



The Secret to Our Success

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*Sutter Medical
Foundation*

A Sutter Health Affiliate

With You. For Life.



Sutter Medical Group

Affiliated with the
Sutter Medical Foundation



SWMG's History with Service Excellence

- Executive Team/Board decide to make Service Excellence a priority – 2007
- Switch from Sullivan/Luallin to Press-Ganey
- Steve Beeson gives a talk – 2007?
- Harris Levin, M.D. (President) asks for Firestarters – late 2007
- 3 of us sign on as Firestarters
- Attend Studer Physician Institute – May 2008



Our Mantra/Mission Statement

- Make it about the patient
- If you make it about the patient, it will be better for the patient, better for the staff, and better for the physician
- **THIS IS NOT JUST ABOUT PRESS-GANEY SCORES!**



Our Initial Strategy

- Target those providers and care centers which were poor performers according to the data for particular intervention
- Be seen as “hand in glove” with group leadership
- Offer coaching to any who desired it
- Provide education to all providers at quarterly membership meetings
- Read Beeson’s Practicing Excellence
- Goal 90TH %ile for group
- Figure it out as we go along...er, I mean be flexible and nimble in our approach!



Presentations Keys

- Quarterly dinner meetings attended by the entire medical group
- Repetition
- Avoid Sutterspeak and corporate blah-blah at all costs
- Less is more – about 10 minutes goes a long way with a general audience
- Keep more complicated stuff to a smaller group
- Hold people's attention – avoid “eat your vegetables” approach – make it fun



Working with Individual Departments and Physicians

- Come to us in various ways – low performers, self referral, Harris referral
- Talk and listen
- We sometimes have some awareness of the issues with a given physician
- Be flexible
- Be non-confrontational – we are a tool for improvement, not a punishment!



Coaching Basics – Key Principles in the Exam Room

- KNOW WHAT YOU ARE DOING BEFORE YOU ENTER THE EXAM ROOM
- Smile, shake hands, sit down
- Let the patient talk – it won't hurt
- “Good question”
- How to ask for understanding
- Medication basics
- Finish strong



Results!

- Press-Ganey overall for SWMG
- 1st half 2008 – 77th %ile
- 2nd half 2008 – 84th %ile
- 2009 – 91st %ile
- 1st half 2010 – 96th %ile
- 4th Q 2010 – 99th %ile
- Recall goal was 90th %ile for group



Further Evolution

- Targeting middle-performing care centers
“Good to Great”
- Some providers in offices have evolved into almost “mini-firestarters”
- Making Patient Satisfaction part of our bonus structure
- Tailoring some of our material more to particular specialties
- MERGER



Why Have We Been Successful So Far?

- Good docs to start with
- Physician leadership has supported this
- Repetition of a consistent message
- Firestarters, well, they've done OK



SMF Service Excellence Department Overview

Betsy Fried
SMF Director
Service Excellence



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Department Includes

Service Excellence Director

- Strategize and Coach

Service Excellence Manager

- Prioritize Coaching Needs and Coach

Service Excellence Coach

- Coaching Only

Service Excellence Analyst

- Runs all Press Ganey Reports and data

Service Excellence Dept. Assist

- Support for Dept.



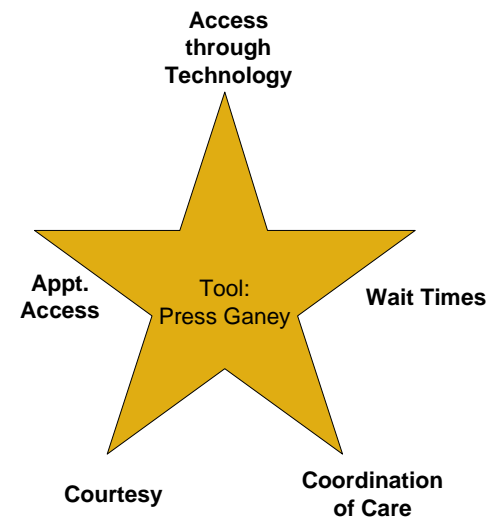


- **Purpose**
 - To provide the Best Place to Work, the Best Place to Practice Medicine and the Best Place to Receive Care
- **Supports**
 - 3 Medical Groups totaling approx. 1500 Clinicians, Ancillary Services including Lab/Radiology/Rehab
- **Provide training and coaching, Press Ganey education and analysis, site assessments, change management and process improvement**
 - Partners with the Physician Firestarters, Medical Group Presidents and Medical Directors and Foundation Leadership





SMF Service Excellence Road Map



Tools We Use

– ***Measurement***

- Press Ganey – Patient Satisfaction
- AMGA – Physician Satisfaction
- Hay Group EOW – Employee Satisfaction

Studer Must Haves

- HML
- Rounding
- AIDET
- Thank you Notes
- Monthly Meeting Model





Process for Identifying *Care Center* Coaching Needs

1. Review of Press Ganey and EOW scores
2. Meeting with site supervisor
3. Observation of staff/physicians and processes
4. Site assessment





Process for Identifying *Clinician Coaching* Needs

1. Review of Press Ganey scores, identifying middle performers
2. Meeting with clinicians
3. Shadowing clinicians in exam room
4. Prepare assessment and action plan
5. 60 day follow-up





Comments / Questions



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