days: **263,554**



FY 2020



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8

Cedars-Sinai Ranked #7 of 4,500 Hospitals in the nation

- #2 Gastroenterology & GI Surgery
- #3 Pulmonology & Lung Surgery
- #3 Cardiology & Heart Surgery
- #3 Orthopaedics
- #7 Cancer
- #7 Gynecology
- #9 Nephrology
- #10 Neurology & Neurosurgery
- #11 Geriatrics
- #11 Urology
- #13 Diabetes & Endocrinology
- #22 Ear, Nose & Throat



9

Today's Objectives

10

Today's Objectives

1. Describe the roadmap for focused PX improvement in the medical practice setting;
2. Identify how to engage physicians and administrative leaders in a meaningful way in PX improvement;
3. Analyze how best to capture patient and caregiver voice in PX design and deployment.

11

Our Five-Year Ambulatory Patient Experience Journey

12

Our Five-Year Ambulatory PX Journey



13

2017: Laying The PX Foundation

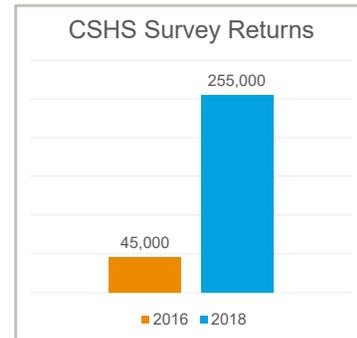


- Conducted a full SWOT analysis on existing approaches
- Implemented quarterly Office of PX/ambulatory leadership meetings
- New ambulatory specific monthly PX Committee Meeting
- Complete survey redesign (in partnership with NRC Health)

14

2017 Project Highlight: Survey Redesign

- Replaced all surveys (except for HCAHPS) with real-time surveys
- Multi-disciplinary approach to question reduction
- Significant increase in response rates
- Reduction in turn-around time between encounter and survey return



15

2018: Expanding The Patient Voice

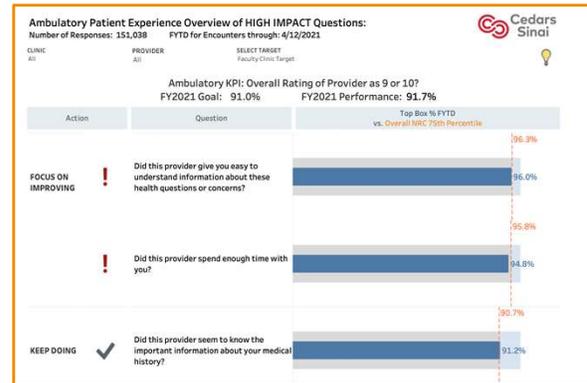


- NRC Transparency Platform launch
- New action planning process
- PX-Component redesign in New Employee Orientation
- Built & launched new Tableau PX dashboards

16

2018 Project Highlight: Tableau Dashboards

- Challenges included a lack of visibility into data; minimal accessing of data, and ambiguity around what to focus on
- New Tableau dashboards:
 - Built with physician and leader input
 - Includes monthly pushed reports; key focus areas; full transparency



17

2019: Engaging Physicians/Leaders



- Physician coaching launch
- New faculty PX onboarding
- PX Week launch
- New PX physician incentive program
- PFA Program launch

18

2019 Project Highlight: PFA Program

- Hitting reset on the PFA programs:
 - Creating a new framework
 - Revamped recruitment strategy
 - Multi-disciplinary interviews
 - More intentional placement
- Current programs:
 - Committees (ex: PX Committee, Finance, IT, Nursing, etc.)
 - Experience Collaboratives
 - Service-Line Councils
 - Online Patient Panel



19

2020: Engaging Our Staff



- Hosted Employee Design Collaborative
- Launched new Recognition Program
- Developed PX Performance Evaluation Form
- 'Leading in PX' session for ambulatory management team
- New report design for physician PI committees
- Launch of Patient Service Representative (PSR) PX Academy

