
Life After ‘Happily Ever After’

When Vision and Reality Meet

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Failure Is Not an Absence of Desire

What derails service excellence strategies?

- Organization
- Focus
- Integration
- Commitment

“The difference
between try and triumph
is a little ‘umph.’”
—Anonymous



Failure Is Not an Absence of Desire

What derails service excellence strategies?

- Organization
- Focus
- Integration
 - Inconsistent messaging from senior leadership
 - Staffing not commensurate with need
 - Not maintaining “same team” attitude
- Commitment



Failure Is Not an Absence of Desire

What derails service excellence strategies?

- Organization
- Focus
- Integration
 - No clear objectives
 - No short-term achievable goals
 - Long-range plans inconsistent with process and goals
 - No clear “rules”
- Commitment



Failure Is Not an Absence of Desire

What derails service excellence strategies?

- Organization
- Focus
- Integration
 - Not organic to vision
 - Not culturally congruent
 - Not connected to care
 - Emphasis on “cult of personality”
- Commitment



Failure Is Not an Absence of Desire

What derails service excellence strategies?

- Organization
- Focus
- Integration
 - Tools to succeed not provided
 - No clear and continual message
 - No manager accountability
 - No senior leadership accountability
- Commitment



Parkview Health



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Parkview Health System



Serving 21 Counties
in Northeast Indiana and
Northwest Ohio

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PARKVIEW
HEALTH



**Parkview Regional
Medical Center**

8 Hospitals
821 Beds
Annual Revenues: \$ 1 billion
Inpatient Discharges: 35,266
Outpatient Registrations: 362,352
Service Area Population: 890,000
Co-workers: 8,000
Medical Staff: 870



Parkview Noble



Parkview Hospital



Parkview Ortho Hospital



Parkview LaGrange



Parkview Whitley



Parkview Huntington



Parkview Behavioral Health



Parkview Physicians Group

- 66,500 new patient visits in last 12 months
- 1,700 co-workers
- 400 providers
- 120 practices in nearly 150 locations
- 7 walk-in clinics; 1 after-hours clinic

