2010 Customer Satisfaction Roundtable
January 27–28, 2010 • Marriott Marquis • New York, NY

Return On Insights—
Driving Change—Creating Profit
COMMUNICATE AT ALL LEVELS:
Fostering a Culture of Excellent Communication

Dennis Phillips, Executive Vice President
Patrick Ratchford, Assistant Vice President

January 27, 2010
Today’s Agenda

- CHS Background
- Importance of Communication
- Focus on Employee, Patient & Physician Communication
- Questions
Carolinas HealthCare System

A diversified health care system serving the two Carolinas

- Headquartered in Charlotte, North Carolina
- Third largest public, multi-hospital system in the nation
- Academic medical center teaching hospital
- 30 hospitals from the Blue Ridge to the Low Country
- Home health, rehabilitation and nursing homes
- Over 1000 employed physicians and 280 residents
- AA-rated since 1983

**Mission Statement**

The mission of the Carolinas HealthCare System is to create and operate a comprehensive system to provide health care and related services, including education and research opportunities, for the benefit of the people it serves.

**Vision Statement**

As the Carolinas’ premier health care provider, Carolinas HealthCare System will be chosen by patients and physicians for high-quality and cost-effective health services.
Customer Service and Quality

CHS has been recognized nationally for its delivery of high quality medical care and exceptional customer service. Select examples of this recognition include:

- **U.S. News and World Report**
- **J.D. Power and Associates**
- **HealthGrades**
- **National Committee for Quality Assurance (NCQA)**
- **TJC Disease Specific Certifications** – ESRD (1st in Nation), Heart Failure and Primary Stroke.
A Few of the Recognitions…

[Images of various awards and recognitions, including logos for J.D. Power, Codman Award, Hospital of Choice Award 2005, National Research Corporation, Family Friendly 40, NeuroSource, and American College of Surgeons.]
It all starts with…

COMMUNICATION
Importance of Communication

• Clarity creates Trust.
  – Employee “buy-in”
  – Patient anxiety is reduced.
  – MDs feel aligned to the organization.

• Communication as a Manager Expectation – Commitment to teach importance of communication through CHS Gateway Academy.
Importance of Communication - Employees

- Employees are our most valuable assets.
  - Owners – not renters
  - Expectation: Starts at the “top”
  - Accountability
    - “When you…”
    - “The result is…”
    - “I need for you to…”
  - Rounding for Outcomes
  - Growth as leaders – Leadership Development Institute
Importance of Communication - Patients

• Priority #1 – Reduce anxiety and incorporate patient/family member into healthcare decisions.
• Reduction of complaints
• Manage up
• AIDET
• Rounding for Outcomes
Importance of Communication - Physicians

- Involve Physicians in Leadership and System Planning
- Listen, listen, listen.
- Pipeline for concerns to be heard and issues addressed in a timely manner.
- Rounding for Outcomes
- No surprises.
These tactics are not rocket science…

This is basic blocking and tackling!
Focus on Employee Communication
Weekly Huddles – Communication in Action

- Weekly Facility “Huddles” – Inject fun when possible!
- Established in 2006 to address “real time” information at the facility level.
- Goal Based Agenda
- Topics include Patient Satisfaction, Regulatory Issues, Financial Reports, etc.
- Information received is cascaded to department during department huddles.
Transparency = Results! (Employee Satisfaction Survey)

Employee Satisfaction 2009
Overall Percentile Ranking

- University: 99%
- Lincoln: 99%
- Carolinas Rehab: 99%
- Randolph: 99%
- Anson: 97%
- Med Ed/Research: 97%
- Union: 96%
- Corporate: 93%
- Pineville: 91%
- Mercy: 91%
Transparency = Results!
(Patient Satisfaction Survey Results)

