

Using Real-time Feedback To Coach Physicians –At The University of Missouri

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University of Missouri Health Care



NRC Health Symposium | A journey to understanding | #NRCSymp 1

Let Me Tell You A Story...



NRC Health Symposium | A journey to understanding | #NRCSymp 2

My Family's Story



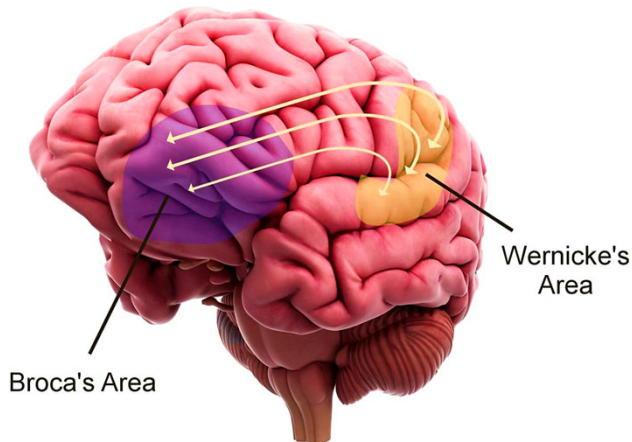
Health Care

Inspired Humanity



Health Care

The Power Of Storytelling – Wernicke’s Area



Function: It is involved in processing and interpreting the language received from the speaker.

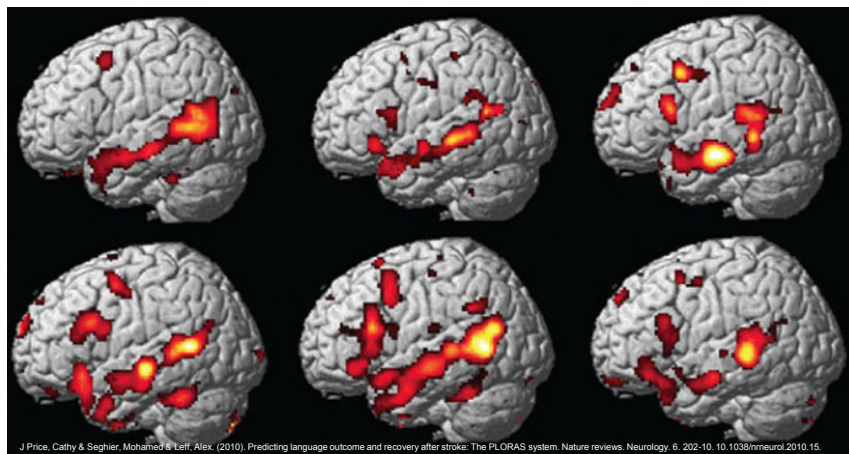
Location: Sits in the left temporal lobe, very close to the auditory cortex—the area involved in hearing.

Importance: Responsible for making us understand the language that is heard. It essentially allows us to grasp the statements made by the speaker.

<https://bodytomy.com/difference-between-brocas-area-wernickes-area-in-brain>



This Is Your Brain On Storytelling



Our Patient Experience Origin Story

Getting why, what, and how in the right order

1. Measure over mission (**what**)
2. Continuous loop of 90 – day action plans (**how**)
3. Save and improve lives (**why**)



Create Order From Chaos

The collage features several key documents:

- Heart and Vascular Center Patient Experience Action Plan:** Dated April 6, 2016, listing team members Pam Mulholland, Stephanie Gates, Paula Heaviland, Jeff Robbins, and Mary Dohmann, MD.
- Cosmopolitan International Diabetes and Endocrinology Center Patient Experience Follow-up:** Dated April 30, 2015, listing team members Paula Heaviland, Jeff Robbins, and Michael Gardner, MD.
- Medicine Specialties Patient Experience Action Plan:** Dated December, listing team members Pam Mulholland, Stephanie Gates, Paula Heaviland, Jeff Robbins, Denise Harlan, RN, and Michael Gardner, MD.
- Diabetes/Endocrinology Patient Journey Map:** A flowchart illustrating the patient journey.
- Study Highlights:** A list of key findings, including 250 patient visits, 345 non-value added time, and a focus on waiting room stress and provider efficiency.
- Respect and Emotion:** A graphic with the text "Are you ready for a more transparent world?"
- THE PATIENT EXPERIENCE:** A document titled "Designing Strategy with Connect Data" dated March 13, 2014, listing team members Pam Mulholland, Stephanie Gates, Jeff Robbins, Paula Heaviland, and Michael Gardner, MD.



“Harness the power of evolution”



The Nobel Prize
in Chemistry 2018

George P. Smith



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What We Do



Health Care



Intelligence/Insight



Payoff



Challenges



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What We Do



M Health Care

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M Health Care

NUMBERS

680,624
clinic visits (all sites)

26,847
patient discharges

25,800
MAJOR
surgical operations

79,464
E.R. + trauma visits



594
PATIENTS
transported
by helicopter



226,465 TOTAL
PATIENTS

221,363 Missourians
5,102 out-of-state

5 HOSPITALS

- Ellis Fischel Cancer Center
- Missouri Orthopaedic Institute
- Missouri Psychiatric Center
- University Hospital
- Women's and Children's Hospital



2,417
BIRTHS



313,954
radiological exams + treatments



1,645,121
lab tests



7,422,083
pharmacy doses

6,953 total staff

737 MEDICAL STAFF
6,216 OTHER STAFF

602 BEDS

159 intensive care • 443 acute care

*Based on FY 2018 statistics (July 1, 2017-June 30, 2018).