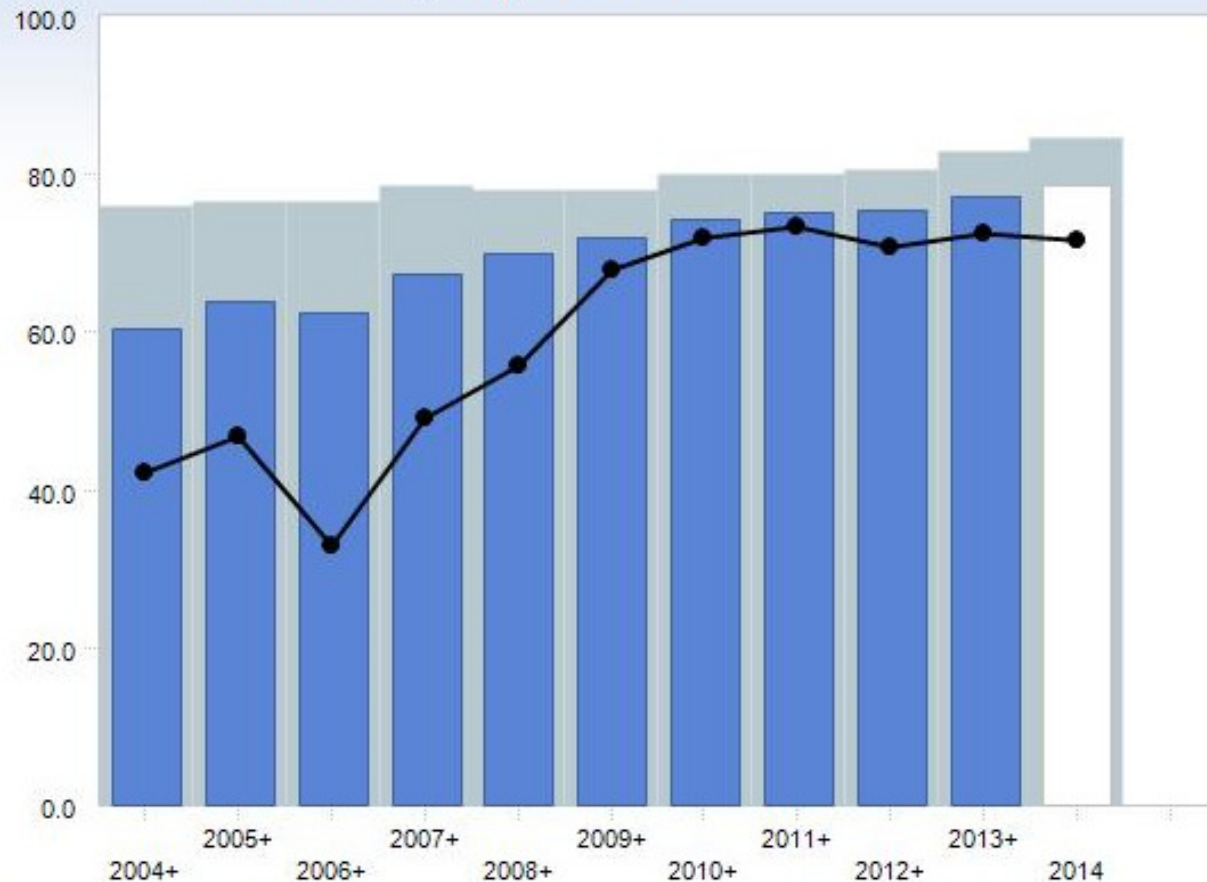


Parkview Physicians Group

- Allergy and Asthma
- Audiology
- Cardiology
- Cardiovascular Surgery
- Colon Rectal Surgery
- Dermatology
- Endocrinology
- ENT
- Gastroenterology
- General Surgery
- Hematology & Oncology
- Hospitalists
- Infectious Disease
- Integrative Medicine
- Intensivists
- Maternal-Fetal Medicine
- Mind-Body Medicine
- Neonatology
- OB/GYN
- Orthopedics
- Pain Management
- Pediatrics
- Physical Medicine & Rehab
- Podiatry Primary Care
- Psychiatric
- Pulmonary
- Rheumatology
- Sleep
- Urology