CMC IP
Percentile Ranking

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentile</th>
</tr>
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<tbody>
<tr>
<td>2005</td>
<td>68.3%</td>
</tr>
<tr>
<td>2006</td>
<td>83.1%</td>
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<tr>
<td>2007</td>
<td>77.2%</td>
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<tr>
<td>2008</td>
<td>86.3%</td>
</tr>
<tr>
<td>2009</td>
<td>86.7%</td>
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</tbody>
</table>
Carolinas Medical Center Huddle Example

- Reflects culture of facility
- Opportunity to Teach
- Opportunity to Recognize
Huddle Example

Patient Satisfaction: Rounding for Outcomes

Justin Lash and Grace Sotomayor
Huddle Example

Rounding: See One. Do One. Teach One.

- Model the Behavior!
- Lead by Example!
- Role Play with Staff
- Assess competency of staff
**Congratulations to CMC Cath Lab for being awarded the Hallmarks Healthy Workplace Award!**

- Only 8 units recognized since 2004!
- Only Cath Lab in NC to receive award!
- Three Components of Award:
  1. Support of nursing professional development
  2. System support for nurses to provide quality service.
  3. Integration of nursing into operations and governance
CMC-Pineville Huddle Example

• Combination of Fun and Learning
• Weekly Theme
• Past themes include:
  • Walk the Line – Johnny Cash
  • ACC Basketball
  • The Master’s
• But our favorite has been:
Back When There Was Quality TV Programming!
HUMMER’S ISLAND
Leadership Development Institute (LDI)

- The Carolinas HealthCare System Leadership Development Institute is held quarterly.
- 900 student body members
- Held at Charlotte Convention Center
- Goal based agenda
Leadership Development Institute (LDI)

• Each LDI contains the following:
  – Connect to Purpose
  – Teambuilding Exercise
  – CEO Update
  – Open forum for Question for Sr. Leaders
  – Motivational Keynote
  – Goal Based Curriculum
  – Breakout Sessions to allow for small group discussion
Employee Forums

- Employee Forums are held quarterly and presented on all shifts by facility administration.
- Builds off of LDI Message
- Themed event – Beach Party, Fall Festival, etc.
- Goal based agenda.
- Cascades Common Message to all staff.
- Open Forum Q & A.
Communication Boards

- Structured Layout
- Updated Quarterly
- Displays System Goal and Facility Goals
- Department results are displayed to reflect performance to overall goals.
- Info is shared with staff in staff meetings / huddles.
Communication Boards
Dashboards

- Bi-weekly Communication using Scorecard from EasyView.
- Talking Points for Staff
- Opportunity to Recognize
- “Heads up” for areas that may be close to falling below benchmark
- Facility Level, Group Level and System Level
- Same report for HCAHPS Data
Focus on Patient Communication

“A Personal Experience”
Whiteboards

• Real time information regarding care team
• Can be used as a visual for pain medications
• Individualized Patient Care – “What does EXCELLENT care mean to you?”
• Not effective unless updated!
Carolinas Medical Center - Mercy

Phone # 704.334.5000
Número Telefónico

Room # 2129
Número de Cuarto

Discharge Date
La Fecha de Alta

Today’s Day/Date: February 17th, 2009
El Día de Hoy/Fecha

Your Caregivers: Nancy
Las Personas que lo cuidan

Your Doctors: Dr. Raad
Sus Doctores

Additional Info: Excellent care "managing my pain"
Información Adicional

Our goal is to provide you with EXCELLENT care.
If you feel that you are not receiving EXCELLENT care please call 704-304-6998.

