



IMPROVING Referring Physician Satisfaction



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Key Takeaways

1. Physicians (and patients) rely on word-of-mouth when treatment of a complex condition is not available locally
2. A common understanding of results is critical to acceptance
3. Use internal comparison options for comparing results with limited external comparisons
4. Leverage all assets by clearly defining roles and responsibilities



Mayo Clinic Locations

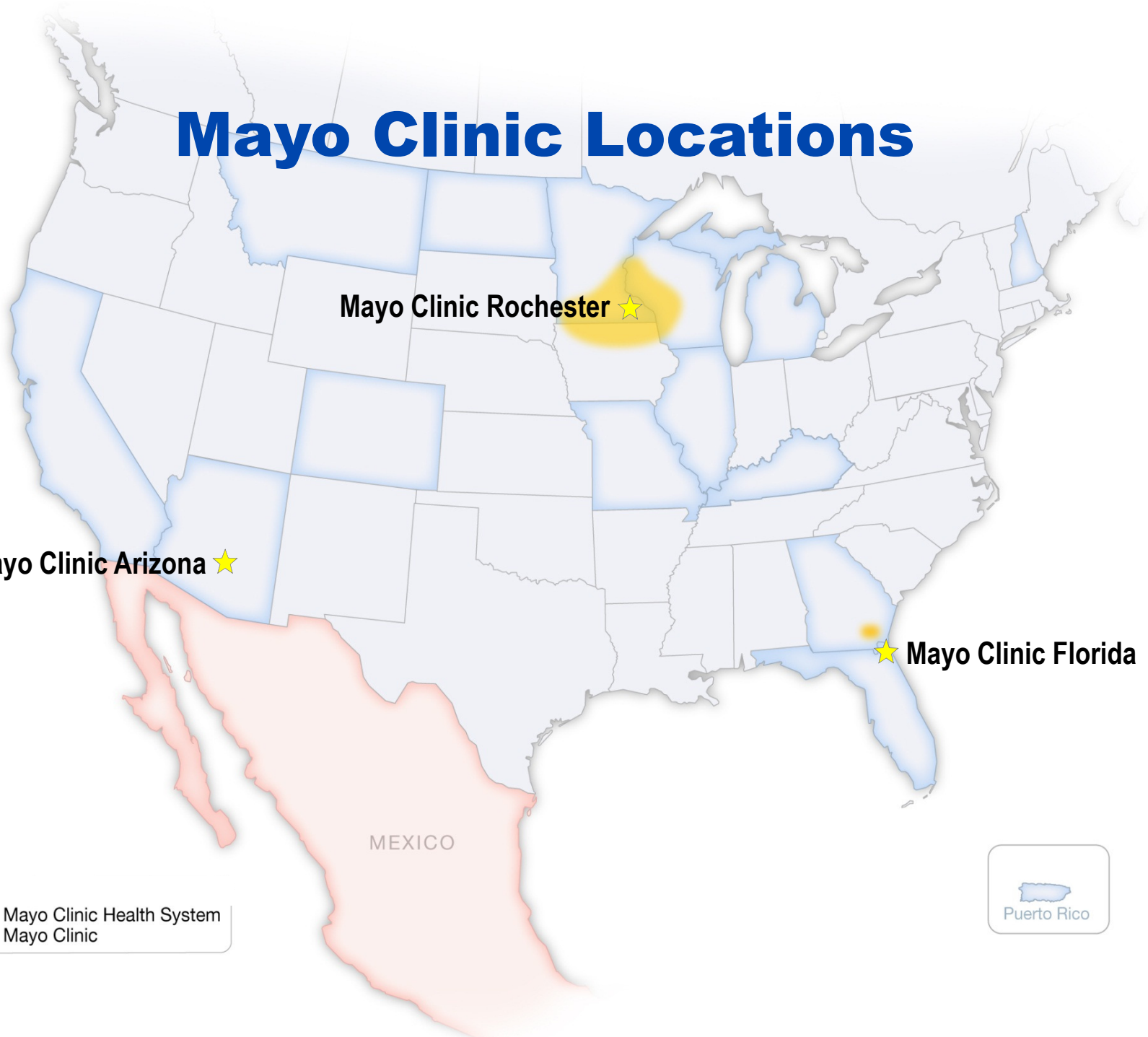
Mayo Clinic Arizona ★

Mayo Clinic Rochester ★

★ Mayo Clinic Florida

● Mayo Clinic Health System
★ Mayo Clinic


Puerto Rico



Mayo Clinic's Health Care Relationship Continuum



MAYO CLINIC

CareNetwork Member

Mayo Clinic Locations

March 2014
26 Members



Size and Scope

- Number of internal physicians ~4,000
- Unique physician referrals by site
 - Arizona 12,300
 - Florida 27,800
 - Minnesota 92,400
- Most referring physicians refer 1 patient to Mayo Clinic a year → a diverse set of referrers
- 1 million patients a year from all 50 states and 142 countries



How This Works

- Physician led organization
- Physician – administrator partnerships
- Referring Physician Satisfaction roles and responsibilities
 - Marketing – data stewards
 - Referring Physician Office – data agents
 - Clinical Practice Leadership – accountable for change



Mayo Clinic

Who we are...

