Parent Partners and Surveys Transform Primary Care Practice Improvement

Children’s National Health System
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Learning objectives

After completing this activity, participants will be able to:

• Describe how an active patient survey process can successfully inform primary care practice transformation.

• Detail how CSHCN parent navigators can be actively engaged in ambulatory practice quality improvement.
No faculty disclosures to report
Overview

• To transform our primary care and complex care practices into NCQA Level III Patient Centered Medical Homes, we implemented ongoing family experience exit surveys to guide targeted practice improvements.

• We engaged CSHCN “parent navigators” to drive successful quality improvement efforts, NCQA recognition and high overall patient engagement and satisfaction.

• Our presentation will describe how we developed and implemented patient survey process, meaningfully engaged and included parent partners in management teams and successful quality improvement.
Washington DC Landscape

- DC population: 650,000
  - 1 million during the day
- DC children 0-18 years: 111,000+
- DC Medicaid enrolled children (0-20): 97,000+ *

A Different DC Perspective

27% of DC’s children live in poverty
29% children live in areas of concentrated poverty
16% live in extreme poverty

42% of DC’s children live in households that lack secure employment
55% in single parent homes

2132 (19/1000) children annually reported victims of maltreatment (2013)

22% of children live with food insecurity

Source: Kids Count Data Center. Datacenter.kidscount.org
Children’s National Health System: Primary Care

Children’s National Health System is Washington, DC’s children’s hospital and regional health system for children

Goldberg Center for Community Pediatric Health
Dedicated Center of Excellence
Operations 7 primary care health centers at main campus and underserved neighborhoods across DC and mobile health program
All recognized as NCQA Level 3 PCMH (2011 and 2014)

Almost 40,000 attributed patients
Largest primary care provider and largest primary care provider for children in DC
100,000+ annual visits and growing

PCMH = patient-centered medical home.
Our Medical Home Journey

• Structured our PCMH transformation process as a QI learning collaborative
  – Systematically made changes in the practices using QI methodology
  – Established champions at each site and a dedicated Project Lead
• 2011 All Sites recognized as NCQA Level 3 PCMH’s
• 2014 All sites re-designated as NCQA Level 3 PCMH
Listening to the Patient Voice

Patient Satisfactions surveys
• The satisfaction survey process within our health clinics uses real time patient and family feedback to drive practice change

Parent Navigator Program
• A special type of community health worker- parent navigators help bridge the gaps between our patients/families and the healthcare system.
Children’s National Primary Care Patient Survey Process

• Implemented an exit survey process
• Collection targets are set for each center
  – Average 80+ surveys each month
• Aggregated and site specific survey results are shared monthly
Why not CAHPS?

- CAHPS may be industry standard but has challenges for primary care:
  - Lengthy
  - Literacy level
  - Lacks real-time data feedback to measure & drive active improvement work
  - Requires vendor
  - Expense

- Needed simple tool that we could use for ongoing real-time feedback
HRSA: The Health Center Program
Patient Satisfaction Survey

The Health Center Program: Health Center Patient Satisfaction Survey

The Patient Satisfaction Survey is a short, easily administered questionnaire that provides health centers with information and insight on their patients' view of the services they provide. Health centers can use survey results to design and track quality improvement programs, as well as compare themselves to other health centers. The survey form is available in English and Spanish.

Although a sample survey form is provided for download, the most efficient way to administer the survey is by using a searchable form available through the Clinical Research Corporation, which will scan completed forms, compile and analyze results, and develop a comprehensive report for the health center that includes a comparison with average health center benchmarks. A nominal fee may be charged for this service.

For More Information:
To learn more about the Health Center Patient Satisfaction Survey, please call 301-404-0181 and specify any special interests or needs you might have. Please provide a contact name and daytime phone number.

History of the Patient Satisfaction Survey:

Federally funded health centers are expected to assess patient satisfaction and did so individually until 1999, when HRSA asked health centers to share their survey tools. More than 300 survey tools were submitted and health centers said they supported a more standardized approach.