M Health Care

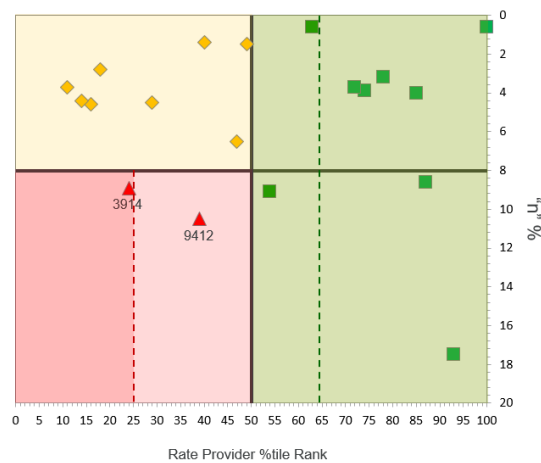
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Role of Data in Creating Connection

Data is like an exhaust or a byproduct. It's generated. What do we do with it?

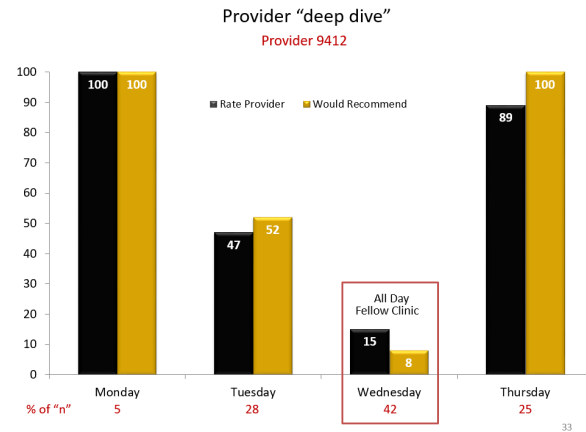
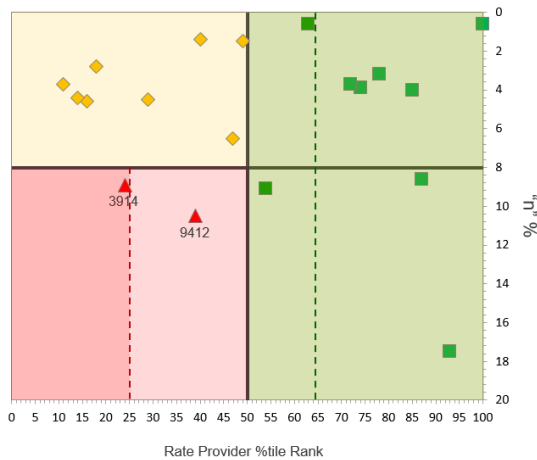


Inspiration



“Patients tell your story”

APRIL 6, 2016 CARDIOVASCULAR CLINIC ACTION PLAN



“Patients tell your story”

APRIL 6, 2016 CARDIOVASCULAR CLINIC ACTION PLAN

Patient Perception Builders Attending / Fellow Scripting

Patient Assuredness Delivered

Positioning colleagues works best as a trained, intentional introduction of other physicians and caregivers as a “member of our team”

Dr. Dohrmann email to fellows:

Each time you have clinic at MU over the next several months, I will be sending a “One thing to try” when you see patients. You may have already thought of your own “one thing” after my recent patient satisfaction grand rounds or after viewing some of the Beeson “Practicing Excellence” modules.

Here is an idea for your clinic on March 21st:

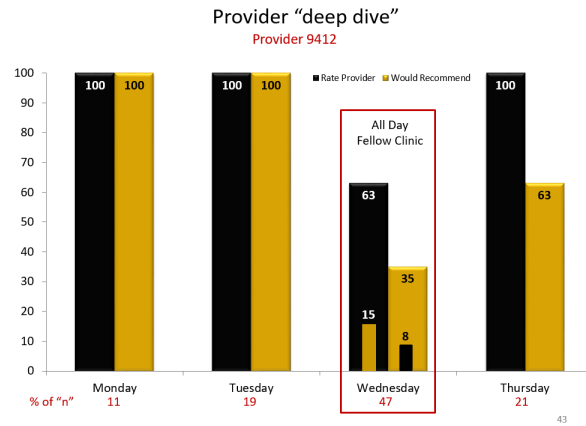
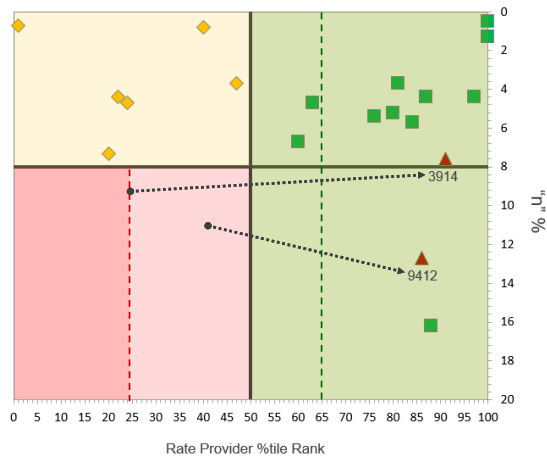
Rather than call yourself a fellow and Dr. X the attending, refer to yourselves as the cardiology physician team who will be reviewing all the information about the patient’s care.