Mayo Clinic Model of Care

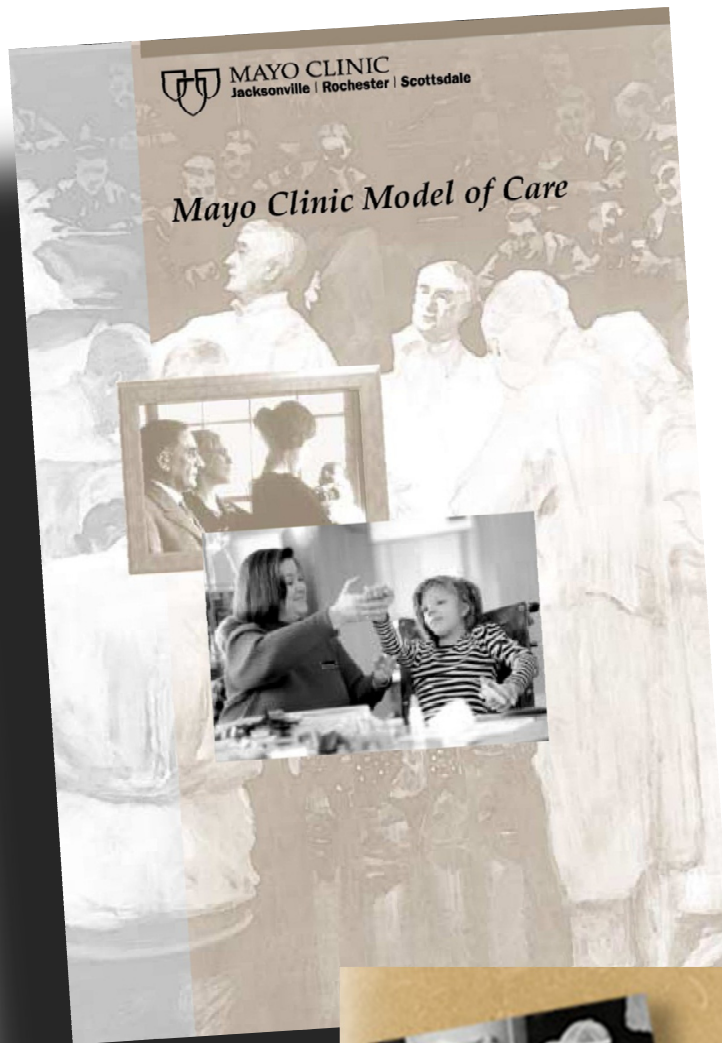
Teamwork

Respect

Innovation

Culture

Quality



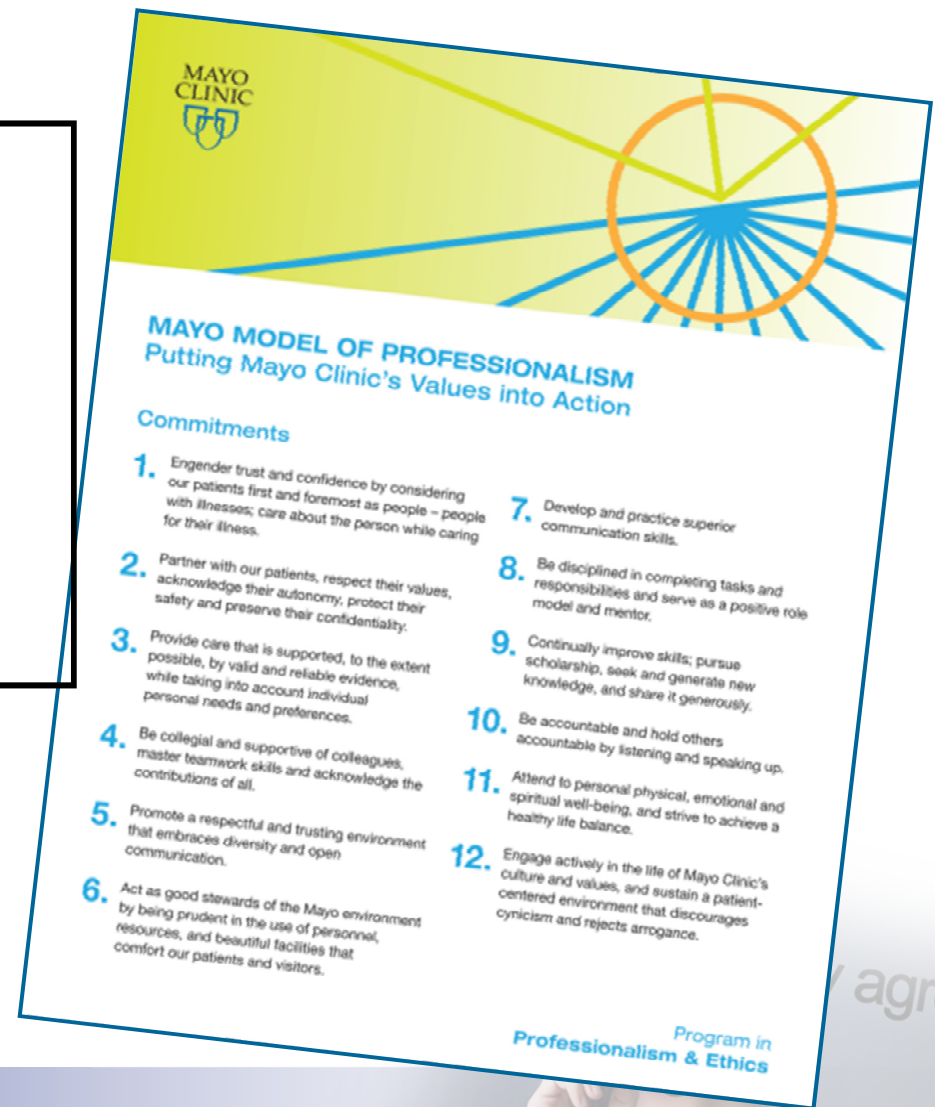
"...COLLEGIAL, MULTI-SPECIALTY TEAMWORK..."

...PHYSICIANS TAKING RESPONSIBILITY
FOR DIRECTING PATIENT CARE..."



TEAMWORK in the MODEL OF CARE

4. “Be collegial and supportive of colleagues, master teamwork skills and acknowledge the contributions of all.”



Positive Relationships with External Physicians Benefit...

Patients

- Coordinated care and better patient outcomes