Nuestra meta es Proporcionarle un Cuidado Excelente.
Si usted siente que no está recibiendo un cuidado Excelente, por favor llame al 704-304-6998.
AIDET

- Framework to obtain full communication
- Relieves anxiety
- Manages expectations
- Ensures EXCELLENT communication
AIDET

• Acknowledge
• Introduce
• Duration
• Explanation
• Thank You
Discharge Phone Calls

• Quality Win
  – Improves Clinical Outcomes
  – Decreases Adverse Events
  – Increases Compliance with Medications

• Financial Win
  – Confirms billing information
  – Reduces Complaints / Audits
Discharge Phone Calls

• Employee Satisfaction Win
  – Presents an opportunity to harvest recognition
  – Improves Employee Satisfaction

• Growth Win
  – Increased word of mouth
  – Provides opportunity for Service Recovery
  – Provides avenue for cross marketing
Discharge Phone Calls

- Customer Service Win
  - Increased patient satisfaction
  - Reduced patient anxiety
  - Opportunity for Service Recovery
Discharge Phone Calls

CMC - University Inpatient - Overall Quality of Care

Percentile Ranking

- 4th Qtr 2008
- 1st Qtr 2009
- 2nd Qtr 2009
- 3rd Qtr 2009
- 4th QTD 2009

- Pts Reporting NO Receipt of Post Discharge Call
- Pts Reporting Receipt of Post Discharge Call
- 80th Percentile
Focus on Physician Communication
Physician Leadership

- Involve Physicians in Leadership Activities
- “Kitchen Cabinet”
- Physician Leadership Retreats
- Physician Leadership Training in conjunction with local university
- “Area” Meetings
80/20 Rule

- Visit 20% of physicians that provide 80% of business
- Meet in their office – “on their turf”
- Expectation of each administrative team
- Rounding for Outcomes
Focus on MD Communication

- Weekly Newsletter
- Shares current information
- Facility / System Update

CMC Physicians Update

6 February 2009
Surgical Family Waiting Room Grand Opening!
The new surgical family waiting room on 5B will celebrate its Grand Opening on Thursday, February 19th from 11:00-2:00.
Please come enjoy light refreshments and celebrate the opening with CMC’s Administration. This new space, which will feature 160 seats, 4 private waiting rooms, and 4 physician consult rooms will be open for business on Monday, February 23rd.

Physician Satisfaction Survey
The 2009 Physician Satisfaction Survey is available now through February 22. A link to the survey has been forwarded to Faculty and physicians whose primary CHE hospital is CMC. You can complete the survey at:
www.healthcaremanagers.com
Select the facility from the drop down box.
Your password is: first two letters of DEA plus last four digits of DEA.
(Example - BB2222)
We thank you in advance for your feedback as it will help us to better serve you and your patients.

HIPAA: Patient Confidentiality
Carolina’s Medical Center has many ‘high-profile’ patients come in and out of the hospital throughout the year. Please keep in mind they are subject to the same confidentiality rights as all other patients.
*Unless you are a treating or consulting physician, you may not access the patient’s medical records.*
*If the patient has requested exclusion from the hospital directory, it is not appropriate to visit the patient unless specifically given permission.*

Universal Protocol — Time Out
Please note this Joint Commission requirement for the Time Out prior to starting a procedure:
“During the time-out, other activities are suspended, to the extent possible without compromising patient safety, so that all relevant members of the team are focused on the active confirmation of the correct patient, procedure, site, and other critical elements”.
Your cooperation and adherence to this policy is greatly appreciated.

The Joint Commission Site Visit
Carolina’s Medical Center is approaching its ‘window’ for visitation from The Joint Commission. This visit can occur anytime between February 3 and November 2009.

Reminders:
- Signs, date, and time all medical record chart entries.
- Do not use unapproved abbreviations, i.e. (instead of Q.D., please write ‘Daily’)

Carolina’s Medical Center
Uncompromising Excellence. Commitment to Care

Suzanne Freeman, President
Dr. Rich Gilbert, Chief of Staff
Dr. Tim Hunter, CMO
Annual State of the Hospital Meeting

- Reward and Recognition opportunity
- Report results under each goal area
- Share business plan and strategies
A Case Study: CMC-Pineville

CMC - Pineville
Percentile Ranking - Overall Satisfaction

- 2006
- 2007
- 2008
Communication

Employee

Physician

Patient
Questions?