20

2020 Project Highlight

- Opportunity: lack of PX engagement and skill-building for first impression team members
- Solution: created a PSR-specific PX Academy...
 - 3 sessions led by PX
 - 3 unique skills (based on input from PSRs, leaders, and patient surveys)
 - Pre and post course assessments
- Results:
 - Increases in several survey questions (ex: had enough input/say in care)
 - >90% of PSRs felt they benefited from the program

Cedars Sinai Patient Experience Ob/Gyn PSR PX Academy Program					
Objective					
Each PSR will build their understanding of what Patient Experience is and will, ultimately, refine their communication skills to enhance each patient's perception of care					
Timeline					
Topic	Topic Objective	Owner	Week(s)	Date(s)	Completed?
Complete Pre-academy survey	Establish baseline knowledge of PX, help Office of PX cater Practicing Excellence curriculum	Created by PX, completed by ea. PSR	1	Week of 9/07/2020	
Meeting: PX Overview & Pre-academy Survey Review	Deep dive into world of PX, including surveying, quantitative and qualitative data review, and improvement efforts	Online meeting facilitated by PX	2	Week of 9/14/2020 (Contact Tamara Hunt for your date/time)	
Watch: 1 st Practicing Excellence Video	"Joining World #1: The impact of listening"	Watch this video AS APPEARS on the Monday of week 3 of program	3	Monday, 9/21/2020	
Practice: 1 st Practicing Excellence Video	Based on this video, staff will put tips learned into practice over the next 3 weeks	Each PSR to put tips into practice for weeks 3-5	3-5	9/21/2020 through 10/20/2020	
Meeting: Midpoint Check-in	Team discussion about what skills and lessons have been learned, and more...	Online meeting facilitated by PX	6	Week of 10/12/2020 (Contact Tamara Hunt for your date/time)	
Watch: 2 nd Practicing Excellence Video	"Patient Connection Tip #2: Connecting Better"	Watch this video AS APPEARS on the Monday of week 7 of program	7	Monday, 10/19/2020	
Practice: 2 nd Practicing Excellence Video	Based on this video, staff will put tips learned into practice over the next 3 weeks	Each PSR to put tips into practice for weeks 7-9	7-9	10/19/2020 through 11/06/2020	
Watch: 3 rd Practicing Excellence Video	"Kindness Tip #3: Compassion and Free"	Watch this video AS APPEARS on the Monday of week 10 of program	10	Monday, 11/09/2020	
Practice: 3 rd Practicing Excellence Video	Based on this video, staff will put tips learned into practice over the next 3 weeks	Each PSR to put tips into practice for weeks 10-12	10-12	11/09/2020 through 11/27/2020	
Complete Post-academy survey	Compare to baseline survey results	Created by PX, completed by ea. PSR	13	Week of 11/30/2020	
Meeting: Wrap-up Meeting	Review lessons learned and review results from pre- and post-academy surveys	Online meeting facilitated by PX	14	Week of 12/07/2020 (Contact Tamara Hunt for your date/time)	
Optional 1:1 shadowing with PX staff	PX Staff to shadow and offer constructive suggestions to PSR	PSR contact your leader to arrange	N/A	TBD	

21

2021: The New PX Focus

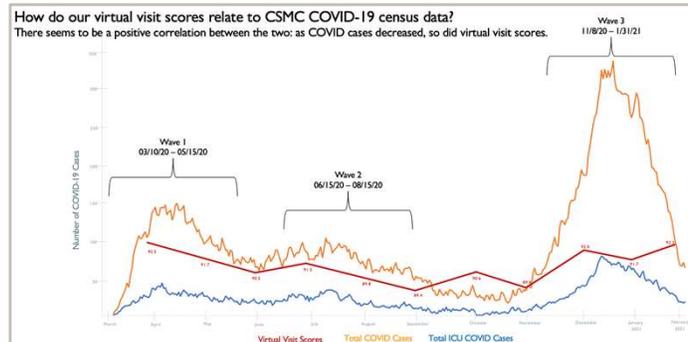


- Continued COVID-19 focus
- Virtual visit experience improvements
- PX journey mapping
- Launch of PX Leadership Rounding Program
- Launched PX 101 course for frontline team members
- Ambulatory PX Committee redesign

