Building Loyal Relationships with Patients
Category 3

Marj Maurer
Vice President – Operations/Chief Nurse Executive
The Larger Context

Good Samaritan’s philosophy
It’s the difference between hearing a heartbeat and listening to a suffering heart; it’s the difference between being cured and being healed…

Our aim is to both cure and heal and the difference rests in the depth and quality of our relationships.
2003: Our Burning Platform

Percentile Scores

- Outpatient: 18
- Inpatient: 18
- Emergency: 54

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Being Good Is Not Good Enough

1
Very Poor

2
Poor

3
Fair

4
Good

5
Very Good

Very Poor: 1%
Poor: 3%
Fair: 6%
Good: 65%
Very Good: 25%

90% (Good + Very Good)
18th percentile

90% (Very Good + Good)
90th percentile
World-class Criteria

3.1a(2)

How do you build and manage relationships with patients?
Building Loyal Relationships

Meet Requirements

Acquire New Patients
<table>
<thead>
<tr>
<th>Stage</th>
<th>Practices/Tools to Build Relationships</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doesn’t Know GSAM</td>
<td>▪ Billboards, newspaper articles, ads&lt;br&gt;▪ Data warehouse to customize mailings&lt;br&gt;▪ GSAM website</td>
</tr>
<tr>
<td>Heard about GSAM</td>
<td>▪ Health fairs, screenings, community education&lt;br&gt;▪ 1-800-ADVOCATE (Health Advisor)&lt;br&gt;▪ Efficiency improvements: physicians encourage their patients to choose GSAM&lt;br&gt;▪ Partnership practices with local EMS</td>
</tr>
<tr>
<td>Tries GSAM</td>
<td>▪ Hourly &amp; Leader Rounding&lt;br&gt;▪ Standards of Behavior / Service Recovery&lt;br&gt;▪ Centralized Scheduling&lt;br&gt;▪ Admission team&lt;br&gt;▪ Utilize previous medical record #</td>
</tr>
<tr>
<td>Likes GSAM</td>
<td>▪ Key services: Pampered Pregnancy&lt;br&gt;▪ OP reminder cards for annual services&lt;br&gt;▪ Discharge / follow-up calls&lt;br&gt;▪ Patient liaisons</td>
</tr>
<tr>
<td>Loyal to GSAM</td>
<td>▪ ‘Reunions’ of key populations&lt;br&gt;▪ ‘Donor’ designations at registration</td>
</tr>
</tbody>
</table>
World-class Criteria

3.1a(1)

How do you create an organizational culture that ensures a consistently positive patient experience and contributes to customer engagement?
GSAM Leadership System

Set Direction
Establish Goals

Understand
Stakeholder Requirements

Mission
Values
Philosophy

Integrity
Passion
Caring

Patient

Physicians
Volunteers
Associates
Families
Community
Suppliers
Partners

Accountability
For Results

Develop, Reward
Recognize

Motivate &
Acknowledge

Inspire &
“Raise the Bar”

Learn, Improve
& Innovate

Role Model &
Build Commitment

Organize,
Plan & Align

Communicate,
Engage & Empower

Perform to
Plan

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National Quality Award
2010 Award Recipient
The culture of a company is the behavior of its leaders. Leaders get the behavior they exhibit and tolerate. You change the culture of a company by changing the behavior of its leaders.

Good to Great, Jim Collins
Deploy a Clear Vision

To provide an exceptional patient experience marked by superior health outcomes, service, and value.
GSAM Leadership System

Set Direction
Establish Goals

Understand
Stakeholder Requirements

Organize, Plan & Align

Role Model & Build Commitment

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Learn, Improve & Innovate

Motivate & Acknowledge

Develop, Reward & Recognize

Accountability for Results

Perform to Plan

Inspire & “Raise the Bar”
Regression Analysis

GSAM Results for Patient Satisfaction

Vendor Rigorous Use of Data

Key factors of satisfaction

Key patient requirements

Patient survey questions

Very Good
Good
Fair
Poor
Very poor

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GSAM Patient Requirements

- High quality and safe care
- Friendly and caring staff
- Included in care decisions / kept informed
- Prompt service
Breakthrough Results in Meeting Patient Requirements

Patient Satisfaction Percentile (Press Ganey)

Outpatient

- 2003: 18
- 2004: 18
- 2005: 93
- 2006: 80
- 2007: 70
- 2008: 60
- 2009: 50
- 2010: 40
- Feb 2011: 30

Inpatient

- 2003: 18
- 2004: 18
- 2005: 90
- 2006: 80
- 2007: 70
- 2008: 60
- 2009: 50
- 2010: 40
- Feb 2011: 30

Emergency

- 2003: 18
- 2004: 18
- 2005: 54
- 2006: 40
- 2007: 30
- 2008: 20
- 2009: 10
- 2010: 0
- Feb 2011: 0

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Standard Work for Creating A Service Culture

- Standards of Behavior
- On-boarding and orientation
- Integration of patient requirements into work systems
- Collaboration among care team
Standard Work for Creating A Service Culture

- Deployment of Specific Service Techniques
  - Five Fundamentals of Service (AIDET\textsuperscript{SM})
    - Acknowledge the patient by name at greeting
    - Introduce self with role and credentials
    - Duration: let patient know how long the interaction, treatment or test will take
    - Explanation – (explain the procedure as you are doing it and what to expect)
    - Thank them for their time. Close by asking if there is anything else they need and end with “I have the time.”
Standard Work for Creating A Service Culture

- Deployment of specific service techniques
  - Hourly rounding
  - Discharge phone calls
  - White boards
    - Asking new inpatient admissions the top two most important needs they have during their stay
    - Documenting names of caregivers with contact information, goals for the day
  - Leader rounding
Standard Work for Creating A Service Culture

- Performance Management System
- Service results monitored weekly & monthly
- Exceptional Patient Experience Council (EPEC)
  - Charters teams to focus on opportunities
  - Annual SWOT
  - CNO acts as EPEC chairman & reports to Executive Team
Lessons Learned

A
Create systematic, repeatable approaches that are simple and based on customer requirements

D
Ensure approaches are fully deployed through discipline in monitoring in-process measures. Don’t just look at outcome results

L
Systematically review and use data to refine approaches / create opportunities to share best practices

I
Leaders set the vision (Cat 1) → Set the goals (Cat 2) → Identify customer requirements (Cat 3) → Measure in-process and lagging indicators (Cat 4) → Hire for attitude (Cat 5) → Improve processes based on customer requirements (Cat 6) → World Class Results (Cat 7)
It’s the difference between hearing a heartbeat and listening to a suffering heart.
Thank You
Questions

Panelists:

- Laura Neiberg, Vice President – Ancillary Services & Community Health
- Rich Heim, Vice President – Business Development
- Kathy Bretz, Director – Clinical Excellence
- Maura Brown, Director – Program Nursing Excellence