

Improving Patient Satisfaction Results: The Radiology Journey

Monica Geyer, CNMT, MBA; David M. Paushter, MD, FACR; Kate A. Feinstein, MD; Paul Mosebach, ARRT, MBA; Brian Tymkiw, BS, ARRT(M); Rosalie R. Hughes; Alberto Jimenez, CNMT; et al

Introduction

- Radiology focused on improving patient satisfaction scores at the beginning of FY11
- An organizational goal of achieving the 40th percentile was announced at that time

Aims of the Initiative

- Identify, analyze and address obstacles to superior patient satisfaction results as measured by Press Ganey
- Demonstrate 1% improvement in raw scores for targeted survey questions

Situation Analysis

- Results not reviewed regularly
- Results achieved fluctuated monthly
- Employees not held accountable for results

Methods

- Implemented Patient Satisfaction Committee including frontline employees, managers, and a physician
- Established baseline from Press Ganey Scores (Jan 10 – Jun 10)
- Selected questions that could be directly impacted by employees
- Set goal to improve of raw scores by 1%
- Incorporated goals in FY11 employee/management evaluations

Solution Development FY11

- Continued Radiology Town Hall Meetings
- Refreshed AIDET training
- Implemented
 - ✓ Enhanced employee identification badges
 - ✓ Monitoring of patient delays in EPIC
 - ✓ Scripts for informing patients about delays
 - ✓ Scripts for telephone greetings
 - ✓ Pagers for family members of patients undergoing long procedures
 - ✓ Radiology communication boards
 - ✓ Employee suggestion boxes
- Conducted internal patient surveys using Press Ganey questions

FY11 Results

Press Ganey Question	FY11 Raw Score Goal	FY11 Raw Score	FY11 Employee Evaluation Rating
Helpfulness of person at registration desk	92.1	90.3	1
Degree to which you were informed about delays	83.1	79.9	1
Friendliness/Courtesy of staff	94.5	93.4	1
Courtesy of X-ray technologist	92.6	94.6	5
Staff's concern for your comfort	91.7	91.4	2
Explanation from the staff	91.1	91.3	3
Cleanliness of facility	90.0	89.8	2
Overall rating of care received during your visit	92.4	91.2	1
Likelihood of your recommending our facility	92.8	92.9	3

Chart Legend

Raw Score	Employee Evaluation Rating
 At or above goal	1 = Does Not Meet Expectations
 Above baseline, but below goal	2 = Partially Meets Expectations
 Below baseline	3 = Fully Effective
	4 = Exceeds Expectations
	5 = Role Model