Let me know how it works for you!

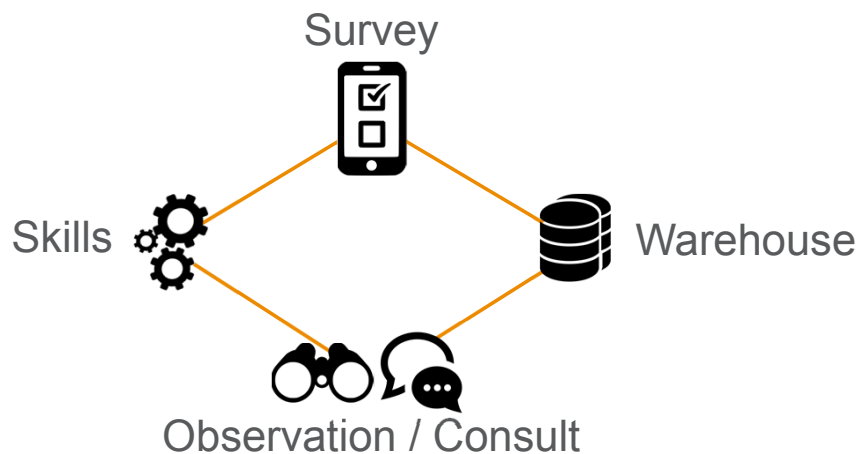
Mary L. Dohrmann, MD
Professor of Clinical Medicine
Medical Director, Cardiovascular Medicine Clinic

“Patients tell your story”

APRIL 6, 2016 CARDIOVASCULAR CLINIC ACTION PLAN



PX Feedback Cycle



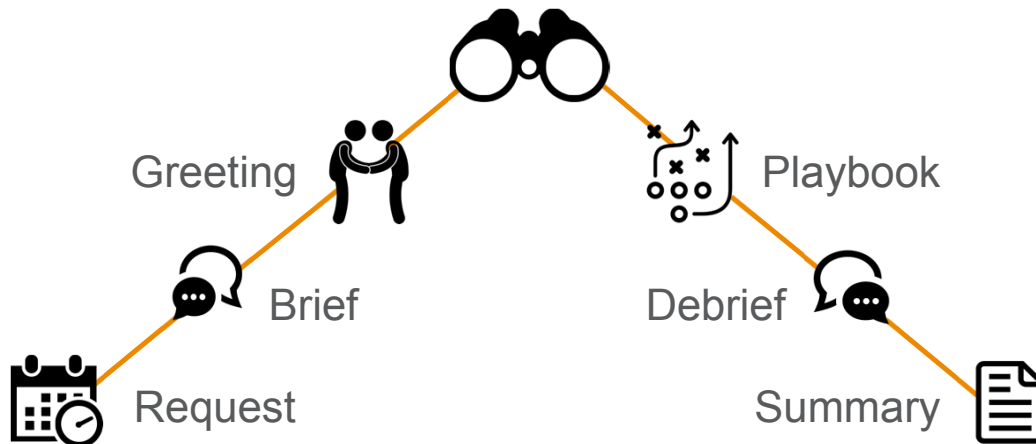
Data Homework

- Filtering - Cut the noise
- Sorting - Rank by importance
- Grouping and Segmentation
- Visualizing – Using intuitive visuals

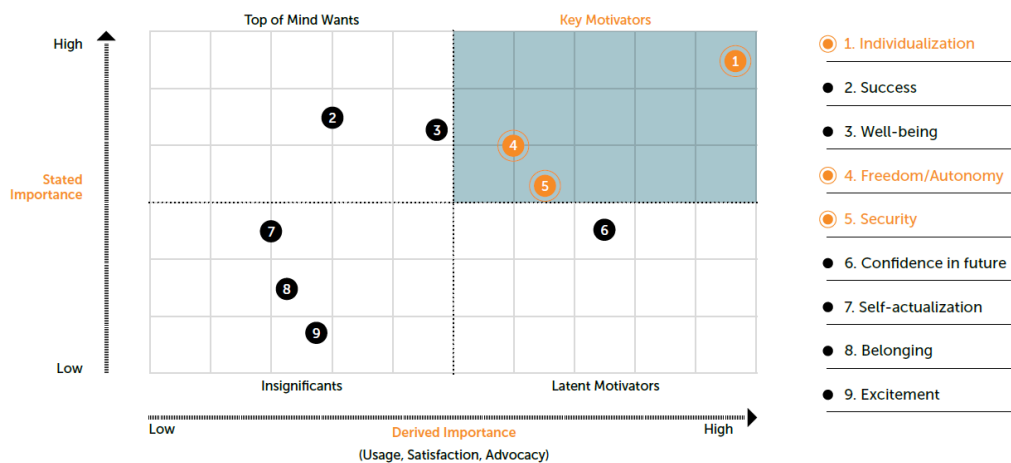
Bringing Data To Life

- Be aesthetically mindful
- Focus on trends, compare time ranges
- Search for strong relationships
- Try different perspectives
- Creating the story

