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Physician Buy-In: The Case for Performance in Healthcare

Dan Smith, MD
Physician Coach
October 21, 2011

WHAT'S *Right* IN HEALTH CARE®

WIIFM: Make a Most Compelling Case

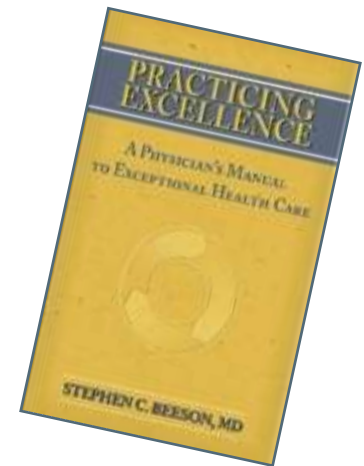


Loyalty and Trust

- ▶ Accelerates buy-in
- ▶ Prerequisite to long-term collaboration and engagement
- ▶ “Partnership” vs. “Forced Integration”



“Successful and thorough physician engagement is about understanding physicians and speaking to the issues and principles that inspire, motivate, incentivize, influence and push a physician’s commitment to a change effort.”



From “Practicing Excellence: A Physician’s Manual to Exceptional Health Care,
2006, Stephen Beeson, MD

The Contemporary Focus: It's Changed!

- ▼ Cost of Care
- ▼ Access to Care
- ▼ Workforce Issues
- ▼ Quality of Care
- ▼ Perception of Care: (I'm sorry, it's not going away)

Quality Outcomes and Patient Satisfaction

- ▶ Increasing number of studies showing linkage of satisfaction and clinical outcomes
- ▶ “Evidenced-Based Care”: **communication and safety tactics** + technical proficiency + clinical acumen
- ▶ Lipid control
- ▶ Euglycemia in DM
- ▶ Acute myocardial infarction inpatient mortality
- ▶ Reduction of preventable readmissions for AMI/PNA/CHF

Risk and Complaint Reduction

- ▼ Satisfaction and Risk
 - ▼ Physicians with low patient satisfaction results are more likely to have complaints
 - ▼ Association: for every one point decrement in satisfaction scores,
 - 6% increase in complaints
 - 5% increase in risk management events

Stelfox HT, et al. The American Journal of Medicine 2005; 118: 1126-1133

Expectations: Voice of the Healthcare Consumer

2009 National Emergency Department Priority Index

Survey items are correlated to Overall Satisfaction

Represents the experience of 1,501,672 patients treated at 1,893 Emergency Departments nationwide between January 1 and December 31, 2009.

Survey Item	n	Mean	Correlation	Rank
F2. Degree to which staff cared about you as a person	1,412,794	82.0	0.888	1
F4. Likelihood of your recommending our emergency department to others	1,434,598	82.0	0.877	1
F1. How well were you kept informed about delays	1,296,405	71.3	0.808	3
F68. Overall rating of care received during your visit	1,455,413	83.0	0.909	3
F41. How well was your pain controlled	1,233,566	77.9	0.803	5
B4. Nurses' concern to keep you informed about your treatment	1,455,801	83.1	0.828	6
E2. Staff concern to keep family or friends informed about your status during your course of treatment	1,051,479	83.7	0.844	7
C1. Waiting time in the treatment area before you were seen by a doctor	1,441,795	74.4	0.749	8
B3. Nurses' attention to your needs	1,462,256	85.3	0.823	9
C5. Doctor's concern to keep you informed about your treatment	1,440,863	83.1	0.796	9
C4. Doctor's concern for your comfort while treating you	1,432,143	83.5	0.802	9
E1. Courtesy with which family or friends were treated	1,089,291	86.5	0.840	12
C7. Information you were given about caring for yourself at home (e.g., taking medications, getting follow up care)	1,372,367	83.6	0.787	13
B76. Degree to which the nurses took time to listen to you	1,465,999	86.4	0.812	14
A4. Waiting time before you were brought to the treatment area	1,424,740	77.9	0.681	15
C75. Degree to which the doctor took time to listen to you	1,446,723	84.9	0.782	15
A5. Comfort of the waiting area	1,390,180	78.1	0.678	17
B5. Nurses' concern for your privacy	1,440,212	86.3	0.778	18
D3. Waiting time for radiology test	878,462	82.1	0.657	19
A87. Helpfulness of the person who first asked you about your condition	1,460,969	86.2	0.708	20
C2. Courtesy of the doctor	1,457,976	87.1	0.771	21
B1. Courtesy of the nurses	1,478,693	88.4	0.784	22
D52. Concern shown for your comfort when your blood was drawn	756,554	87.0	0.694	23
A2. Privacy you felt when you were asked about personal/insurance information	1,380,497	86.6	0.694	23
A3. Ease of giving your personal/insurance information	1,377,180	87.5	0.699	23
E3. Staff concern to let a family member or friend be with you while you were being treated	1,068,175	88.2	0.765	26
D2. Courtesy of the person who took your blood	772,869	87.9	0.698	27
A28. Courtesy of the person who took your personal/insurance information	1,395,950	87.6	0.688	28
A86. Waiting time before staff noticed your arrival	1,470,178	87.5	0.641	29
D65. Concern shown for your comfort during your test	882,293	88.9	0.650	30
D4. Courtesy of the radiology staff	877,408	89.6	0.641	31

