

From the 2nd Percentile to the 75th Percentile in Four Years

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In the September 2010 edition of the California Healthcare News, Enloe Medical Center's quality improvement journey was presented (*Creating a Quality Movement in Your Hospital*). That article focused on creating a sustainable quality culture based on adopting best-practice care, engaging physician leadership and advancing their work with robust Board, administration and staff support. Now in the third year of that process, it continues to drive

much of the organizational focus throughout the year.

As important as clinical performance is, there is another important aspect to quality care: Patient experience. Captured in the Centers for Medicare & Medicaid Services mandated Hospital Consumer Assessment of Healthcare Providers and Services (HCAHPS) surveys, patient satisfaction will be tied to hospital reimbursement. In 2012, value based purchasing will penalize hospitals if quality and patient satisfaction scores are not at specified levels, and, according to the California Hospital Association, Enloe risked losing close to one million dollars yearly due largely to poor HCAHPS scores.

Administration and the Board went back to the drawing board in 2008, rethinking Enloe's role in the community. The new mission, "To improve the quality of your life through patient-centered care," resonated with staff, but our patients did not share this experience. As a Planetree affiliate, hospital leadership recognized the need to deliberately instill a culture of service throughout the organization. The results are

outlined in the table on page 2.

In 2007, just after a series of devastating clinical events occurred, Enloe had understandably lost the confidence of the community. When asked, "On a scale of 0-10, how would you rate the hospital?" only 46% responded with a 9 or 10. This put Enloe in the bottom 2% nationwide. As shown in Table 1, much changed over the next four years, and Enloe's HCAHPS vendor, NRC+Picker, shared our most current quarter's results. Now, when asked the same "rate hospital" question, over 72% respond with a 9 or 10 rating, putting Enloe's score above the 75th percentile nationwide.

This improvement has been achieved through intentional efforts that can be adopted by other hospitals. In 2009, Enloe Medical Center implemented a strategic plan that balances Employee Engagement, Physician-Hospital Alignment, Financial Stewardship and Patient Experience to enhance the organizational culture by partnering with our staff and physicians, focusing on the whole patient experience, and being mindful in the allocation

of our financial resources. Some of the elements include:

Employee Engagement

- New, transparent hospital leadership since 2009
- 93% of staff attended full-day education on patient-centered care, and 63% have already completed the second stage of half-day education, which began this year
- Patient-centered care education comprises a full day of all new-hire orientations
- Regular communication with CEO and senior leadership through employee forums and weekly phone messages
- Celebrate physician and staff’s patient-centered actions

through quarterly “Stories of Excellence”

- Yearly “Spirit of Planetree” recognition for staff and hospital program demonstrating exceptional patient-centered care
- Specialized neurology training for medical-neurology nurses
- Recognize special achievements organization-wide, such as HCAHPS improvement
- Planetree Leadership Team with employee, physician and community members oversees patient-centered programs

Physician-Hospital Alignment

- Nationally known patient-centered care speaker at medical staff meeting
- Physician recognized yearly for