Observation

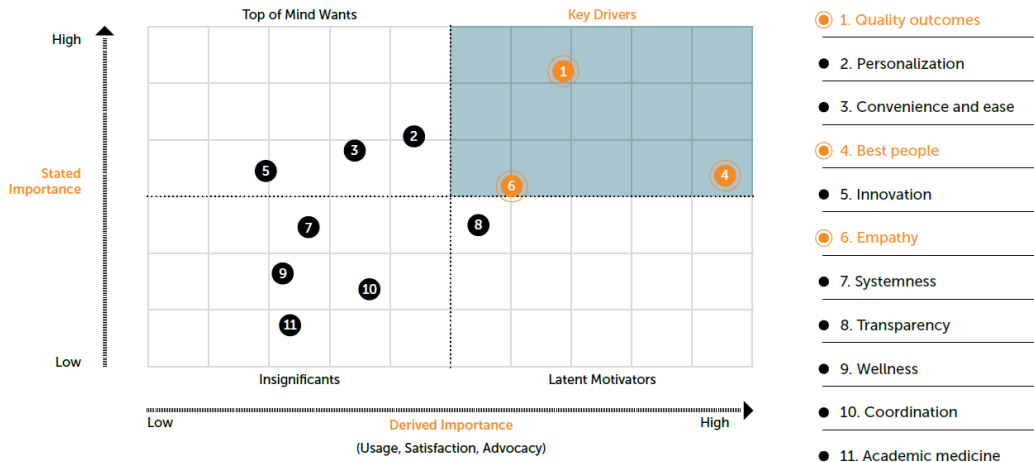


Understanding Physicians – Emotional Motivators



<https://www.monigle.com/hbe-health-care-volume-1/>

Understanding Physicians – Functional Motivators



<https://www.monigle.com/hbe-health-care-volume-1/>



Health Care

Understanding Physicians

- Mindfully dedicating time and attention to physicians, and getting to know them well enough to understand who they are and what the need.
- Need to recognize the emotional state of the physician's experience identity, acknowledge it and be empathetic.



Health Care

Intelligence/Insight



Exhaust...

- Saturated and desensitized
- Analytics jargon
- Leaving out valuable context

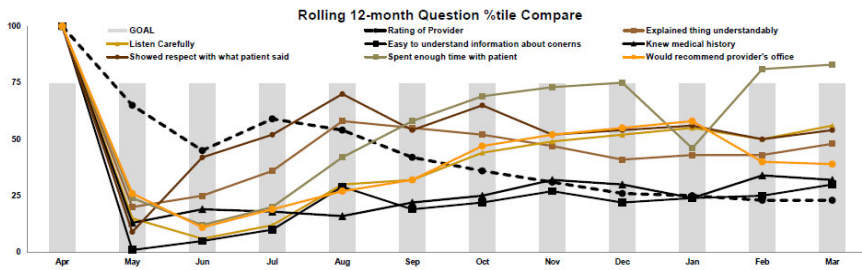
Jane Q. Public, MD
 305 N Keene St
 Columbia, Missouri 65201-6807
 Main: 573-882-8000 Fax: 573-882-860

PERFORMANCE

CMS Specialty - Family and Community Medicine
 Service Line: Family Medicine
 Dashboard: NRC National (Q4 2016)
 Report Date: 4/27/2017
CC-Denotes questions included in Communication Composite