 - Smooth transitions, effective referrals, and efficient communication between referring physicians and Mayo physicians
- Physician – referred patients tend to have complex conditions and will benefit the most from Mayo expertise

...and Mayo

- Significant portion of patient mix (~20%)
- External providers influence (positively or negatively) Mayo's overall reputation



Barriers to Making a Referral to Mayo Clinic

- No personal contact at an organization
- Don't know how to make a referral
- Location > patient convenience



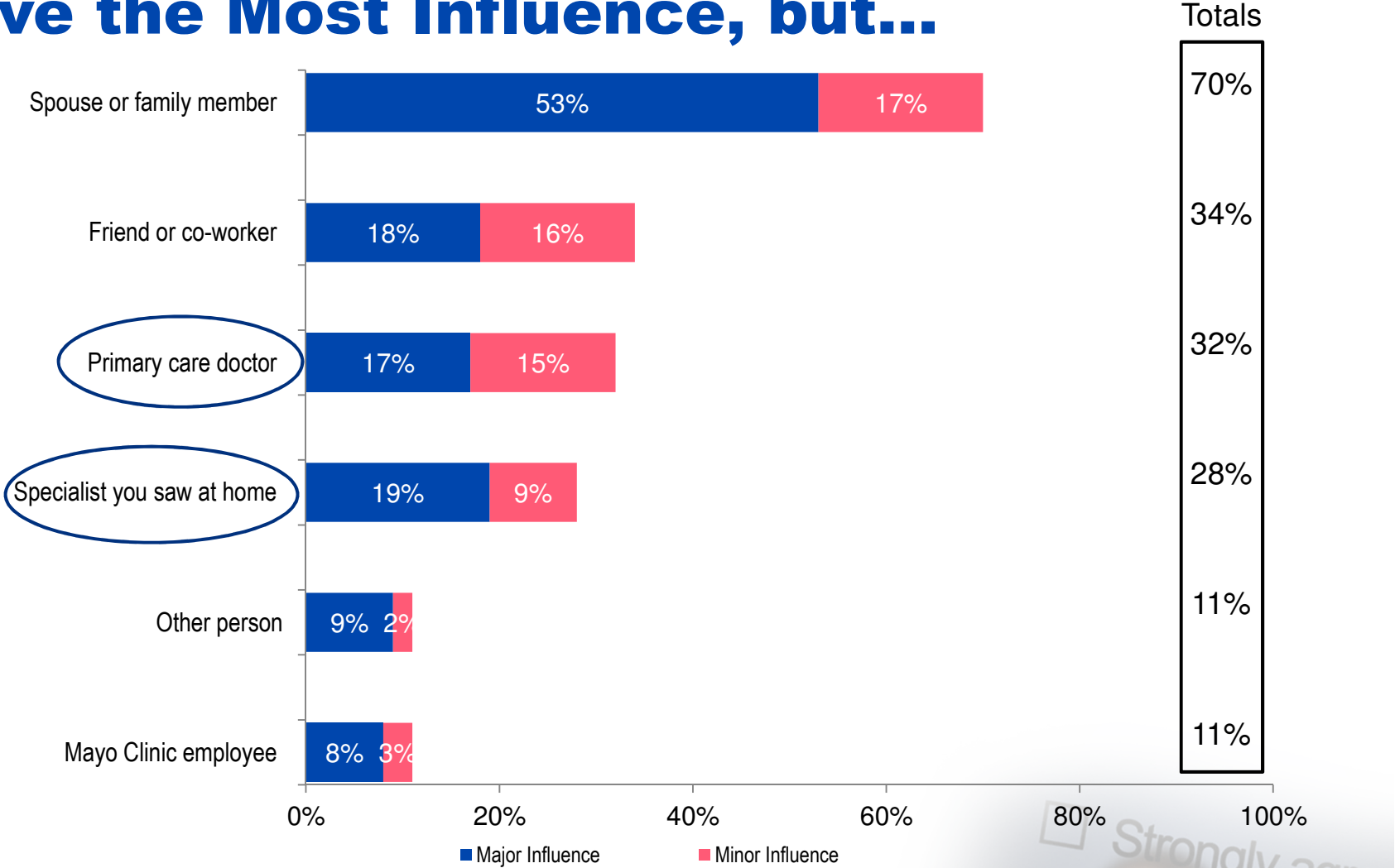
Patients Come to Mayo Without Referrals, After Consulting Multiple Sources...

