Improving CG-CAHPS in an Academic Medical Center

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“Strategies for Improving CAHPS Clinician & Group (CG-CAHPS) Survey Scores”

A Webcast Presented by the AHRQ CAHPS User Network
March 15, 2016
12:00 – 1:00 pm EDT
<table>
<thead>
<tr>
<th>Key Statistics</th>
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<tbody>
<tr>
<td>Discharges</td>
<td>123,810</td>
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<tr>
<td>Ambulatory Surgery Cases</td>
<td>98,936</td>
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<tr>
<td>Emergency Department Visits</td>
<td>276,067</td>
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<tr>
<td>Clinic Visits</td>
<td>774,285</td>
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<tr>
<td>Other Ambulatory Encounters</td>
<td>934,860</td>
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<tr>
<td>Operating Expenses</td>
<td>$4.5 Billion</td>
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<tr>
<td>Employees</td>
<td>24,000</td>
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Identifying Priorities and Targets for Improvement

Considerations for determining improvement priorities and targets:

- Emerging national benchmarks
- Internal benchmarks – enterprise, division, department, etc.
- Patient and family feedback – e.g. – PFAC’s
- Take the whole team into account
- Links to organizational initiatives – e.g. – access
- Targets – organizational history, national change reports
Structures and Initiatives for Improvement

- Cabinets – facility, divisional
- Action plans with targets
  - Use best practices
  - Open-book exercise
- Our experience – 4 area balance
  - Staff interactions
  - Provider interactions
  - Wait times
  - Test results

NewYork-Presbyterian
## Overcoming Barriers

<table>
<thead>
<tr>
<th>Barrier</th>
<th>Solution</th>
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<tr>
<td>Provider buy-in</td>
<td>Showing individual and team results</td>
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<tr>
<td>Leader bandwidth</td>
<td>Link to other priorities</td>
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<tr>
<td>Provider cynicism and burnout</td>
<td>Make best practices “win/wins”</td>
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<td>Silos and blaming</td>
<td>Indicators chosen reflect work of the team</td>
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<tr>
<td>Blaming the survey and the data</td>
<td>Identify and debunk the myths</td>
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<tr>
<td>Accountability</td>
<td>Dashboards, transparency, cabinet review</td>
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Results – Improvement in Scores

Mass General results:

- Ortho – staff scores surpassed provider scores
- Other division – chair buy in – went from bottom to top performer for provider scores
- Year over year improvement in wait time scores
Sustaining the Effort

- Annual improvement cycles
- Management training and coaching
- Senior leader buy-in and support
- Physician partnership
Lessons learned and take-home points

- Know your survey and your data
- Pick the right evidence based best practices
- Use friendly competition
- Link and collaborate
- Show you understand provider and staff stresses and pain points
- Prove you are on the team
Anything else I can do for you?

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To Ask a Question

Click on the “Q&A” icon to get the Q & A window to appear.

To submit a question, type question here and hit submit.