Parkview Journey

Doctor's Quality of Care

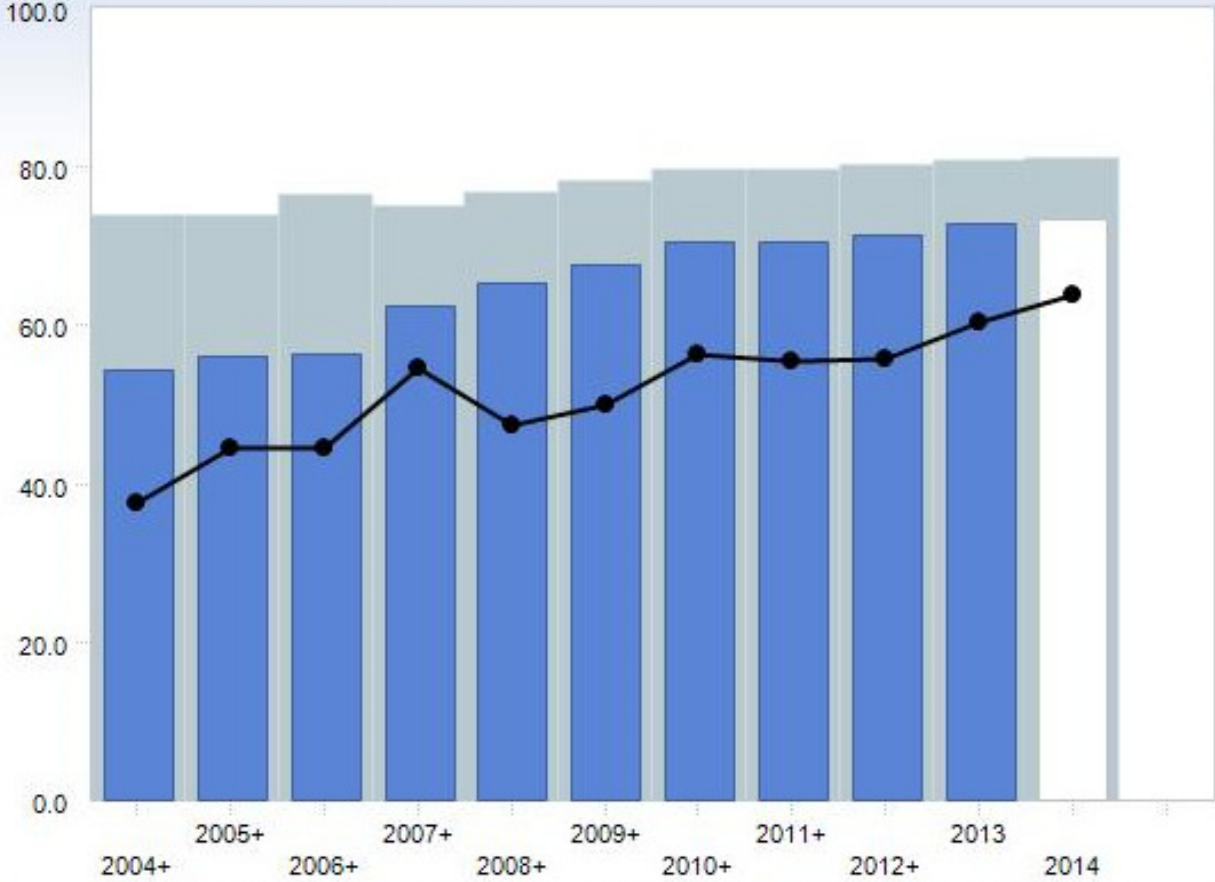


● Out Clinic % Excellent Rank *	42.2	46.7	32.9	49.1	55.7	67.9	72.1	73.4	70.9	72.4	71.7
■ % Excellent	60.4	63.9	62.4	67.3	70.0	71.9	74.4	75.0	75.4	77.2	78.5
■ Out Clinic 90th Percentile	76.1	76.6	76.7	78.5	78.1	77.9	80.0	80.0	80.8	82.9	84.6
N of Cases	1408	2537	3077	4932	8323	18107	26874	37403	42133	43636	9210
Norm Year	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014