Average # of sources cited as:

	2013 N=829	2011 N=953
• MAJOR influence / VERY important OR MINOR influence / SOMEWHAT important	6.9	6.5
• MAJOR influence / VERY important	3.6	3.6



Of People Consulted, Family Members have the Most Influence, but...

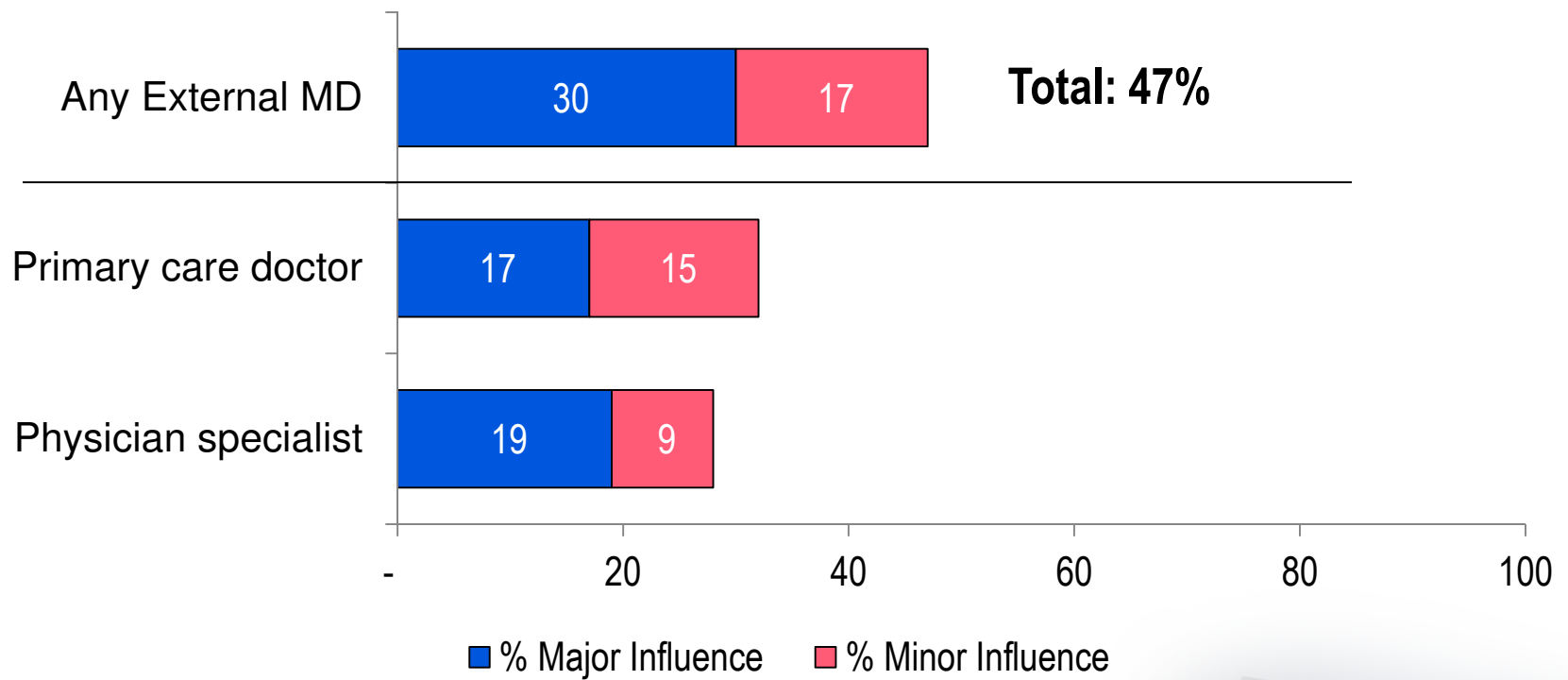


Mayo Clinic 2013 New Patient Decision Making Study, n=829
Q2. How much influence did the following people have in your decision to come to Mayo Clinic?

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External Physicians Influence Nearly HALF of all New Patients



Mayo Clinic 2013 New Patient Decision Making Study, n=829

Q2. How much influence did the following people have in your decision to come to Mayo Clinic?

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Q2: How much influence did the following people have in your decision to come to Mayo Clinic?



