

Improving Patient Satisfaction Results: The Radiology Journey

The Entire Radiology Team

Introduction:

- Radiology began to focus 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
- Demonstrate 1% improvement in patient satisfaction results

Situation Analysis:

- Results not reviewed regularly
- Results achieved fluctuated monthly
- Employees not held accountable to achieving improvement in results

Methods:

- Implemented Patient Satisfaction Committee including frontline employees and managers
- Committee reviewed results of Press Ganey Scores and established baseline (Jan 10 – Jun 10)
- Questions selected that could be directly impacted by employees
- Goal to improve results by 1% set
- Goals distributed to all employees and announced that goals would be incorporated in FY11 employee evaluations

Solution Development FY11:

- Continued Town Hall Meetings
- Refreshed AIDET training
- Implemented
 - 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 Goal	FY11 Score	FY11 Evaluation Rating
Helpfulness of the person at the 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 about what would happen	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 to others	92.8	92.9	3

Chart Legend

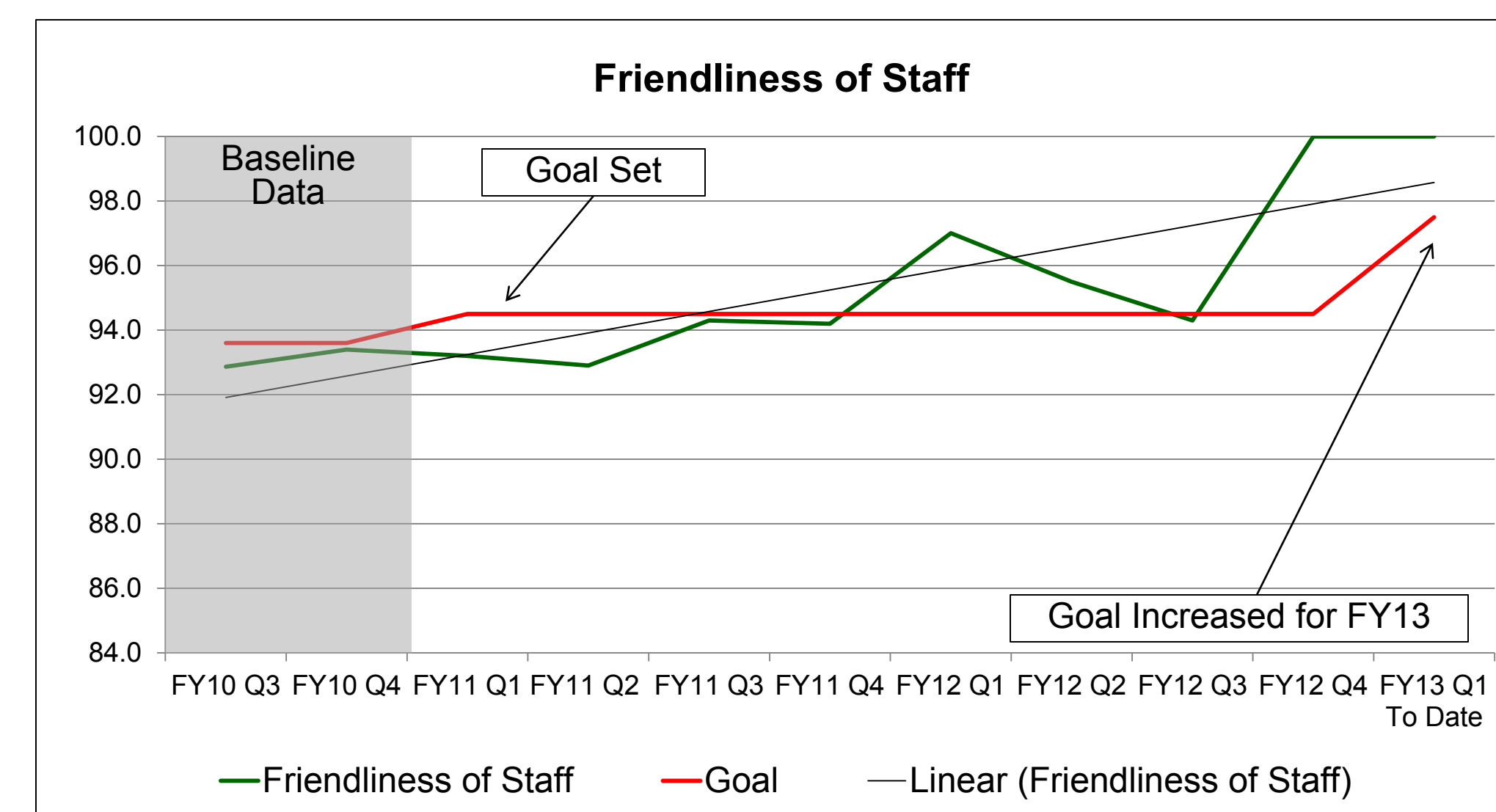
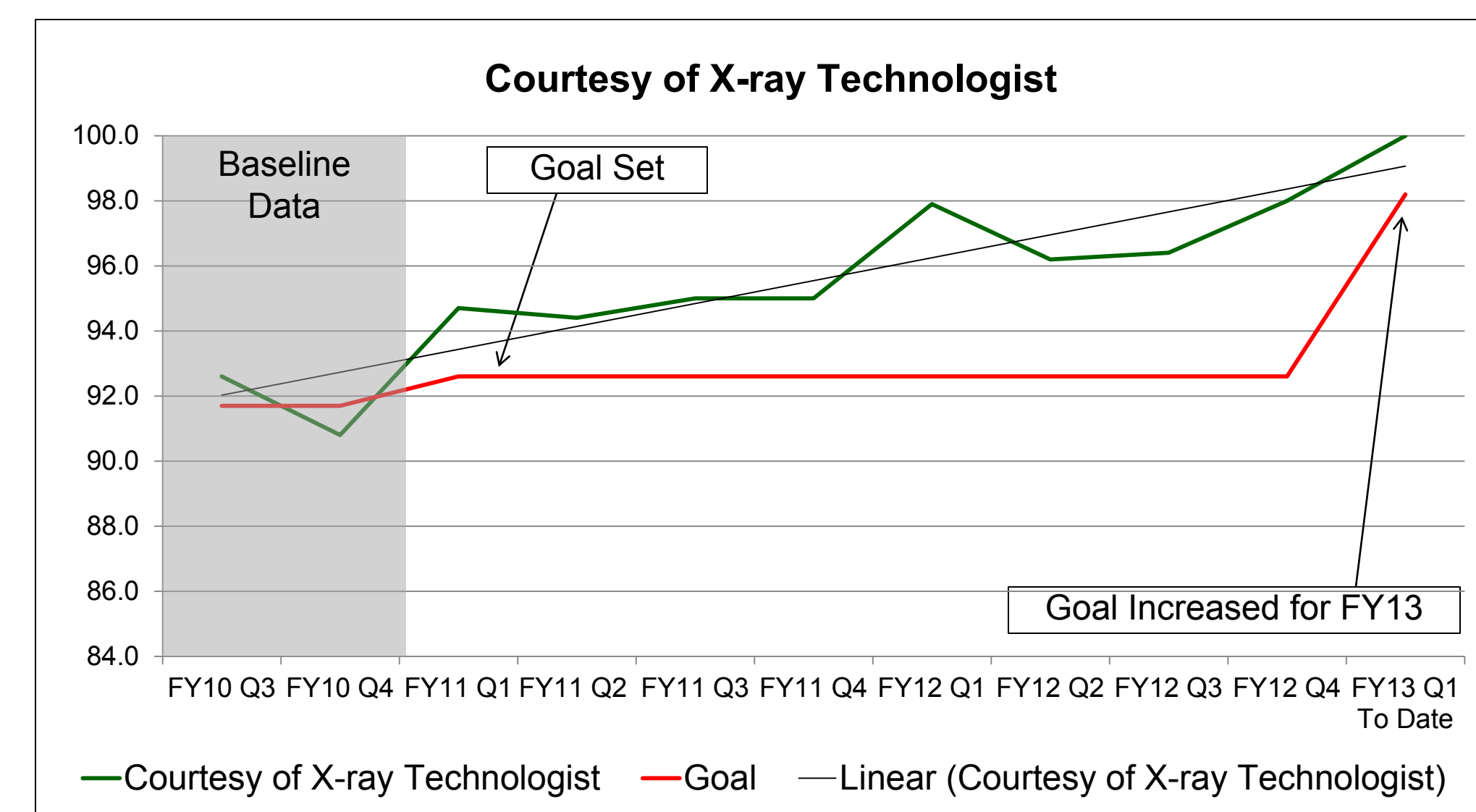
	At or above goal
	Above baseline, but below goal
	Below baseline