Inpatient Priority Index

Survey items are correlated to Overall Mean Score

Based on responses of 3,047,705 patients from 2,162 hospitals received between January 1, 2009 and December 31, 2009

Survey Item	Mean	Correlation	Priority Rank
Response to concerns/complaints made during your stay	84.0	0.804	1
Staff effort to include you in decisions about your treatment	84.4	0.798	2
Degree to which hospital staff addressed your emotional needs	84.4	0.798	3
Waiting time for tests or treatments	80.9	0.682	4
How well the nurses kept you informed	85.9	0.773	5
Explanations about what would happen during tests and treatments	85.1	0.735	6
Accommodations and comfort for visitors	83.4	0.673	7
Promptness in responding to the call button	84.6	0.692	8
Amount of attention paid to your special or personal needs	86.9	0.760	8
Time physician spent with you	81.9	0.667	8
Staff concern for your privacy	86.9	0.756	8
How well staff worked together to care for you	88.9	0.817	12
Likelihood of your recommending this hospital to others	88.3	0.783	12
Pleasantness of room decor	79.7	0.620	14
Instructions given about how to care for yourself at home	85.9	0.704	15
How well physician kept you informed	84.8	0.679	16
Overall rating of care given at hospital	89.2	0.813	16
Temperature of the food (cold foods cold, hot foods hot)	78.7	0.579	18
Physician's concern for your questions and worries	85.9	0.683	18
Speed of discharge process after you were told you could go home	80.5	0.607	18
Room cleanliness	83.8	0.629	21
How well your pain was controlled	86.2	0.697	21
Noise level in and around room	76.3	0.545	23
Quality of the food	75.3	0.538	23
Staff attitude toward your visitors	88.5	0.748	23
Room temperature	79.2	0.547	26
Nurses' attitude toward your requests	88.7	0.747	27
Speed of admission process	83.5	0.573	28
Extent to which you felt ready to be discharged	85.5	0.629	29
Skill of the nurses	90.5	0.734	30
Courtesy of the person who took your blood	88.4	0.676	30
Friendliness/courtesy of the nurses	91.5	0.715	32
Courtesy of the person who started the IV	88.9	0.671	33
Courtesy of the person who cleaned your room	87.1	0.599	34
Friendliness/courtesy of physician	89.2	0.658	35
Courtesy of the person who served your food	87.4	0.599	36
Skill of physician	91.5	0.632	37
Courtesy of the person who admitted you	89.9	0.610	38

Skill of the physician #37/38 on Inpatient Priority Index

Expectations: Graduate Medical Education

▼ ACGME

- ▼ Core Competencies:
 - ▼ “Professionalism”
 - ▼ “Interpersonal and Communication Skills”
- ▼ Patient Care
- ▼ Medical Knowledge
- ▼ Practice-based Learning and Improvement



Expectations: Licensure/Boards

- ▼ American Board of Medical Specialties
 - ▼ “Maintenance of Certification”
 - ▼ Patient and peer review summary
 - ▼ Encouraged all 24 professional boards to harvest perception of care data
- ▼ Physician Practice Connection (PPC), Patient Centered Medical Home
 - ▼ Quality and preception of care

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Hospital Compare

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e.g., 10009 or New York, NY

Search type [What is this?]

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 Surgical Procedures

Find Hospitals



Hospital Spotlight

Are You a Hospital Inpatient or Outpatient?

Hospital Compare now includes information that will help consumers compare the quality of information available in hospital-outpatient departments.

For more information about the differences between inpatients and outpatients, read our fact sheet, [Are You a Hospital Inpatient or Outpatient?](#)

Additional Information

- View a list of Hospital Compare Contacts
- Download the Hospital Compare Database

[Back to Top](#)

Data Last Updated: May 25, 2010

Financials/Incentives



- ▶ Satisfied customers return and word of mouth expands volume for the practice or hospital
- ▶ Help your hospital with the “at risk” dollars
- ▶ Keep what you have earned

You Deserve the Best

- ▶ Higher staff and physician satisfaction
- ▶ Reduced staff and physician turnover
- ▶ HCAHPS and Core Measure Performance



The Reality

- ▶ Modern healthcare demands the highest level of integration and collaboration between physicians, executive leaders and staff with transparency and accountability as the new reality. Organizations will be rewarded for provision of the greatest in quality and perception of care with reduction in errors and complications.