What are Referring Physicians Looking for When They Make Referrals?

If treatment of complex condition is not available locally, providers rely on:

- Recommendations from colleagues (word of mouth)
- Reputation of medical center, physician or specialty program
- Timely appointment access and communication about the patient before, during and following care



People don't talk about good experiences,
they talk about great experiences.

Remarkable doesn't mean remarkable to you.
It means remarkable to me.
Am I going to make a remark about it?

If not, then you're average...

Seth Godin



Survey History

Where We Were

- Small scale studies
- Specific service lines
- Campus specific, but not comprehensive

Where We Are Now

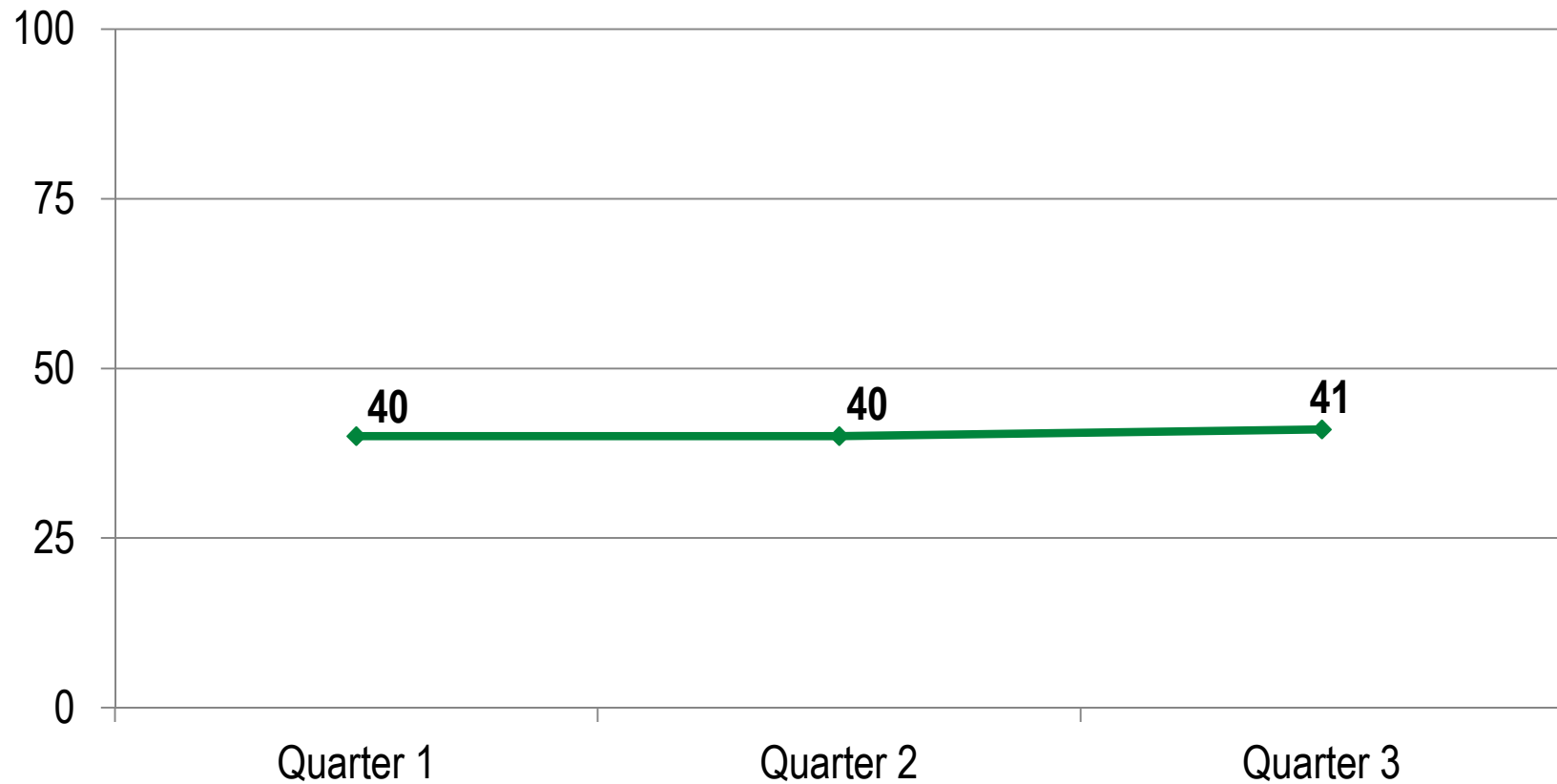
- All Destination Practice campuses
- Robust sample sizes → service line level data
- On-going – quarterly reports