22

2021 Project Highlight: Ambulatory PX Committee

- Leadership & employee spotlight
- Deeper data dives
- Deconstructed patient complaints
- Roundtables
- PX action plan brainstorming
- PFA engagement



23

Where We Are Today & The Road Ahead

24

Feedback On Our Ambulatory PX Journey

Patient consultations with doctors in general can be stressful for the patient— let alone with a neurosurgeon. The patient experience team at Cedars-Sinai strives to minimize the stress on the patient by equipping doctors with the appropriate terminology and EQ to ensure optimized patient-physician relationship from the moment the patient walks into the office - *Tiffany P., MD – Neurosurgeon*

I have very much appreciated the collaborative approach to goal setting set up by our Patient Experience team. Our unique approach has allowed for different tactics to approach problems from a service specific point of view.
Bryan C. – Executive Leadership

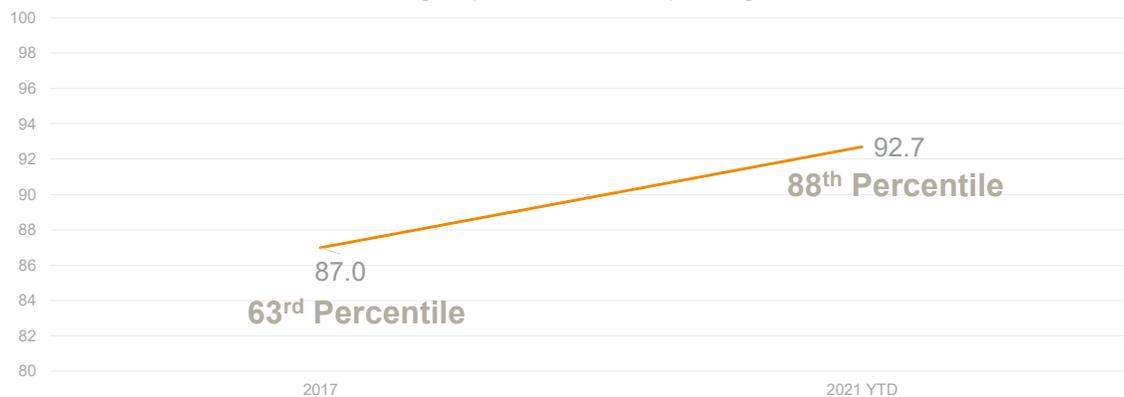
Contributing my thoughts as a PFA is one of the most rewarding things I have ever done in my life; it's just a small way to give back to a hospital that has done so much for me. As a patient it's easy to point out problems, issues and bad experiences; this is my chance to really make a difference and use my experiences to represent the patient's voice. I know that my voice is being heard and my ideas are being translated into solutions.
Isabelle M. – PFA

The PSR Academy brought together my front and back office schedulers to discuss different techniques that could be used to navigate common situations and to appreciate their unique value in the patient experience. I have noticed that many of the staff have started to enjoy the practice of asking a patient "Is there anything else I can do for you today?" before they wrap up the conversation – and it makes all the difference!
Breana M. – Clinic Leader

25

Patient Experience Performance

Overall Provider Rating: Top Box % & Corresponding National Percentile



26

The Roadmap Ahead: Highlighted FY22 Projects

Patient-Focused Projects:

- Clinical Unit Pilots
- Relunched Service Recovery Program
- Patient Expectation Setting Videos
- Next Generation PFA Program

Enhanced Patient Feedback:

- Predictive Analytics
- Journey Mapping/PX Survey Integration
- Alternative Feedback Measurement

PX Skill Building:

- PX Training Academy (Nurses, Physicians, etc.)
- Leading in PX

Internal High-Impact Partnerships:

- Nursing Shared Leadership Councils
- Health Equity
- Diversity & Inclusion

27

Questions?

alan.dubovsky@cshs.org
stephen.schuh@cshs.org

28