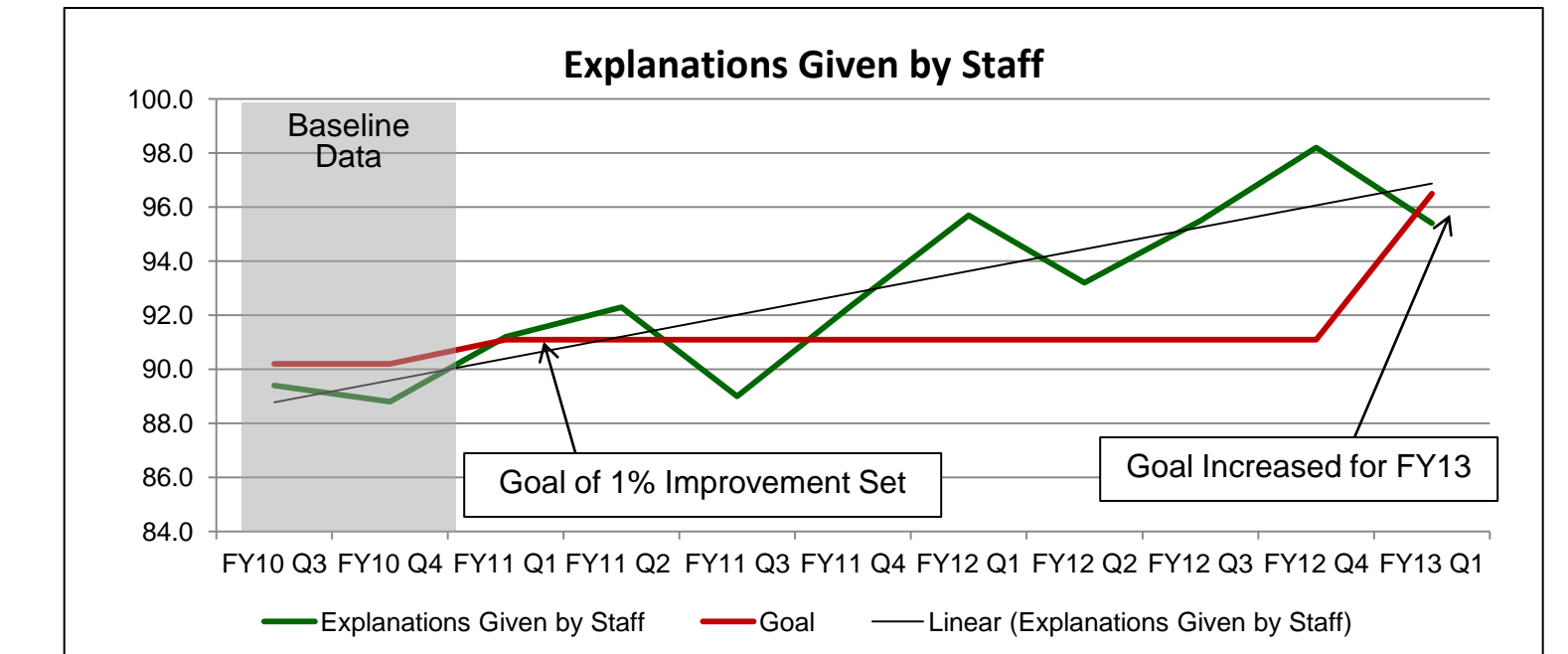
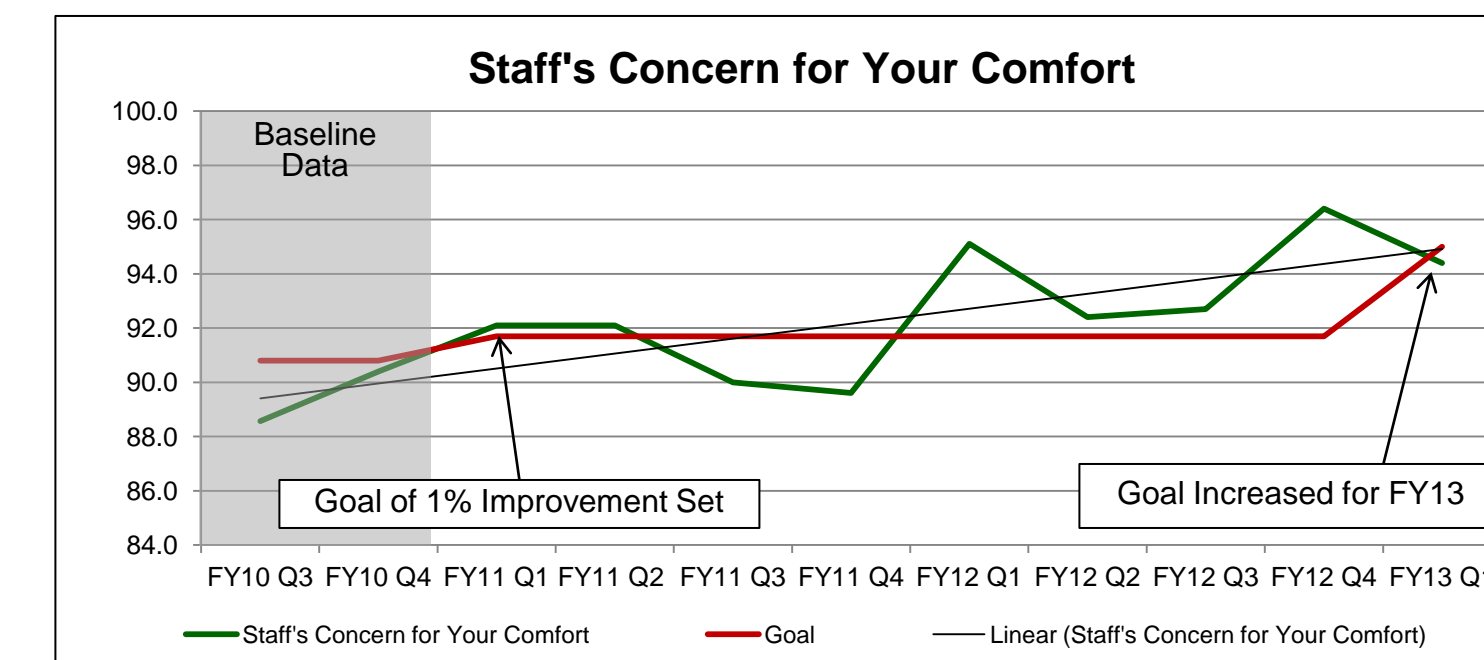