Trending Data

Question: The referral process was easy.

Percent strongly agree



Survey Methodology

- Mailed survey, completed by paper or online
- Monthly sampling
- Robust sample size
 - AZ and FL Campuses – census
 - MN Campus – random sample (oversampling for priority service lines)
- Response rate: ~15%
- Referrers surveyed only once/year, based on first referral in a calendar year



Survey Design ►

Referral Variables

- Referral requestor – MD, Nurse, Referral Coordinator
- Referral method – fax, phone, online
- Appointment expectations
- Date of referral – allows for trending

Referral Process

- Process was easy
- Knowledgeable and helpful appointment staff
- Timely appointment received

Collaboration

- Professional opinion respected
- Timely feedback
- Clear recommendations

Overall Assessment

- Refer again
- Recommend Mayo Clinic to a colleague
- First choice referral center

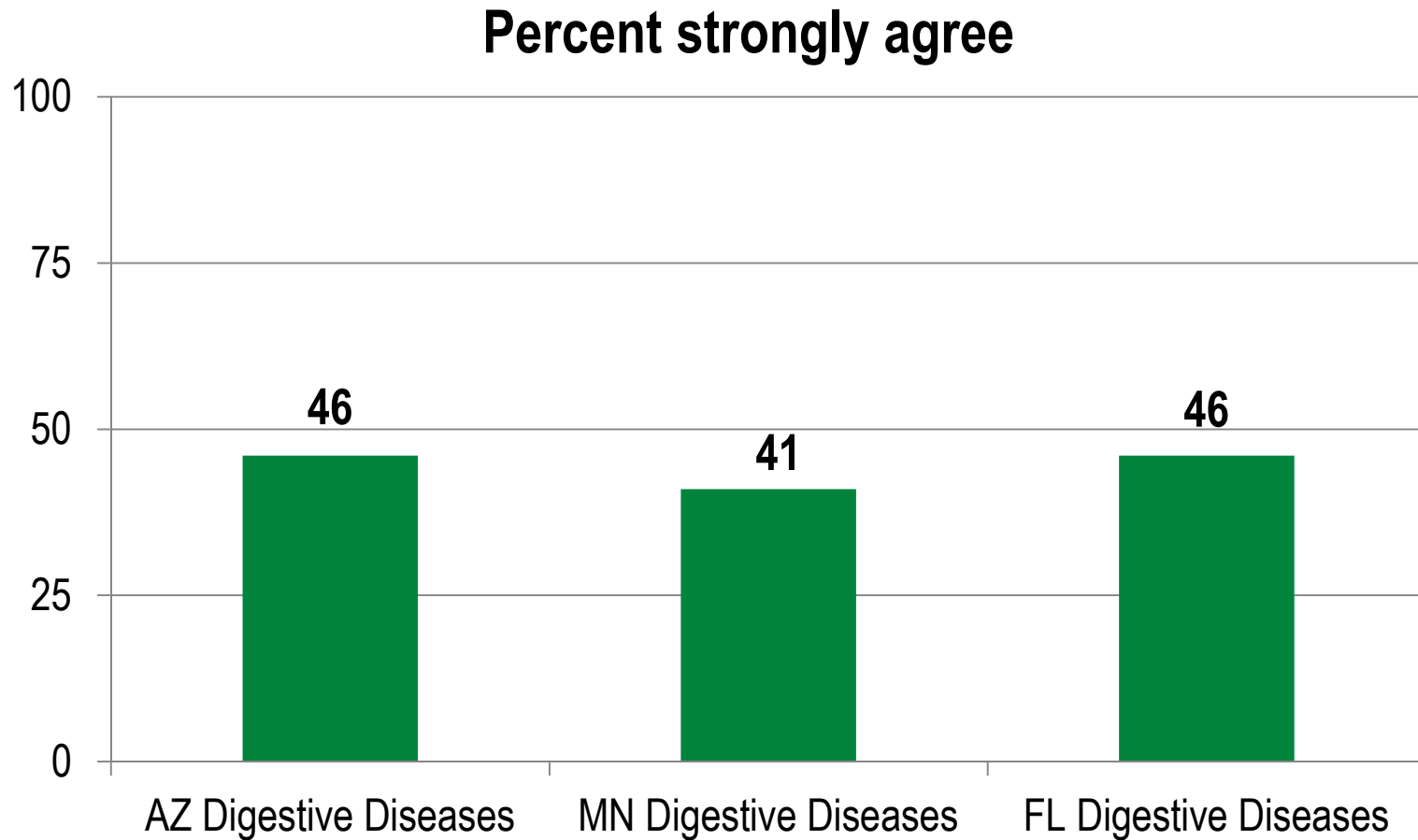
External Benchmarking – Not an option

- Mayo's model of care → external comparisons are challenging
 - Multi-specialty practice (an initial referral made to Pulmonary may result in thoracic surgery)
 - Internally employed physicians + external referring physicians = different comparison base
- **INSTEAD** -- We use internal benchmarking and compare campuses and services lines



Internal Benchmarking

Question: The referral process was easy.



Open-ended Survey Responses

Authenticate quantitative survey findings

Top Categories

- Provide prompt, helpful feedback
- Make the referral process quick and easy
- Offer timely appointments

Sample Comments

“Continue with current process. Feedback I received from surgeon and cardiologist was very good. I owe you many thanks.”

“Mayo is excellent – except we never receive any follow-up!”