A task force of health care professionals and patients was formed to review the surveys and develop criteria for a standardized tool.
### HRSA Patient Satisfaction Survey

We would like to know how you feel about the services we provide so we can make sure we are meeting your needs. Your responses are directly responsible for improving these services. All responses will be kept confidential and anonymous. Thank you for your time.

**Your Clinic Name Here**

![HRSA Patient Satisfaction Survey Image]

#### Please circle how well you think we are doing in the following areas:

<table>
<thead>
<tr>
<th>Area</th>
<th>Excellent</th>
<th>Very Good</th>
<th>Good</th>
<th>Satisfactory</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability to get in to be seen</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Hours Center is open</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Convenience of Center's location</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Prompt return on call</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Waiting</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Time in waiting room</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Time in exam room</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Waiting for tests to be performed</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Waiting for test results</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

#### Staff:

<table>
<thead>
<tr>
<th>Staff</th>
<th>Excellent</th>
<th>Very Good</th>
<th>Good</th>
<th>Satisfactory</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prime Health (Physician, Dental, Physician Assistant, Nurse Practitioner) listens to you</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Takes enough time with you</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Explains what you want to know</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Gives you good advice and treatment</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Nurses and Medical Assistants:</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Friendly and helpful to you</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Answers your questions</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

#### What do you like best about our Center?

_____________________

#### What do you like least about our Center?

_____________________

#### Suggestions for Improvement?

_____________________

Thank you for completing our Survey!
Children’s National Primary Care
Patient Satisfaction Survey

Date

Children’s Health Center
Patient Satisfaction Survey

Instructions: We would like to know how you feel about the care we provide to make sure we are meeting your needs. Your answers help us to do a better job. Please mark how well you think we are doing in the following areas:

Who is your doctor today?

Ease of Getting Care

- Able to get an appointment for checkup:
  - Great
  - Good
  - Ok
  - Fair
  - Poor

- Able to make same day appointments when you need:
  - Great
  - Good
  - Ok
  - Fair
  - Poor

- The office hours work for you:
  - Great
  - Good
  - Ok
  - Fair
  - Poor

- Phone calls get through easily:
  - Great
  - Good
  - Ok
  - Fair
  - Poor

- I get called back quickly:
  - Great
  - Good
  - Ok
  - Fair
  - Poor

- Able to get medical advice when the office is closed:
  - Great
  - Good
  - Ok
  - Fair
  - Poor

- Length of time waiting at our practice:
  - Great
  - Good
  - Ok
  - Fair
  - Poor

Facility

- Waiting room and exam room are comfortable and clean:
  - Great
  - Good
  - Ok
  - Fair
  - Poor

Front Desk

- Friendly and helpful to you:
  - Great
  - Good
  - Ok
  - Fair
  - Poor

Nurses

- Friendly and helpful to you:
  - Great
  - Good
  - Ok
  - Fair
  - Poor

- Answered your questions:
  - Great
  - Good
  - Ok
  - Fair
  - Poor

Please see next page...

Providers (Doctors & Nurse Practitioners)

- Clear information that you can understand:
  - Great
  - Good
  - Ok
  - Fair
  - Poor

- Treats your personal or family beliefs:
  - Great
  - Good
  - Ok
  - Fair
  - Poor

- Involves you or other children or caregivers in your care when needed:
  - Great
  - Good
  - Ok
  - Fair
  - Poor

Please tell us about today’s visit

- Were you asked if you had any other healthcare providers join your visit:
  - Yes
  - No

- Do you receive the medicine your provider prescribed:
  - Yes
  - No

- Did you get a care plan or visit summary:
  - Yes
  - No

- Did you feel involved in planning your child’s care or treatment:
  - Yes
  - No

General questions about our Practice

- Did you have questions about your care:
  - Yes
  - No

- How well we helped you find other services:
  - Not well
  - Somewhat well
  - Well