Solution Development FY12:

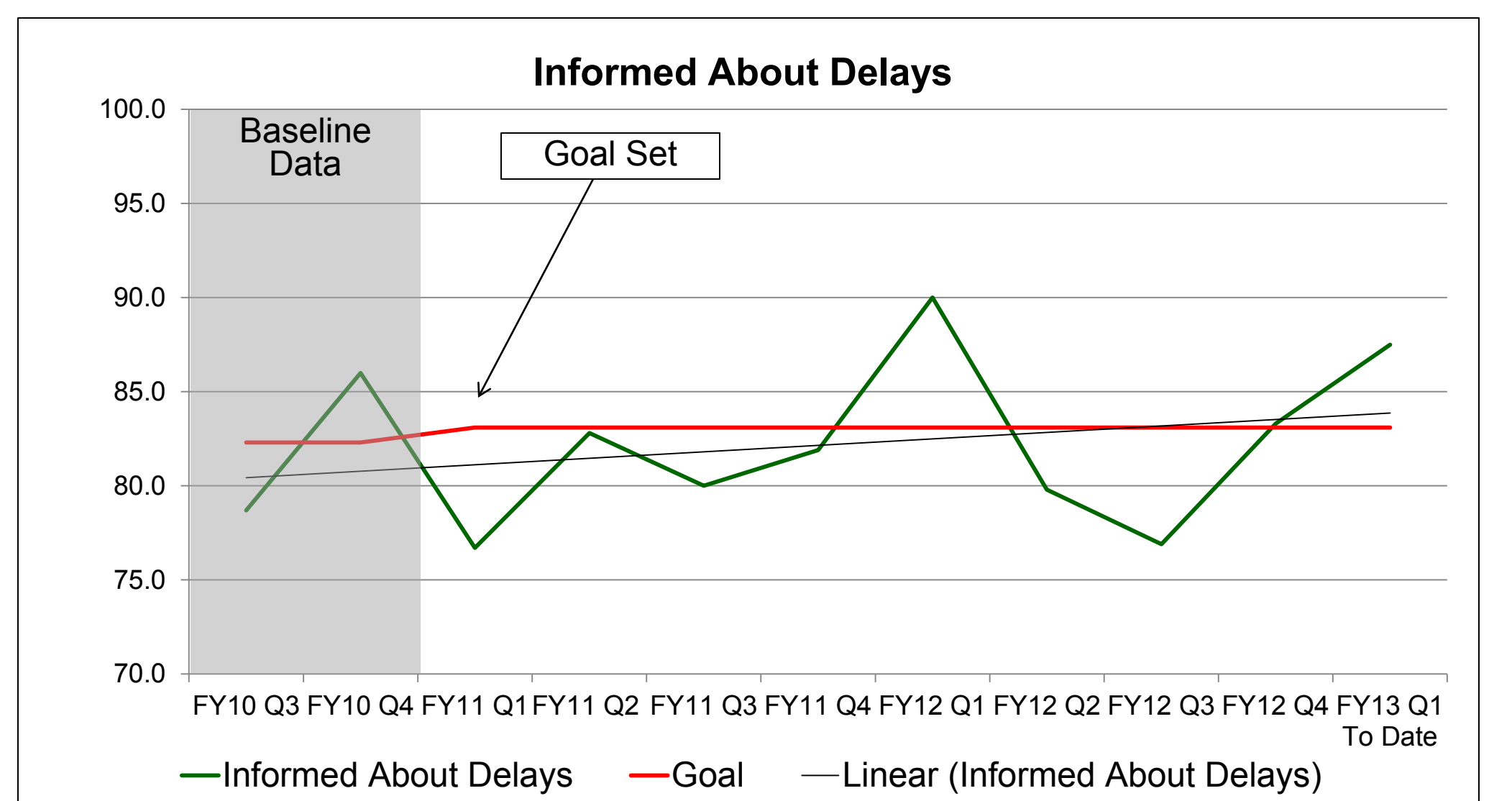
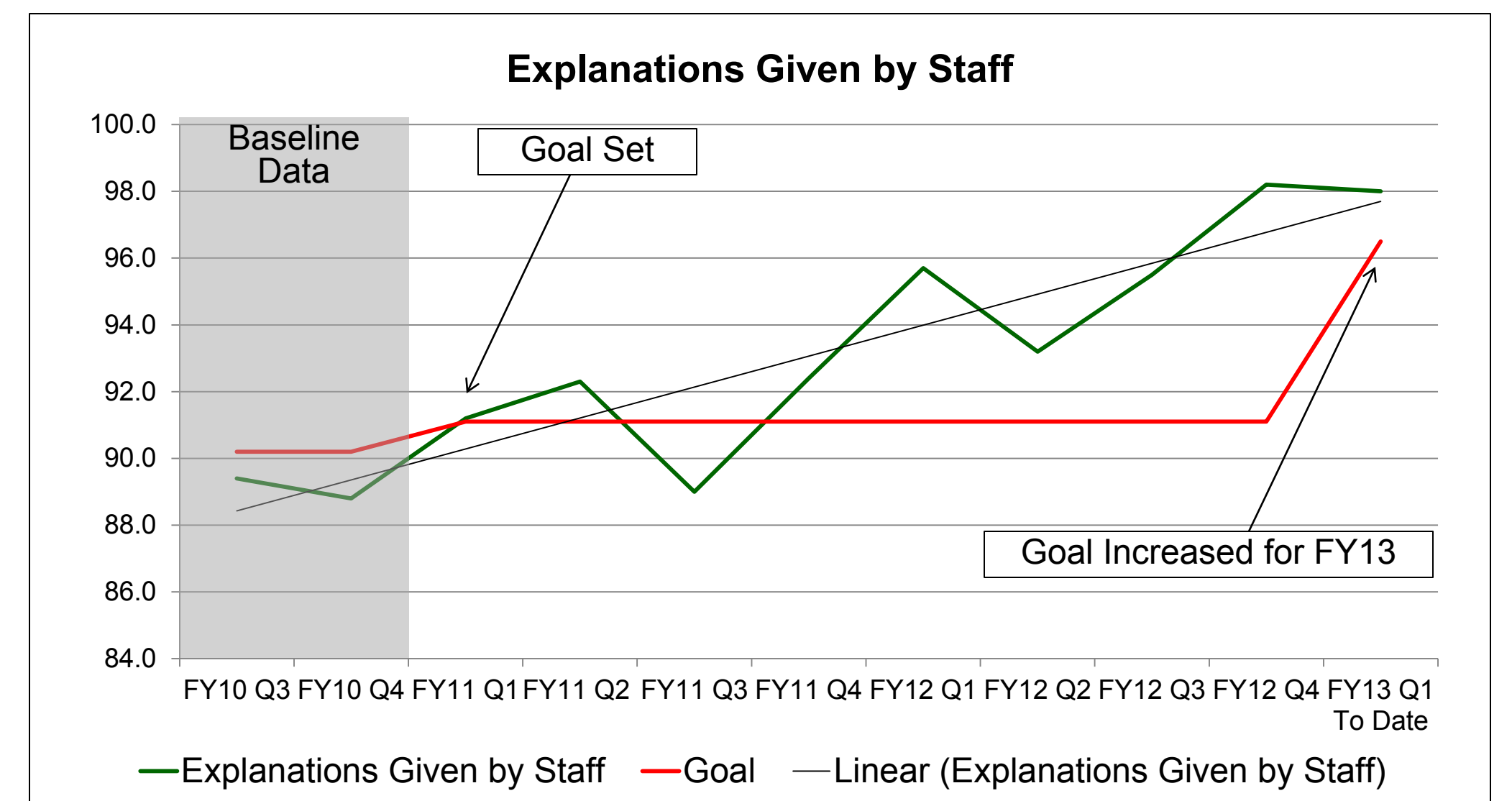
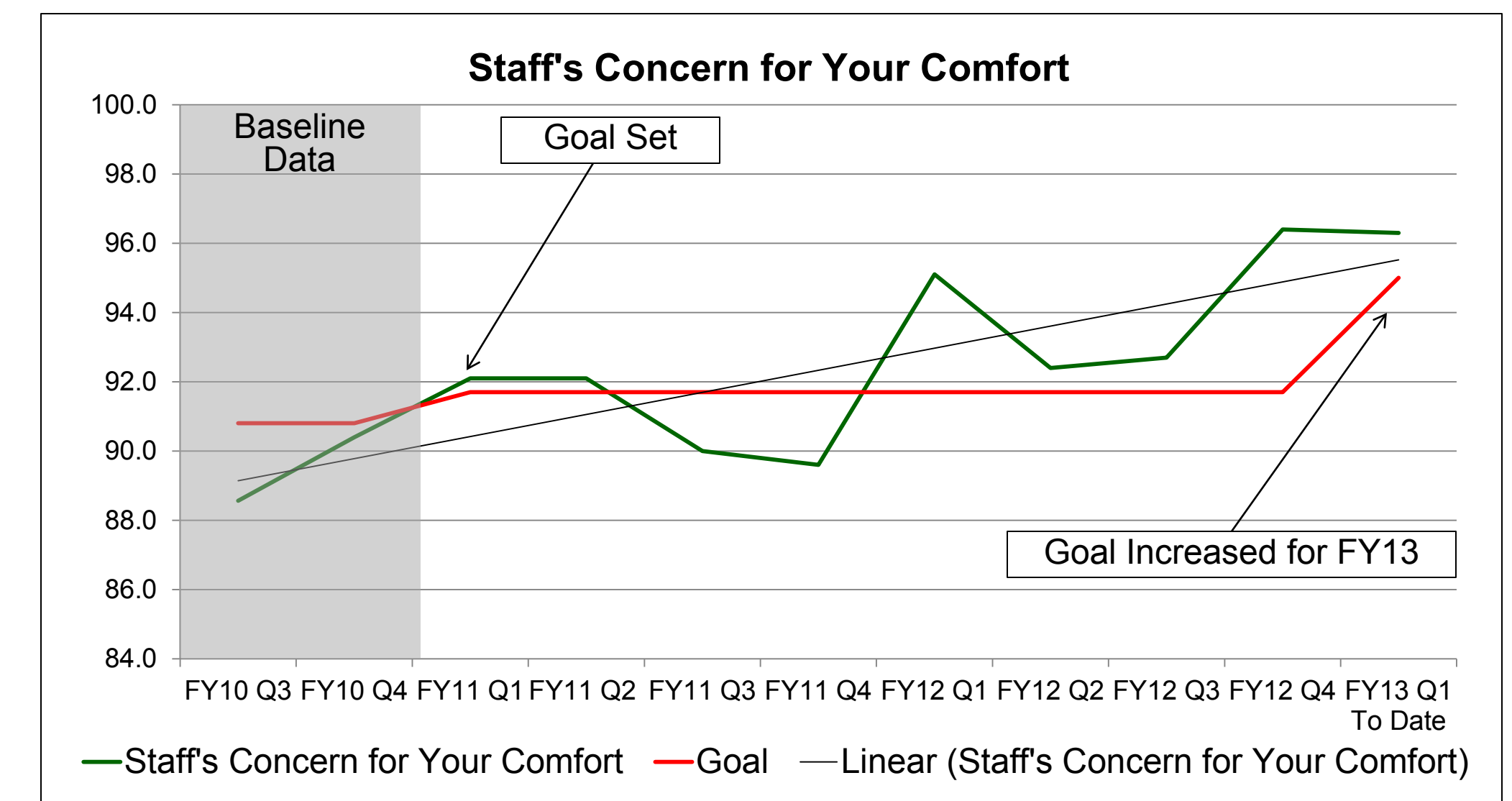
- Enhanced Town Hall Meetings
 - Began use of multi-media format
 - Included frontline staff as presenters
 - Developed themes for meeting content
 - Made meetings more interactive
- Established Employee Business Card Program
 - Provided feedback mechanism for patients
 - Positive feedback used as source of content for thank you notes to employees and other employee recognition opportunities
 - Negative feedback provided opportunity for improvement and service recovery with patients
- Reinforced use of key words for comfort and explanation
- Conducted management rounding with patients and employees

FY12 Results:

Press Ganey Question	FY11 Goal	FY12 Score	FY12 Evaluation Rating
Helpfulness of the person at the 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 about what would happen	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 to others	92.8	94.1	4



FY12 Results:



Conclusion:

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