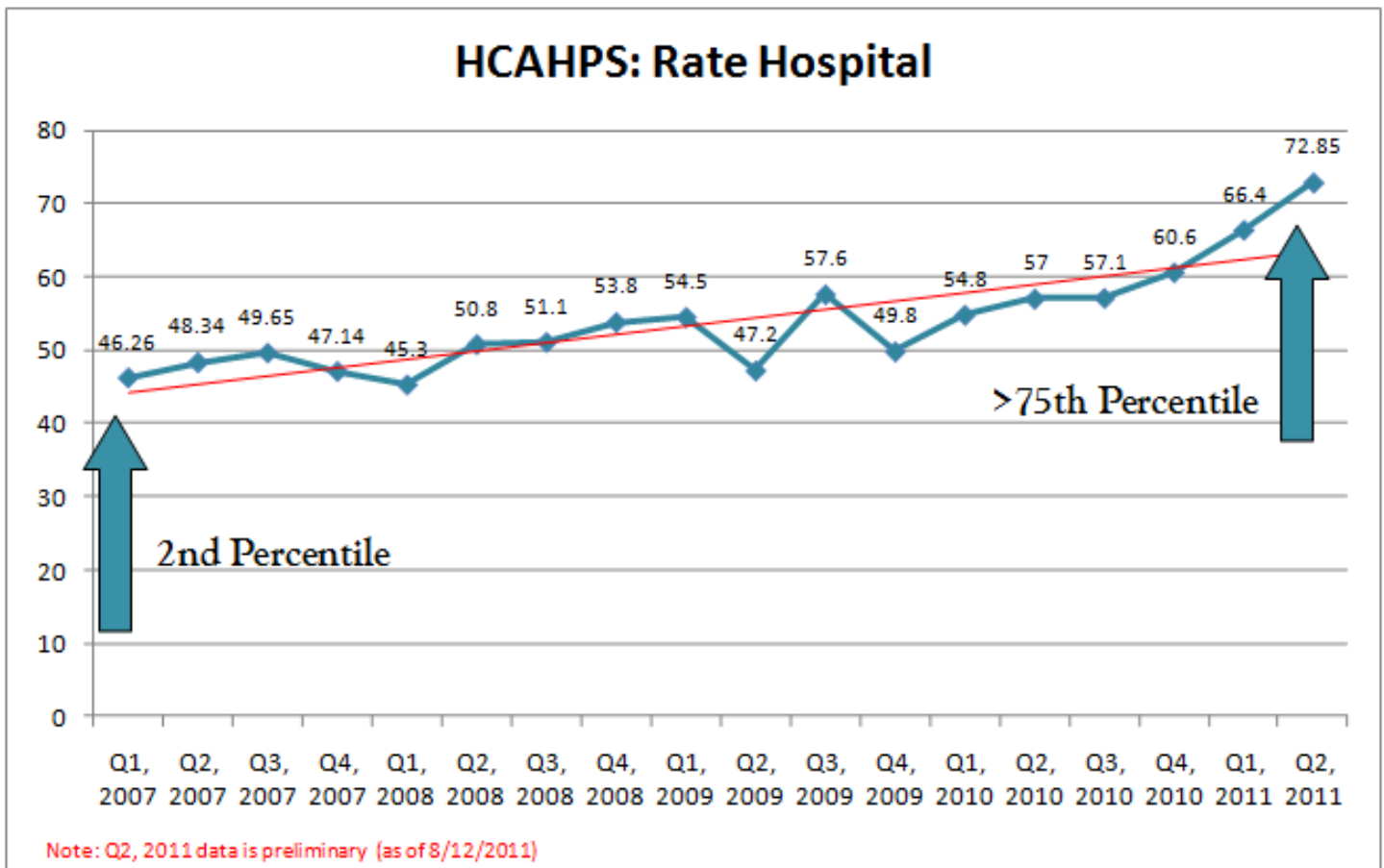
excellent patient-centered care

- Physician-led quality initiatives culminating in annual Quality Summit
- Annual physician leadership retreats
- Planetree Medical Advisory Team directs patient-centered activities
- Annual Physician Legacy Award recognizing exceptional medical care
- Incorporate patient-centered care at physician orientation

Financial Stewardship

- Invest in infrastructure to improve patient experience
- Invest in streamlined, telephone HCAHPS survey

Table 1. HCAHPS Rate Hospital Score: Enloe Medical Center



- Board direction to invest resources that support applying for the Joint Commission’s Patient-Centered Hospital Designation in 2015

Patient Experience

- Enloe Regional Cancer Center’s National Planetree Award for incorporating arts and music into patient care
- Patient service excellence team to address real time concerns
- Animal assisted activities
- Open medical record adopted March 2011
- Valet parking
- S-T Elevation MI (STEMI) re-

ceiving center designation 2010

- Joint Commission primary stroke center designation 2011
- Survey for Baby Friendly Hospital designation August 2011
- Top 25% performance for Medicare Hospital Acquired Conditions 2011
- Affiliation with UCSF Cancer Center

Achieving the 75th percentile for “rate hospital” is a real milestone for Enloe, made even more satisfying because of how we struggled not so long ago. Our experience shows that when a hospital is aligned, from the Board to the front-line employees, remarkable things can happen.

Marcia Nelson, MD, is the Vice President for Medical Affairs at Enloe Medical Center and continues to practice Family Medicine. Additionally, Dr. Nelson, will attain her Master of Medical Management degree from USC in 2012. As VPMA at Enloe Medical Center since 2005, her primary focus is the annual Quality Summit, which highlights the past year’s quality improvement successes and helps set the next year’s quality priorities. Dr. Nelson has been honored by the Chico Chamber of Commerce as the “Outstanding Woman in Health Care” in 2004, and by Enloe with the “Spirit of Planetree Physician Champion” award in 2008.

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