- Do we help you make healthy lifestyle choices:
  - Not well
  - Somewhat well
  - Well

- Would you need your friends or family to be with you for care:
  - Not well
  - Somewhat well
  - Well

What one thing could we do to make your visit with us better:

Thank you for completing our survey!
Primary Care Patient Satisfaction

- Over 8,000 surveys have been collected over 4 years
- Surveys are provided in both English and Spanish
- We can now see trends with in our data that provide us with evidence on how are centers are performing through a parent/patient perspective
- Using center specific satisfaction data each of our health centers create QI projects to improve areas of patient concerns.
Practice Performance Boards

GHR TEAM PERFORMANCE BOARD

Portal Message Response
Goal: 70% answered within 2 hrs
Month: Oct
% answered < 12 hrs: 30%

Surveys Collected
Goal: 60 a month
Month: Oct Surveys: 70
Month: Dec
Surveys collected so far: ~10

SDQs Goal: 85% screen WCC 4-10 yrs
Month: Nov
Eligible: 114
Screened: 33
Billed: 29

% Screened: 29%

Announcements
Welcome baby Justin!
Congrats, Dr. Tyler!

Kudos

YOUR IMPROVEMENT IDEAS!

Easy to implement
Just do it!

Little Payoff

BIG Payoff

Hard to implement
It’ll be hard, but it’s worth it!

Kinda impossible

Maybe?
Primary Care Patient Satisfaction
Timely Access

TIMELY ACCESS FOR
ADVICE OR APPTS

EXT HOURS & ADVANCED CALL CENTER:
APPTS, CENTRALIZED ADVICE NURSES
Primary Care Patient Satisfaction
Wait Times

LONG WAITS: WAITING ROOM, EXAM ROOM, IMMUNIZATIONS
Primary Care Patient Satisfaction
Overall- likely to recommend

- Have we helped you find other services you may need? 92%
- Did we help you make healthy lifestyle choices? 94%
- Would you send your friends and family to us for care? 98%

>95% WOULD RECOMMEND!
Primary Care
What Can We Do Better??

What Can We Do Better?

QUALITY AND SAFETY in CHILDREN'S HEALTH CONFERENCE
Primary Care
What Can We Do Better??

What one thing could we do to make your visit with us better?

More Smiles

What one thing could we do to make your visit with us better?

One nurse for siblings.

What one thing could we do to make your visit with us better?

I am so thankful for this clinic. I feel that my children have the best health care facility and medical professionals in the world. Thanks.

What one thing could we do to make your visit with us better?

Everything is always great from my experiences. Ms. Quade has always been helpful and supportive showing great customer service. Thank you!
Measuring what matters to our families

We measure up!

Month & Year  |  No. of Surveys
---|---

<table>
<thead>
<tr>
<th>Here’s how you rated us</th>
<th>We have extended hours!</th>
</tr>
</thead>
<tbody>
<tr>
<td>“I am able to get same day appointment when sick or hurt.”</td>
<td>Mon</td>
</tr>
<tr>
<td>0%</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>Wed</td>
</tr>
<tr>
<td>“My phone calls get through easily.”</td>
<td>0%</td>
</tr>
<tr>
<td>“I am able to get medical advice when the office is closed.”</td>
<td>0%</td>
</tr>
</tbody>
</table>

We have more online access!
Connect with us easily and securely using our Patient Portal at mychildrensdoc.com
Sign up for our Patient Portal today! Speak to a member of our front desk to get started.

We have 24-hour medical advice!
If you’re not sure what to do for your sick or injured child, call us at (614) 474-4575.
Our care team is able to provide 24/7 medical advice over the phone.

QUALITY AND SAFETY IN CHILDREN’S HEALTH CONFERENCE
Incorporating CAHPS (PCMH-CSHCN)

• Will continue current primary care survey tool for immediate feedback and measuring improvement

• Plan to implement CAHPS through primary care EMR vendor (web-based)
Children’s National: Parent Navigators
Parent Navigators:
Bridging the gaps between patients and families and the health care system
Who are Parent Navigators?