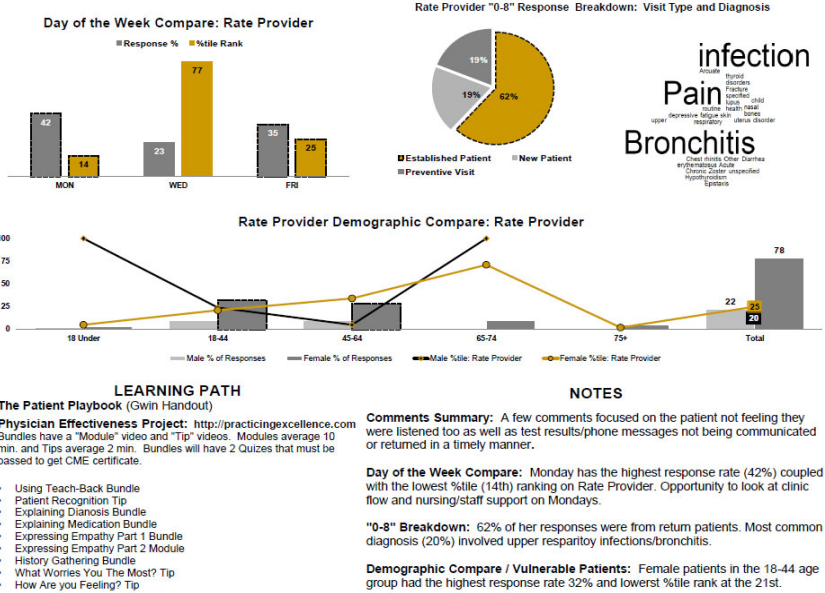
Rolling 12 Months	N	Rating of provider	Communication Composite	Explained things understandably™	Listened carefully™	Easy to understand information about concerns	Knew medical history	Showed respect for what patient said™	Spent enough time with patient™	Would recommend provider's office
16-Apr	1	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
16-May	8	87.5	87.5	87.5	87.5	75.0	75.0	87.5	87.5	87.5
16-Jun	18	83.3	87.5	88.9	83.3	83.3	77.8	84.4	83.3	82.4
16-Jul	22	86.4	89.8	90.9	86.4	86.4	77.3	95.5	86.4	85.7
16-Aug	34	85.3	93.4	94.1	91.2	90.9	76.5	97.1	91.2	87.9
16-Sep	47	82.6	93.6	93.6	91.5	89.1	78.7	95.7	93.6	88.9
16-Oct	69	81.4	94.6	93.3	93.3	89.7	80.0	96.7	95.0	91.4
16-Nov	68	80.0	94.4	92.6	93.9	89.5	81.8	95.5	95.5	92.2
16-Dec	72	78.3	94.3	91.7	94.3	89.6	81.4	95.7	95.7	92.6
17-Jan	76	78.1	94.6	92.1	94.6	90.1	79.7	95.9	95.9	93.1
17-Feb	87	77.4	94.5	92.0	94.1	90.2	82.4	95.3	96.5	90.4
17-Mar	96	77.4	95.0	92.7	94.7	91.2	81.9	95.7	96.8	90.2
Organizational Target		89.7	96.3	96.0	96.7	96.3	91.0	97.5	95.7	95.1
NRC National %tile		23	62	48	56	30	54	83	39	39
Family Medicine %tile		28	60	46	55	32	36	54	81	48
NRC Academic %tile		27	67	54	78	37	36	60	86	46

Rate Provider	< 25th %tile	50th %tile	> 75th %tile
%age Score	78.0	84.5	89.7



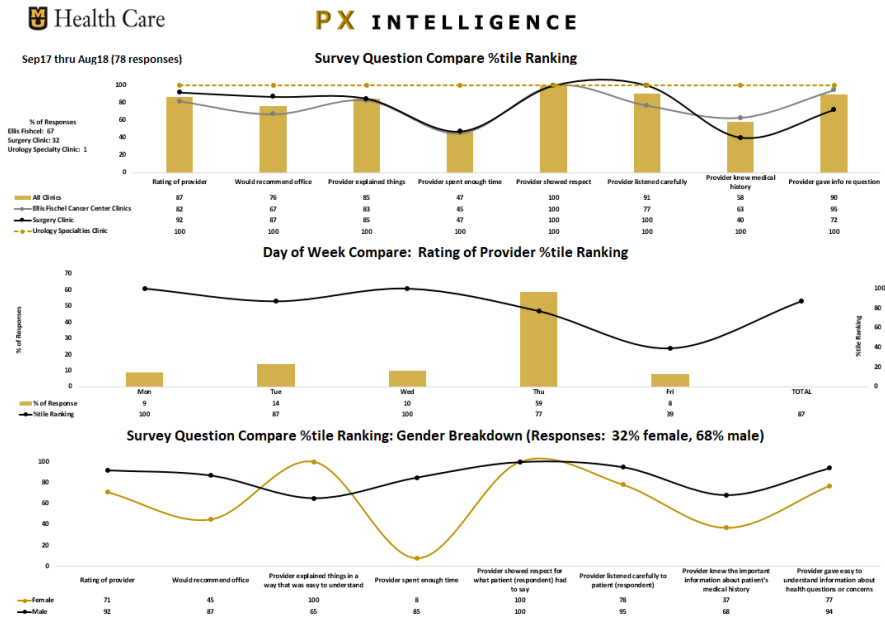
Byproduct...

- Know the audience
- Talking in lieu of a discussion
- Overwhelming



Aesthetically Mindful

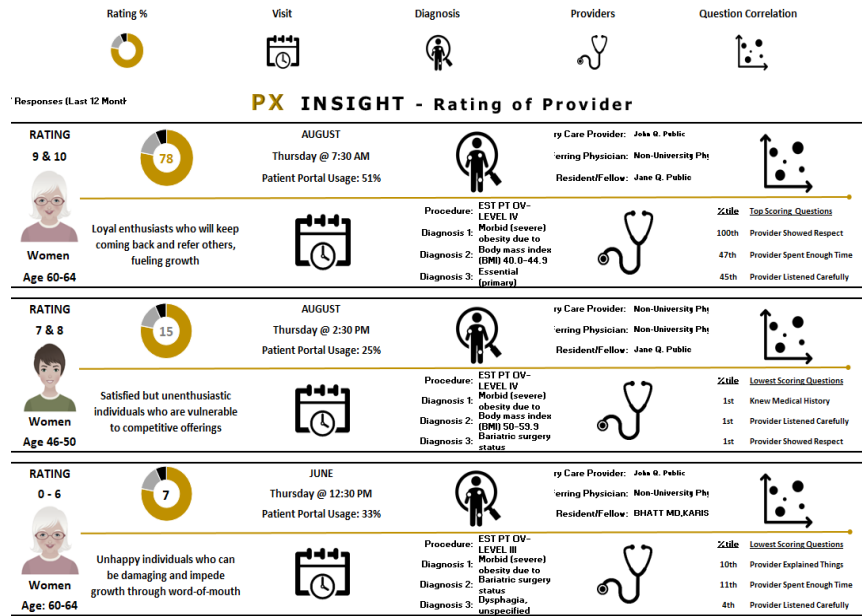
- Color Influence
- Cut the noise
- Layout feedback from physicians