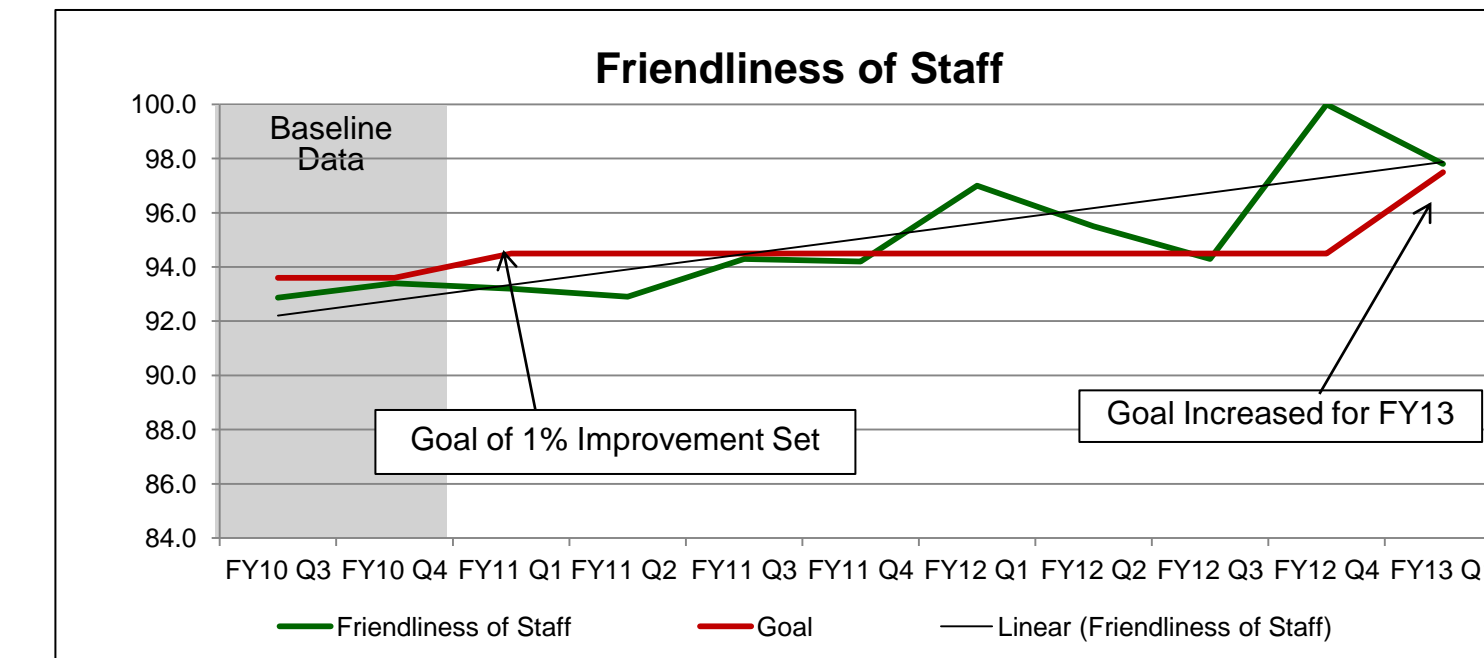
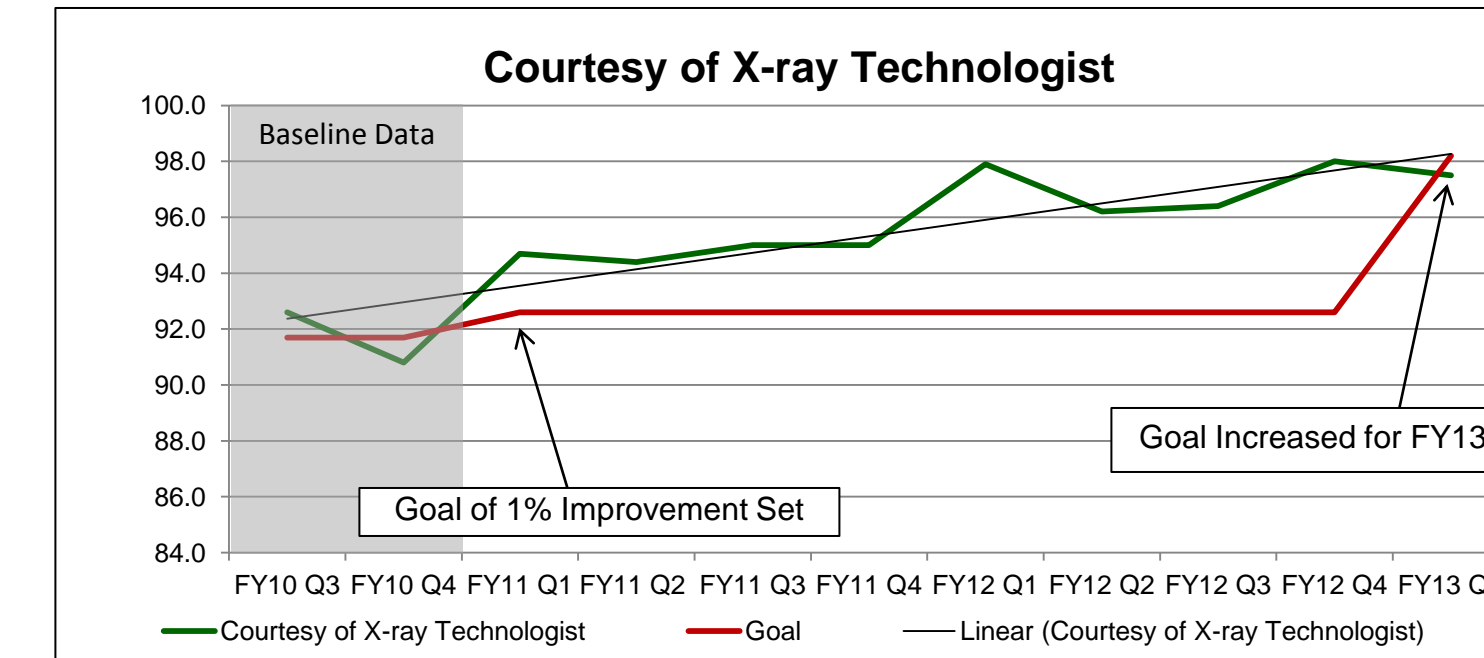
Solution Development FY12