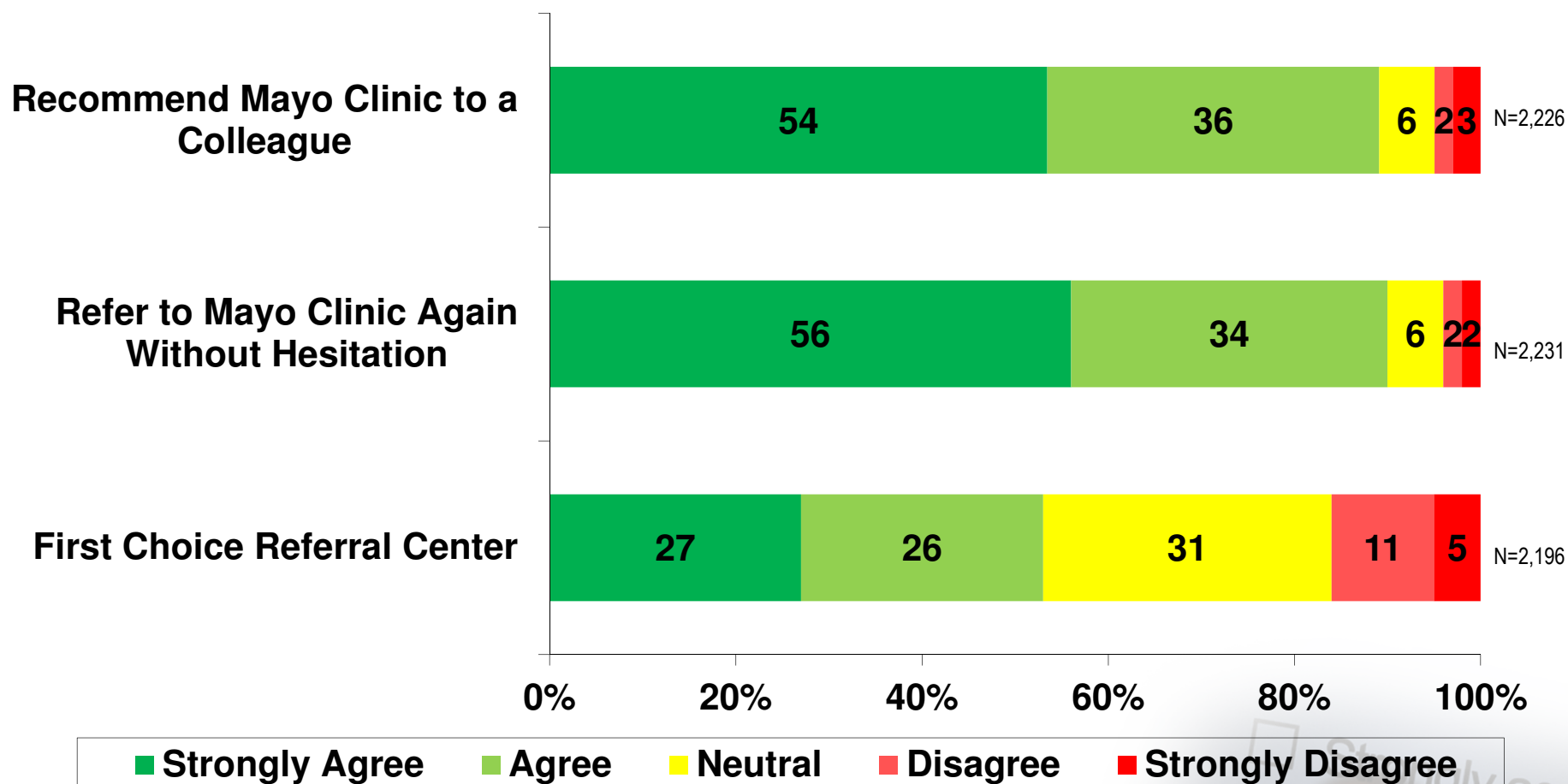


What did we find in our study?

- Referral method impacts satisfaction – fax, phone and online experiences differ
- Focus on care communication
- Improve ease and efficiency of referral process for referrers
- Campus and service line level data improve ability to identify best practices



Word-of-mouth is a critical aspect of the referral decision



Note: Data shown represents all responses from external referrers regarding Q1 & Q3 2013 experiences.

We have the data...

So now what?



Step 1: Coming to Consensus → Reporting

- Response categories for analysis

Strongly agree
 Agree

% favorable

Neutral

Disagree
 Strongly Disagree

% unfavorable

- Sample size
- Relevant comparisons



Strongly Agree Responses

All Respondents	% Strongly Agree*	n=
I would refer my patients to Mayo Clinic again without hesitation if medically indicated.	56	2,231
I would recommend Mayo Clinic to a colleague as a place to refer patients.	54	2,226
I believe the overall quality of care provided to my patient was excellent.	52	2,169
The person I spoke with to schedule the appointment was knowledgeable and helpful.	46	1,601
My professional opinion about my patient was respected.	45	2,121
I received clear recommendations for treating my patient.	41	2,138
The overall referral process was excellent.	41	2,193
The referral process was easy.	40	2,241
The overall process of transitioning care back to me was excellent.	39	2,093
I received timely feedback regarding my patient.	39	2,206
The patient received a timely appointment.	37	2,202
Mayo Clinic is my first choice referral center.	27	2,196
If needed, a Mayo Clinic physician was available in a timely manner for consultation prior to my referral.	21	1,138

Most and Least Favorable Responses

All Respondents	% Favorable*	n=
I would recommend Mayo Clinic to a colleague as a place to refer.	90	1,568
I would refer my patients to Mayo Clinic again without hesitation if medically indicated.	90	1,572
I believe the overall quality of care provided to my patient was excellent.	88	1,530