Profe

Parkview Journey

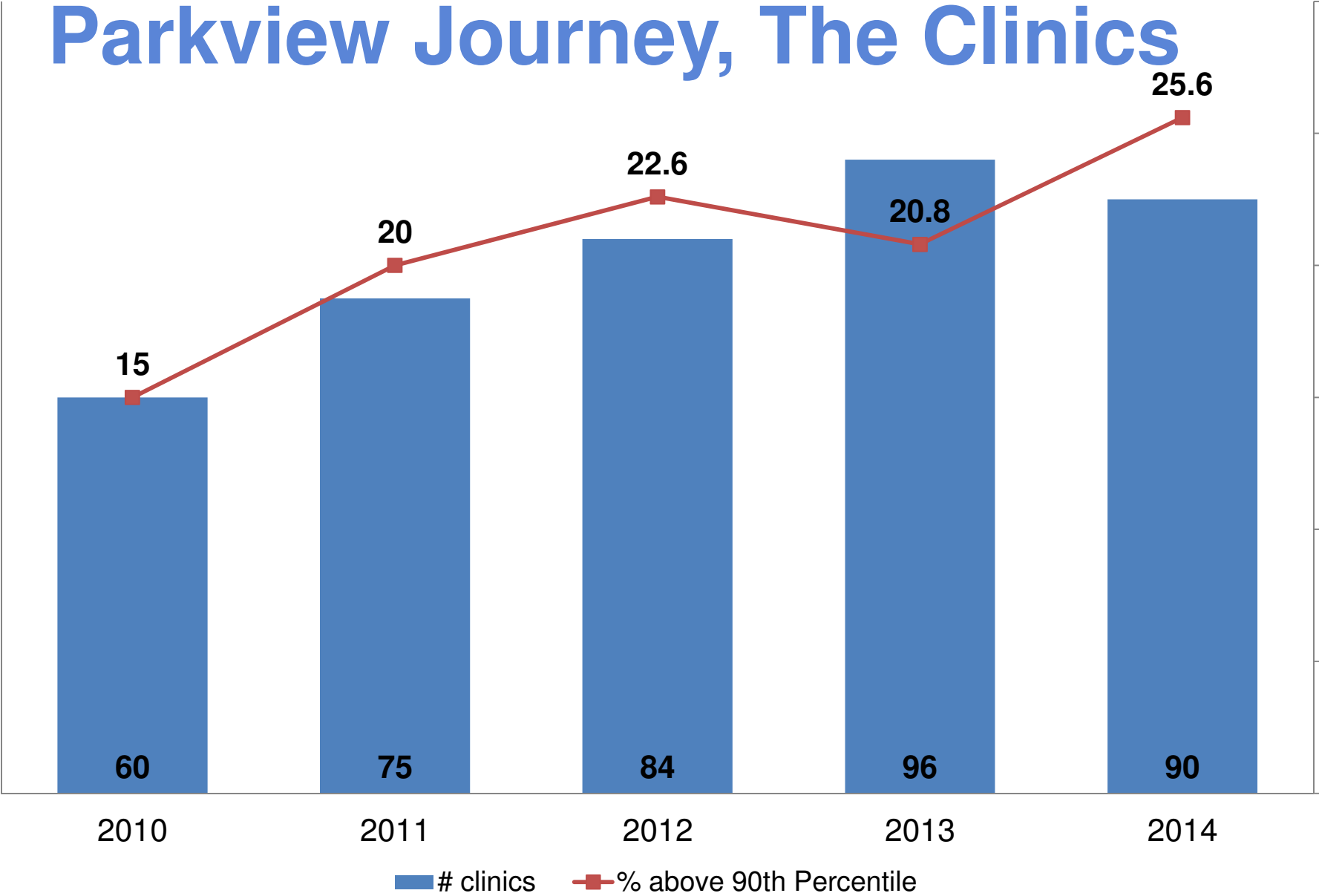
Overall Quality of Care



● Out Clinic % Excellent Rank *	37.5	44.5	44.5	54.6	47.4	50.1	56.4	55.6	55.9	60.4	63.8
■ % Excellent	54.3	56.1	56.5	62.5	65.4	67.7	70.4	70.6	71.3	72.7	73.4
■ Out Clinic 90th Percentile	74.1	74.1	76.7	75.0	76.8	78.3	79.8	79.7	80.4	80.8	81.3
N of Cases	1413	2542	3092	4944	8329	18097	26822	37354	42097	43597	9194
Norm Year	2005	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014

Pro

Parkview Journey, The Clinics





The Parkview Plan

- Defeat the Data Deniers
- Develop Physician Champions
- Create Carrots and Sticks



The Parkview Plan

- Defeat the Data Deniers
- Develop Physician Champions
- Create Carrots and Sticks