Creating the Story

→ Using intuitive visuals

→ Grouping and segmentation

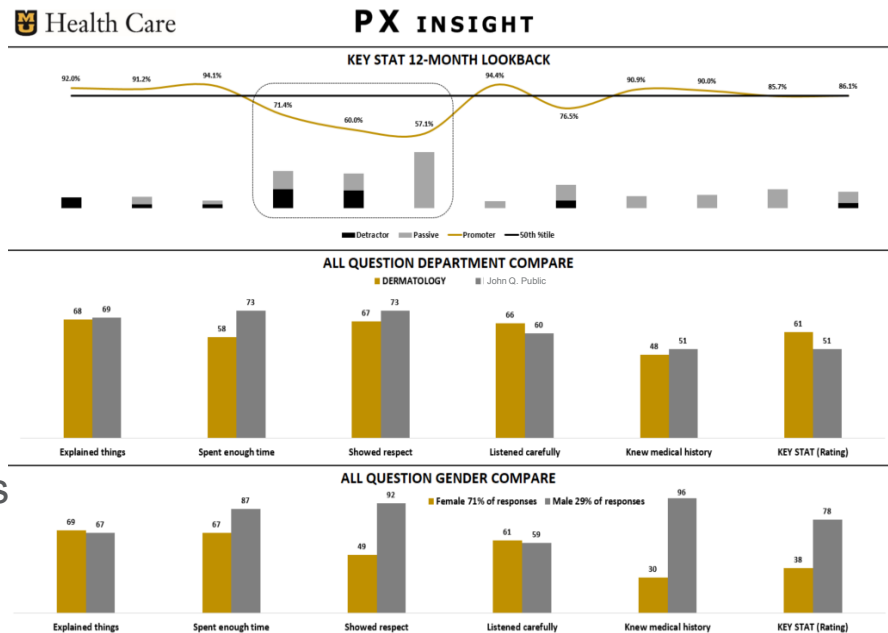


Different Perspectives

→ Focus on trends

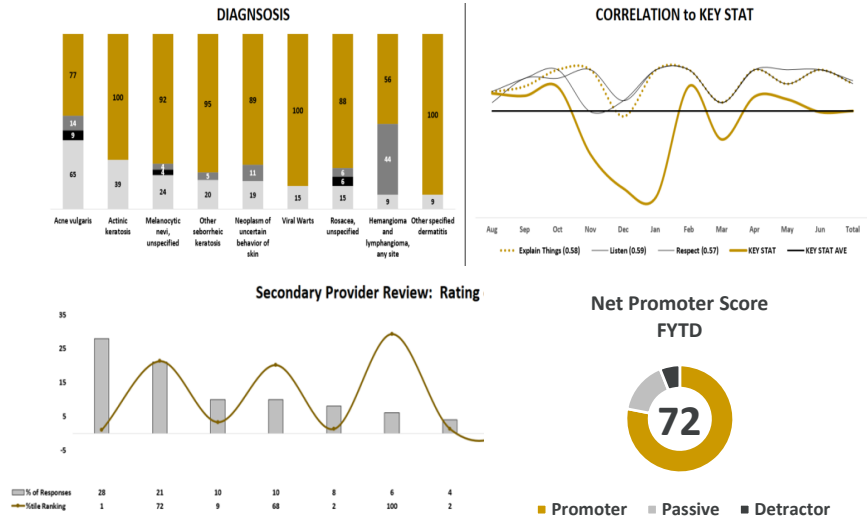
→ Try different perspectives

→ Looking for clues



Look for Relationships

- Connection
- Causation
- Correlation



Feedback & Skill building

- “Feedback Sandwich”
- Pendleton Model

Patient Experience Insight for John Q. Public, MD

PX Component	Summary
Medical Practice	<ul style="list-style-type: none"> All questions increased from prior year except for “listening” and “Rating of Provider.” 54% percentile increase in “medical history” 26% percentile decrease in “listening”
Gender	<ul style="list-style-type: none"> Rating of Provider: Male score higher (81% difference in Nole rankings) Male patients score higher on all survey questions High and Low for Men: High: 58th “satisfaction” Low: 65th “listening” High and Low for Women: High: 38th “listening” Low: 16th “listening”
Day of the Week	<ul style="list-style-type: none"> Monday looks like a “special” day Wednesday: 1% day? Thursday: busiest day and has lowest Rating %ile. 12% of responses are from resident involved visits. Only 5% are calculated into Dr. Public’s data. (66.7%)
Demographic	<ul style="list-style-type: none"> 79% of responses are from women 20% “passives” This is a high percentage. Good news is that these patients can jump to promoters. 45-64 age group: Largest percentage of responses for men and women.
Visit	<ul style="list-style-type: none"> Last 3 months have been trending positive (80,80,79) Established PT OV: 65% of responses Periodic Est PT OV: 26% of responses
Diagnosis	<ul style="list-style-type: none"> Persons encountering health services for examinations. 36% or responses. 22% are passive. Hypertension: high percentage of detractors. Great responses for General symptoms and signs DX. 85% promoters.
Correlation	<ul style="list-style-type: none"> “Listen” and “respect” are the two highest correlating questions for the rating of provider key metric. “medical history” had the highest number of passives (11%) and the lowest correlation (.53)

PX Framework	PX - Information/knowledge/wisdom