The person I spoke with to schedule the appointment was knowledgeable and helpful.	85	1,124
My professional opinion about my patient was respected.	84	1,501
The referral process was easy.	82	1,577
I received clear recommendations for treating my patient.	82	1,505
The overall process of transitioning care back to me was excellent.	81	1,479
The patient received a timely appointment.	80	1,554
The overall referral process was excellent.	80	1,552
I received timely feedback regarding my patient.	80	1,563
If needed, a Mayo Clinic physician was available in a timely manner for consultation prior to my referral.	55	813
Mayo Clinic is my first choice referral center.	53	1,548

Step 2: Coming to a Common Understanding

- Take time to achieve consensus on data standards
 - Data displays
 - Interpretation
 - Standards for taking action



Step 2: Coming to a Common Understanding

- Identify requirements for an institutional response
 - What are the best practices for acting on data?
 - What are the best practices for designing programs?
 - Are roles and responsibilities clearly understood?
- Partnering with clinical leadership
 - Change agents



Overcoming High-Level Barriers

- Ensure data are perceived as comparable for internal benchmarking
- Understand and develop the levers that move the processes and improve the services
- Take into account Mayo's diverse referrer population and complexity/size/model of care



Diffusing Results

- Enlist top leadership support
- Establish baseline measures
- Develop site and service line communication plan



Next Steps- Internal

- Continue on-going data collection
- Track progress; regularly share results with sites and service lines
- Identify best practices and work with service lines on improvement opportunities
- Maximize relationship between Referring Physician Office and Marketing



Next Steps- External

- Automatic trigger process for timely correspondence
- Increase physician visibility
- Improve referral process
- Improve technical footprint
- Maximize office visit impact





Questions?