Presenting the Data

- Life “Before Data”
- First exposure to the data

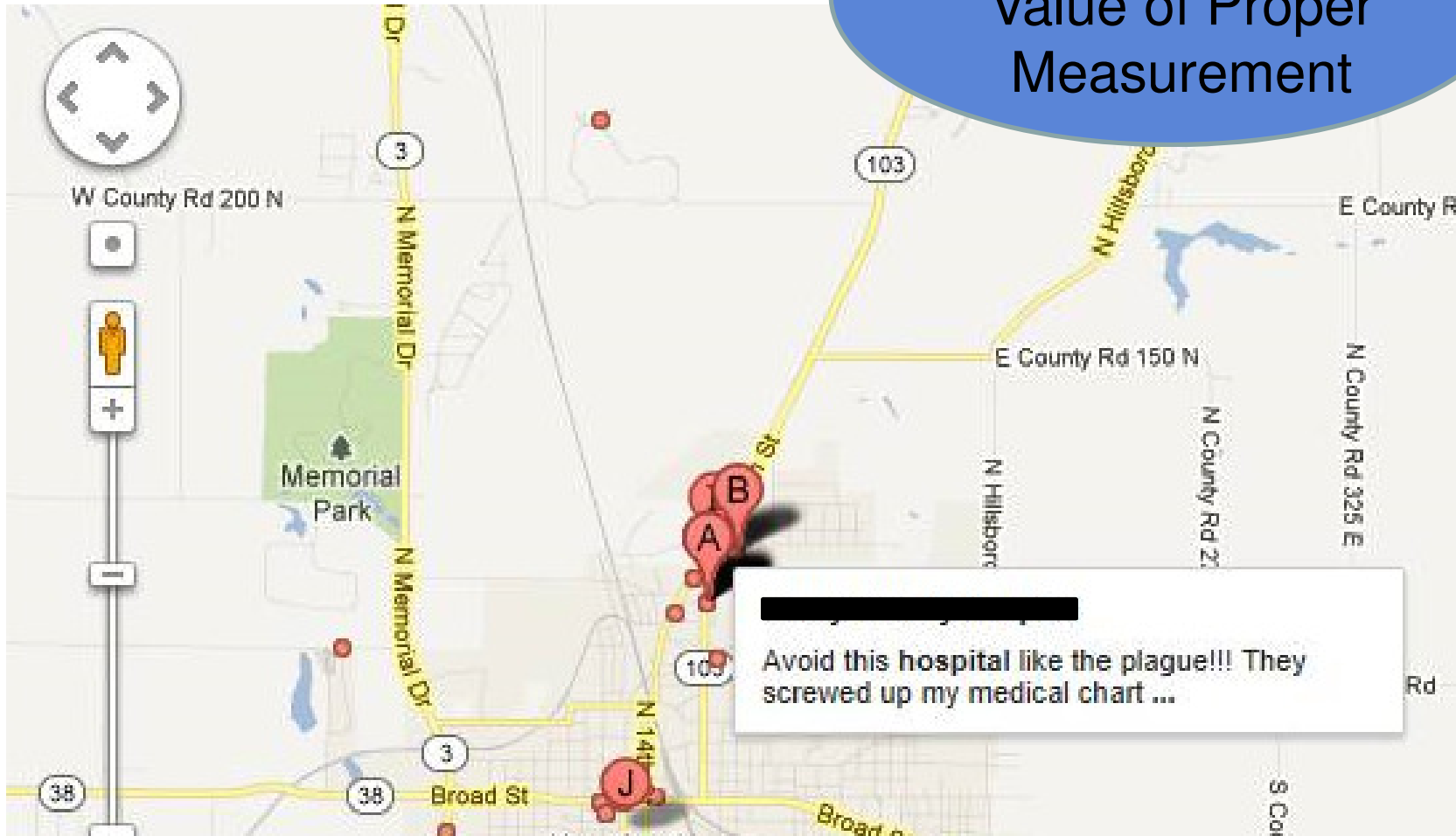




Addressing Data Concerns

- Methodological attempts
 - Sample size increases
- Journey to acceptance
 - The Evolution of Doctor S.

Tip 1: Understand the Value of Proper Measurement





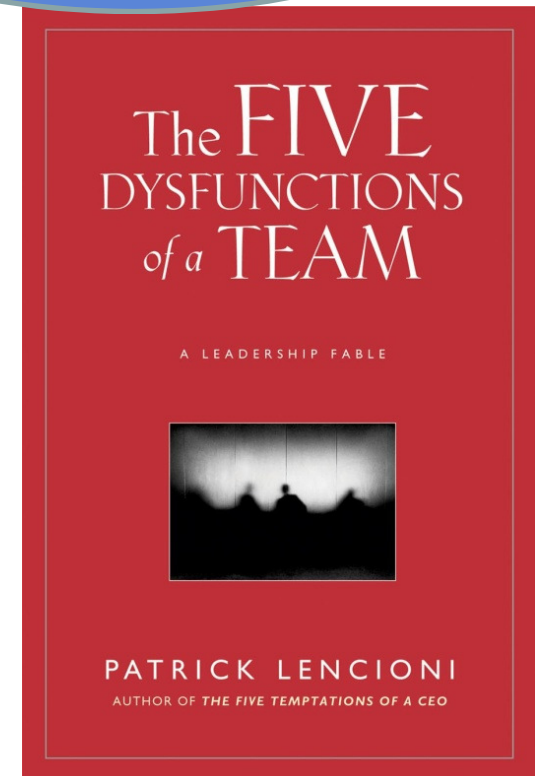
Addressing Data Concerns

- “Not measuring” is not an option
- Explain the ‘rules of the game’
- No protocol is perfect
 - Understand the limitations of your tool
 - Use your data, but don’t demand too much from it

Tip 2: Engage in dialogue, even disagreement

Dysfunction: Fear of Conflict

- “When team members do not openly debate and disagree about important ideas, they often turn to back-channel personal attacks, which are far nastier and more harmful than any heated argument over issues.” (pg 203)
- Avoidance is Not on the Journey to Excellence



Tip 3: Manage your CAVEmen/women

- Opposing a view is different than being a consistent obstacle to progress.
- A “body” is not necessarily better than “nobody.”
- **CAUTION:** Do NOT let this consume all your time.
- Peer interviews and hiring for team competencies can help prevent problems with CAVEmen.