- Continued journey
 - ✓ All FY11 goals not achieved
- Enhanced Radiology Town Hall Meetings
 - ✓ Began use of multi-media format
 - ✓ Included frontline staff as presenters
 - ✓ Developed themes for meeting content
 - ✓ Made meetings more interactive
- Established Employee Business Card Program
 - ✓ Provided feedback mechanism for patients
 - ✓ Positive feedback used as source of content for thank you notes to employees and other employee recognition opportunities
 - ✓ Negative feedback provided opportunities for improvement and the ability to conduct service recovery with patients
- Reinforced use of key words of comfort and explanation
- Conducted management rounding with patients and employees

FY12 Results

Press Ganey Question	FY12 Raw Score Goal	FY12 Raw Score	FY12 Employee Evaluation Rating
Helpfulness of person at registration desk	92.1	92.1	3
Degree to which you were informed about delays	83.1	81.7	1
Friendliness/Courtesy of staff	94.5	95.7	4
Courtesy of X-ray technologist	92.6	96.7	5
Staff's concern for your comfort	91.7	93.2	5
Explanation from the staff	91.1	95.0	5
Cleanliness of facility	90.0	91.7	5
Overall rating of care received during your visit	92.4	93.9	5
Likelihood of your recommending our facility	92.8	94.1	4


Two Year Result Trends



Conclusion


- Improving Press Ganey Scores takes
 - ✓ A team approach
 - ✓ Time and effort
 - ✓ Consistent communication of current results
 - ✓ Consistent reinforcement of initiatives
 - ✓ Creative thinking
- Implementing employee suggestions when possible fosters a sense of ownership
- Driving accountability through inclusion of goals on employee evaluations facilitates improvements in scores
- Achieving success in all metrics was not possible (Informed About Delays)

Employee Business Card



Make no bones about it, **Radiology** is here to provide **Very Good service!**

Date of service: ___/___/___



Thank you for choosing the University of Chicago Medical Center for your Radiology services. It is my pleasure to provide you with exceptional care today.

My name is _____

Radiology welcomes your feedback. We have a dedicated voicemail box, (773)795-7301 or send an email to: radiology.comments@uchospitals.edu