• Parents of children and youth with special health care needs (CSHCN)
• Hospital employees
• Members of the health care team in our primary care medical homes and the Complex Care Program

Darcel, Johanna, Christine, Melissa, TjaMeika and Yan
Parent Navigator: A Key Member of the Medical Neighborhood
What do our Parent Navigators do?

- Mentorship
  - Peer to Peer Support
  - Advocacy

- Resources
  - Housing
  - Education
  - Social Security
  - Employment
  - Legal Services

- Navigation
  - Health care system
  - Community Resources
  - Appointments
Parent Navigator Program

Parent Navigators provide peer-to-peer guidance and support for families of children with special healthcare needs in our primary care medical homes and complex care program

- Employees of Children’s National Health System
  - Funded in part by State Title V programs
- Active participants in community and hospital-based programs
- Essential members of the Care Team that interact regularly with primary care providers
- **Participants in all management and QI meetings**
Parent Navigators: Full Team Members

- Monthly leadership meeting of M.D. medical directors includes nursing and administrative managers and QI/population health staff
- For NCQA PCMH project, we additionally included Parent Navigators in monthly Medical Home meetings
- Continued monthly Medical Home meetings to drive ongoing measurement & improvement
  - Parent Navigators attend all meetings and participate actively in projects & workgroups
Measuring results
Key Results

- All primary care and complex care practices received NCQA recognition at highest Level III Patient Centered Medical Homes in 2012 and 2015.
- Practices averaged 80+ exit surveys/month and 4000+ surveys annually across all practices. “Likelihood to recommend to family/friends” consistently scored at >95%.
- Aggregate primary care visits increased 25% from FY10 to FY15.
- Patients reported high overall satisfaction with physicians/nurses and lower satisfaction with convenient hours, access for appointments, telephone response/advice, and waiting times.
- Targeted improvements included extended clinic hours with improvement in patient reported satisfaction with convenient times and 10% reduction in ED utilization rate by attributed patients.
Goldberg Center Primary Care Volume (All Centers)

FY11: 6000+ average visits/month
FY12: 7000+ average visits/month
FY13: 8000+ average visits/month
FY14: 9000+ average visits/month

**October 2013**: 10,000+ visits
22% in extended hours
Outcomes

- Introduced extended office hours; to include early mornings, evenings, and weekends
  - Within 18 months, ~20% primary care visits in extended hours
  - Patient satisfier
  - Reduced low acuity ED utilization (still opportunities)
NCQA PCMH Level III Recognition
Best metric

Over 95% of survey respondents would recommend our primary care pediatricians and health centers to family and friends.
Innovation

• We engaged the expertise of CSHCN parent navigators to bring an active parent voice to primary care practice redesign and ongoing quality improvement.
• Parent representatives now participate in monthly practice management and leadership meetings.
• Simple exit survey tools provide immediate feedback to measure ongoing performance trends and drive targeted improvements.
Lessons Learned

• The value of patient surveys can be limited by delayed response and limited engagement.

• We engaged more meaningful patient involvement in practice transformation through immediate visit exit surveys and active incorporation of parent partners into ongoing practice quality improvement activities.

• Survey data proved powerful not just identifying patient concerns- but aligning with NCQA PCMH recognition requirements and overcoming provider/practice resistance to change.

• Our survey tool- although simple for patients- required data entry and reporting support. We are interested in exploring emerging technologies to automate this process.

• We are enthusiastic about the role and participation of our parent navigators.
Next Steps

- Active parent participation and ongoing surveys are now part of our ambulatory practice management and culture.
- We are exploring how best to implement and leverage data and feedback from industry standard CAHPS survey in cost-effective fashion.
- We are also exploring targeted electronic surveys to provide real-time feedback data for improvements.
- We are exploring how to expand Parent Navigators within primary, specialty and hospital care
Contact Information

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