**Constantly
Against
Virtually
Everything**





The Parkview Plan

- Defeat the Data Deniers
- **Develop Physician Champions**
- Create Carrots and Sticks



Parkview Physicians Group Champions

- High patient satisfaction results and productivity; and/or
- Patient-centered with desire to improve
- Leadership skills
- Respected by peers



Parkview Physicians Group Champions

- Positive response to invitation
- Meet quarterly (or more)
- Attend education and training to support their role
- Compensated
- Scope goes beyond Service Excellence – they are System Physicians



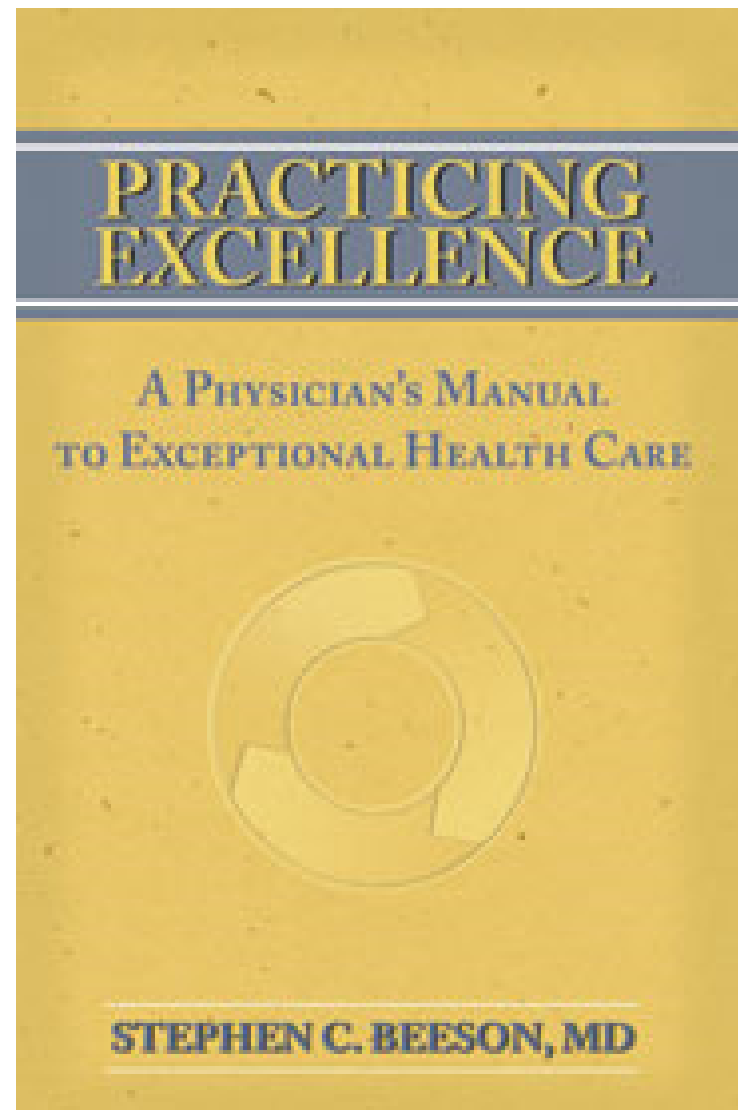
Physician Champions / System Physicians

- Communicate the vision of service and operational as foundational to medical organization success
- Communicate the strategy and progress regarding physician performance improvement
- Maintain service excellence as a principal strategic priority for physicians
- Coordinate and conduct physician service excellence training
- Develop patient satisfaction feedback that provides physicians their comparative performance and identifies opportunities for improvement



Physician Champions / System Physicians

- Coach low-performing physicians as measured by patient satisfaction
- Collaborate with administrative leadership to assist with staff training
- Create reward and recognition tools for high-performing physicians
- Collaborate with physician leadership to create and implement behavioral standards for staff physicians
- Monitor physician satisfaction to assure physicians' concerns are heard and addressed



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Key Driver Tip Cards

Key Driver to Improving the Patient Experience: Including Patient in Decisions about Their Care

- Reduce patient anxiety by reviewing your physical exam findings as you perform the exam.
- Ask patient to repeat the plan as they understand it to ensure their understanding and to identify areas needing further explanation.
- Ask patient if they have any reservation or concern in regard to a treatment plan and solicit patient input regarding the treatment plan.

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5075-1 (6-11)

Key Driver to Improving the Patient Experience: Physician's Listening Skills

- Prep before entering room – review interval events, consults, etc.
- Communicate your awareness of interval events, consults, etc.
- Allow patient to speak (2 minutes) uninterrupted.
- Use the question, "What worries you the most?"

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5075-3 (6-11)

Key Driver to Improving the Patient Experience: Physician's Courtesy and Consideration

- Shake hands.
- Introduce yourself to everyone in the room.
- Smile!
- Allow patients to speak (2 min.) uninterrupted.
- Ask, "Is there anything else I can do for you?"
- Close with a handshake and "Thank you!"