Patient, Family and Community Engagement	<p>2019 Healthcare Consumer Trends Report: NRC Health</p> <p>What keeps patients engaged? In the consumerist era of healthcare, this question is likely at the forefront of leaders' minds-and also, perhaps, the source of their frustrations.</p>
Culture and Leadership	<p>The consumer has spoken: Patient experience is now healthcare's core differentiator.</p> <p>Jason A. Wolf PhD</p> <p>The Beryl Institute / Patient Experience Journal</p>
Environment and Hospitality	<p>Humanizing Brand Experience: Health Care Edition</p> <p>The inaugural edition of this first-of-its-kind report digs into the consumer mindset in new ways-exploring how they make decisions so that we, as brand leaders, can better tailor experiences to their needs.</p>
Quality and Clinical Excellence	<p>Understanding the Patients' Perspective of Emotional Support to Significantly Improve Overall Patient Satisfaction.</p> <p>Vol. 15 No. 4 2012 High Quality Patient Care</p>
Quality and Clinical Excellence	<p>Creating First Impression Skills Project</p> <p>CLINICIAN EXPERIENCE PROJECT</p> <p>First impressions are created in just seconds, and can be difficult to undo. In the skill of creating first impressions we take you through the key actions for you and your team to get this right. Duration: 15 minutes, 43 seconds. CME: 0.25 AMA PRA Category 1 Credit.</p>
Provider and Staff Engagement	<p>The Mindset Project</p> <p>CLINICIAN EXPERIENCE PROJECT</p> <p>Review key actions and words of both fixed and growth mindset leadership. Duration: 16 minutes, 8 seconds. CME: 0.25 AMA PRA Category 1 Credit.</p>

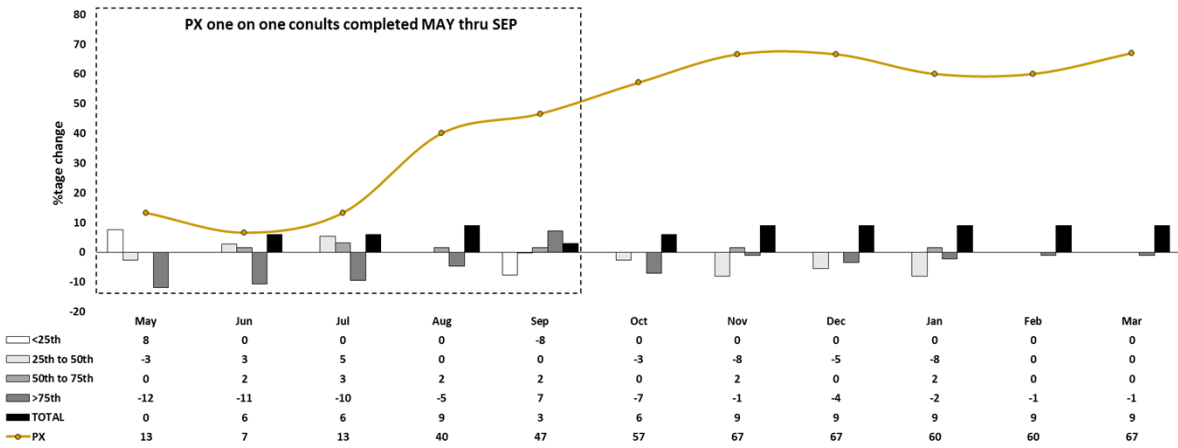
Payoff

The Ambulatory Project

- 45 providers from 8 service lines
- 80% improved
- 8.7% increase in “Rating of Provider” positive percent score and an increase of 15 percentile rankings as a group.

The Ambulatory Project

Rolling Percentage Change from Baseline: Rating of Provider



Affiliate Project

- Family practice clinic affiliate
- 8 providers
- Group consult in October 2018
- Shadowing conducted in Nov/Dec 2018
- Communication Composite: Increased 11 percentile rankings as a group.
- Rating of Provider: Increased 7 percentile rankings as a group.