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PHYSICIANS GROUP

5075-2 (6-11)

Key Driver to Improving the Patient Experience: Explanation of Medical Condition and Treatment

- Reduce patient anxiety by communicating your physical exam findings as you perform the exam.
- Explain at a level of patient's understanding.
- Provide information on timing of lab or radiology tests and how results will get to patient.
- Explain purpose and timing for specialty consultations.
- Explain reasons patient should call back prior to next scheduled visit.

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5075-4 (6-11)

Tip 4: Understand the patient/customer difference

Horizontal & vertical

Don't forget other customers:

- Family/patient advocates
- Team members
- Internal customers





Tip 5: Think like a patient

Just because it isn't meaningful to you, doesn't mean it isn't meaningful

Patients expect quality care, but they lack—

- Confidence
- Context
- Clear head



The Parkview Plan

- Defeat the Data Deniers
- Develop Physician Champions
- **Create Carrots and Sticks**



Parkview Rewards and Recognition

- Incentives
 - Leaders: MICP
 - Physicians: PICP
 - Co-workers: PEP-C

Tip 6: Focus on the donut and not the hole

- “What I don’t want” is unproductive
- Must know personal and professional limitations
- BUT must focus on what we want



Tip 7: Focus on benefits
and not attributes

***What drives your satisfaction in a
consumer setting?***





What does excellent “teamwork” sound like among staff?

- “The hospitalist told me what he told the patient.”
- “Lab calls when they fall behind.”
- “The doctor lets us know when he is rounding.”
- “The night shift gives us more detailed reporting on patients.”
- “Radiology communicates to the outpatient side when they get slammed with an urgent ED case.”
- The ED doctor tells me if the patient is waiting for a note or a script.”

Classification: Process, Attributes

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What does excellent “teamwork” sound like among patients?

- “My nurse knew what the doctor told me.”
- “My doctor knew what the nurse told me.”
- “Everyone gave me the same instructions [for care at home].”
- “They all spoke so highly of one another. It’s like they were friends.”
- “They said I was in great hands.”
- “When I arrived for surgery, they told me about the team of people I would have taking care of me.”

Classification: Outcomes, Benefits

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Tip 8: Set expectations

Inverse relationship between severity and expectation

Set expectations before asking about them





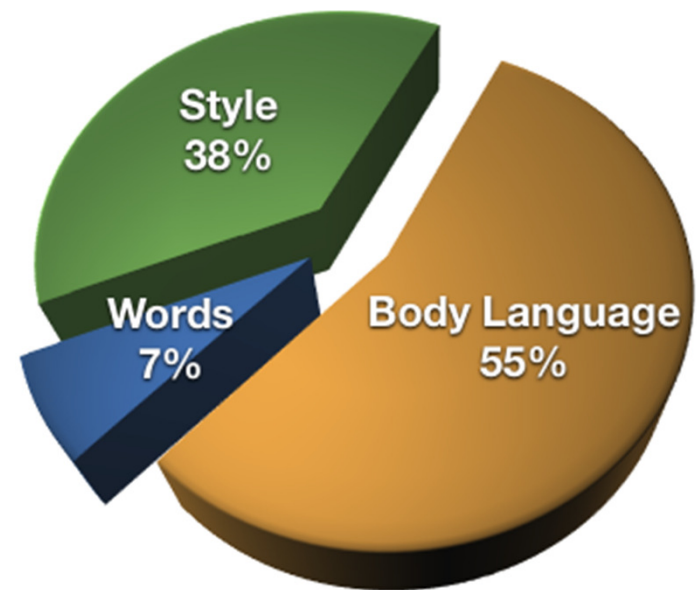
Why Won't They Just Tell Me What They Want?

- It is difficult to articulate what “excellence” looks like
- Tend to identify small things and not big concepts
- The “exceeding expectations” paradox

Tip 9: It is the means as well as the message

Non-Verbal Aspects to Communication

- Eye contact
- Not interrupting
- Repeating back
- “Talking to” vs “talking over”
- Sitting
- Feet



Mehrabian, A. (1981) Silent messages



Getting the Word Out:

“It’s not easy; but it’s simple”

Pull up a chair to show you care...



Introductions - Everyone



Establish rapport; pay a compliment



**Communicate
empathy;
show you care**





Questions?



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