Communication Composite

PROVIDER	Jan-18 thru Sept-18			Post Consult (Oct thru 5/31/19)				
	N	% SCORE	% TILE	N	% SCORE	%TAGE +/-	% TILE	%TILE +/-
	400	93.9	49	348	97.2	3.5%	81	32
	214	91.2	30	281	93.5	2.5%	46	16
	399	94.2	52	349	96.2	2.1%	71	19
	491	89.3	20	419	91.1	2.0%	29	9
	418	89.7	22	369	90.6	1.0%	27	5
	654	94.6	55	457	94.9	0.3%	58	3
	450	96.4	73	347	96.7	0.3%	76	3
	434	96.8	77	301	96.8	0.0%	77	0
TOTAL	3460	93.4	44	2575	94.6	1.3%	55	11

Rating of Provider

PROVIDER	Jan-18 thru Sept-18			Post Consult (Oct thru 5/31/19)				
	N	% SCORE	% TILE	N	% SCORE	%TAGE +/-	% TILE	%TILE +/-
	214	67.3	2	269	79.6	18.3%	18	16
	399	85.0	46	332	91.6	7.8%	87	41
	400	84.5	42	333	86.5	2.4%	54	12
	491	74.5	7	401	75.8	1.7%	9	2
	654	85.2	47	436	85.8	0.7%	49	2
	434	90.1	80	288	90.6	0.6%	81	1
	450	89.2	75	335	87.2	-2.2%	59	-16
	418	78.0	14	352	76.1	-2.4%	10	-4
TOTAL	3460	82.7	32	2746	84.0	1.6%	39	7

Developing Connected Relationships

- Creating an individualized experience
- Enhancing customization based on wants and needs
- Leveraging meta-data to enhance offering
- Becoming a trusted partner

Challenges

Storytelling With Data

- Begin with a question
- End with an insight
- Tell a compelling story
- Explain with visuals, narrate with words
- Be honest and credible
- Be clear and concise
- Know and cater to your audience
- Provide context

Attention Density Shapes Identity



Exposure

Repetition

Application

Change

Repeated, purposeful, and focused attention can lead to long-lasting personal evolution.

Attention Model

The Culture of Yes Together we: Care, Deliver, Innovate and Serve

VALUES



CARE



DELIVER



INNOVATE



SERVE

BEHAVIORS
The difference between "Pros" and Amateurs

10/5 Rule	Say Do Ratio 1:1	Everything you need, but nothing more	No Public Venting
1) Warm Welcome 2) Anticipate Needs 3) Fond Farewell	Big Impact and Small Wake	Innovation finds a way	"Is there anything I can do for you? I have the time. "

14



Health Care

Cultivating A Patient Experience Identity

THE INAUGURAL Schwartz Rounds
A TIME FOR CAREGIVERS TO SAFELY SHARE THEIR OWN EXPERIENCES, THOUGHTS AND FEELINGS

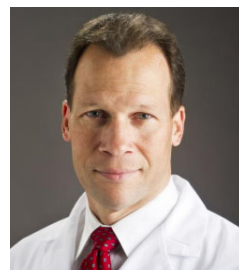
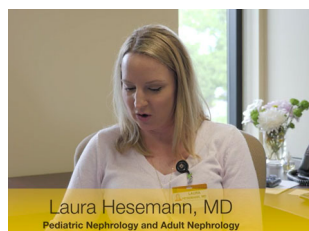
RUNNING ON EMPTY?

Compassion fatigue is a real consequence of caring for others.

Hear from NRC Health Care physicians and nurses who experience the stress and how it impacts their professional and personal lives.

Noon
Tuesday, January 23
Sinclair School of Nursing, S248
Lunch will be available for the first 100 attendees at 11:45 a.m.

Health Care



Wellness

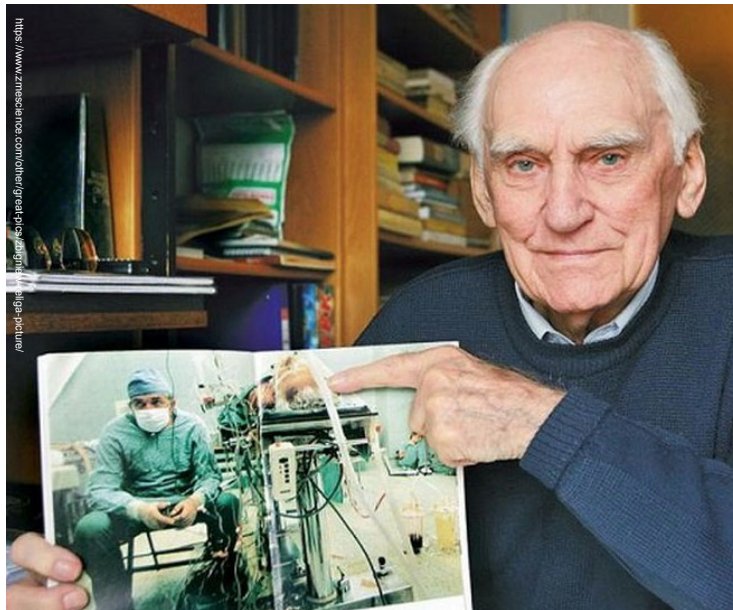


Experience



Health Care

Health Care



Questions

